

Borough Council of  
**King's Lynn &  
West Norfolk**



# Cabinet

## Agenda

Thursday, 17th October, 2024  
at 6.00 pm

in the

Council Chamber  
Town Hall  
Saturday Market Place  
King's Lynn

Also available to view on Zoom and available for the public to view on [WestNorfolkBC on You Tube](#)





King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX  
Telephone: 01553 616200

**CABINET AGENDA**

**DATE:** CABINET - THURSDAY, 17TH OCTOBER, 2024

**VENUE:** COUNCIL CHAMBER, TOWN HALL, SATURDAY  
MARKET PLACE, KING'S LYNN PE30 5DQ

**TIME:** 6.00 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - no items will be considered in private.

**1. APOLOGIES**

To receive apologies for absence.

**2. URGENT BUSINESS**

To consider any business, which by reason of special circumstances, the Chair proposes to accept, under Section 100(b)(4)(b) of the Local Government Act 1972.

**3. DECLARATIONS OF INTEREST (Page 5)**

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

**4. CHAIR'S CORRESPONDENCE**

To receive any Chair's correspondence.

**5. MEMBERS PRESENT UNDER STANDING ORDER 34**

To note the names of any Councillors who wish to address the meeting under Standing Order 34.

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

**6. CALLED IN MATTERS**

To report on any Cabinet Decisions called in.

**7. FORWARD DECISIONS (Pages 6 - 11)**

A copy of the Forward Decisions List is attached

**8. MATTERS REFERRED TO CABINET FROM OTHER BODIES**

To receive any comments and recommendations from other Council bodies which meet after the dispatch of this agenda.

**9. CIL APPLICATIONS FOR OVER £50,000 FOR CONSIDERATION BY CABINET (Pages 12 - 55)**

**10. NORFOLK ECONOMIC STRATEGY (Pages 56 - 258)**

**11. HUNSTANTON BUS STATION AND LIBRARY PROPOSALS (Pages 259 - 272)**

To: Members of the Cabinet

Councillors B Anota, A Beales (Chair), M de Whalley, J Moriarty, C Morley, S Ring (Vice-Chair), J Rust and S Squire

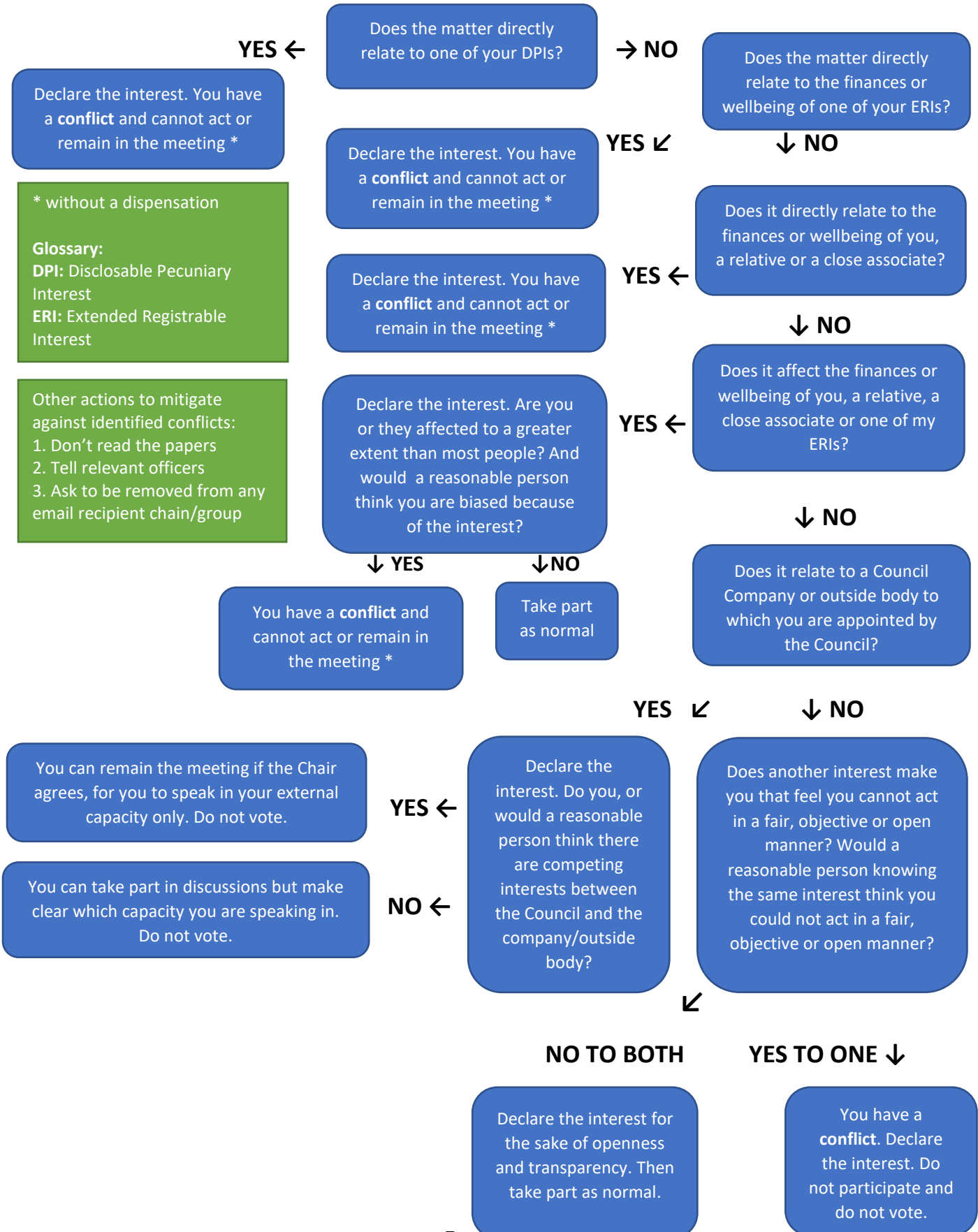
For Further information, please contact:

Sam Winter, Democratic Services Manager 01553 616327  
Borough Council of King's Lynn & West Norfolk  
King's Court, Chapel Street  
King's Lynn PE30 1EX

# DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



## START



Declare the interest. You have a **conflict** and cannot act or remain in the meeting \*

\* without a dispensation

### Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

**FORWARD DECISIONS LIST**

| <b>Date of meeting</b>                   | <b>Report title</b>                                    | <b>Key or Non Key Decision</b> | <b>Decision Maker</b> | <b>Cabinet Member and Lead Officer</b>             | <b>List of Background Papers</b> | <b>Public or Private Meeting</b> |
|--|--|--------------------------------|-----------------------|--|----------------------------------|----------------------------------|
| Additional Meeting<br>17 October<br>2024 |  |                                |                       |  |                                  |                                  |
|  | Norfolk Economic Strategy (NCC report for endorsement) | Non                            | Cabinet               | Business<br>Asst Dir D Hall                        |                                  | Public                           |
|  | Hunstanton Bus Station Library Development             | Key                            | Council               | Leader<br>Asst Dir D Hall                          |                                  | Public                           |
|  | CIL Applications for more than £50K                    | Non                            | Cabinet               | Development and Licensing<br>Asst Dir – S Ashworth |                                  | Public                           |

| <b>Date of meeting</b> | <b>Report title</b>                    | <b>Key or Non Key Decision</b> | <b>Decision Maker</b> | <b>Cabinet Member and Lead Officer</b>                 | <b>List of Background Papers</b> | <b>Public or Private Meeting</b>   |
|------------------------|--|--------------------------------|-----------------------|--|----------------------------------|--|
| 5 November<br>2024     |  |                                |                       |  |                                  |  |
|                        | Disabled Facilities Grant Framework    | Key                            | Cabinet               | People and Communities<br>Asst Dir M Whitmore          |                                  | Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority) |
|                        | Gambling Act – Statement of Principles | Non                            | Council               | Planning and Licensing<br>Assistant Director – A Baker |                                  | Public   |
|                        | Constitution Review                    | Non                            | Council               | Leader<br>Asst Dir – A Baker                           |                                  | Public   |

|  |  |     |         |   |  |        |
|--|--|-----|---------|---|--|--------|
|  | Recommendations from the Biodiversity Task Group | Non | Cabinet | Climate Change and Bio Diversity<br>Asst Dir – S Ashworth |  | Public |
|  | Council Tax Support scheme 2025/2026             | Key | Council | Finance<br>Asst Dir – M Drewery                           |  | Public |
|  | Q1 2024-25 Performance Management                | Non | Cabinet | Asst Dir – A Baker  |  | Public |

| Date of meeting  | Report title                             | Key or Non Key Decision | Decision Maker | Cabinet Member and Lead Officer     | List of Background Papers | Public or Private Meeting  |
|------------------|--|-------------------------|----------------|-------------------------------------|---------------------------|--|
| 10 December 2024 |  |                         |                |                                     |                           |  |
| 2                | King's Lynn Cultural & Heritage Strategy |                         | Council        | Business<br>Asst Dir D Hall         |                           | Public   |
|                  | Investment Options for Leisure Assets'   | Key                     | Cabinet        | Deputy Leader<br>Monitoring Officer |                           | Part Public and part Private-<br>Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority) |
|                  | Long-Term Plan for Towns                 | Key                     | Cabinet        | Leader<br>Asst Dir – D Hall         |                           | Public   |
|                  | West Norfolk Economic Strategy           | Non                     | Council        | Business<br>Asst Dir D Hall         |                           | Public   |
|                  | Review of Appointments to Outside Bodies | Non                     | Cabinet        | Leader<br>Chief Executive           |                           | Public   |
|                  | Redundancy Payments Scheme               | Non                     | Council        | Leader<br>Asst Dir – B Box          |                           | Public   |

|  |   |     |         |   |  |        |
|--|---|-----|---------|---|--|--------|
|  | Empty Homes Strategy Review   | Key | Council | People and Communities<br>Asst Dir M Whitmore   |  | Public |
|  | Procurement Policy and Contract Standing Orders                                       | Non | Council | Finance<br>Monitoring officer                   |  | Public |
|  | Notice of Motion 15/23- Wash East Coast Management Strategy- Unit C- Technical Report | Key | Council | Environment and Coastal<br>Asst Dir- S Ashworth |  | Public |
|  | Audit Terms of Reference  | Non | Council |   |  |        |

| <b>Date of meeting</b> | <b>Report title</b>               | <b>Key or Non Key Decision</b> | <b>Decision Maker</b> | <b>Cabinet Member and Lead Officer</b>      | <b>List of Background Papers</b> | <b>Public or Private Meeting</b>   |
|------------------------|-----------------------------------|--------------------------------|-----------------------|---|----------------------------------|--|
| 14 January 2025        |                                   |                                |                       |   |                                  |  |
|                        | King's Lynn Town Football Club    | Non                            | Cabinet               | Property<br>Asst Dir – M Henry              |                                  | Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority) |
|                        | Housing Support Services Contract | Key                            | Cabinet               | People and Communities<br>Asst Dir - D Hall |                                  | Private Contains exempt Information under para 3 – information relating to the business affairs of any person                            |



|  |                          |     |         |                           |  |                           |
|--|--------------------------|-----|---------|---------------------------|--|---------------------------|
|  |                          |     |         |                           |  | (including the authority) |
|  | Taxi Fees and Conditions |     | Council | Monitoring Officer        |  | Public                    |
|  | Social Value Policy      | Non | Council | Leader Monitoring Officer |  | Public                    |

| Date of meeting                    | Report title | Key or Non Key Decision | Decision Maker | Cabinet Member and Lead Officer            | List of Background Papers | Public or Private Meeting |
|------------------------------------|--------------|-------------------------|----------------|--|---------------------------|---------------------------|
| 4 February 2025 (non budget items) |              |                         |                |  |                           |                           |
| 5                                  | Local Plan   | Key                     | Council        | Planning & Licensing Asst Dir – S Ashworth |                           | Public                    |

| Date of meeting                | Report title                  | Key or Non Key Decision | Decision Maker | Cabinet Member and Lead Officer | List of Background Papers | Public or Private Meeting |
|--------------------------------|-------------------------------|-------------------------|----------------|---------------------------------|---------------------------|---------------------------|
| 5 February 2025 (Budget items) |                               |                         |                |                                 |                           |                           |
|                                | Budget 2025-28                | Key                     | Council        | Finance Asst Dir – M Drewery    |                           | Public                    |
|                                | Treasury Management Strategy  | Key                     | Council        | Finance Asst Dir – M Drewery    |                           | Public                    |
|                                | Capital and Revenue Programme | Key                     | Council        | Finance Asst Dir – M Drewery    |                           | Public                    |

| Date of meeting | Report title | Key or Non Key Decision | Decision Maker | Cabinet Member and Lead Officer | List of Background Papers | Public or Private Meeting |
|-----------------|--------------|-------------------------|----------------|---------------------------------|---------------------------|---------------------------|
|-----------------|--------------|-------------------------|----------------|---------------------------------|---------------------------|---------------------------|

|                               |  |  |  |  |  |  |
|-------------------------------|--|--|--|--|--|--|
| 4 <sup>th</sup> March<br>2025 |  |  |  |  |  |  |
|-------------------------------|--|--|--|--|--|--|

| Date of meeting                | Report title                   | Key or Non Key Decision | Decision Maker | Cabinet Member and Lead Officer | List of Background Papers | Public or Private Meeting |
|--------------------------------|--------------------------------|-------------------------|----------------|---------------------------------|---------------------------|---------------------------|
| 15 <sup>th</sup> April<br>2025 |                                |                         |                |                                 |                           |                           |
|                                | Local Nature Recovery Strategy | Key                     | Council        | Ass Dir- S Ashworth             |                           | Public                    |

**Items to be scheduled**

|    |  |     |         |   |  |  |
|----|--|-----|---------|---|--|--|
| 10 | Notice of Motion 7-21 – Councillor Kemp – Equalities | Non | Council | People & Communities<br>Asst Dir B Box                      |  | Public   |
|    | Custom and Self Build Site – Stoke Ferry             | Non | Cabinet | Regeneration and Development<br>Assistant Director - D Hall |  | Public   |
|    | Overnight Campervan parking in Hunstanton            | Non | Cabinet | Leader<br>Asst Director – M Chisholm                        |  | Public   |
|    | Pay Award 2024                                       | Key | Cabinet | Leader  |  | Public   |
|    | Florence Fields – Tenure Mix                         | Non | Council | Deputy Leader<br>Exec Director – O Judges                   |  | Part Public and part Private-<br>Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority) |

|  |                     |     |         |   |  |        |
|--|---------------------|-----|---------|---|--|--------|
|  | Article 4 Direction | Non | Cabinet | Regeneration and Development<br>Assistant Director – S Ashworth |  | Public |
|--|---------------------|-----|---------|---|--|--------|

**REPORT TO CABINET**

|  |   |   |   |                                    |                                    |
|--|---|---|---|------------------------------------|------------------------------------|
| <b>Open</b>  |   | Would any decisions proposed :                |   |                                    |                                    |
| <b>Any especially affected Wards</b>   | Mandatory                               | Be entirely within Cabinet’s powers to decide |   | YES                                |                                    |
|  |   | Need to be recommendations to Council         |   | NO                                 |                                    |
|  |   | Is it a Key Decision                          |   | NO                                 |                                    |
| All wards  |   |   |   |                                    |                                    |
| Lead Member: Cllr J Moriarty<br>E-mail: <a href="mailto:cllr.james.moriarty@west-norfolk.gov.uk">cllr.james.moriarty@west-norfolk.gov.uk</a>                             |   |   | Other Cabinet Members consulted: All                    |                                    |                                    |
|  |   |   | Other Members consulted: CIL Spending Panel             |                                    |                                    |
| Lead Officer: Hannah Wood-Handy<br>E-mail: <a href="mailto:Hannah.wood-handy@west-norfolk.gov.uk">Hannah.wood-handy@west-norfolk.gov.uk</a><br>Direct Dial: 01553 616734 |   |   | Other Officers consulted: Senior Leadership Team        |                                    |                                    |
| Financial Implications<br>YES  | Policy/<br>Personnel Implications<br>NO | Statutory Implications<br>YES                 | Equal Impact Assessment<br>YES<br>If YES: Pre-screening | Risk Management Implications<br>NO | Environmental Considerations<br>NO |

Date of meeting: 17 October 2024

**COMMUNITY INFRASTRUCTURE LEVY (CIL) – APPLICATIONS FOR CIL INFRASTRUCTURE FUNDING FY24\_2**

**Summary**

As part of the process to allocate CIL funding to Infrastructure Projects, CIL applications are invited in January and July annually. The most recent round of applications included a number of bids over £50k. The CIL Spending Panel have delegated powers to approve and sign off applications up to £50k. All applications of £50,001 and over fall to Cabinet to make the decision, under the CIL Governance framework. This round of applications has 9 projects over £50k.

**Recommendation**

Cabinet Resolves:

Cabinet is invited to consider and approve the funding for applications for CIL Infrastructure Funding attached as an appendix to the report.

**Reason for Decision**

To ensure that the CIL monies collected are being spent on appropriate infrastructure projects to reflect the growth of population occurring in West Norfolk.

**1 Background**

1.1 The Borough Council of King's Lynn and West Norfolk approved the introduction of the Community Infrastructure Levy (CIL) in December 2016 and started charging on 15 February 2017. The Levy is paid to the Borough Council by developers after their planning permissions are implemented. It is

governed by the CIL Regulations 2010 (amended). In the Borough of King's Lynn and West Norfolk, CIL is charged on all residential and retail developments, which add one or more new dwelling(s) or more than 100sqm of floor space. It is charged at a rate per square metre and varies according to land use. CIL is just one funding stream that can be used, in conjunction with others, to fund infrastructure projects. Alongside CIL, S106 obligations will still exist, but generally as one-off agreements to mitigate the impacts of larger developments and to secure on-site developer requirements, such as the provision of affordable housing.

1.2 As a Charging Authority the Council has an obligation to:

- ***Determine CIL spend, ensuring it is used to fund the provision, improvement, replacement, operation; or maintenance of infrastructure to support development of its area***

1.3 The Borough Council is required, in the CIL Regulations, to identify the types of infrastructure it wishes to fund in whole or in part by CIL monies. These are outlined in the Council's Annual List of Infrastructure Projects. CIL money collected can only be allocated to and spent on these types of infrastructure. Our current arrangements are in the attached Governance Document and relate to 'green infrastructure' & 'leisure time infrastructure'.

1.4 The Spending Panel met on 16 September 2024 to consider a schedule of applications, and have made recommendations for the potential allocation of CIL funding. In line with the current CIL Governance and Spending Policy Document 2024, the applications for projects which have requested over £50k have been forwarded to Cabinet for consideration.

1.5 Details of the 9 applications over £50k which will need to be decided by Cabinet are attached as an appendix – the Spending Panel has recommended approval for all of the applications, and there is enough money to cover all applications.

1.6 The criteria for assessing infrastructure projects are outlined in the Governance Document & terms and conditions – attached.

## **2 Options Considered**

2.1 There is a legal duty to spend CIL in accordance with Regulations, but the priorities can be determined to suit local circumstances within the overall framework. The Spending Panel have considered the applications and recommend approval for all. Alternative options are available to the Panel or Cabinet as we are considering the proposal made by the applicant body. However, depending on Cabinet's consideration, it would be an option to support, refuse, or amend the funding applications.

## **3 Policy Implications**

3.1 CIL legislation gives significant scope for individual councils to direct CIL spending to reflect the local situation, so long as it conforms to general principles set out regarding 'Infrastructure'. Proposals for assessing bids in the current period are aligned to the Borough Council Corporate objectives. In

supporting extra growth across the Borough, consideration should be given to those locations experiencing the most obvious pressures. Information relating to this is provided with the applications.

#### **4 Financial Implications**

4.1 None specifically. CIL is collected and administered by the Borough Council. The available funds can be spent on the schemes / types of projects suggested. There is sufficient funding available to grant funding to all projects before Cabinet.

#### **5 Personnel Implications**

5.1 None specifically

#### **6 Environmental Considerations**

6.1 None

#### **7 Statutory Considerations**

7.1 CIL spending and governance must conform to the relevant regulations.

#### **8 Equality Impact Assessment (EIA)**

8.1. The Pre-Screening Equality Impact Assessment is attached in full.

#### **9 Risk Management Implications**

9.1 None specifically. Monitoring of spending and more particularly delivery is important to ensure money is directed to improved infrastructure in the Borough.

#### **10 Declarations of Interest / Dispensations Granted**

10.1. None.

#### **11 Background Papers**

11.1 Report with information on projects to be decided; CIL Governance Document, which is the framework according to which the funding decisions are made; Terms & Conditions, which the applicants must sign & return before the funding is formally allocated to them

## Stage 1 - Pre-Screening Equality Impact Assessment

|  |  |          |          |         |        |
|--|--|----------|----------|---------|--------|
| Name of policy/service/function  | CIL Infrastructure Funding FY24_2  |          |          |         |        |
| Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>  | New  |          | Existing | ✓       |        |
| Brief summary/description of the main aims of the policy/service/function being screened.<br><br>Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.   | Allocation of infrastructure funding in accordance with the CIL regulations & adopted governance document.<br><br>Relevant regulations are The Community Infrastructure Levy Regulations 2010 (as amended) |          |          |         |        |
| Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>   | Spending Panel & Senior Leadership Team  |          |          |         |        |
| <b>Question</b>  | <b>Answer</b>  |          |          |         |        |
| <p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.<br/>NB. Equality neutral means no negative impact on any group.</p> <p><b><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></b></p> |  | Positive | Negative | Neutral | Unsure |
|  | Age  |          |          | ✓       |        |
|  | Disability   |          |          | ✓       |        |
|  | Sex  |          |          | ✓       |        |
|  | Gender Re-assignment   |          |          | ✓       |        |
|  | Marriage/civil partnership   |          |          | ✓       |        |
|  | Pregnancy & maternity  |          |          | ✓       |        |
|  | Race   |          |          | ✓       |        |
|  | Religion or belief   |          |          | ✓       |        |
|  | Sexual orientation   |          |          | ✓       |        |
|  | Armed forces community   |          |          | ✓       |        |
|  | Care leavers   |          |          | ✓       |        |
|  | Other (eg low income, caring responsibilities)   |          |          | ✓       |        |

| Question   | Answer                          | Comments  |                          |
|--|---------------------------------|---|--------------------------|
| <p><b>2.</b> Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p> | No                              | <p>All wards/parishes/communities are entitled to apply for CIL funding</p> <p>There are no projects approved that are likely to affect relations. They are general projects/ improvements of facilities to benefit all.</p>  |                          |
| <p><b>3.</b> Could this policy/service be perceived as impacting on communities differently?</p>   | No                              |   |                          |
| <p><b>4.</b> Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>   | No                              | <p>Going forward consideration should be given as to whether an EIA is carried out on every application approved for CIL monies. To ensure any impacts are fully considered and addressed. A review of criteria and scoring for CIL funding will also take place.</p> |                          |
| <p><b>5.</b> Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?<br/>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>                                 | No                              | <p><b>Actions: None required</b></p>  |                          |
|  |                                 | <p><b>Actions agreed by EWG member:</b><br/>.....C Dorgan.....</p>  |                          |
| <p><b>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</b></p> <p><b>Decision agreed by EWG member:</b> .....</p>   |                                 |   |                          |
| <p><b>Assessment completed by:</b><br/><b>Name</b></p>   | <p><b>Robyn Walkey</b></p>      |   |                          |
| <p><b>Job title</b></p>  | <p><b>CIL Officer</b></p>       |   |                          |
| <p><b>Date completed</b></p>   | <p><b>19 September 2024</b></p> |   |                          |
| <p><b>Reviewed by EWG member</b></p>   | <p><b>C Dorgan</b></p>          | <p><b>Date</b></p>  | <p><b>23.09.2024</b></p> |

✓ **Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy ([corporate.policy@west-norfolk.gov.uk](mailto:corporate.policy@west-norfolk.gov.uk))**



# Appendix – CIL applications over £50,000 for Cabinet consideration.

## FY24\_2

### Contents

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| Springwood High School Modernisation.....      | 5  |
| Wootton Park Pavilion.....                     | 6  |
| Emneth Playing Field Car Park Resurfacing..... | 7  |
| Southery Village Hall Refurbishment.....       | 8  |
| North Creake MUGA.....                         | 9  |
| West Lynn King Charles Footpath.....           | 10 |
| Decisions To Note.....                         | 11 |

| <b>Project</b>                            | <b>Amount recommended to be allocated</b> | <b>Points scored</b> |
|---|---|----------------------|
| Thornham Pavilion                         | £70,000.00                                | 13                   |
| West Winch – Car Park Resurface           | £67,023.18                                | 12                   |
| Outwell River Railings                    | £106,716.54                               | 12                   |
| Springwood Theatre & Lighting Upgrade     | £69,789.52                                | 11                   |
| Wootton Park Pavilion                     | £100,611.50                               | 11                   |
| Emneth Playing Field Car Park Resurfacing | £100,000.00                               | 10                   |
| Southery Village Hall Refurb              | £77,445.31                                | 10                   |
| North Creake MUGA                         | £103,395.00                               | 10                   |
| West Lynn Footpath                        | £287,000.00                               | 8                    |

Overview

## Thornham Sports Pavilion

|                         |  |
|-------------------------|--|
| Parish                  | Thornham   |
| Reference               | FY24_2/13  |
| Total Score             | 13   |
| AMOUNT REQUESTED        | £89,809.75   |
| Project Name            | Sports Pavilion - Thornham Playing Field   |
| Organisation Name       | Thornham Village Hall & Playing Field Ltd  |
| Brief Description       | New (replacement of dilapidated) Pavilion - two fully functional changing rooms, two additional changing rooms for juniors / girls, a kitchen and room for officials. It has disabled access and facilities as well.   |
| Scoring Information     | <p><b>Applicant - Thornham Village Hall &amp; Playing Field Ltd</b><br/> <b>Significant support submitted including survey report</b></p> <ul style="list-style-type: none"> <li>• No CIL Parish Match funding on any CIL projects to date</li> <li>• <b>Planning Permission Granted April 2022</b></li> </ul> <p><b>Score 13/15 = Completion 9-12 Months</b>, Cllr DeWinton &amp; Jamieson, MP James Wild Support.</p> <ul style="list-style-type: none"> <li>• <b>Quote A £253,309.75 (Preferred Option)</b>, Quote B £275,632.00, Quote C £261,122.34</li> </ul> <p><b>Local Plan Allocations -Thornham is a Rural Village with no site allocations:</b><br/> <b>CIL Neighbourhood Parish Funding:</b></p> <ul style="list-style-type: none"> <li>• Received £30,634.00</li> <li>• Spent £ 12,044.10 incl Drainage £469, Dyke groundworks £80, Telephone box £90, LED streetlights £8050 LED Streetlights</li> <li>• <b><u>In hand/unallocated £18,589.90</u></b></li> </ul> <p><b>CIL Funded Projects: £38,743</b></p> <ul style="list-style-type: none"> <li>• FY21/22 Village Hall Playing Field – Gazebo £9,500 Completed 15/12/2021</li> <li>• FY23_1/8 Thornham PC Wild Meadow £13,901</li> </ul> <p>FY23_1/8 Village Hall Playing Field Outdoor Adult Gym &amp; Monkey Bars £15,342 completed 31/01/2024</p> |
| Spending Panel Comments | <b>Recommended reducing amount from £89,809.75 to £70,000, due to amount of parish CIL funds held by the local parish council</b>  |

## West Winch Car Park Resurfacing

|                         |  |
|-------------------------|--|
| Parish                  | West Winch   |
| Reference               | FY24_2/25  |
| Total Score             | 12   |
| AMOUNT REQUESTED        | £67,023.15   |
| Project Name            | Car Park Resurfacing   |
| Organisation Name       | West Winch Parish Council  |
| Brief Description       | Provide a completely resurfaced carpark at the Village Hall and Playing Field facilities of West Winch. Dig up the carpark and install new drainage measures to help alleviate the sitting water, re-lay and resurface the car park, renew the pathways and to add more disability parking spaces. (surface course asphalt)  |
| Scoring Information     | <p><b>Applicant – Parish Council</b><br/> <b>Resubmission as previous application refused FY23_2/37 Car Park Resurfacing - No CIL Funding left</b></p> <ul style="list-style-type: none"> <li>• <b>Significant evidence of community support submitted</b></li> </ul> <p><b>Score 12/15 = 21% Match Funding, Cllr Kemp Supports</b></p> <ul style="list-style-type: none"> <li>• Quote A £87,537.29</li> <li>• <b>Quote B £59,867 (Resurfacing - Preferred Option)</b></li> <li>• Quote C £49,348.32</li> <li>• <b>Quote D £21,456.15 (Drainage - Preferred Option</b></li> </ul> <p><b>Local Plan Allocations – Local Plan - West Winch is a settlement adjacent to King's Lynn:</b></p> <ul style="list-style-type: none"> <li>• West Winch Growth Area Allocation E2.1 - 1,600 dwellings</li> </ul> <p><b>CIL Neighbourhood Parish Funding:</b></p> <ul style="list-style-type: none"> <li>• Received: £12,474.46</li> <li>• Spent CCTV Security &amp; Bus Shelter</li> <li>• Allocated: Noticeboard £550.68</li> <li>• <b>Unallocated/Unspent £0</b></li> </ul> <p><b>CIL Funded Projects: £63,480</b></p> <ul style="list-style-type: none"> <li>• FY21_1/55 Skatepark, £50,000 – Completed 3/11/22</li> <li>• FY22_2/45 Tennis Court Fencing, £11,260 Completed 13/12/22</li> </ul> <p>FY23_2/36 Tennis Court Path £2,220 - Works to begin June/July 2024 and expected to finish at the end of July.</p> |
| Spending Panel Comments | <b>Recommend approval of funding</b>   |

## Outwell Well Creek River Railings

|                         |   |
|-------------------------|---|
| Parish                  | Outwell   |
| Reference               | FY24_2/30   |
| Total Score             | 12  |
| AMOUNT REQUESTED        | £106,716.54   |
| Project Name            | Well Creek River Railings   |
| Organisation Name       | Outwell Parish Council  |
| Brief Description       | Railing repair & replacement - Crown Bridge Outwell to Upwell & Northbridge toward Downham Market. Outwell Parish Council will take on the maintenance for the railings going forward.  |
| Scoring Information     | <p><b>Applicant – Parish Council</b></p> <ul style="list-style-type: none"> <li>Public Safety</li> </ul> <p><b>Score 12/15 = 52% Match Funding, commencement 4-6 Months.</b> Cllr Crofts, Dawson &amp; Humphrey support</p> <ul style="list-style-type: none"> <li><b>Quote A £162,716.54 (Preferred Option),</b> Quote B £144,957.04, Quote C £33.480</li> </ul> <p><b>Local Plan Allocations -</b> Upwell (with Outwell) is a Key Service Area:</p> <ul style="list-style-type: none"> <li>G104.1 Allocation NW of Townley Close - 5 dwellings</li> <li>G104.2 Allocation SE Townley Close - 5 dwellings</li> <li>G104.3 Allocation Land at Low Side - 5 dwellings</li> <li>G104.4 Allocation St Peters Road - 15 dwellings</li> </ul> <p><b>CIL Neighbourhood Parish Funding:</b></p> <ul style="list-style-type: none"> <li>Received £6,639.04</li> <li>Allocated to FY23_2/18 TROD – Isle Road £2,951.09</li> <li>Remaining/Allocated to FY24_2/31 £3,687.95</li> </ul> <p><b>CIL Funded Projects:</b></p> <ul style="list-style-type: none"> <li>FY23_2/18 Trod - Isle Road, Outwell £8,750 with Parish CIL Match Funding</li> </ul> <p><b>FY24_2 CIL Funding Applications:</b></p> <ul style="list-style-type: none"> <li>FY24_2/30 £106,719.54 River Railings</li> <li>FY24_2/31 £6,600 Community Garden</li> </ul> |
| Spending Panel Comments | <b>Recommend approval of funding</b>  |

## Springwood High School Modernisation

|                         |  |
|-------------------------|--|
| Parish                  | King's Lynn  |
| Reference               | FY24_2/17  |
| Total Score             | 11   |
| AMOUNT REQUESTED        | £69,789.52   |
| Project Name            | Modernisation of the School Community Spaces   |
| Organisation Name       | Springwood High School   |
| Brief Description       | Overhaul aging lighting rig and other technical theatre equipment in order to reduce energy consumption, enhance the audience experience, and to ensure it is fit for purpose for the foreseeable future, both for internal events and the wider community, including local amateur dramatics organisations who are looking for a performance space due to King's Lynn Guildhall being refurbished over a two-year period. Give students the opportunity of operating equipment that is now typically used in professional theatres, to prepare for a career in the technical theatre industry   |
| Scoring Information     | <p><b>Applicant – Springwood High School</b></p> <ul style="list-style-type: none"> <li>• <b>Significant Local Support from community groups &amp; charities including Festival Too, Air Cadets &amp; Rock Choir</b></li> <li>• Support Education, tourism &amp; energy efficient.</li> </ul> <p><b>Score 11/15</b> = 11% Match Funding, Max Local support &amp; project timescale scoring</p> <p>4 Quotes:</p> <ul style="list-style-type: none"> <li>• Quote A £27,480 (<b>Preferred Option – Electrical works</b>),</li> <li>• Quote B £74,413.18 (<b>Preferred Option – Hardware £50,059.52</b>),</li> <li>• Quote C £122,979.26, Quote D £118,60.36</li> </ul> <p><b>Local Plan Allocations – Kings Lynn is an area of significant development</b><br/> CIL Neighbourhood Parish Funding: N/A<br/> <b>There have been no CIL Funded Projects for Springwood High School</b></p> |
| Spending Panel Comments | <b>Recommend approval of funding</b>   |

## Wootton Park Pavilion

|                         |  |
|-------------------------|--|
| Parish                  | North Wootton  |
| Reference               | FY24_2/33  |
| Total Score             | 11   |
| AMOUNT REQUESTED        | £100,611.5   |
| Project Name            | Park Pavilion - Upgrade  |
| Organisation Name       | North Wootton Parish Council   |
| Brief Description       | Football Club Pavilion Upgrade – Internal changes to provide better changing facilities for the players and referees. To encourage more people to use this facility.   |
| Scoring Information     | <p><b>Applicant – North Wootton Recreation Assoc (on behalf of South &amp; North Wootton)</b></p> <ul style="list-style-type: none"> <li>No Planning approval required</li> </ul> <p><b>Score 11/15 = 10% CIL Parish Match Funding, Cllrs Ring &amp; Bland Support</b></p> <p><b>3 Quotes:</b></p> <ul style="list-style-type: none"> <li><b>Quote A £109,758 (Preferred Option),</b></li> <li>Quote B £109,632,</li> <li>Quote C £115,632</li> </ul> <p><b>Local Plan Allocation –North Wootton is a settlement adjacent to King's Lynn - there are no Allocated sites</b></p> <p><b>CIL Neighbourhood Parish Funding:</b> Received £10729.84, Spent £0</p> <ul style="list-style-type: none"> <li><b>Allocated £3658.60 to FY24_2/33</b></li> <li>Remaining Unspent/Unallocated £7,071.24</li> </ul> <p><b>Previous CIL Funding Allocated in North Wootton £147,750</b></p> <ul style="list-style-type: none"> <li>FY21/12 Wootton Park All Weather Parking £10k Completed 20/01/2022</li> <li>FY21_42 Wootton Park - Carpark &amp; LED Street Lighting £10k – Completed 01/09/2022</li> <li>FY22_2/07 New Front Porch - Village Hall £20k – Completed 22/12/2022</li> <li>FY23_2/27 Wootton Park Drainage £7,750</li> </ul> <p>FY23_2/50 West Norfolk Rugby Club Facilities £100k</p> |
| Spending Panel Comments | <b>Recommend approval of funding</b>   |

## Emneth Playing Field Car Park Resurfacing

|                         |  |
|-------------------------|--|
| Parish                  | Emneth   |
| Reference               | FY24_2/38  |
| Total Score             | 10   |
| AMOUNT REQUESTED        | £113,580.00  |
| Project Name            | Resurface the car park   |
| Organisation Name       | Emneth Playing Field Cmte  |
| Brief Description       | Drainage, Bound asphalt & pea shingle. Currently very uneven, dangerous, and parents with prams or anyone with a disability simply cannot use the car park. More accessible, would attract more users for the football fields, and the 2 children's play areas.  |
| Scoring Information     | <p><b>Applicant - Emneth Playing Field Cmte</b><br/> <b>Score 10/15</b> = 1% Match Funding, Cllrs Crofts &amp; Humphrey Support</p> <ul style="list-style-type: none"> <li>• <b>Quote A £118,580 (Preferred Option)</b>, Quote B £132,715, Quote C £122,322</li> </ul> <p><b>Local Plan Allocations – Emneth is a key rural service area:</b></p> <ul style="list-style-type: none"> <li>• Policy G34.1 Emneth - Land on south of The Wroe – 36 dwellings</li> </ul> <p><b>CIL Neighbourhood Parish Funding:</b></p> <ul style="list-style-type: none"> <li>• Received: £17,219.80 &amp; Spent: £13,297.81 Work to trees in graveyard</li> <li>• <b>Remaining Unspent/Unallocated: £3,921.99</b></li> </ul> <p><b>CIL Funded Projects:</b></p> <ul style="list-style-type: none"> <li>• FY21_9 Play Area Repairs £10k Completed 26/04/2022</li> <li>• FY22_1/5 Replacement bus shelter - Elmfield Drive £2,497.50 Completed 01/07/2022</li> <li>• FY22_2/17 Replacement Bus Shelter - The Peel Centre £3,758 Completed 05/10/2023</li> <li>• FY23_1/19 Goal Posts £2,930 Completed 09/08/2023</li> </ul> <p><b>FY24_2 Funding Applications: £19,185.50</b></p> <ul style="list-style-type: none"> <li>• FY24_2/07 Bowls Club Grass Cutting Machinery £13k (07/15)</li> <li>• FY24_2/08 Emneth Bowls Club Toilet Block £5,000 (07/15)</li> <li>• FY24_2/38 Emneth Playing Field Carpark Resurface £113,580 (10/15)</li> </ul> <p>FY24_2/41 Emneth Central Hall Carpark Resurface £25k (15/15)</p> |
| Spending Panel Comments | <b>Recommend reducing amount from £113,580 to £100,000, due to low amount of match-funding provided with the application</b>   |

## Southery Village Hall Refurbishment

|                         |  |
|-------------------------|--|
| Parish                  | Southery   |
| Reference               | FY24_2/26  |
| Total Score             | 10   |
| AMOUNT REQUESTED        | £77,445.31   |
| Project Name            | Southery Village Hall - main hall refurbishment  |
| Organisation Name       | Southery Village Hall  |
| Brief Description       | Floor, Heating & Lighting – Community Hub with regular user groups, evacuation centre & polling station  |
| Scoring Information     | <p><b>Applicant – Southery Village Hall</b><br/> <b>Score 10/15</b> = 9% Match Funding, commencement 1 - 3 Months &amp; completion 6-9 Months.</p> <ul style="list-style-type: none"> <li>• Flooring: Quote A £61,250 B £54,648 <b>C £66,438.76</b></li> <li>• Heating Quote A £5,315 <b>B £8,855.57</b> C £5,384.51</li> <li>• Lighting Quote <b>A £6,669.12</b> B £3,160 C £2684</li> </ul> <p><b>Local Plan Allocations – Southery is a Rural Village:</b> G85.1<br/>         Southery - Land off Lions Close 15 dwellings</p> <p><b>CIL Neighbourhood Parish Funding:</b></p> <ul style="list-style-type: none"> <li>• Received £5150.66, Spent £290.00 Cemetery path</li> <li>• <b><u>Unallocated/Unspent £4,860.66</u></b></li> </ul> <p><b>No CIL Funded Projects</b></p> |
| Spending Panel Comments | <b>Recommend approval of funding</b>   |



## North Creake MUGA

|                         |  |
|-------------------------|--|
| Parish                  | North Creake   |
| Reference               | FY24_2/46  |
| Total Score             | 10   |
| AMOUNT REQUESTED        | £103,395.00  |
| Project Name            | Multi Use Games Area   |
| Organisation Name       | North Creake Parish Council  |
| Brief Description       | Playing field currently has no sport facilities and no play equipment aimed at older children  |
| Scoring Information     | <p><b>Applicant – Parish Council</b><br/> <b>Score 10/15</b> = 10% Match Funding, commencement 1 - 3 Months.</p> <ul style="list-style-type: none"> <li>Quote A £123,014.18, <b>Quote B £113,395.00 (Preferred Option)</b>, Quote C £117,674.80</li> </ul> <p><b>Local Plan Allocations</b> – North Creake is a small village or hamlet with no allocations and limited development expected.</p> <p><b>CIL Neighbourhood Parish Funding:</b></p> <ul style="list-style-type: none"> <li>Received: £4530.84</li> <li>Spend: £4530.84 Play &amp; Outdoor Gym Equipment</li> <li>Unspent/Remaining £0</li> </ul> <p><b>No previous CIL Funded Projects in North Creake</b></p> |
| Spending Panel Comments | <b>Recommend approval of funding</b>   |

## West Lynn King Charles Footpath

|                         |  |
|-------------------------|--|
| Parish                  | King's Lynn  |
| Reference               | FY24_2/32  |
| Total Score             | 08   |
| AMOUNT REQUESTED        | £287,000.00  |
| Project Name            | King Charles Trail, footpath surfacing.  |
| Organisation Name       | Norfolk County Council   |
| Brief Description       | King Charles Trail – 1.2m wide hard surface to and existing trail (Registered as FP17), which runs from the C801 Clenchwarton Road at Freebridge and follows the existing walked route in the centre of the flood defence embankment to meet the concrete millennium path, a length of 1.2km.  |
| Scoring Information     | <p><b>Application Re-submission – previously refused due to lack of evidence.</b></p> <ul style="list-style-type: none"> <li>NCC have the required agreements &amp; tender process.</li> </ul> <p><b>Applicant – NCC</b></p> <ul style="list-style-type: none"> <li><b>Supports BC Active Travel/Transport Plan</b></li> </ul> <p><b>Score 08/15 = 1% Match Funding – Max score for Local Support, Cllr Kemp supports, Start 9-12 Mnths complete 12-18 Months</b></p> <p><b>NCC Tender Process</b></p> <p><b>To date - the unparished area of King's Lynn has been allocated CIL Funding of £1,027,855.96</b></p> <p><b>There have been no previous funding application in West Lynn</b></p> <p><b>Local Plan - West Lynn falls within the unparished area of Kings Lynn</b></p> <ul style="list-style-type: none"> <li>E1.14 West of St Peters Road 49 dwellings</li> <li>E1.15 Land at Bankside 120 dwellings</li> </ul> |
| Spending Panel Comments | <b>Recommend approval of funding</b>   |

## Decisions To Note

### Allocations for under £50k approved by Spending Panel:

| Brief Description   | Amount allocated | Comments                                    |
|---|------------------|---|
| Nordelph River Railings                                     | £13,720.00       |   |
| Sedgeford Cemetery Path                                     | £5,280.00        |   |
| Clenchwarton – Hall Road Parking                            | £31,000.00       |   |
| Emneth Central Hall Carpark Resurfacing                     | £22,299.00       |   |
| Tilney Village Hall Refurb                                  | £8,800.00        |   |
| Shouldham Lynn Road Trod Extension                          | £16,145.82       |   |
| East Rudham Replacement Kerbing                             | £11,963.00       |   |
| St. Martha's Early Years Playground Redevelopment           | £10,000.00       |   |
| Gayton – St Nicholas Church Car Park                        | £3,364.49        |   |
| Pentney – Narborough Road Playground Revamp                 | £25,000.00       | Amount requested reduced                    |
| Welney – Hurn Drove Resurfacing                             | £4,681.00        |   |
| Docking Community Orchard                                   | £6,203.15        | Amount requested reduced                    |
| Wiggenhall St Germans Hall – Car Park Resurfacing           | £42,000.00       |   |
| Barroway Drove Village Hall Lighting & Alarm                | £3,991.00        |   |
| Heacham Solar Power in Old Friends' Hall                    | £9,749.06        |   |
| Heacham Outdoor Amenity Enhancement                         | £18,172.00       |   |
| Terrington St Clement School – Playground Shelter           | £15,792.00       |   |
| Holme-next-the-Sea Park Piece – Path Works                  | £22,804.80       |   |
| Ashwicken Primary School – Playground Markings              | £3,368.00        |   |
| Nordelph Village Hall – Sustainability, efficiency & repair | £43,800.00       |   |
| Welney Sandgate Meadow Park – Adult Gym                     | £11,676.20       |   |
| Watlington Primary School Library Refurb                    | £18,000.00       |   |
| Upwell Hall – Roof Skylight Windows                         | £4,740.00        |   |
| Crimplesham Play Equipment                                  | £13,000.00       |   |
| Walpole Adult Outdoor Equipment                             | £10,529.00       |   |
| Wereham Historic Monument Refurb                            | £3,537.00        |   |
| Stow Bridge New Play Equipment                              | £15,000.00       |   |
| Upwell Hall Flooring & Heaters                              | £2,000.00        |   |
| Feltwell Playground Resurfacing                             | £16,240.00       |   |
| Emneth Bowls Club New Toilet Block                          | £4,422.00        |   |
| Feltwell British Legion Building – New Furniture            | £6,500.00        | Refused – miscellaneous, not infrastructure |
| Emneth Bowls Club Grass Cutting Machinery                   | £13,000.00       | Refused – miscellaneous, not infrastructure |
| Titchwell Speed Reduction                                   | £21,000.00       | Refused – speculative highways project      |

Refusals for amounts under £50k decided by Spending Panel:

# **BCKLWN**

## **CIL Governance and Spending Policy Document 2024**

**Approved by Cabinet 05 December 2023**

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## CIL Governance and Spending\_2024

### 1 Introduction

**1.0.1** The Borough Council of King's Lynn and West Norfolk approved the introduction of the Community Infrastructure Levy (CIL) in December 2016 and started charging on 15 February 2017.

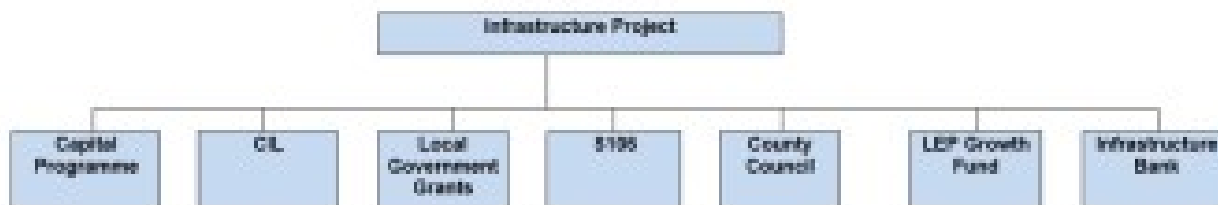
**1.0.2** CIL is paid to the Borough Council by developers after their planning permissions are implemented.

**1.0.3** CIL is governed by the CIL Regulations 2010 (amended). In the Borough of King's Lynn and West Norfolk, CIL is charged on all residential and retail developments, which add one or more new dwelling(s) or more than 100sqm of floor space.

**1.0.4** CIL is charged at a rate per square metre and varies according to land use.

**1.0.5** CIL is just one funding stream that can be used, in conjunction with others, to fund infrastructure projects. Alongside CIL, S106 obligations will still exist, but generally as one-off agreements to mitigate the impacts of larger developments and to secure on-site developer requirements, such as the provision of affordable housing. Examples of how infrastructure projects can be funded can be seen in Figure 1.

#### 1.0.6 Funding Streams



**1.0.7** This document details the governance arrangements in place at the Borough Council of King's Lynn and West Norfolk, for the allocation and spending of CIL.

**1.0.8** The original parameters for the governance arrangements of CIL were agreed at Cabinet on 17 August 2020.

**1.0.9** The governance arrangements will be reviewed on an annual basis, to meet the Corporate Objectives and Priorities, by Cabinet.

**1.0.10** This document is based on the 7 'Appendix 1 - CIL Annual List of Infrastructure Projects' and is applicable for the financial year 2024

**1.0.11** The spending priorities (as aligned to the Corporate Business Plan) will be reviewed on an annual basis.

## CIL Governance and Spending\_2024

### 1.1 Statutory Requirements

**1.1.1** Under CIL, the Borough Council will act as the designated Charging Authority.

**1.1.2** As a Charging Authority the Council has an obligation to:

- Prepare and publish the CIL Charging Schedule
- Determine CIL spend, ensuring it is used to fund the provision, improvement, replacement, operation or maintenance of infrastructure to support development of its area
- Report on the amount of CIL revenue collected, spent and retained each year.

**1.1.3** The Council are required under [The Community Infrastructure Levy \(Amendment\) \(England\) \(No. 2\) Regulations 2019](#), to produce a statement of the infrastructure projects or types of infrastructure which the Council intends will be, or may be, wholly or partly funded by CIL.

**1.1.4** This is referred to as the Community Infrastructure Levy List of Infrastructure Projects and replaces the Regulation 123 list (R123 list).

**1.1.5** CIL money collected may only be allocated to and spent on these types of infrastructure.

**1.1.6** The Borough Council's Annual List of Infrastructure Projects and Annual Infrastructure Funding Statement detailing CIL receipts, balances and expenditure for each financial year can be found on the Council's CIL webpages at [https://www.west-norfolk.gov.uk/homepage/276/cil\\_financial\\_reports](https://www.west-norfolk.gov.uk/homepage/276/cil_financial_reports).

### 1.2 What can CIL be spent on

**1.2.1** CIL Regulations set the context for the spending of CIL funds on infrastructure. The regulations encourage the accumulation of CIL funds into a 'pot'.

**1.2.2** Unlike other obligations or charges, CIL spending does not need to be directly related to the donor development and can address infrastructure needs in general across the Borough Council's administrative area.

### How CIL is proportioned and allocated

**1.2.3** As per the CIL Regulations and Guidance, CIL is proportioned and allocated using the following approach:

- 5% is retained by the Borough Council of King's Lynn and West Norfolk to cover administrative costs (including consultation on the levy charging schedule, enforcing CIL, legal costs and reporting on CIL activity)
- 15%, known as the Neighbourhood Allocation, is established for spending within the neighbourhood of contributing development (up to a maximum of £100 per existing

## CIL Governance and Spending\_2024

Council Tax dwelling). This allocation can either be transferred to the relevant Parish Council or retained by the Borough Council to be spent on neighbourhood projects where the development is not in a Parish. This allocation rises to 25% when a Parish has a Neighbourhood Plan in place.

- 80%, known as the CIL Infrastructure Fund, is retained by the Borough Council, to allocate to projects in accordance with the Council's Infrastructure List, which is reviewed annually, and in line with the agreed CIL Governance arrangements.

For example:

If £1,000 is received it would be distributed as follows:

- Where 1% = £10
- 5% Admin = £50
- 15% (without Neighbourhood Plan) = £150 **or** 25% (with Neighbourhood Plan) Parish Payment = £250
- the remaining sum is placed in the CIL Infrastructure fund 80% = £800 or 70% (with Neighbourhood Plan) = £700

It is very unlikely that CIL will generate enough funds to completely cover the cost of new infrastructure needed to fully support planned development. As such, there will be competing demands for this funding. With this in mind, it is important to ensure that there are robust, accountable and democratic structures in place to ensure the spending of CIL funds are prioritised in the right way.

**1.2.4** The sections that follow set out the Governance Arrangements and approach for how decisions are made on the prioritisation and spend of the CIL Infrastructure Fund.



## CIL Governance and Spending\_2024

## 2 What is Infrastructure

### Definition of Infrastructure

**2.0.1** The infrastructure of a country, society, or organization consists of the basic facilities such as transport, communications, power supplies, and buildings, which enable it to function.

### CIL Regulation Key Points

**2.0.2** The key points set out by the CIL Regulations and Guidance relating to CIL funding are:

- CIL should be spent on infrastructure including: roads and other transport, schools and other education, community facilities, health, sport / recreation and open spaces
- The infrastructure funded **must support the development of the area**
- CIL can be used to increase the capacity of existing infrastructure or to repair failing infrastructure, if needed to support development
- CIL and Section 106 should not be secured to fund the same infrastructure project e.g. Social/Affordable Housing

### Government Guidance

Government have provided additional information: Extract from: <https://www.gov.uk/guidance/community-infrastructure-levy#spending-the-levy>:

**2.0.3** *The levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities. This definition allows the levy to be used to fund a very broad range of facilities such as play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes and police stations and other community safety facilities.*

**2.0.4** *Local authorities **must spend the levy on infrastructure needed to support the development of their area**, and they will decide what infrastructure is needed.*

**2.0.5** *The levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support development.*

### 2.0.6 Non-CIL Projects

**2.0.7** The following applications will **not** be considered for CIL Funding:

- Projects in areas with no development, which will not benefit the wider community or support new development
- Improvements to private enterprises/charitable or community facilities, which will not increase capacity

## CIL Governance and Spending\_2024

### 2.0.8 What is NOT Infrastructure

**2.0.9** The following projects will not be considered for CIL Funding, as they do not fall within the definition of infrastructure to support new development:

#### 2.0.10 The Provision of Services:

**2.0.11** Service is described in the Oxford English Dictionary as *“the action of serving, helping, or benefiting; conduct tending to the welfare or advantage of another;*

**2.0.12** Examples of services which will not be considered as infrastructure are:

- Payments to individuals/businesses which will not specifically related to new development
- Staffing costs
- Ongoing costs, to maintain the project, once it has been completed

#### 2.0.13 Non\_Infrastructure Projects:

- Projects that do not increase the capacity of a facility/building or structure
- Projects that relate to sundry items - miscellaneous small items or works that do not fit within the definition of infrastructure

## CIL Governance and Spending\_2024

### 3 Governance Arrangements

**3.0.1** The estimated annual income of CIL is 1 million pounds.

**All projects must:**

- **start within 1 year, from when funding is formally allocated AND be completed within 5 years**
- **or as stated on the funding application.**

**3.0.2** In order to aid the organisation, checking and decision making, the Borough Council has set up a CIL Spending Panel.

#### **CIL Spending Panel**

**3.0.3** The CIL Spending Panel is formed from elected Councillors and assisted by Officers and reports to Cabinet.

**3.0.4** The CIL Spending Panel are required to:

- review the funding applications received
- make recommendations for suitable project spending
- monitor project spend and progress.

#### **Criteria for Funding Selection**

**3.0.5** The Spending Panel will review each application and base their decision on the following:

#### **3.0.6 Project Scoring**

- filter the projects based on BC Officers' scoring
- take into consideration Management Team recommendations
- prioritise the projects with the highest scoring;

**3.0.7** When there are more project applications, than CIL Funding available, the Spending Panel will take into consideration:

- the amount of development in the relevant area, based on planning application history, **to identify need for infrastructure**
- the amount of CIL Neighbourhood Parish money retained and unallocated
- the amount of CIL Funding already received relating to the area and/or project, to allow funding to be allocated to areas with less funding

## CIL Governance and Spending\_2024

**3.0.8** The Panels role in the Governance Framework, is shown in Appendix 2 - 8 'Appendix 2 - CIL Governance Framework'

**3.0.9** The current list of eligible spending is detailed in Appendix 17 'Appendix 1 - CIL Annual List of Infrastructure Projects', and may change in subsequent years.

**3.0.10** Cabinet will review and decide on amended priorities, as appropriate, on an annual basis.

## CIL Governance and Spending\_2024

### 4 Applying for CIL funds

**4.0.1** Annually, the Borough Council will publicise the amount of CIL funding collected.

**4.0.2** The Council will encourage the submission of Expression of Interest Forms, requesting CIL funding.

**4.0.3** Key internal and external stakeholders responsible for delivering the infrastructure identified in the Council's Infrastructure List will receive direct notification of the opportunity to request CIL funding.

**4.0.4** The stakeholders automatically notified will be:

- Internal Departments within BCKLWN
- Norfolk County Council
- Parish and Town Councils within the Borough
- All BCKLWN Councillors

**4.0.5** Information about the opportunity will also be available on the Council's website.

**4.0.6** The allocation of these funds will be made through an 'Expression of Interest' process.

**4.0.7** A diagrammatic summary of the decision making process for CIL is set out in 8 'Appendix 2 - CIL Governance Framework', which shows the spending and reporting arrangements that are in place.

**4.0.8** Expression of Interests will be made on a standard online template, prepared by the Borough Council.

**4.0.9 The application form will request key information about the project, including:**

1. Description and details of the project
2. Purpose of the project and its benefit to the community
3. Financial details:  
Expected expenditure which must include:
  - a. summary of proposed costs
  - b. details of quotes, to demonstrate that the funding request has been researched
  - c. Amount of CIL funding requested - £
  - d. Details of any match funding
4. Any other supporting information e.g. Project Report and Timescales.

## CIL Governance and Spending\_2024

**The Borough will set a timescale for the submission of applications, which will be published on our webpages.**

The decision making process, as detailed in Appendix 2, will commence after the application deadline has ended, to:

- ensure that all projects are reviewed fairly and transparently
- give each project the same opportunity for funding

### **BCKLWN Linked Funding Applications**

To ensure transparency, any application made on behalf of the BCKLWN or subsidiary organisation, will be passed to the Cabinet for scrutiny as part of the decision making process. This will apply to all funding applications from any project group.

## CIL Governance and Spending\_2024

### 4.1 Application Essential Requirements

**4.1.1** Bodies applying for funds, will need to demonstrate that they are properly constituted, and reflect appropriate national policies e.g. Equality, Safe Guarding and Discrimination.

**4.1.2** It is expected that project sustainability has been considered, prior to applying for funding, to ensure the continued success of the project on completion.

**4.1.3** In order for a project to be considered for CIL funding, the following eligibility criteria needs to be met:

- The project is clearly defined as 'Infrastructure', in accordance with the CIL Regulations; and
- The Application Form has been completed satisfactorily; and
- The project must meet at least one of the criteria, as detailed in the 7 'Appendix 1 - CIL Annual List of Infrastructure Projects'; and
- The organisation **must** have the legal right to carry out the proposed project; and
- The proposed project **will not provide a financial advantage, to benefit a commercial or private business.**

**The Project must:**

**commence within 1 year of being allocated CIL; AND be completed within 5 years.**

Applications must NOT include a schedule of ongoing costs, to maintain the project, once it has been completed.

## CIL Governance and Spending\_2024

### 4.2 Consultation Requirements

**4.2.1** As part of the application process, it is essential to consult with local community groups.

#### **4.2.2 Areas in the Borough with a Local Council (Town or Parish Council):**

Applications **must** be made in liaison with the relevant Local Council, this is to ensure:

- that the project meets the communities needs,
- they are given the opportunity to offer their support to the project,
- may provide an opportunity of match funding from either the Parish Precept or CIL Parish payment, where appropriate.

#### **4.2.3 Unparished areas within the Borough:**

- **Where no Local Council is present**, it would be beneficial for applicants to liaise with the local community group, usually identified as 'Parish Meeting'.
- **Where there is no community group**, applicants are advised to seek support from their local elected member(s).

**4.2.4** Applicants may also wish to liaise with local elected members.

**4.2.5** Details of local councils and elected members can be found on the BCKLWN Democratic Services website.



## CIL Governance and Spending\_2024

### 5 Infrastructure Project Funding Applications

**5.0.1** Projects will be selected, in line with the CIL Governance arrangements, **with more weight given to areas with significant development taking place.**

**5.0.2** Allocations for spending on infrastructure, will be made to projects in accordance with the Council's adopted CIL Infrastructure List.

**These Projects must:**

- **commence within 1 year of being allocated CIL**
- **and be completed within 5 years.**

**5.0.3** The Infrastructure list will be reviewed annually and updated to reflect the changing needs within the Borough.

#### **The current list of Infrastructure Projects eligible for funding are:**

##### **Green Infrastructure Projects**

Projects relating to public open spaces such as new or improved footpaths and cycleways to support new development..

- Installation & improvement of public play areas and equipment
- Open spaces used for education, to support environmental initiatives.
- Improvement of habitats for wildlife and nature, to alleviate the effects of new development.
- Environmental protection such as flood defence or absorption of air pollution.

##### **Leisure Time Activities Infrastructure-**

Infrastructure projects, to support accessible leisure time activities such as: new facilities, improvement of existing facilities or upgrade of facilities to enable an increase of usage, to support new development of an area.

**The Project selection criteria are in line with the Borough Councils Corporate Business Plan.**

**The Project Criteria meet the Corporate priorities and objectives:**

**5.0.4 Promote growth and prosperity to benefit West Norfolk** - Encourage housing development and infrastructure that meets local need and promote West Norfolk as a destination.

## CIL Governance and Spending\_2024

**5.0.5 Protect our environment** - To create a cleaner, greener, and better protected West Norfolk by considering environmental issues.

### Question 1

**Do you want to apply for CIL Infrastructure Project Funding?**

**5.0.6** If you wish to apply for CIL Project Funding, please click on the link below and it will take you to the online form.

**5.0.7** [CIL Online Application Forms](#)

## CIL Governance and Spending\_2024

### 5.1 The Decision Making Process for Infrastructure Projects

**5.1.1** Once the Project Application Forms, requesting CIL funding, have been validated by a Council Officer, initial scoring of the projects will then take place.

**5.1.2** The factors that these Projects will be assessed against include:

- evidence of Local Council, Community meeting and elected member(s) support
- evidence to demonstrate community need and support  
evidence to demonstrate a commitment to the project, including details of match funding project timescales and deliverability
- details of expenditure, how the money will be spent
- details of new and proposed development, in the project area

**5.1.3** Projects will be viewed favourably if they lever in other funds that wouldn't otherwise be available, particularly where those funds may not be available in future years.

**5.1.4** Ideally, bids should include significant sums of match funding

**5.1.5** The Application forms, scoring sheets and officer comments, will then be taken to the BCKLWN Management Team to review.

**5.1.6 The Management Team are required to:**

- review the funding applications, to identify whether the projects may be linked to Corporate Projects
- consider whether there could be links to other areas of corporate or partner spending e.g. spending on habitats (Natura 2000 sites) mitigation works.
- make recommendations to the Spending Panel, on which projects they consider eligible for CIL funding

**5.1.7** The funding applications will **not** be filtered, based on Management Team recommendations.

**5.1.8** Once Management Team have made their recommendations, as appropriate, the Council Officer will produce a full list of all project applications received, which will be published as an agenda item, for the CIL Spending Review Meeting.

**5.1.9 CIL Spending Panel - Review Meeting**

## CIL Governance and Spending\_2024

**5.1.10** All Councillors, including Portfolio Holders, will be notified of when the CIL Spending Review Meeting will take place.

**5.1.11** Any elected member may attend the CIL Spending Review meeting under Standing Order 34.

**5.1.12** The recommendations will be reviewed, by the CIL Spending Panel.

**5.1.13 The CIL Spending Panel is required to:**

- reach a balanced judgement over which projects to select; and
- agree on which projects will receive CIL funding up to £50k
- agree and make recommendations to Cabinet, relating to the allocation of funding over £50k

**5.1.14** CIL payments up to £50,000 will then be signed off by a Senior Council Manager.

### **Project Funding over £50k**

**5.1.15** All project funding over £50k, must be agreed by Cabinet.

**5.1.16** Once Cabinet have agreed which projects should receive CIL funding, the application stakeholders will be informed and funds will be allocated.

**5.1.17** CIL payments up to £1,000,000 will then be signed off by a senior Council Officer.

**5.1.18 CIL will be paid on completion of the project.**

## CIL Governance and Spending\_2024

### 6 Once the funding decisions have been made

**6.0.1** Once funding decisions have been made, in line with the CIL Governance process, all applicants will be notified of the outcome.

**6.0.2** Successful applications will be sent, via email, a Funding Offer Letter and formal legal agreement.

**6.0.3** **The completed Agreement Form must include 2 signatories.**

**6.0.4** To enable funding to be formally allocated to the project, the signed agreement **must be returned** and formally acknowledged by the Borough Council.

**6.0.5** Where an agreement has not been returned, the funding offer will be withdrawn and the sum reallocated as part of the next round of applications.

**6.0.6** Successful applicants of CIL funding will be expected to maintain communication with the Borough Council, on the progress of their project, after a decision has been made to provide funding.

#### 6.1 Project Progress Reports

**6.1.1** We require the following information, during the progress of the project, which must include:

1. **Notification when the project starts:**

A project may be started in several ways, such as the commencement of physical works, starting the tender process or securing contracts relating to the project.

2. **An annual report must be submitted at the end of each financial year, and no later than 01 May:**

The annual report will need to provide information on the progress of each scheme that funding has been allocated to, until such time that the project is completed.

3. **Regular updates** on the progress of the project, until it is completed.

4. **Notification of potential delays.**

As funding is allocated based on the scoring of project timescales, it is important to let us know if the project is not expected to be completed as stated on the application. If the project is going to take longer, there is a requirement to request a variation to the original timescale. Any requests will be reviewed by the CIL Spending Panel.

**6.1.2** The requirement to submit this information, forms part of the agreement that the successful applicant is required to sign between themselves and the Borough Council of King's Lynn and West Norfolk.

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**6.1.3** If an applicant does not spend CIL money within five years of receipt, or does not spend it as agreed then the Borough Council may require the applicant to repay some or all of those funds.

### 6.2 Project Completion

**6.2.1** Where funding has been allocated 'in principle' or where staged payments are agreed, the scheme applicant will be expected to provide information to justify funding being transferred. The evidence of completion must include:

- Original Invoices- to demonstrate expenditure
- Photographs of completed project - to demonstrate completion and also for publicity purposes
- In some cases, to enable the project to progress, planning permission may be required. If this is the case, other relevant evidence may include:
- Written Statement of completion
- Planning Approval/Building Control Completion Notices - to demonstrate adherence to statutory obligations

**6.2.2** Applicants should continue to provide information, until the scheme has been completed and all CIL funding has been spent.

### 6.3 Monitoring and Review

**6.3.1** The Borough Council of King's Lynn and West Norfolk is committed to ensuring the use of CIL is open and transparent.

#### List of CIL Funded Projects

The Borough Council will publish a list of all projects that have been allocated CIL funding on our website.

#### Annual Infrastructure Funding Statement

In line with the CIL Regulations, as amended in September 2019, the Borough Council will publish an Annual Infrastructure Funding Statement.

This report will provide details of CIL and also S106:

- receipts
- balances
- expenditure
- allocations.
- will be published on our website annually, for each financial year, no later than 31 December.

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**6.3.2** The published reports can be found on the CIL Financial Reports webpages at: [https://www.west-norfolk.gov.uk/homepage/276/cil\\_financial\\_reports](https://www.west-norfolk.gov.uk/homepage/276/cil_financial_reports)

### **Annual List of Infrastructure Projects**

**6.3.3** The Council are required under [The Community Infrastructure Levy \(Amendment\) \(England\) \(No. 2\) Regulations 2019](#), to produce a statement of the infrastructure projects or types of infrastructure which the Council intends will be, or may be, wholly or partly funded by CIL.

**6.3.4** This is referred to as the Community Infrastructure Levy 7 'Appendix 1 - CIL Annual List of Infrastructure Projects' and replaces the Regulation 123 list (R123 list).

**6.3.5** CIL money collected can only be allocated to and spent on these types of infrastructure.

### **The CIL Spending Panel**

**6.3.6** The CIL Spending Panel will:

- review the uptake of projects within the project categories, after each application deadline has been met
- monitor the operation and implementation of CIL funding
- review the List of Infrastructure Projects, on an annual basis
- recommend amendments to the project selection criteria
- produce a Draft List of Infrastructure Projects

**6.3.7** Recommendations from the CIL Spending Panel, will then go forward to Cabinet.

### **Cabinet**

**6.3.8** Cabinet will:

- review the recommendations
- approve the Annual List of Infrastructure Projects,

**6.3.9** The Annual List of Infrastructure Projects will be published on the [CIL Governance and Funding webpages](#).

**6.3.10** If you have any questions about this guidance, or CIL generally, please contact the Borough Council's CIL Monitoring and Compliance Officer at [CIL@west-norfolk.gov.uk](mailto:CIL@west-norfolk.gov.uk).

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### 7 Appendix 1 - CIL Annual List of Infrastructure Projects

**7.0.1** The Council are required under [The Community Infrastructure Levy \(Amendment\) \(England\) \(No. 2\) Regulations 2019](#), to produce a statement of the infrastructure projects or types of infrastructure which the Council intends will be, or may be, wholly or partly funded by CIL.

**7.0.2** This is referred to as the Community Infrastructure Levy List of Infrastructure Projects and replaces the Regulation 123 list (R123 list).

**7.0.3** CIL money collected can only be allocated to and spent on these types of infrastructure.

#### **Green Infrastructure Projects**

- Projects relating to public open spaces such as new or improved footpaths and cycleways to support new development
- Installation & improvement of public play areas and equipment
- Open spaces used for education, to support environmental initiatives.
- Improvement of habitats for wildlife and nature, to alleviate the effects of new development.
- Environmental services such as flood defence or absorption of air pollution.

#### **Leisure Time Activities Infrastructure-**

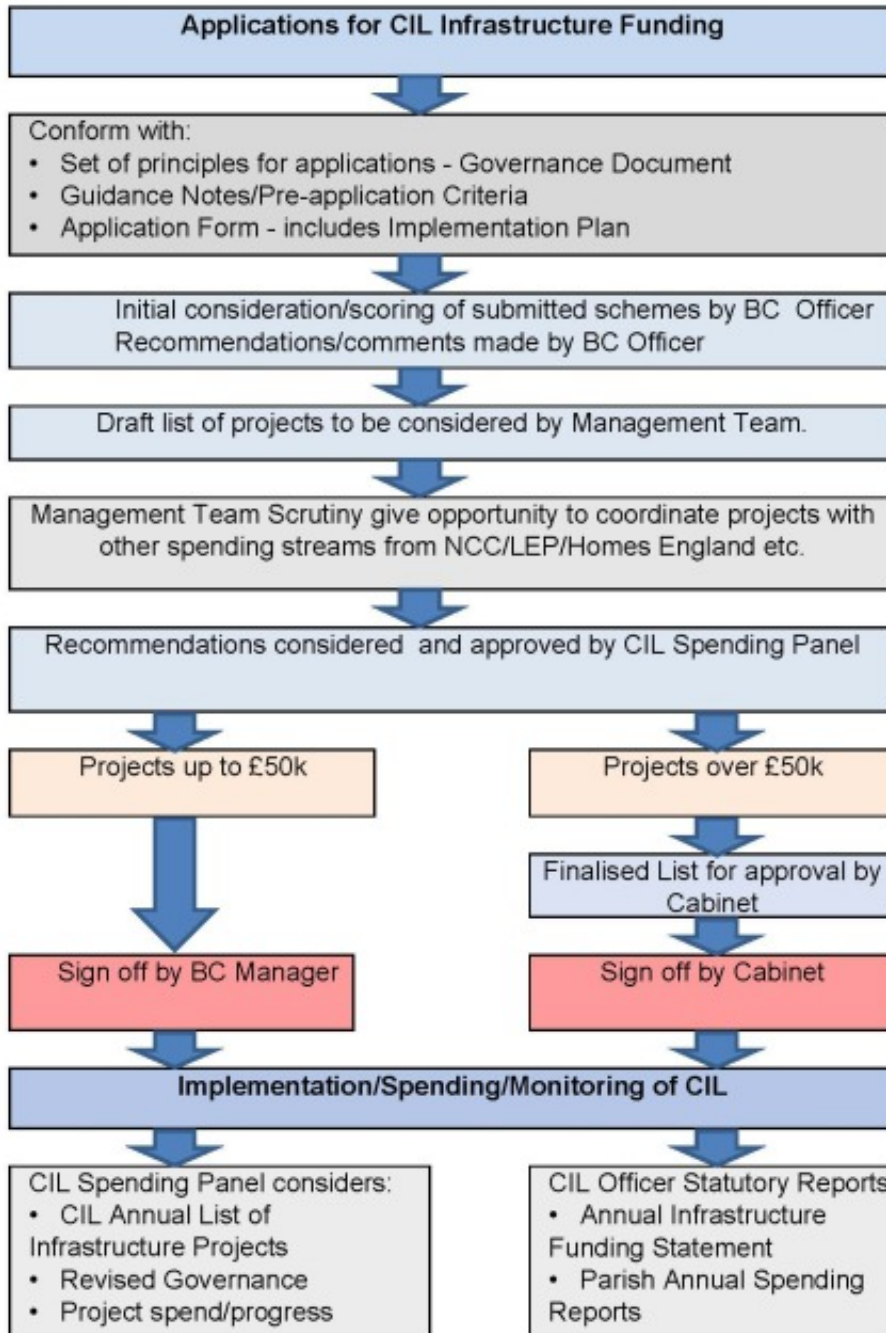
- Infrastructure projects, to support accessible leisure time activities such as new facilities, improvement of existing facilities or upgrade of facilities to enable an increase of usage, to support new development of an area.

**7.0.4** This list will be continually reviewed, to meet the changing needs and aspirations of the Borough to support future infrastructure.



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**8 Appendix 2 - CIL Governance Framework**



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### 9 Appendix 3 - Infrastructure Projects Application Scoring Criteria

#### Infrastructure Project Application Form

To view and submit the CIL Funding Application, please use the online form at: [https://west-norfolk.objective.co.uk/portal/cil\\_folder/cilappsfy/](https://west-norfolk.objective.co.uk/portal/cil_folder/cilappsfy/)

#### Scoring Criteria

##### 9.0.1 There is a maximum of 15 points available based on the information provided.

Any Infrastructure Project Application must meet all criteria below:

- Is this project necessary to support local growth?
- Has match funding and financial commitment been secured?
- Is the project deliverable within 1-5 years?

Each project will be scored on the following:

**Evidence of Need - What evidence that local people support the project - Maximum 5 points**

- Support from Local Council (Parish/Town Council) or Community Group (Parish Meeting), as appropriate
- Support from Local Elected Members (Ward Councillors)
- Support from Community Groups
- Letters of support from new/existing users
- Support from County Council/Professional Bodies

##### 9.0.2 Finance and Deliverability

- Amount of CIL funding requested
- Details of proposed expenditure
- Quotes **must** be submitted - 1 quote for funding up to £5k and 3 quoted for project funding over £5k
- Amount of funding committed to the project by applying any match funding - **maximum 5 points:**
  - 0 = 0 Points
  - 1% - 20% = 1 Point

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- 21% - 40% = 2 Points
- 41% - 60% = 3 Points
- 61% - 80% = 4 Points
- 80+% = 5 Points

### 9.0.3 Project Timescale

All projects are expected to start, within 1 year from the date the CIL Funding is formally allocated.

### 9.0.4 **Once started, how long the project is expected to take, to be completed - maximum 5 points:**

- 0 – 6 months = 5 Point
- 6 – 9 Months = 4 Points
- 9 – 12 Months = 3 Points
- 12 – 18 Months = 2 Points
- 18 Months - 5 Years = 1 Point

The Spending Panel will consider the amount of development within each Parish making an application, and also how much CIL Infrastructure funding has already been allocated to that Parish/Ward.



## Appendix 1

### BCKLWN Community Infrastructure Levy Funding Terms and Conditions

#### Award of Funding

1. The offer of funding as set out in the offer letter attached to these terms and conditions ('the Offer Letter'), from the Community Infrastructure Levy (CIL) Infrastructure Fund, is subject to the applicants acceptance of the offer, these terms and conditions and the requirements set out in the Offer Letter
2. Any award must be used exclusively for the delivery of the project as set out in the application submitted, summary annexed to the Offer Letter and in the Offer Letter itself ('the Project').
3. The Project must be carried out and completed to the standard and specification stated within the attached application form.
4. If the Applicant fails to comply with any of these terms and conditions, BCKLWN ('the Council') may withhold, vary, terminate, or require any or all of the CIL award to be repaid.
5. The CIL funding will be conditional upon the applicant obtaining any necessary building regulations and/or planning permission and any other consents or permissions as may be required.
6. The CIL funding is a one-off payment and will not result in any future revenue commitment by the Council. The Council will not be responsible for any future maintenance, revenue liability or ongoing funding related to the application.
7. There is no right of appeal against an award, refusal or withdrawal of CIL funding.

#### Starting the Project

8. The Project must commence within the period stated in the Offer Letter. If this is not possible, the applicant must inform the Council, in writing, of when they will start the project and the reason for the delay for approval by the Council. For the purpose of this document, commencement is defined as when the works relating to the delivery of the Project materially begins.
9. **Works already completed or expenditure incurred prior to the Applicant's acceptance of the offer, these terms and conditions and the Offer Letter will not be funded.**

#### Approved Projects for CIL Funding

10. The works that are the subject of the CIL funding must be carried out strictly in accordance with the details as described in the attached application submission and in accordance with these terms and conditions and any requirements contained within the Offer Letter.
11. The Council reserves the right to carry out independent financial checks where appropriate and may withdraw the offer at its sole discretion if it considers the public funds may be put at risk
12. If during the course of the work, the applicant finds it impracticable to carry out the work in accordance with what was approved, then changes must only be made after written approval has been given by the Council. Failure to do so may result in the withdrawal or withholding of the funding or requirement to repay any sums already provided by the Council
13. Where requested by the Council the applicant must provide a written statement or an appropriate certificate of completion and the Council must be satisfied that the work has been carried out in accordance with the attached application Form before payment of the funding.
14. On completion of the project, for publicity purposes, the applicant agrees to submit photographs (with no copyrights) of the completed project and agrees that these may be used to promote the CIL funding allocations.

## Payment of funding

15. Subject to the terms of these terms and conditions the Council shall pay the funds to the Applicant only after completion of the project and the submission of verifiable invoices. The original invoices/receipts need to be submitted to the Council as proof of purchase and/or expenditure. The Applicant agrees and accepts that the payment of the funds can only be made to the extent that the Council has available funds.
16. You must have a bank account in your name or the name of your organisation into which the Council will pay the funding. As part of the acceptance of the offer of funding, you will need to provide the bank account details including the sort code, account number and name on the account.
17. The award of funding contained in the Offer Letter is the maximum CIL funding awarded to this scheme. If the Project cost is lower than the amount stated in the attached application form, unspent monies cannot be used on matters not included. If the total Project cost is lower than amount stated in the attached application form, there will be a pro rata reduction in CIL funding.
18. There will be no obligation on the Council to increase its offer in the event of cost increases on eligible work.
19. The Applicant shall promptly repay to the Council any money incorrectly paid to it either because of an administrative error or otherwise. This includes (without limitation) situations where either an incorrect sum of money has been paid or where monies have been paid in error before all conditions attaching to the funds have been complied with by the Applicant

## Withholding or Recovery of Payment

20. It is the Councils intention that the funds will be paid to the Applicant in full. However, without prejudice to the Council's other rights and remedies, the Council may at its discretion withhold or suspend payment of the Funds and/or require repayment of all of part of the Funds if:
  - a) the Applicant uses the funds for purposes other than those for which they have been awarded;
  - b) the Council considers that the Applicant has not made satisfactory progress with the delivery of the Project;
  - c) the Applicant is, in the reasonable opinion of the Council, delivering the Project in a negligent manner;
  - d) the Applicant obtains funding from a third party which, in the reasonable opinion of the Council, undertakes activities that are likely to bring the reputation of the Project or the Council into disrepute;
  - e) the Applicant provides the Council with any materially misleading or inaccurate information
  - f) the Applicant commits or committed a prohibited act under the Bribery Act;
  - g) any member of the governing body, employee or volunteer of the Applicant has (a) acted dishonestly or negligently at any time and directly or indirectly to the detriment of the Project or (b) taken any actions which, in the reasonable opinion of the Council, bring or are likely to bring the Council's name or reputation into disrepute;
  - h) the Applicant ceases to operate for any reason, or it passes a resolution (or any court of competent jurisdiction makes an order) that it be wound up or dissolved (other than for the purpose of a bona fide and solvent reconstruction or amalgamation);
  - i) the Applicant becomes insolvent, or it is declared bankrupt, or it is placed into receivership, administration or liquidation, or a petition has been presented for its winding up, or it enters into any arrangement or composition for the benefit of its creditors, or it is unable to pay its debts as they fall due; or
  - j) the Applicant fails to comply with any of the terms and conditions set out in this Agreement and fails to rectify any such failure within 30 days of receiving written notice detailing the failure.

21. The Council may retain or set off any sums owed to it by the Applicant which have fallen due and payable against any sums due to the Applicant under this Agreement or any other agreement pursuant to which the Applicant is a party.
22. Where the Applicant receives or intends to apply to a third party for other funding for the Project, it will notify the Council in advance of its intention to do so and, where such funding is obtained, it will provide the Council with details of the amount and the purpose of that funding. The Applicant agrees and accepts that it shall not apply for duplicate funding in respect of any part of the Project.
23. If the Applicant receives funding from a third party either during the delivery or after completion of the project the Council reserves the right to recover that amount of funding from the applicant.
24. If the Project does not comply with the delivery timetable stated within the application form and Offer Letter, the Council reserves the right to revoke or recover the amount of the funding, or such other amount as it considers reasonable.

### **Compliance and Insurance**

25. The applicant must ensure compliance with all regulations and legislation relating to the project including equality, sustainability and health and safety.
26. The applicant must ensure appropriate and sufficient insurance cover, including public liability and employer liability applicable to the project.

### **Limitation of liability**

27. The Council accepts no liability for any consequences, whether direct or indirect, that may come about from the Applicant running the Project the use of the funds or from withdrawal of the funds. The Applicant shall indemnify and hold harmless the Council, its employees, agents, officers or sub-contractors with respect to all claims, demands, actions, costs, expenses, losses, damages and all other liabilities arising from or incurred by reason of the actions and/or omissions of the Applicant in relation to the Project, the non-fulfilment of the obligations of the Applicant or its obligations to third parties.
28. Subject to clause 27, the Council's liability under these terms and conditions is limited to the payment of the funds.

### **Communication & Monitoring**

29. The Applicant must maintain regular communication with the Council following the acceptance of the offer, these terms and conditions and the Offer Letter. The Applicant should provide regular updates and information on the project until it has been completed.
30. In any event the Applicant shall within 7 days after written request by the Council provide the Council with such information and documents as the Council may reasonably require to enable to the Council to verify that the Applicant has complied with its obligations under these terms and conditions.
31. The applicant must provide an annual return no later than 01 May each year, with information on the progress of the Project, within the previous financial year This will ensure the Council is able to fulfil its monitoring requirements under the CIL Regulations 2010 (as amended Sept 2019).

### **Publicity for the Project**

32. The Applicant must acknowledge the support of the Council in any materials that refer to the Project and in any written or spoken public representations about the project in a form or style agreed in advance with the Council.
33. Where the Council has provided the Applicant with any of its intellectual property rights for use in connection with the Project (including without limitation its name and logo), it shall only be used in accordance with reasonable brand guidelines.
34. The Council reserves the right to use images of the project, resulting from the award of the CIL funding, as part of any publicity material that it may wish.

## Freedom of information

35. The Applicant acknowledges that the Council is subject to the requirements of the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIRs).
36. The Applicant shall:
  - a) provide all necessary assistance and cooperation as reasonably requested by the Council to enable the Council to comply with its obligations under the FOIA and EIRs;
  - b) transfer to the Council all requests for information relating to this agreement that it receives as soon as practicable and in any event within 2 working days of receipt;
  - c) provide the Council with a copy of all information belonging to the Council requested in the request for information which is in its possession or control in the form that the Council requires within 5 working days (or such other period as the Council may reasonably specify) of the Council's request for such information; and
  - d) not respond directly to a request for information unless authorised in writing to do so by the Council.
37. The Applicant acknowledges that the Council may be required under the FOIA and EIRs to disclose information without consulting or obtaining consent from the Applicant. The Council shall take reasonable steps to notify the Applicant of a request for information (in accordance with the Secretary of State's section 45 Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the FOIA) to the extent that it is permissible and reasonably practical for it to do so but notwithstanding any other provision in this agreement) the Council shall be responsible for determining in its absolute discretion whether any information is exempt from disclosure in accordance with the FOIA and/or the EIRs.

## Miscellaneous

38. The Council reserves the right to vary these terms and conditions. Such a right will be exercised by the Council acting reasonably.
39. No provision of these terms and conditions shall be enforceable or intend to confer any contractual benefit on any person under the Contracts (Rights of Third Parties) Act 1999.
40. Insofar as any clause or clauses of these terms and conditions are found (for whatever reason) to be invalid, illegal or unenforceable then such invalidity, illegality or unenforceability shall not affect the validity or enforceability of the remaining provisions of these terms and conditions.
41. All notices and other communications in relation to these terms and conditions shall be in writing and shall be deemed to have been given if personally delivered, emailed or mailed (first class postage prepaid) to the address of the relevant party, as referred to above or otherwise notified in writing. If personally delivered or if emailed all such communications shall be deemed to have been given when received (except that if received on a non-working day or after 5.00 pm on any working day they shall be deemed received on the next working day) and if mailed all such communications shall be deemed to have been given and received on the second working days following such mailing.
42. These terms and conditions shall not create any partnership or joint venture between the Council and the Applicant, nor any relationship of principal and agent, nor authorise any party to make or enter into any commitments for or on behalf of the other party.
43. No waiver (whether expressed or implied) by the Council or Applicant of any breach or default in performing or observing any of the covenants terms or conditions of these terms and conditions shall constitute a continuing waiver and no such waiver shall prevent the Council or Applicant from enforcing any of the relevant terms or conditions or for acting upon any subsequent breach or default.
44. These terms and conditions are governed by and interpreted in accordance with the laws of England and Wales

**REPORT TO CABINET**

|  |  |   |  |  |  |
|--|--|---|--|--|--|
| <b>Open/Exempt</b>   |  | Would any decisions proposed :                |  |  |  |
| <b>Any especially affected Wards</b>   | Mandatory/                               | Be entirely within Cabinet’s powers to decide |  | YES/NO                                 |  |
|  | Discretionary /                          | Need to be recommendations to Council         |  | <del>YES/NO</del>                      |  |
|  | Operational                              | Is it a Key Decision                          |  | <del>YES/NO</del>                      |  |
| Lead Member: Cllr Simon Ring<br>E-mail: <a href="mailto:cllr.simon.ring@west-norfolk.gov.uk">cllr.simon.ring@west-norfolk.gov.uk</a>         |  |   | Other Cabinet Members consulted: Cllr Beales   |  |  |
|  |  |   | Other Members consulted:   |  |  |
| Lead Officer: Jemma Curtis<br>E-mail: <a href="mailto:jemma.curtis@west-norfolk.gov.uk">jemma.curtis@west-norfolk.gov.uk</a><br>Direct Dial: |  |   | Other Officers consulted: Chief Executive, Assistant Director for Housing, Regeneration & Place. |  |  |
| Financial Implications<br>NO   | Policy/ Personnel Implications<br>YES/NO | Statutory Implications<br>YES/NO              | Equal Impact Assessment<br>YES/NO<br>If YES: Pre-screening/ Full Assessment                      | Risk Management Implications<br>YES/NO | Environmental Considerations<br>YES/NO |
| If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)   |  |   |  |  |  |

Date of meeting: 17<sup>th</sup> October 2024

**NORFOLK ECONOMIC STRATEGY**

**Summary**

This report outlines the process undertaken by Norfolk County Council to develop a new economic strategy for Norfolk, the key priorities highlighted within the draft strategy and a recommendation for the Borough Council to endorse.

The purpose of the strategy is to provide an up-to-date economic growth strategy for Norfolk, for the next 5 years, building on the Norfolk & Suffolk Economic Strategy produced by the New Anglia Local Enterprise Partnership (LEP); functions of which have transferred to Norfolk County Council. The strategy will be an overarching document for Norfolk, to encompass thematic, place based and sector strategies to help grow our local economy and support the people who live and work here. The draft Norfolk Economic Strategy was co-developed alongside the West Norfolk Economic Strategy, including evidence base and stakeholder consultation within West Norfolk. The draft West Norfolk Economic Strategy (currently out to public consultation) is aligned in identification of key sectors, priorities and actions to support inclusive economic growth.

**Recommendation**

1. BCKLWN to endorse the draft Norfolk Economic Strategy, which will also be known as the ‘Local Growth Plan’ for Norfolk, subject to any amendments suggested by Cabinet.



### **Reason for Decision:**

The draft Norfolk Economic Strategy will act as a policy for the Norfolk County Council, but also serve as a framework for a wide range of partners including districts, education institutes and the private sector. The strategy will act as a **Local Growth Plan** for the new Labour Government, who will expect bids for funding to reference the strategy. It is therefore an important policy document which will open up opportunities for West Norfolk in line with the corporate priority to support growth and prosperity and the priorities emerging from the West Norfolk Economic Strategy.

## **1 Background**

- 1.1 Government requires Norfolk to have an economic strategy as part of the LEP Integration, and there are opportunities associated with the future potential for devolution and long-term funding. The new strategy is committed to recognising place-based needs and the interconnection between places.
- 1.2 The Economic Strategy will act as the lead document for a number of related documents such as the Strategic Skills Plan, which is a requirement from DfE for the devolution of the Adult Education Budget, the Norfolk Infrastructure Delivery Plan, and other strategies covering growth at a county and district level.
- 1.3 The Norfolk Economic Strategy development was supported by the Norfolk Office for Data Analytics (NODA) and independent experts MetroDynamics. The strategy builds on four main pillars:
  - People
  - Business
  - Infrastructure
  - Placemaking and Community

Cross cutting themes for the strategy include:

- Decarbonisation and sustainability
- Supporting Rural and Coastal communities and recognising different parts of Norfolk will have different challenges, and therefore different needs and solutions.
- Reducing Inequality and ensuring we work towards inclusive growth.

- 1.4 The draft Norfolk Economic Strategy provides an overview of Norfolk's economy and key priority areas of focus to address economic growth, which is also inclusive and sustainable growth, aligned to the different needs of urban, rural and coastal areas of Norfolk. Strengths, opportunities and challenges for growth are listed against the main

pillars of the strategy; key priorities are then highlighted- with actions listed under each priority and measures of impact.

- 1.5 The strategy sets a framework for priority interventions – and this is demonstrated through a twin track approach, firstly capitalising on high growth assets in our key sectors, such as clean energy, agri-food/ agri-tech, advanced manufacturing and engineering, digital/ ICT and also our strong financial services sector - in order to grow the economy, improve levels of productivity and support creation of higher wage jobs. But as well as high growth and emerging sectors, the strategy highlights it is equally important that we also support the foundational economy in Norfolk, for example agriculture, health and social care, the visitor economy. All of which are particularly important to West Norfolk, not just Norfolk as a whole.
- 1.6 If we don't protect and sustain our foundational economy, improve the quality of these jobs, then it becomes much harder to connect residents to opportunities and grow our economy.

## **2. Development of the Strategy**

- 2.1 There were four phases to developing the strategy: building the evidence base and developing the logic model, extensive stakeholder engagement, including a series of workshops with over 500 organisations and individuals, developing the narrative and drafting the strategy. The draft strategy has been endorsed by the Public Sector Leaders' Board and will now be reviewed by all district councils and the new Norfolk Business Board over the Autumn, ahead of Norfolk County Council's Cabinet meeting in November 2024.
- 2.2 During January – April 2024, Norfolk County Council worked with MetroDynamics to develop the Strategy; and also, the Norfolk Office of Data Analytics to update the evidence base and undertake analysis of that the evidence, what it tells us about Norfolk's strengths, opportunities and challenges.
- 2.3 A series of workshops of 17 workshops were delivered across the county, to meet with stakeholders and seek their views on what they would like to see in the Norfolk Economic Strategy. Workshops were co-designed, with support from district council officers and VCSE representatives. Stakeholders included businesses (large and SME), skills providers, VCSE and local government.
- 2.4 The draft Norfolk Economic Strategy was co-developed alongside the West Norfolk Economic Strategy, including evidence base and stakeholder consultation within West Norfolk. The draft West Norfolk Economic Strategy is aligned in identification of key sectors, priorities and actions to support inclusive economic growth.
- 2.5 The workshops were well attended, with over 500 organisations and individuals engaged. The Workshops aimed to raise awareness of the emerging Norfolk Economic Strategy. Workshops included a review of

data/ evidence at a county & district level, SWOT analysis - key areas to focus the strategy, against each of the four pillars, a review investment needs – including a deeper economic understanding of urban, rural and coastal areas; and breakout groups to capture discussions & recurring themes. The second round of workshops aimed to revisit stakeholders from first round and to also reach new stakeholders; report findings from round 1 workshops, to test the emerging priorities from the analysis with groups and gain consensus on priority areas for intervention and investment. Also to capture suggested activities for intervention.

- 2.6 During May-June 2024, Norfolk County Council (NCC) worked with MetroDynamics to finalise the evidence base and draft the strategy, with subject leads. The draft Norfolk Economic Strategy is now being circulated for review and input, ahead of Cabinet review by Norfolk's district councils, the Norfolk Business Board and Norfolk County Council Cabinet sign off thereafter.

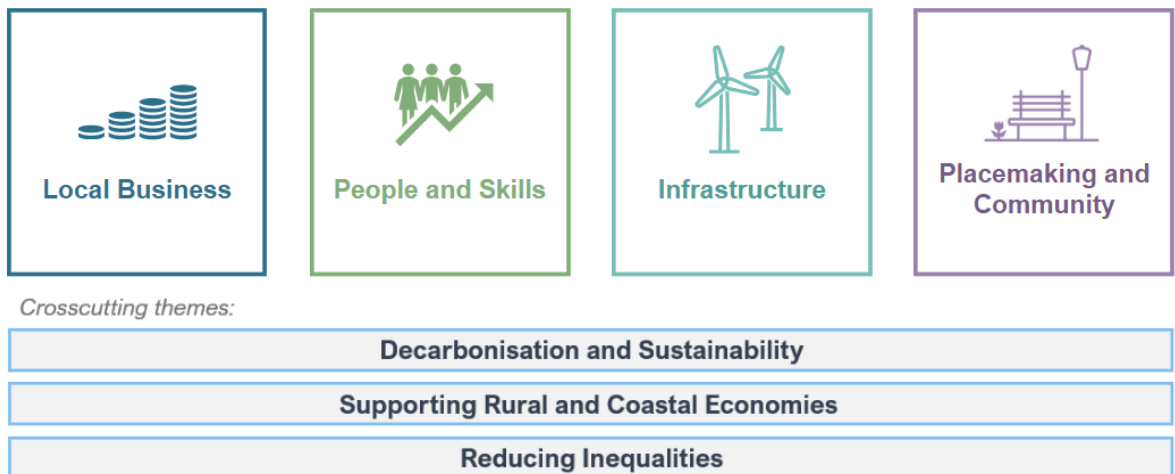
### **3. Proposal for a Norfolk Economic Strategy**

- 3.1 Norfolk is a £20bn economy and home to 916,100 people. An historic county that plays a vital role in the UK's future and a brilliant place to live, work and learn. We have globally important research strengths. Employment and levels of trade are both higher than the East of England. With the Broads National Park, Norfolk Coast National Landscape and miles of coastline and countryside we have an enviable natural environment.
- 3.2 King's Lynn plays an anchor role as a major employment and education centre for the west of the county. Market towns including Thetford, Dereham, North Walsham, Downham Market, Attleborough and Diss are important centres of innovation, employment and culture. Norfolk's smaller market towns and villages help give the county its distinct character and, on the coast. But earnings and skills levels in Norfolk are lower than the country as a whole and we have communities both rural and urban facing real challenges of access to employment and healthy outcomes.
- 3.3 Norfolk's communities and businesses have proved resilient in the face of recent economic pressures, sustaining relatively high levels of employment and a high quality of life. But the cumulative pressures of increasing costs and uncertainty in the wider economic and investment outlook have created real difficulties for local people. This has exacerbated long term inequalities within Norfolk in wages, healthy life expectancy and business' ability to grow and succeed. Overall, our economic growth rate and productivity has remained below that of the UK. This increases pressure on wages, limits business' ability to invest and reduces opportunities for our communities.

- 3.4 Now is the right time for a county wide review of our priorities and make sure that we are taking the right actions locally across public and private sectors partners and seeking the investment we need from Government. This strategy will underpin how Norfolk will target local needs and priorities, planning for the long term. It provides a strong platform for future Government funding, with the new Government clear that it is committed to a devolved approach to investing in places and growth.
- 3.5 The ambition set out in the strategy is for Norfolk to become a national example of how to develop a new model for economic governance, that secures for the future, building on the critical work of the former Local Enterprise Partnership, in supporting and developing our key sectors and maintaining a powerful business voice. Combined with a wider focus on place, skills and regeneration, we can take an integrated approach, driving new investment in businesses and communities.

#### 4. Approach

##### Themes of the Economic Strategy



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

- 4.2 Based on the evidence and wide engagement with partners a set of agreed actions against each of four major drivers of the Norfolk economy – local businesses, people and skills, places and communities and infrastructure. The strategy includes a set of actions for each that will enable Norfolk to use the major opportunities and assets we have to tackle the long term challenges that we face. It was also agreed that there were three priorities that should influence all our investment and actions in relation to the economy – reducing inequality, decarbonisation and supporting our coastal and rural communities. Actions to tackle each of these are integrated into this plan, rather than being identified separately.
- 4.3 The draft Norfolk Economic Strategy provides an overview of Norfolk’s economy and key priority areas of focus to address economic growth, which is also inclusive and sustainable growth, aligned to the needs of urban, rural and coastal areas of Norfolk. Strengths, opportunities and challenges for growth are listed against the main pillars of the strategy; key priorities are highlighted with actions listed under each priority and measures of impact.

## **5 Vision**

- 5.1 A more inclusive, higher productivity economy – with partners working together to improve the quality of work, remove barriers and enable an enterprising culture, helping people of all ages into work. We want to grow overall levels of private and public investment to actively tackle the health and economic inequalities that exist within Norfolk, driving growth by unlocking the potential of residents and communities that are currently held back.
- Centre of excellence for research and innovation.
  - A European leader in Financial Services, with a specialism in insurance and Insurtech.
  - A major growth location as part of the Cambridge to Norwich growth corridor, with large scale sites, growing clusters in advanced Manufacturing and engineering, digital tech, driven by strong research and innovation links across the corridor as a whole.
  - An international and domestic tourism destination for the UK with growing value and expanding offer.
  - An economy that prioritises growth alongside Health and Wellbeing.
- 5.2 The draft Norfolk Economic Strategy provides an overview of Norfolk’s economy and key priority areas of focus to address economic growth, which is also inclusive and sustainable growth, aligned to the needs of urban, rural and coastal areas of Norfolk. Strengths, opportunities and challenges for growth are listed against the main pillars of the strategy; key priorities are highlighted with actions listed under each priority and measures of impact.

## **6. Policy Implications**

- 6.1 Throughout the development of the Norfolk Economic Strategy, NCC have tried to ensure strategic alignment with existing and emerging district economic plans, sector strategies and also Norfolk strategies - such as the Norfolk Climate Strategy, Norfolk Apprenticeship Strategy and Flourish.
- 6.2 With the West Norfolk Economic Vision and Strategy 2045 being developed alongside the Norfolk Economic Strategy, with shared evidence base and stakeholder engagement, there is clear alignment shown within West Norfolk's five strategic pillars, including Thriving Towns, Access to Education and Good Work, Focus on Specialised Sectors Agri-food, Engineering, Waste & Water and Visitor Economy; Management of Natural Resources, and Happy, Healthy People living in Inclusive Communities. These will guide collective efforts to ensure West Norfolk's economy achieves inclusive, sustainable, and prosperous economic growth for residents and businesses, while ensuring that West Norfolk's beautiful heritage, landscape and natural resources can continue to be responsibly used by its community and tourists.
- 6.3 The Norfolk Economic Strategy will act as the lead document for a number of related documents such as the Strategic Skills Plan, which is a requirement from DfE for the devolution of the Adult Education Budget, the Norfolk Infrastructure Delivery Plan, and other strategies covering growth at a county and district level.
- 6.4 During the development of the Norfolk Economic Strategy, officers also worked closely with EELGA and MetroDynamics as part of the steering group for the 'Opportunity East' report – an economic and infrastructure analysis for the East of England, to ensure strategic and regional alignment to Norfolk's priorities. In addition to working with a wide range of stakeholders, over 500 organisations, Norfolk has also been working closely with Suffolk County Council on the development of their economic strategy – to ensure the same data methodologies are applied and key sector opportunities that expand beyond county boundaries, such as Clean Energy and Advanced Manufacturing and Engineering, with regional significance and where a joint partnership approach to growth is required.

## **7. Timeline**

- 7.1 Consultation on the Draft Strategy has been through Norfolk Chief Executives Group, Public Sector Leaders Board, Norfolk County Council's Infrastructure & Development Committee, Norfolk Business Board during June – August 2024. All District Councils in Norfolk are being asked if they wish to endorse the strategy at a local level ahead of the Norfolk County Council's Cabinet & Full Council endorsement scheduled to take place in November & December 2024.

## **8 Financial Implications**

8.1 Funding for the actions in this strategy will come from a range of sources, including private sector investors, businesses and central Government. This is a long-term plan and an important priority will be to secure the additional investment needed where it is not already in place.

## **11. Personnel Implications**

11.1 The strategy been developed by staff from Norfolk County Council's Economic Development Team, in collaboration with Norfolk's district councils and supported by input from the Norfolk Office of Data Analytics, together with expert input from Metrodynamics.

## **12. Environmental Considerations**

12.1 A key theme of the strategy is sustainability, with a focus on helping the county achieve its Net Zero goals.

## **13. Statutory Considerations**

13.1 The draft Norfolk Economic Strategy will act as a policy for the Norfolk County Council, but also serve as a framework for a wide range of partners including districts, education institutes and the private sector. The strategy will act as a **Local Growth Plan** for the new Labour Government, who will expect bids for funding to reference the strategy. Norfolk County Council is working closely with MHCLG to ensure this alignment.

## **14. Equality Impact Assessment (EIA)**

(Pre screening report template attached)

## **15. Risk Management Implications**

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

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

## **16. Declarations of Interest / Dispensations Granted**

None.

## **17. Background Papers**

Appendix A: Draft Norfolk Economic strategy: Local Growth Plan

Appendix B – Evidence Base

Appendix C: Draft West Norfolk Economic Strategy [West Norfolk economic strategy | West Norfolk economic strategy | Borough Council of King's Lynn & West Norfolk \(west-norfolk.gov.uk\)](#)





## Stage 1 - Pre-Screening Equality Impact Assessment

|   |   |                                     |          |                          |        |
|---|---|-------------------------------------|----------|--------------------------|--------|
| Name of policy/service/function   | Draft Norfolk Economic Strategy   |                                     |          |                          |        |
| Is this a new or existing policy/<br>service/function? <i>(tick as appropriate)</i>   | New   | <input checked="" type="checkbox"/> | Existing | <input type="checkbox"/> |        |
| Brief summary/description of the main<br>aims of the policy/service/function being<br>screened.<br><br>Please state if this policy/service is rigidly<br>constrained by statutory obligations, and<br>identify relevant legislation.  | The purpose is to provide an up-to-date economic growth strategy for Norfolk, for the next 5 years, building on the Norfolk & Suffolk Economic Strategy. The strategy will be an overarching document for Norfolk, to encompass thematic, place based and sector strategies to help grow our local economy and support the people who live and work here. |                                     |          |                          |        |
| Who has been consulted as part of the<br>development of the<br>policy/service/function? – new only<br><i>(identify stakeholders consulted with)</i>   | Over 500 organisations and individuals were engaged in the development of the draft Norfolk Economic Strategy, including two dedicated workshops in West Norfolk with a cross section of stakeholders from SMEs, large companies, VCSE organisations, local government, skills providers and local colleges.  |                                     |          |                          |        |
| <b>Question</b>   | <b>Answer</b>   |                                     |          |                          |        |
| <p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p> <p><b><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></b></p> |   | Positive                            | Negative | Neutral                  | Unsure |
|   | Age   | X                                   |          |                          |        |
|   | Disability  | X                                   |          |                          |        |
|   | Sex   |                                     |          | X                        |        |
|   | Gender Re-assignment  |                                     |          | X                        |        |
|   | Marriage/civil partnership  |                                     |          | X                        |        |
|   | Pregnancy & maternity   |                                     |          | X                        |        |
|   | Race  |                                     |          | X                        |        |
|   | Religion or belief  |                                     |          | X                        |        |
|   | Sexual orientation  |                                     |          | X                        |        |
| 65<br>Other (eg low income, caring responsibilities)  | X   |                                     |          |                          |        |

| Question   | Answer                                 | Comments  |
|--|--|---|
| 2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another? | No                                     |   |
| 3. Could this policy/service be perceived as impacting on communities differently?   | No                                     |   |
| 4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?   | No                                     |   |
| 5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?<br><br>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section                              | No                                     | <p><b>Actions:</b></p> <p><b>Actions agreed by EWG member:</b><br/> .....</p> |
| <p><b>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</b></p> <p><b>Decision agreed by EWG member:</b> .....</p>   |  |   |
| <b>Assessment completed by:</b><br><br><b>Name</b>   | <b>Jemma Curtis</b>                    |   |
| <b>Job title</b>   | <b>Regeneration Programmes Manager</b> |   |
| <b>Date completed</b>  | <b>18/09/24</b>                        |   |

Complete EIA Pre-screening Form to be shared with Corporate Policy ([corporate.policy@west-norfolk.gov.uk](mailto:corporate.policy@west-norfolk.gov.uk))



**DRAFT V8**

# Local Growth Plan

Norfolk Economic Strategy  
2024-2029



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# FOREWORD



Lotus Cars, Hethel



Herring Bridge, Great Yarmouth



City College, Norwich



Bakeaholics, Attleborough

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Norfolk is perfectly placed to be a major contributor to the UK economy. With strengths in clean energy, Agri-Food, financial services, advanced manufacturing and engineering and ICT digital, the county has the potential to play a leading role in the industries of the future.

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

### VISION & APPETITE

County, District, Borough and City councils have long worked collaboratively and effectively with businesses, our Universities

# The world is changing...

and colleges and community and voluntary organisations to create a successful and forward-looking economy. Collectively, we recognise our potential and our opportunities. We have the vision, appetite and ability to deliver significant growth for the county and the country. Norfolk's diverse economy and specialist strengths mean there are few places so uniquely equipped to make impactful contributions to the major challenges facing the UK and the world in the 21st century: food and energy security, healthy ageing, climate change, and rapid technological advances.

We also recognise our challenges. Not everyone in our county has the right life chances, and too many of

our residents are unable to access good jobs, healthcare and the chance to learn new skills. Like other rural and coastal areas, Norfolk has faced historical imbalances of underfunding and lacks key infrastructure for housing and business growth.

### We can and must do better.

### OPPORTUNITY

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

It is with great pleasure that we

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

This strategy acts as our Local Growth Plan, identifying local priorities and the key role it will play in the Government's new national Industrial Strategy.

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

**This is our time. This is Norfolk's time.**



**CLLR KAY MASON BILLIG**  
Leader of Norfolk County Council



**NAME**  
Chair of Norfolk Business Board



**CLLR CARL SMITH**  
Chair of Norfolk Leaders Group

# We want Norfolk to be...



Cromer

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**A MORE INCLUSIVE, HIGHER PRODUCTIVITY ECONOMY**

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



**UK LEADER IN CLEAN ENERGY PRODUCTION AND CLIMATE CHANGE ADAPTATION**

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



**A EUROPEAN LEADER IN FINANCIAL SERVICES**

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



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

With large scale sites, growing clusters in advanced Manufacturing and engineering, digital tech, driven by strong research and innovation links across the corridor as a whole. We aim to accelerate growth through supporting the incubation of early-stage tech companies and grow on space to scale, providing access to much needed support. Norfolk is home to incubation and innovation support such as Akcela, Hethel Innovation, UEA's Enterprise Centre and the Norwich Research Park, with more commercial space available.



**CENTRE OF EXCELLENCE FOR RESEARCH AND INNOVATION**

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



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

Norfolk's Agri-Food and Agri-Tech cluster is a major asset in both expertise and scale. The Norwich Food Science Supercluster encompasses the NRP site; the Food Enterprise Park, Easton College with state-of-the art facilities supporting land-based studies, and the Royal Norfolk Showground. We will build on our wealth of expertise across the agricultural sector with farms of all sizes, major estates - playing a major role in biodiversity net gain, innovation, diversification and food security.



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

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



**AN ECONOMY THAT PRIORITISES GROWTH ALONGSIDE HEALTH AND WELLBEING**

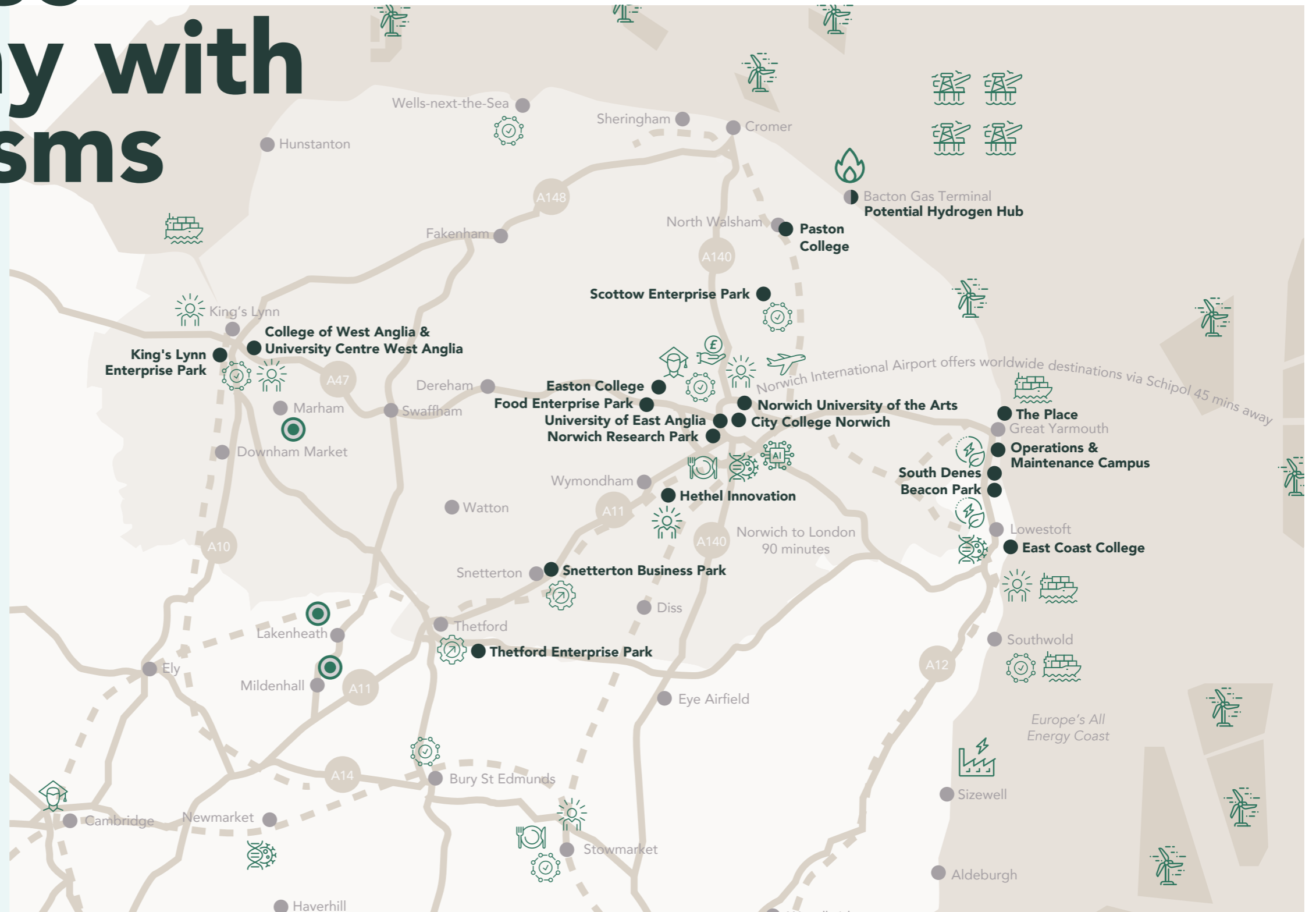
We understand that economic growth is a symptom and cause of good health and wellbeing in a population. Our priorities are to reduce inequality and to invest in preventative measures that will ensure Norfolk's long-term health and prosperity. It is also paramount that we future proof our Health and Social Care sector, with factors including an aging population profile and forecast increase in demand for provision.



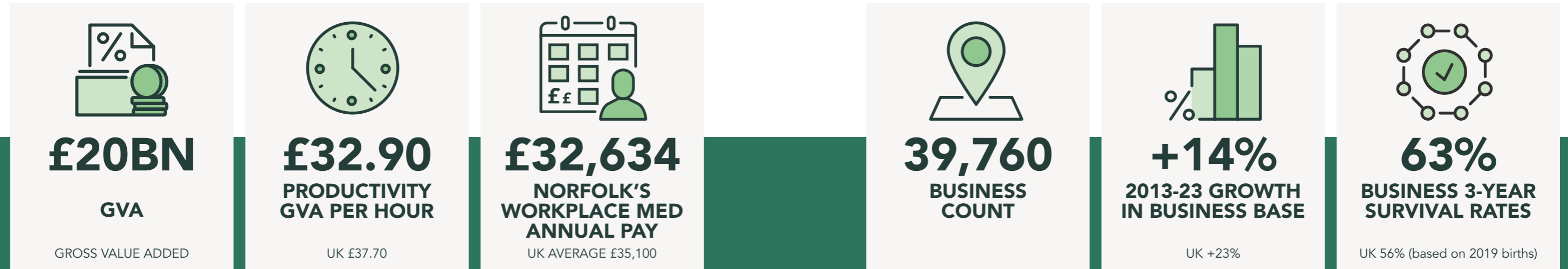
# A diverse economy with specialisms

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-  Clean Energy Cluster
-  Finance & Insurance Cluster
-  Digital Cluster
-  Life Science, Advanced Food Tech & Biotech Cluster
-  Food Enterprise Zone
-  Innovation Hub Projects (via Connected Innovation network)
-  Advanced Manufacturing and Engineering
-  University
-  Enterprise Zone
-  Oil & Gas Rig
-  Wind Farm
-  Gas Terminal
-  Nuclear Power Station
-  Airport
-  Shipping Port
-  RAF Base
-  Rail



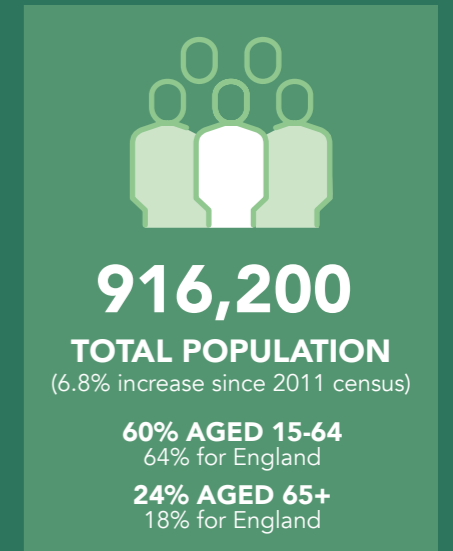
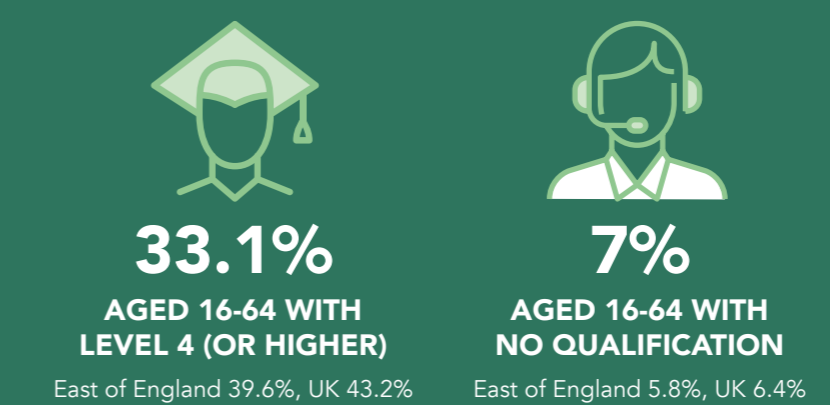
# OUR ECONOMY AT A GLANCE



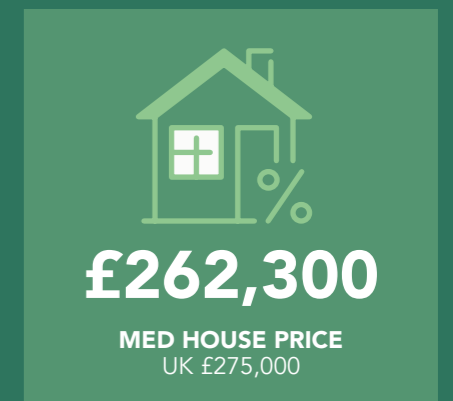
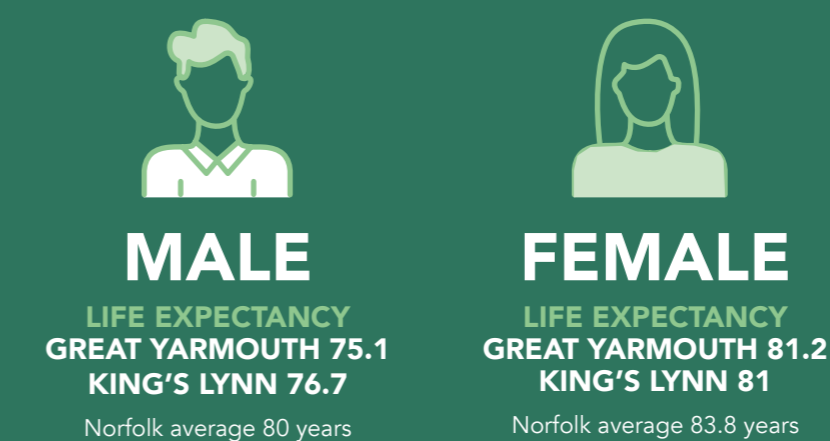
## KEY SECTORS —



## KEY SKILLS —



## HEALTH INEQUALITY —



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### Purpose

Norfolk is a £20bn economy and home to 916,200 people. A historic county that plays a vital role in the UK's future and a brilliant place to live, work and learn.

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

both social and physical regeneration and the UK's offshore energy sector. But earnings and skills levels in Norfolk are lower than the country as a whole and we have communities, both rural and urban, facing real challenges of access to employment and healthy outcomes.

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

Now is the right time to review our priorities and make sure that we are taking the right actions locally across public and private sectors partners and seeking the investment we need from Government. We also have new funding and powers to deploy, including the integration of the Local

Enterprise Partnership into the County Council. The Government's creation of a new Industrial Strategy means that now is the right time to review our Local Growth Plan. This will underpin how Norfolk can target local needs and priorities whilst aligning with government strategy. The document will provide a strong platform for engagement with government around a devolved approach to investing in places and growth.

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

# Norfolk is a £20bn economy and home to 916,200 people.



Norwich

# PURPOSE AND APPROACH

## Approach

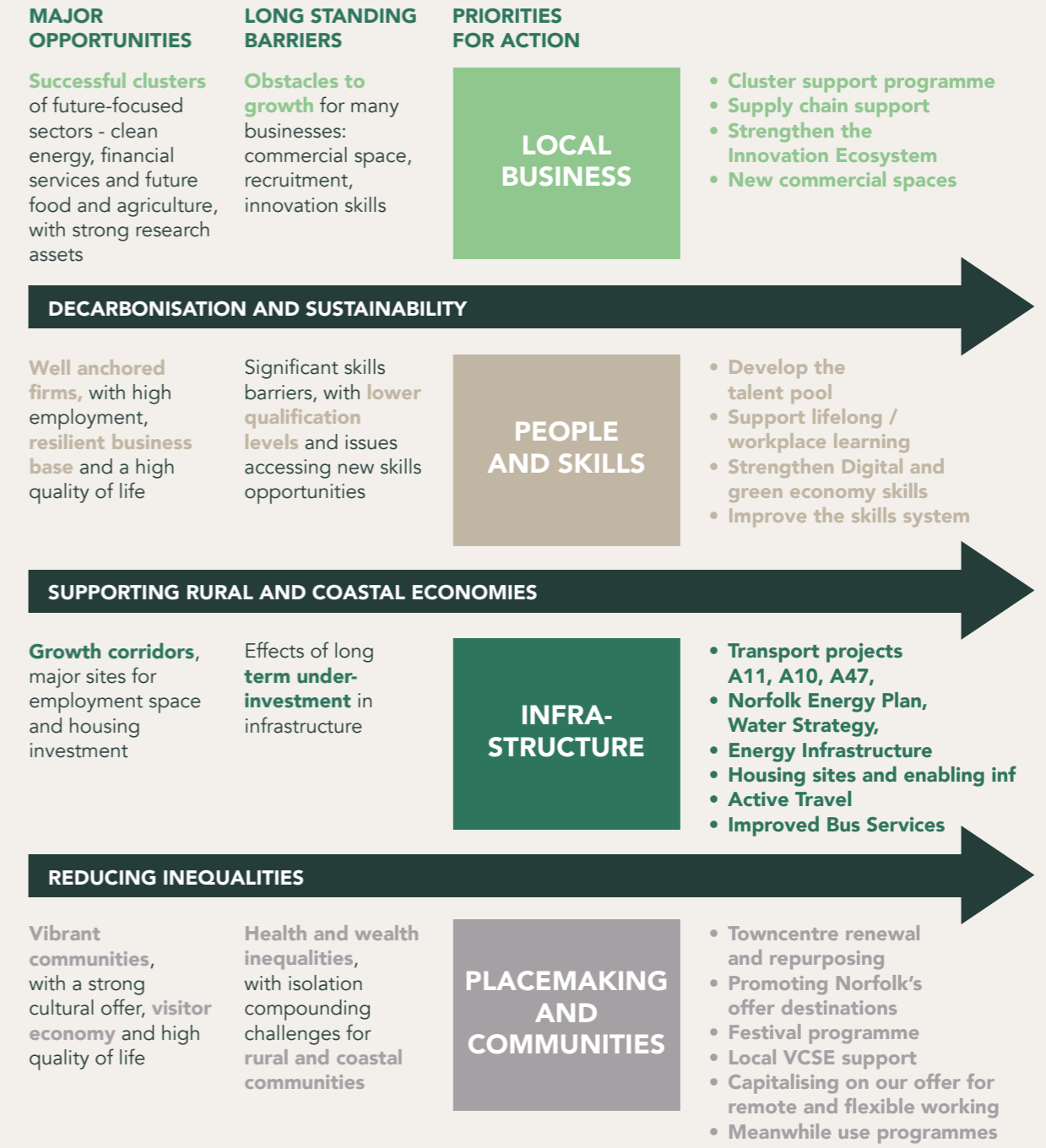
This strategy sets out how we will both navigate short-term challenges and uncertainty, whilst adapting and investing in the major opportunities that we have.

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

This strategy has been co-developed by a wide partnership of different firms, voluntary groups, representative organisations and local councils who share pride and ambition for our county and its unique assets and opportunities.

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

## Major opportunities — barriers and priorities for action



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

**BUILDING THE EVIDENCE BASE**  
We have developed the priorities and actions in this plan using the

most up to date data and analysis available, together with the experience and knowledge of over 400 partners. Combining quantitative and qualitative evidence in this way ensures that the actions we are taking are both based on sound analysis

of our strengths and the challenges we face and are also right for the businesses and people of Norfolk.  
A separate evidence pack is available that sets out more detailed data on our businesses places and communities.

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## Themes of the economic strategy



Cross-cutting themes:



# Business: Key Sectors, Clusters & Innovation

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# The emerging economy

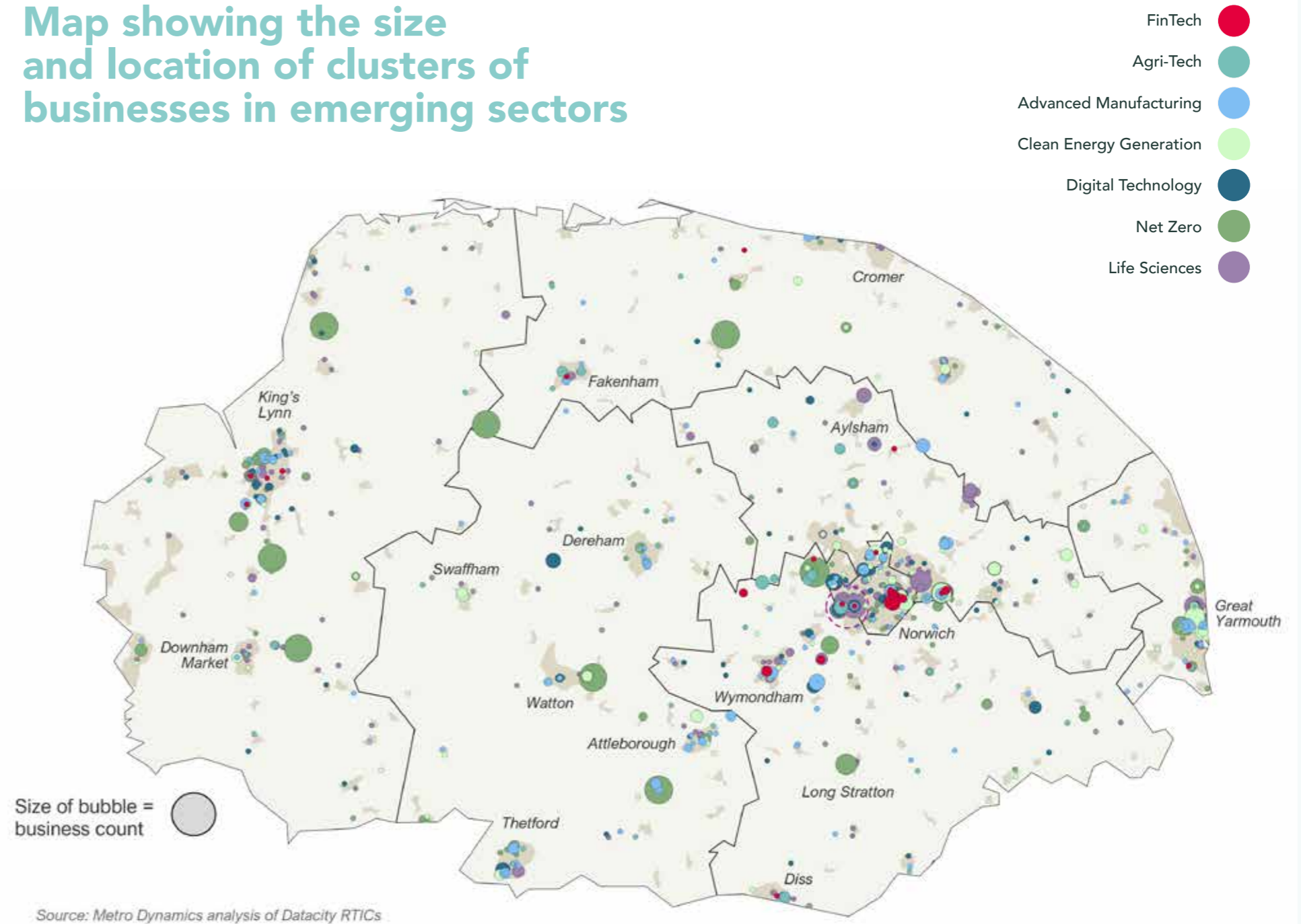
Our goal is to support our specialist clusters and sectors to grow, strengthen our innovation ecosystem and drive the commercialisation of our globally significant research base.

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

## Emerging & High Growth Sectors

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

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



# Key sectors



# Clean Energy

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

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

### WORLD'S BIGGEST

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

There also significant opportunities within our region to look at hydrogen and wider next generation fuels, so that these market opportunities are met within this clean energy region and benefit other key sectors of our economy with their decarbonisation journeys. Additionally, work is underway to develop Sizewell C which provides major supply chain opportunities for Norfolk businesses.

### INVESTMENT

Major investment is ongoing, and we are working with regional partners from Suffolk and Essex under the GENERATE brand to drive inward investment across the energy sector.

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

# Agri-Tech & Agri Food

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

The University of East Anglia is ranked number one in the country for its research impact in this area and the wider NRP site home to the largest concentration of Biotechnology and Biological Sciences Research Council (BBSRC) funded research institutes into food security, plant science and nutrition. The Norwich Food Science Supercluster encompasses the NRP site; the Food Enterprise Park, which is home to Conditum, Fischer Farms and the Broadland Food Innovation Centre; Easton College with state-of-the-art facilities supporting land-based studies, and the Royal Norfolk Showground.

## EXPERTISE

We have a wealth of expertise across the agricultural sector with farms of all sizes, major estates and localised clusters playing a major role in biodiversity net gain, innovation, diversification, food security and job creation. Our food manufacturing and processing companies are highly innovative, at the forefront of new nutritional food products. For example, in King's Lynn, major food processing companies such as Mars, Greenyard, and Tulip offer their expertise to support the food processing industry. This is all backed up by major supply chains from key ports in the region (King's Lynn and Great Yarmouth) and logistics.

## FARMING

A thriving farming industry is critical to the wider Agri-Tech and Agri-Food sector. This industry faces a vast number of challenges including climate change, downwards pressures on food prices, a complex and bureaucratic funding landscape and the challenge to decarbonise. Exciting opportunities for farming are posed around both regenerative farming and Agri-Tech.

## THE FUTURE

NRP is working to secure a safer, healthier and more sustainable future through the power of plant and microbial science. This is detailed in the HP3 vision – Healthy Plants,

Healthy People, Healthy Planet - to be delivered in partnership between UKRI's BBSRC, The John Innes Centre and The Sainsbury Laboratory, NRP is also home to the Biofortification Hub funded by BBSRC as part of the Open Innovation Research Club on diet and health.

## REGIONAL COLLABORATION

Norfolk is working in partnership with Innovate UK, Greater Lincolnshire, Suffolk and Cambridgeshire & Peterborough on a UKRI Launchpad to grow innovation in Eastern England's Agri-Tech and food technology cluster, which also includes agri-biotech and aquaculture. Business growth is at the heart of the Launchpad, which aims to significantly advance innovation in developing and applying technologies in driving innovation and sustainability in food production and processing.

The Eastern England region is the national leader in fresh produce, meat, poultry, fish and seafood processing, underpinned by the largest food logistics sector in the UK. With regional collaboration, including our partnership work with the Food Valley in Greater Lincolnshire, Norfolk is well placed to support growth and encourage inward investment through promoting the scale, breadth and importance of the food sector to the area, and by ensuring that existing food sector companies and new investors are supported.



# Life Sciences

Norwich Research Park

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

The industrial biotechnology expertise on site includes exciting companies from Leaf Expression Systems to Colorifix and Tropic Biosciences that are utilising industrial biotechnology to deliver new products and globally important research. This is an exciting industry that is leading to spin outs and commercialisation of research, significantly enhancing Norfolk's innovation ecosystem.

## A CLUSTER OF EXPERTISE

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

Two projects that the Earlham Institute are part of are the Darwin Tree of Life

project and the Earth Biogenomes project. The objective of these initiatives is to attempt to sequence the genomes of all the species in the British and Irish isles and all the species on Earth respectively. Recording all these genomes will create a huge database allowing researchers to access all the genomes they would need for comparing organisms – research that will have ground breaking sustainable and global benefits.

**Norwich Research Park is a world-leading research base, at the forefront of global food and health research.**



# Financial Services & Insurance

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

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

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

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

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

### HIGH VALUE JOBS

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



# Digital Tech

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

There are a number of locations in the county that are supporting the incubation of early-stage tech companies and providing access to much needed early-stage support, including Akcela, Hethel Innovation, UEA's Enterprise Centre and the Enterprise House at NRP, with more spaces emerging to support this key sector.

### DEVELOPER NETWORKS

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

### FILMING OPPORTUNITIES

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

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

# Advanced Manufacturing and Engineering

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Lotus Cars, Hethel



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

There are multiple specialisms within Norfolk including food and drink, automotive, aerospace, pharmaceutical, safety equipment and civil engineering with significant supply chain opportunities across clean energy.

#### COLLABORATIONS

We are keen to build on the work that the New Anglia Advanced Manufacturing & Engineering (NAAME) cluster has achieved in supporting Norfolk's manufacturing and engineering companies, facilitating collaborations with technology providers and B2B opportunities with key priorities around increasing digital adoption

across the sector, driving the decarbonisation of the sector and supporting with talent at all levels. NAAME's manufacturing groups cover Greater Norwich, Mid-Norfolk, King's Lynn, North Norfolk and the East Coast covering Great Yarmouth.

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

#### PARTNERSHIPS

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

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

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

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

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





# Foundational Economy

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



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

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

# Visitor Economy

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

The visitor economy is one of Norfolk's largest economic sectors and makes up close to 20 per cent of all jobs in the county – many of them in the most deprived coastal areas. In 2022, tourism trips alone provided the Norfolk economy with a total value of £3.4bn.

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

Collaboration with partner organisations, including local councils, the Broads Authority and Visit East of England, will be essential for the continued success of the sector. All

these organisations have important local knowledge and networks and are already delivering so much for the county in this sector. There is also the opportunity for further investment around under-utilised heritage assets (such as the Guildhall in King's Lynn) and in the upkeep of existing assets like the Winter Gardens in Great Yarmouth or Cromer Clifftop Gardens.

### SUSTAINABLE & ACCESSIBLE

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

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

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

Norfolk has welcomed a number of large-scale film productions in recent years. Olsberg SPI research, commissioned by Norfolk County

Council, found that 26 locations (mainly historic sites and coastal areas) hosted the production of Film and TV. It is estimated that activity such as this brings in £1.9 million annually to the local economy.

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

### STRENGTHS IN CREATIVE INDUSTRIES

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

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

# Construction

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

## OPPORTUNITIES FOR GROWTH

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

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

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

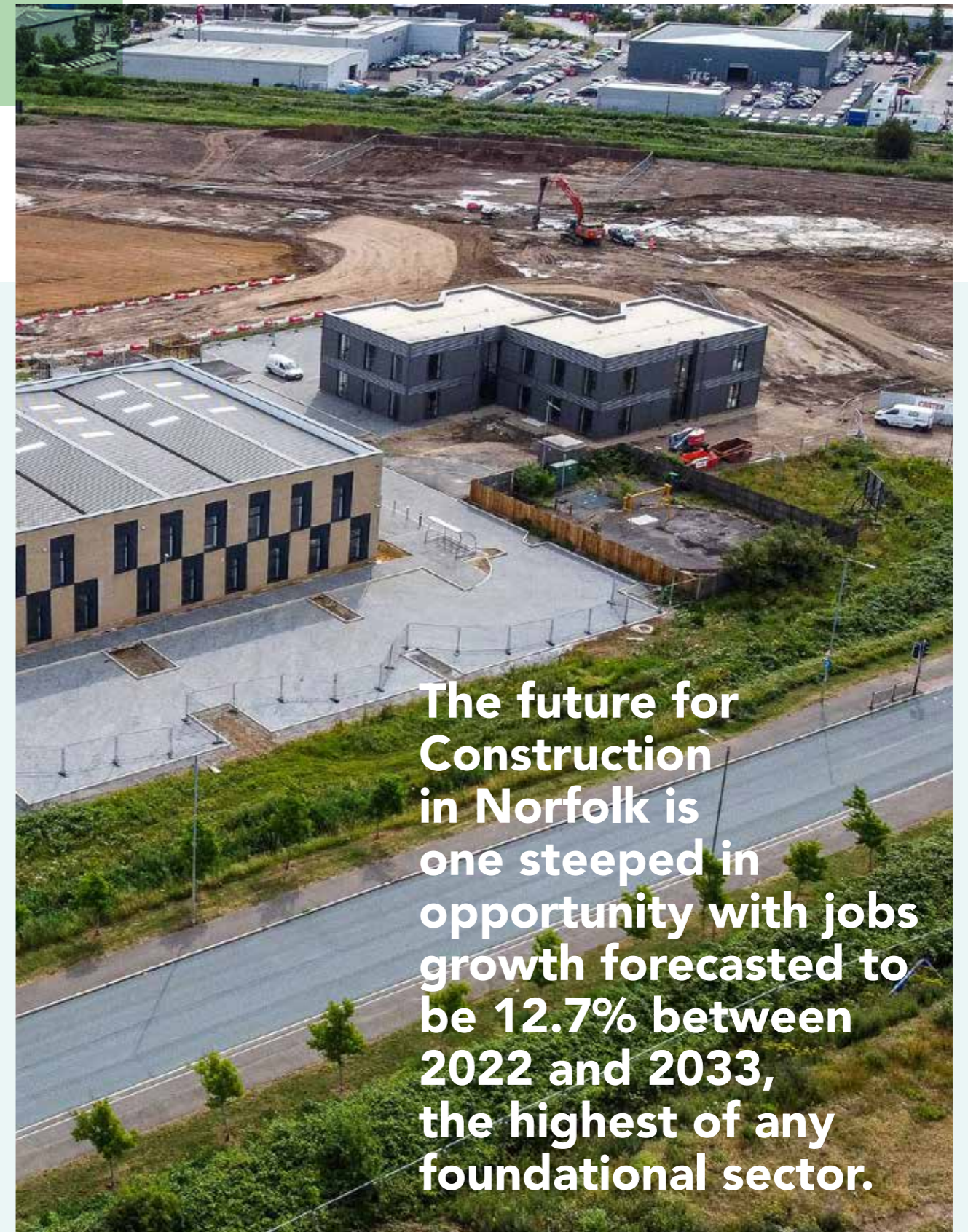
## CHALLENGES FOR CONSTRUCTION SECTOR

Labour market challenges include a lack of core skills for new Green technology application, despite wage potential being good. Construction businesses will need to work with skills providers to direct resource into developing the workforce that is needed. This is an opportunity and challenge, with the potential impact on Norfolk and its labour market from a number of major NSIP regional construction projects planned and skills needs of the construction, for example Sizewell C in Suffolk.

Some areas present local viability gaps which hinder sites coming forward and which may require proportionate public sector intervention, such as large-scale regeneration of Anglia Square in Norwich or a more targeted intervention around degraded housing stock in Great Yarmouth.

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

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



**The future for Construction in Norfolk is one steeped in opportunity with jobs growth forecasted to be 12.7% between 2022 and 2033, the highest of any foundational sector.**

King's Lynn Enterprise Park



# Health and Social Care

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

Health and Social care is a significant sector for Norfolk, employing over 60,710 people and contributing £2.1bn in GVA. It is important we future proof this sector, with an ageing population with over 24.4% of residents aged 65+ (UK average is lower at 18.4%) which is forecast to rise in Norfolk over the next 10 years. Our profiles suggests we will have high demand for health and social care provision. Norfolk currently has a market of over 500 providers of care services.

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

## HEALTH AND WELLBEING

People's health and wellbeing often

varies from one place to another and is not only affected by what people do like eating healthy food and quitting smoking. It can also be affected by the places around us, like living in an area with low levels of crime, safe places to enjoy the outdoors, good jobs, and quality housing. The unequal distribution of the social determinants of health, such as education, housing, and employment drive inequalities in physical and mental health.

## INEQUALITY

Economic inequality also correlates with difference in life expectancy between towns and districts. For example, a male in Loddon can expect to live to 83.3 years but a male in Great Yarmouth can expect to live 75.1 years. A female living in Loddon can expect to live for 85.8 years but a female in King's Lynn can expect to live for 81 years.

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

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

The Covid-19 pandemic has highlighted the impact that these inequalities can have on people's health and has led to many more people experiencing those inequalities through changed economic, employment or health circumstances. This trend leads to increased economic inactivity amongst the working age population and further pressures on Health and Social Care.

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

# Priorities for Key Sectors

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

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

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

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

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

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

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

# Priority 1 Actions:

## DEVELOP LOCAL CLUSTERS AND REMOVE BARRIERS TO GROWTH

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

## STRENGTHEN LOCAL SUPPLY CHAINS

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

## STRENGTHEN INNOVATION ECOSYSTEMS

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

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

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

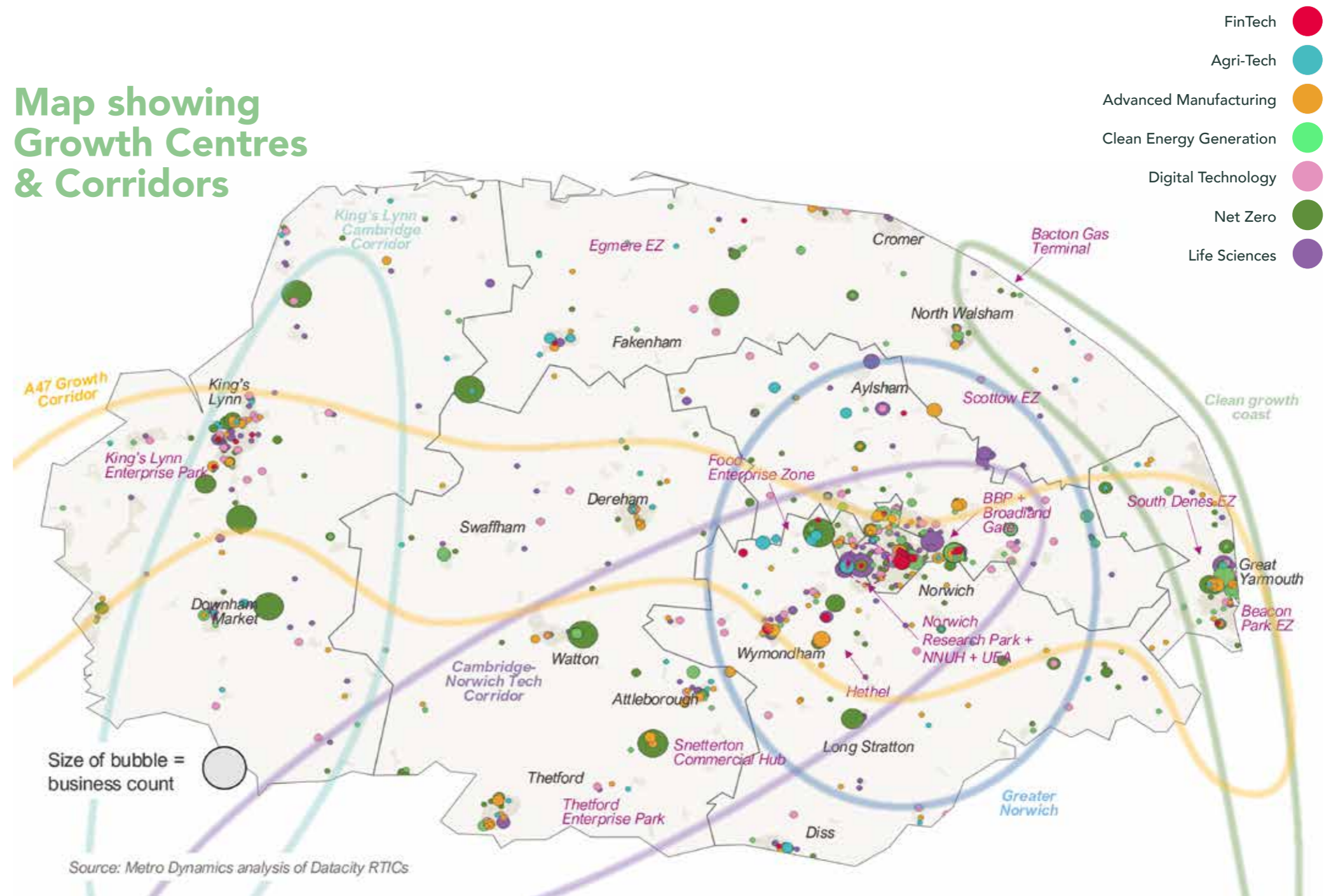
The A47 Growth Corridor offers strategic connections between businesses and sectors across the main urban centres of Norfolk.

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

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

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

### Map showing Growth Centres & Corridors



## Priority 2 Actions:

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

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

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

- Strengthen the organisations, such as care homes, through support to develop robust business plans, cost models and future proof organisations
- Opportunities to invest in preventative measures will help to bridge gaps in inequality in the long term. We will do so by working with key partners in the sector, such as the College of West Anglia School of Nursing, and the Queen Elizabeth Hospital in King's Lynn to continue to build the pipeline of trained professionals. At the same time, initiatives like the Mind Hub in Dereham will enable services to deliver preventative mental health interventions, providing greater social value to health and social care in Norfolk.
- Support to improve the quality of care jobs and to work with providers to create career pathways, to attract more people to the profession
- Further join up between economic development, public health and industry, in order to maximise opportunities for local residents, particularly in deprived areas of Norfolk. This could be achieved through creating social value alongside infrastructure development/ industry growth – such as creating apprenticeship opportunities, encouraging local employment or work experience placements, working with industry.

## Measures of Impact:

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

# Success Stories



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Success Story —

## iBoxit

### Norwich Research Park

Norwich Research Triangle

iBoxit, a start-up founded in 2018 at Norwich Research Park, successfully applied for funding to develop new, environmentally friendly packaging for the shipment of seafood, securing £850,000 grant from Innovate UK, the application was supported by the Innovation Grant Mentoring Project.

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

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

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

# Great Yarmouth Operations & Maintenance Campus

## Great Yarmouth Energy Coast

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

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

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

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

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

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

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





Success Story —

# Lotus Cars Expansion

68 **Hethel**  
Cambridge-Norwich Tech Corridor

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

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

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

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

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



Downham Market

# Business – Supporting Norfolk's businesses

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Hethersett Butchers



Tutankhamun's Emporium Swaffham



The Place University Centre Great Yarmouth



# Survive, thrive, innovate & grow...

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

From the smallest lifestyle businesses to social enterprises to the largest financial services firms, all have a vital role to play. A major goal of this economic strategy is therefore to support businesses of all types to innovate, change, succeed and grow where they want to.

### SUPPORTING GAINS

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

and support more people to set up businesses and social enterprises to flourish in Norfolk. We want to encourage more innovation through R&D, use of digital technology and AI as well as knowledge transfer, support to access innovation funds and peer to peer learning between companies.

It has been a challenging time for businesses in the UK and Norfolk. In 2024, the UK economy staged an early recovery from recession at the end of 2023, after shrinking for two three-month periods in a row. Real GDP growth is expected to be 0.3% in 2024, and to accelerate to 0.9%

in 2025. The longer-term outlook is for growth of just 1% this decade. The new Government has prioritised Economic Growth with a number of new policy announcements and interest rates are expected to fall over the long term, but challenging conditions remain

### MICRO BUSINESSES

Similar to many other parts of the UK, Norfolk has a high number of small to medium sized enterprises (SMEs) (99.7%) with the majority of these businesses classified as micro (88%) with less than 10 employees.

Productivity challenges are also significant for the national economy but more pronounced in Norfolk. GVA per hour is lower at £32.9 in Norfolk, compared to UK average of £37.7. Improving productivity is central to increasing wages and supporting business growth over the long term. So, we will ensure that we continue to develop productivity-boosting interventions to support micro businesses. This could include support for business strategy and operations, access to R&D funding, or introduction of new digital technologies to improve efficiency.

Nearly one third of UK businesses are experiencing labour shortages after an increase in economic inactivity post-pandemic. For Norfolk, labour and skills shortages are particularly critical in sectors such as Agri-Food, engineering and health and social care, but also effect all our sectors. Recent increases in the number of people leaving work between 50-65 voluntarily rather than leaving work primarily due to worsening health together with an older population than many other

parts of the UK make this issue particularly acute for Norfolk and major challenge in many of our coastal and rural areas.

### BUILDING ON SUCCESS

The front door for business support in Norfolk is delivered by the New Anglia Growth Hub. The Growth Hub provide free, fully funded, impartial support and advice for businesses who have been trading for over 12 months. The Growth Hub undertake a diagnostic of business needs, provide direct support to, and refer businesses to a wide range of specialist support programmes and providers, including access to finance, depending on business needs. Over the past 10 years, the Growth Hub has supported over 14,000 businesses and delivered over 74,000 hours of support. Working with partners and providers across Norfolk, we aim to build on success and strengthen these services to ensure our Growth Hub is tailored to meet the needs of Norfolk businesses and raise the profile of the support services offered.



## 63%

**BUSINESS SURVIVAL +3YRS**  
vs 56% for England



## 99.7%

**SME BUSINESSES**



## 88%

**MICRO BUSINESSES**

in Norfolk



## £32.9

**PRODUCTIVITY LEVELS**  
**GVA PER HOUR**  
vs £37.7 for UK



## £588

**AVG GROSS WEEKLY**  
**WAGES**  
vs £645 for England

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

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

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

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

There is a need to redevelop and reimagine city and town centres to reflect the needs of modern businesses, including ensuring there is adequate commercial space,

facilities such as co-working and meeting space, and services such as digital connectivity. We will work in partnership to attract inward investment to this effect

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

In addition, we will work to support all businesses to reduce their carbon emissions and work towards Net Zero, supporting Norfolk's Climate Strategy objectives for decarbonising our economy. We will look to support individual businesses, provide specialist Net Zero business support and help them to access the finance required to implement new practices and purchase equipment that support decarbonisation plans. We also want to encourage collaboration between businesses, and the sharing of any best practice, recognising the value of peer-to-peer learning between businesses.



The Hair Hut, Dereham

## Priority 1 Actions:

- Continue and enhance activities supported by the Growth Hub, as a county-wide front door to all business support services – simplifying the landscape for business support. In addition, a new phone app will be developed for businesses support – with up-to-date business support information contained in the app.
- Provide SME support for digital transformation, including a review of business plans to achieve a digital audit of the business, to help understand which digital tools should be adopted to improve services and levels of productivity.
- Provide start-up support to encourage an enterprising culture in Norfolk – including bespoke start up support for social enterprises and CICs.
- Support businesses to embed Net Zero transition through peer-to-peer learning, sharing best practice and through individual support, such as decarbonisation plans
- Support access to finance for SMEs, to support business growth, R&D or diversification into new services through business grant and loan programmes.
- Innovation support for SMEs to address productivity challenge and unlock funding for R&D. Support to include mentoring for innovation projects and bid writing support to access innovation funds.
- Work with partners, such as Government trade team and Norfolk Chambers of Commerce to support overseas trade opportunities

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

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

Much is driven by national laws and regulations, but we want to help all businesses deliver the role they must play to make Norfolk a more inclusive economy, including through using and developing local supply chains and provide support to retain value within the local economy. As we grow and adapt, we need to do so in a way that invests in social capital and public good – so that private profit and public investment work together to benefit Norfolk.



Covered market, Great Yarmouth and market day in North Walsham

## Priority 2 Actions:

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

## Measures of Impact:

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

# How we are supporting Norfolk's businesses



Vanilla Electronics, Thetford



Up 'N' Mellow, King's Lynn



Tibbs Fitness, Norwich

## Norfolk Growth Hub Grants for growth

**Vanilla Electronics** Secured funding from the New Anglia Growth Hub for machinery to boost efficiency. The electronics company secured a grant of £40,000 which has enabled them to become super-efficient and spark the company's growth.

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

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

Chris Sharman, a Growth Hub Business Adviser got to grips with understanding the business in-depth, identified a grant and led them through the application process. "Chris understood our ambitions and really enabled us to understand the dynamics of the

funding", said Dan, which resulted in a grant of almost £40,000. This enabled them to purchase equipment, which has helped to spark the growth of Vanilla Electronics.

## MENTA & BIPC Start-up support

Norfolk Libraries Business Intellectual Property Centres have partnered with MENTA to deliver free business training programme for those looking to start their own business, go self-employed or existing businesses less than two years old. Start-up support consists of in-person or online workshops and one-to-ones.

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

"This range is innovative in that it will be the first of its kind anywhere on the market. Each porridge pot is made from all natural, plant-based ingredients with no

added milk, therefore suitable for vegans or anyone with an allergy to milk/milk products."

"I attended a range of in-person and online events, including Women in Business networking sessions, Cybersecurity for Business workshop, Entrepreneur in Residence talk, as well as Spotlight sessions on finding your customer, sales strategies, and using TikTok and Instagram." "I also attended a one-to-one session on intellectual property. All these sessions have been very useful in terms of providing practical tips, advice and information needed for starting a business. In addition, through the BIPC networking sessions I have attended, I was able to meet other entrepreneurs who shared their insights and knowledge about valuable resources I have since been able to utilise to help develop my business idea."

## Go Digital Digital transformation support

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

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

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

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

"You have to stay current to stay competitive," she explains. "Go Digital is really useful because it gives you impartial and expert advice on where to focus your efforts. In fact, that made the advice more valuable than the grant." "Jim's detailed action plan will certainly help me stay on track with my plans. I now know in which direction to go, rather than just clutching at ideas and wondering which might be best." "I have

recommended Go Digital to others for that brilliant advice - and the grant, which gives you a real incentive to act. It is a great opportunity," she concludes, "for owners who live and breathe their business to get an external view on their digital marketing strategy."

## Business Builder Grants and Support Programme support

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

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

"We heard about Business Builder grant support from a gym member, and we applied to Broadland District Council for a Start Up Grant which

helped us buy kit and get off the ground. Fast forward a couple of years and membership had grown 450% to 140. So, we applied for a Development Grant which was a game changer, helping us buy gym kit faster when we expanded into a larger unit. Our expansion means that we've also been able to build a team and employ three people. The Council has been brilliant from the first contact onwards, and it's great to know this support is there at crucial growth points. It's a great working relationship which has made a big difference to us."

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

Between 2022 and 2024:

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

# People and Skills

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

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Apprenticeships Levy  
Celebration Event

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

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

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

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

Across Norfolk there are major difference in healthy life expectancy,

with an 11.9-year age gap between the lowest life expectancy in Norfolk and the highest. (72.2 years as seen in Yarmouth Parade) and the highest (84.1 years seen in Eaton). We want to see a focus on prevention and early help as fundamental in tackling the root causes or emerging issues and the factors that promote health and wellbeing and effect resident's ability to achieve sustainable, high-quality employment. This will need a localised approach, designed around the needs of people in the places they live, targeting those places where healthy life expectancy, employment and wages are lowest.

Norfolk is categorised as a diverse and varied economy, with no sector or industry disproportionately dominating skills demand. However, in this context we have a real opportunity to increase the number of high paid, high-quality jobs through high demand for new skills in Energy, ICT, creative financial services, construction, manufacturing and Agri-Food / Agri-Tech. We can also increase the value and quality of jobs in the Visitor and tourism sector and healthcare and education, through supporting increasing skills and recruitment demand.

Norfolk's claimant count has historically been below the regional and national average. It was 2.8% in April 2023, with around 15,400 people claiming benefit principally due to being unemployed. This compares with 3.0% for the East of England region and 3.9% for England. Employment recovered strongly from the covid 19 pandemic.

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

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

## Priority 1 Actions:

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

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

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

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

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

- Utilise Work Well leadership funding to develop and integrated services
- Bring partners together in the Norfolk and Waveney Health and Work Strategy group to develop solutions together across health, social care, public and private businesses.

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

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



## Priority 2: Inspire and enable lifelong learning and workforce development

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

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

In employment terms, the most significant industry sector in Norfolk is the Visitor Economy, followed by Health and then Advanced Manufacturing. We need to work to improve job quality across our sectors and to increase the number of high paid and high skilled jobs, based on strong demand in our higher value sectors.

We have fewer people qualified to degree level and more people with no qualifications compared to similar regions and England as a whole. 182,400 (33.1%) of the working age

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

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



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

- Level 4+ qualification and entry to higher technical and managerial roles, 31.91% of the Norfolk workforce hold this level of qualification compared to 42.01% nationally.
- 7% of the Norfolk population have no qualifications or are low qualified at level 1 only. The proportion of residents holding no qualifications is highest in Great Yarmouth (11%) compared to a much lower level in South Norfolk (4%). These rates compare to 6% in the East of England and 6% in England. The proportion of Norfolk's 16 and 17-year-olds who are NEET is 3.8%, compared with 3.1% for the East of England region and 2.8% for England.

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

## Priority 2 Actions:

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

- Promote training pathways for business and new upskilling opportunities
- Increase the number of businesses accessing existing interventions, including Apprenticeships Norfolk and the Norfolk County Council and stakeholders project portfolio
- Deliver tailored skills audits for SMEs, opening up access to financial support for employee training
- We will support technical skills pathways with new bespoke opportunities for employers

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

- Deliver local learning opportunities in our most deprived communities with low employment and low skills using adult skills funding
- Ensure that employability support programmes address health and wellbeing, improving resilience and health inequalities

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

Norfolk's population is older than the England average, with 24% of the population aged 65+ compared to 18% for England as a whole. Driven by inward migration of retirees attracted by the high quality of life and a loss of working age population, this creates a significant demographic challenge from an economic perspective as well as certain opportunities.

#### For example:

- Promoting inclusive employment practices for older residents, including supporting retraining and re-skilling
- Mentoring programme to leverage the skills and experience of the retired population to provide mentoring support for the young, and champion entrepreneurialism

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

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

Large numbers of firms also need people who understand the opportunities in the rapidly growing environmental economy, in clean energy but also in new, more sustainable services and products in construction, engineering and food and tourism. We also need to help our businesses increase their ability to absorb new skills and use them as effectively as possible.

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

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



East Game Anglia

## Priority 3 Actions:

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

- Expand our STEM skills network
- Support local businesses of all kinds to adopt new technology and develop the digital skills of their employees (e.g. Go Digital / Google Digital Garage)
- Working with businesses and skills providers to identify and respond to the skills shifts needed to harness the rapid changes happening in AI and automation.
- Promote the skills and skills provision needed to underpin further electrification of the economy and transport.

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

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

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

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

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

### OUR SKILLS SYSTEM

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

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

**The College of West Anglia (CWA) with excellent health & social care teaching facilities.** CWA boasts the largest educational building in the region (The Tower Block), recently refurbished with in excess of £10M investment and a state-of-the-art Technology Centre with facilities for engineering, electronics, carpentry & joinery, CAD/ CAM. In higher education and within the University Centre of West Anglia, the organisation hosts the School of Nursing studies, in partnership with the Queen Elizabeth hospital the opportunity for students to study nursing associate qualification in purpose-built facilities.

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

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

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

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

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

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

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

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

## Measures of Impact:

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

## Priority 4 Actions:

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

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

# How we are supporting skills and employment

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## Boost

### Youth Retraining Project

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



## Employer Training Incentive Programme (ETIP)

The ETIP programme supported over 350 Norfolk SMEs to upskill and retain staff. Providing funded grant incentive, ETIP offered the opportunity for employers to retrain staff following the Covid-19 pandemic, delivering over 1700 training interventions to employees.

**The programme supported the key employment sectors of the county including the Advanced Manufacturing, Tourism and Agriculture industries, giving businesses the opportunity to retrain staff with new and broader skills to support their recovery.**

Norwich Housing

# Infrastructure





Our infrastructure provides the connections, protection and utilities that enable Norfolk's people and businesses to succeed and thrive. In many ways the infrastructure we need has changed over the last 20 years and will continue to do so.

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

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

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

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

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

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

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

## Ensuring the enabling infrastructure is in place to support growth across Norfolk

### Housing

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

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

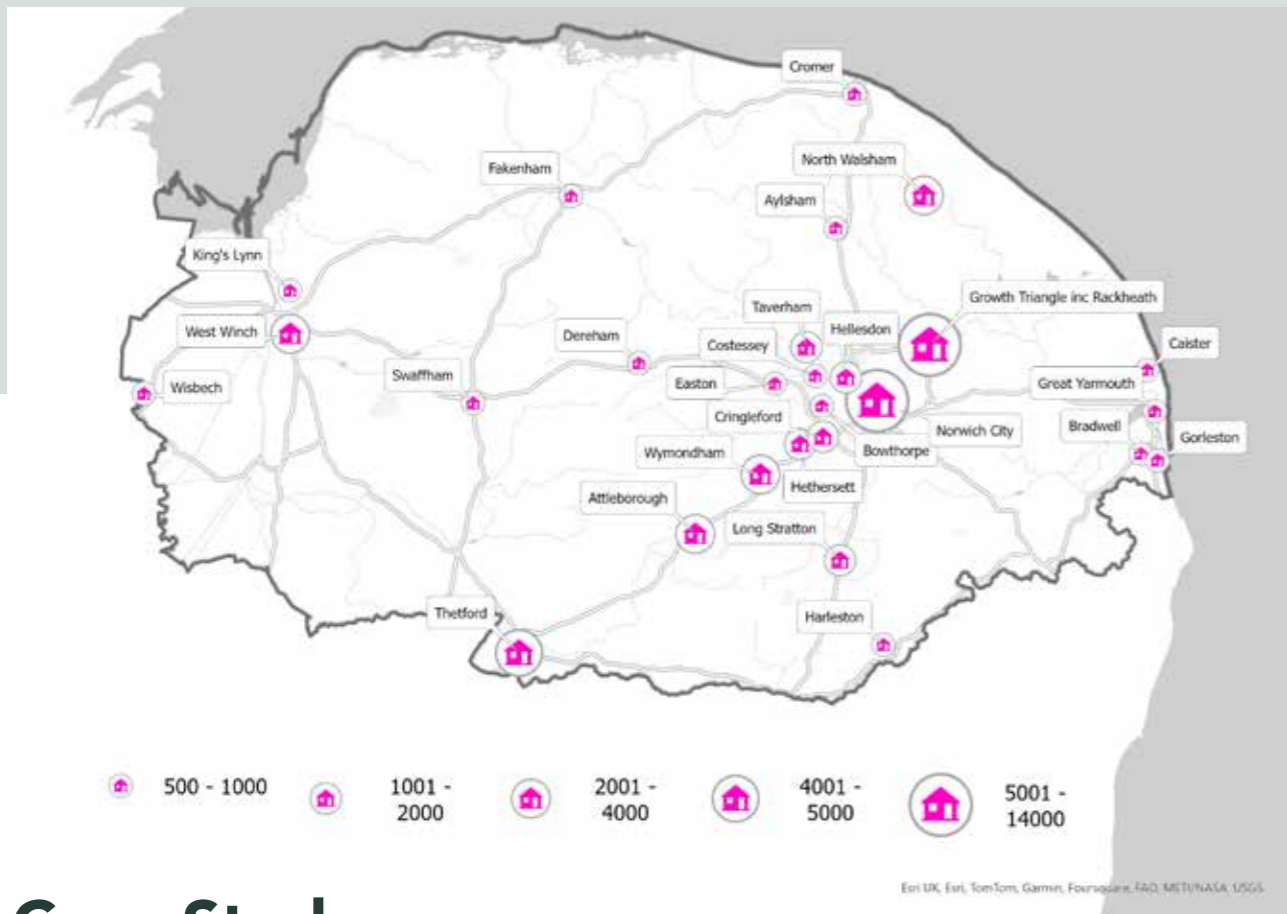
One example of a promising development which incorporates not only housing, but also an access road and amenities such as health and education facilities, is the West Winch Strategic Growth Area. Allocated within the Borough Council of King's Lynn and West Norfolk Local Plan, the development will result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

### Actions:

- **Deliver the right mix of tenures, location, quantity, and quality** of housing to meet the needs and future aspirations of our communities and to support our wider goals on biodiversity, climate change and natural capital, as well as keeping pace with targets set by central government.
- **Explore viable approaches to retrofit**, improving energy efficiency of the existing housing stock where achievable.
- Work with District Councils to **deliver over 4,023 new homes per year** across the county, as set out in their Local Plans. This will amount to over 90,000 new homes by 2036. This will build on the 73,000 homes which have been built since 2001. Norfolk has room to grow, with major housing growth sites identified close to centres of employment and business growth in our market and coastal towns as well as meeting the needs of Greater Norwich. This includes brownfield and grey belt sites that present the opportunity to develop more sustainably. These sites, and others like them, may require proportionate public sector intervention in certain instances, where viability gaps are created by issues such as contaminated land.
- **Support the sustainable delivery of new homes**, by ensuring that necessary infrastructure is built and available. This will include transport connections, community buildings, health facilities, green spaces, and educational infrastructure.
- Work with partners to **deliver strategic projects to unlock housing** in key growth locations, such as major transport improvements, country parks and schools.
- **Work in an integrated way across a wide range of partners**, ensuring that housing development is supported by, and contributes to, the supporting infrastructure needed.

These local plans anticipate over 90,000 new homes in Norfolk by 2036. They aim to deliver 4,023 new homes per year across the county, in addition to the 39,000 homes that have been delivered since the plans began and the 73,000 homes that have been built since 2001. Norfolk has room to grow, with major housing growth sites identified close to centres of employment and business growth in our market and coastal towns as well as in Greater Norwich.

## Map showing Housing Land Allocation



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## Case Study Long Stratton

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



## Power

Ensuring availability, reliability and sustainability.

Although Norfolk is a leader in clean energy production from the Clean Energy Coast, power constraints across Norfolk are holding back housing and business growth and may constrain future transport decarbonisation. We are a major generator and conduit for energy for the UK, but we are not yet getting the benefits for local businesses and people.

Norfolk's three operational offshore windfarms generate 779MW energy (to power 758,000 homes) and four windfarms planned with a generating capacity of 6.7 gigawatts enough energy to power over six million homes. Additionally, there are proposals for two pylon projects in Norfolk.

## Actions:

- We will develop and deliver the Resilient Whole System Energy Plan for Norfolk identifying how to address significant challenges to growth created by power and energy capacity and connection constraints. We will develop long term relationships with organisations including National Grid and UK Power Networks (UKPN) and key stakeholders, ensuring a forward thinking, future proofing approach to Norfolk's energy challenges.
- We will support increasing the number, quality and scale of local energy generation and storage projects.
- We will work with key partners along the energy coast to explore the opportunities to decarbonise the gas supply through the development of a 'Bacton Energy Hub', to re-use North Sea assets for carbon storage, and blue/green hydrogen production.
- We will also support increasing capacity and connectivity targeted at decarbonising transport, including electric vehicles. This will also support further residential and employment space growth.

## Water

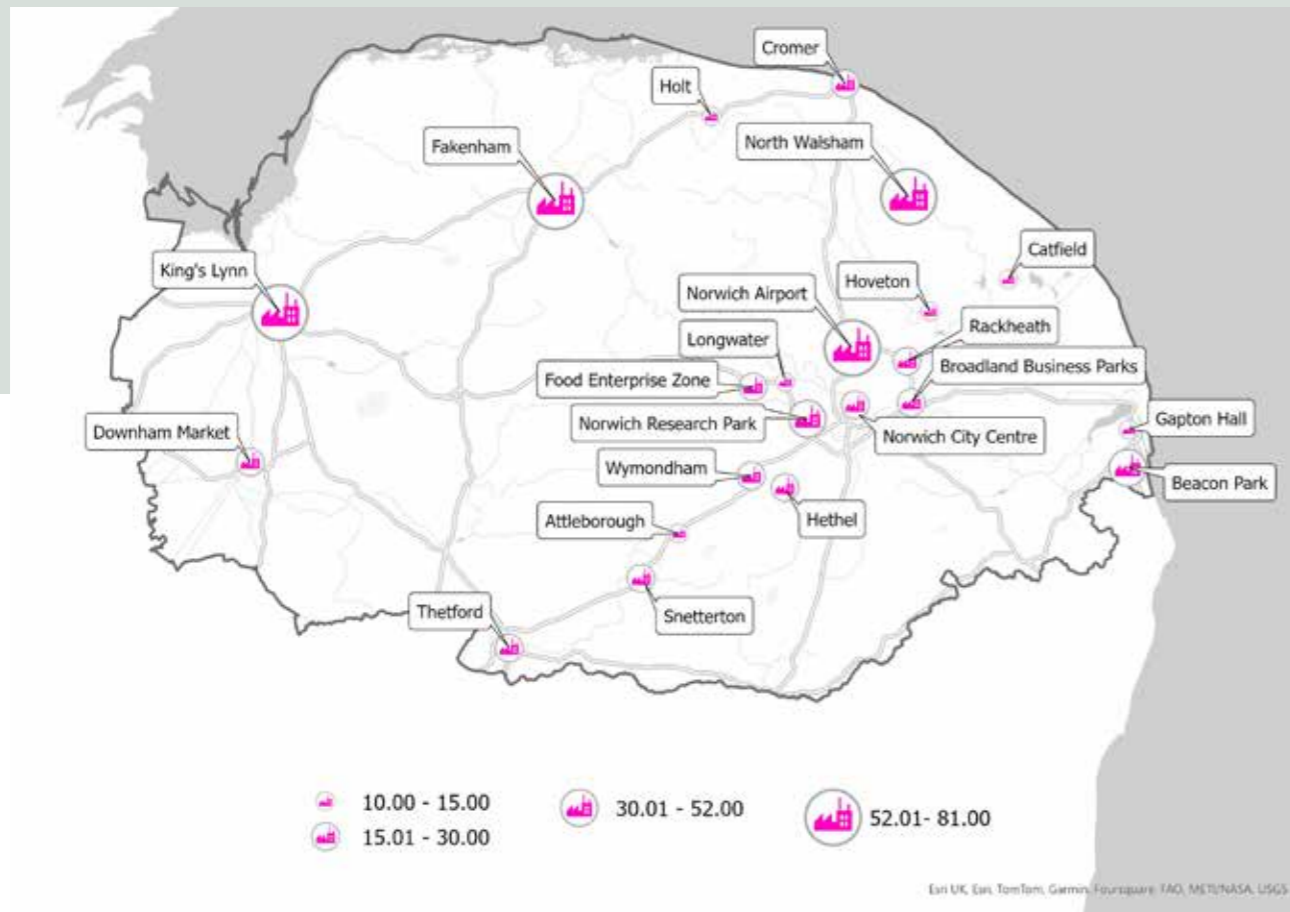
Developing the water infrastructure and management approaches we need to secure supplies.

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

## Actions:

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

## Map showing Employment Land Allocation (hectares)



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## Digital

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

Despite the rural nature of the county, broadband availability is currently good at superfast levels of 97.4% but lags national averages for ultrafast (58.7% against the national average of 83.3%).

## Actions:

- We will deliver central Government investment of well over £100m to improve Gigabit fibre broadband across the county in a programme commencing in 2024.
- We will work with providers and national Government to seek to improve mobile coverage in rural areas and mobile internet access, where current national programmes have not made as much progress as intended.

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



## Priority 2: Improving transport connectivity

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

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

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

Compared with the East of England region and with England, average

journey times to centres of employment are higher in Norfolk (higher average travel times to employment centres of 5,000 or more employees).

Norwich and surrounding areas are well connected to employment centres, but congestion can create unreliable and longer journey times. Parts of North and West Norfolk are over an hour, on average, by car from the nearest larger centre. Our market towns serve large rural areas, with longer than average travel times to services such as primary schools, secondary schools, further education, GPs, hospitals, food stores and town centres. Isolation and the lack of access to skills, employment and services is a real issue in many of our rural communities.

Developing our transport system is also crucial to meeting our climate change and net zero goals. Transport is the single biggest contributor to Norfolk's carbon emissions accounting for 26%, and of this 92% is from road vehicles. 77% of these emissions

are from journeys of over 10 miles, with freight transport making a significant contribution. Improving public transport, decarbonisation of freight and logistics, alongside major transport schemes and network improvement in our market towns is therefore key to both better connecting residents with services and employment and reducing our carbon use in the longer term.

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



## Priority 2 Action

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

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

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

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



# How we are enabling infrastructure

River Wensum, Norwich

## Greater Norwich Growth Board

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

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

## Norfolk Water Fund

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

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

River Wensum, Norwich

# Climate change



# Climate change and protecting our environment

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

Our globally leading research and businesses strengths in food and Agri-Tech, our role as the UK's largest clean energy providers, our green technology and environmental businesses all speak to our natural assets and talent in working with the natural resources and natural world we have.

Norfolk is playing a vital role in securing the UK's successful transition to a low carbon economy and to help it adapt to climate change. At the same time, Norfolk has

many local challenges to face and overcome as our climate changes and environmental pressures intensify. The opportunity for us, that runs throughout this strategy, is to use the skills and expertise we have to better Norfolk's environment and adapt to climate change and in the process create new high-quality jobs, opportunities, and assets for Norfolk's communities.

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

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

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

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

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

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

Achieving this effectively will mean embedding new approaches in almost everything we do – securing major new investment in NRP (Norwich Research Park), increasing commercialisation of research and innovation, supporting businesses of all types to adapt and change, changing how we build, learning from world-class leading examples like the Enterprise Centre at the University of East Anglia (UEA) in Norwich, investing in local energy networks and new public transport (as highlighted by working in partnership with First Bus to deliver 70 electric buses in Norfolk), developing new skills and provision.

Local partnerships can be cultivated with experts in the field. Norfolk is home to one of the UK's Tyndall

Centres, an innovative faculty within the University of East Anglia, that brings together researchers from the social and natural sciences and engineering to develop sustainable responses to climate change.

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

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

Withstanding extreme weather and adapting to climate variability requires an integrated approach to infrastructure and development. Existing infrastructure needs to withstand extreme weather events

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

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



Hunstanton



The Reef Leisure Centre, Sheringham



Herring Bridge, Great Yarmouth

**CONNECTING NORFOLK**

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

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

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

**We have three main objectives:**

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

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

**Reducing negative environmental impacts while supporting long-term economic growth**

**We will:**

- Deliver the Norfolk Climate strategy (implemented through the climate action plan) and develop a new environmental strategy (due to be released in 2025) to support Norfolk's transition to become a greener and more resilient county enabling residents to benefit from an enhanced environment and quality of life.
- Deliver the emerging local nature recovery strategy (e.g., To ensure a comprehensive plan for restoring and enhancing biodiversity and natural habitats across Norfolk and Suffolk), through mapping habitat and opportunity areas and developing biodiversity priorities, to safeguard ecological resilience to extreme weather events.
- Through the Norfolk flood alliance, we will work to ensure Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts. Work is already underway on numerous sites.
- Support industries to decarbonise, such as Agri-Food and land management through an Agri-Food industrial decarbonisation strategy and in the offshore wind sector through the Great Yarmouth operations and maintenance campus.
- Deliver the resilient whole system energy plan for Norfolk to support connectivity and capacity for business and residential development, unlock capacity to decarbonise transport and building retrofit options, and ensure infrastructure can withstand the impacts of climate change.
- Deliver the Greater Norwich Green Infrastructure Strategy

# The natural environment is central to Norfolk

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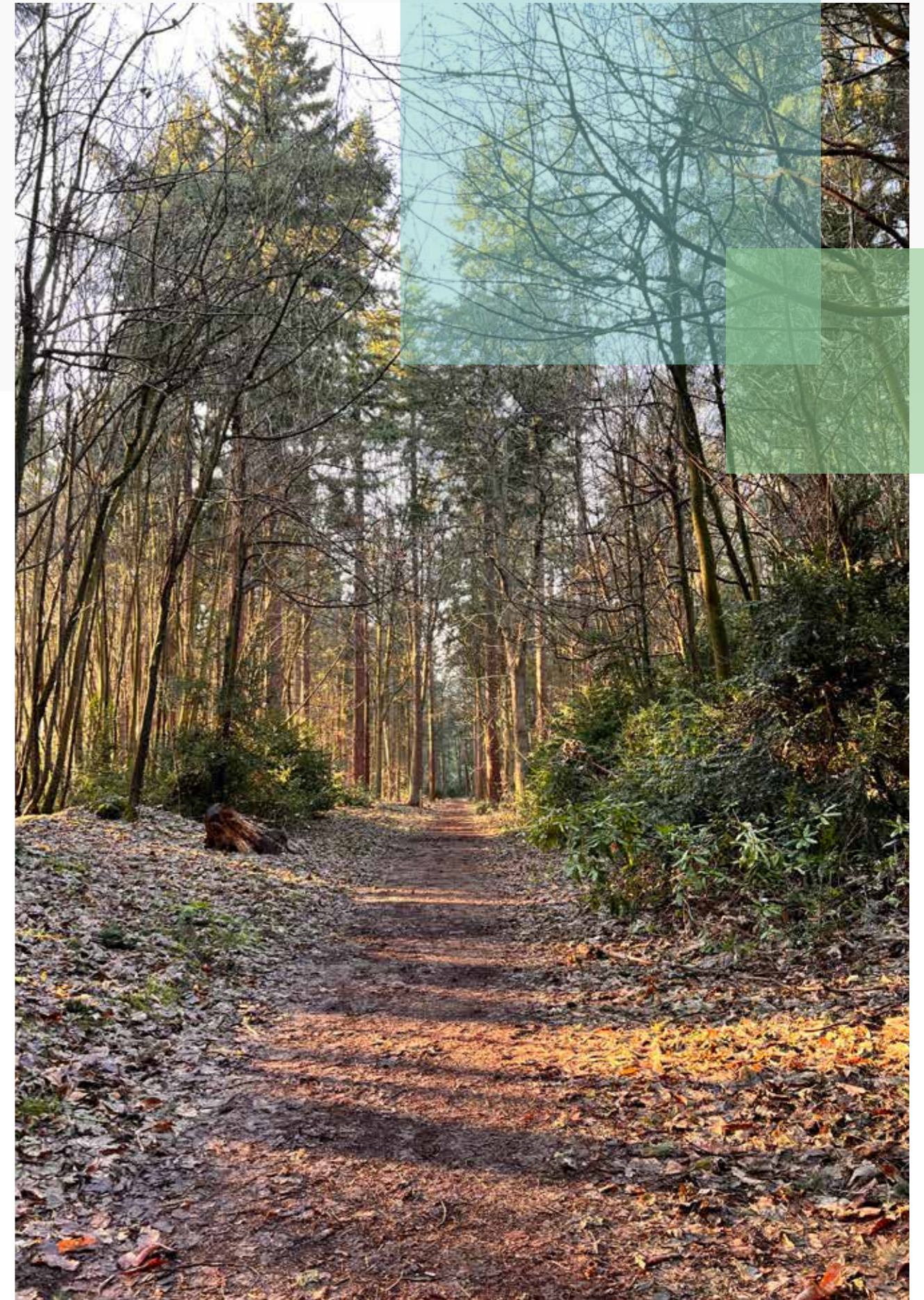
- **Health & wellbeing benefits** – through provision of accessible green spaces/corridors for outdoor recreation, play & active travel for all.
- **Nature recovery benefits** – through the creation, restoration and enhancement of habitats and wildlife corridors.
- **Climate change resilience benefits**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

## Norfolk Climate Change Partnership (NCCP)

Through the Norfolk Climate Change Partnership (NCCP) Norfolk Net Zero Communities project we will work with seven communities across the county to understand the non-technical barriers to stopping widespread community decarbonisation and co-design solutions to be these that will enable emissions reduction and tackling climate change built around

places and people. Successful solutions will be scaled up to be delivered across the county.

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



Lynford, Thetford

Norwich market

# Place Making and Communities

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# Our places and communities

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

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

We have thriving market towns and rural villages that are both historic centres and modern hubs of cultural life, business growth and public services. Norwich is a dynamic, historic and modern centre of education, scientific research, InsurTech, cultural and creative businesses and events and a thriving visitor economy. King's Lynn, Great Yarmouth and Thetford are other major centres, which serve as local employment service centres and as places of interest for visitors.

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

#### INCLUSIVE GROWTH

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

Norfolk is a large county, with historic deficit in infrastructure investment exacerbated by the spatially dispersed nature of its rural and coastal communities. Through the delivery of the economic strategy, our aim is to ensure that our communities are not left behind by the growth and economic opportunities that occur around them -whether the young person in Great Yarmouth seeking a long term career in clean energy, a retired professional starting a food or creative business in North Norfolk or a community group seeking to bring new life to an historic building.

This strategy provides an opportunity to refresh our approach to linking communities to jobs and skills through locally accessible infrastructure, such as The Place in Great Yarmouth and Thetford Skills Hub, or the Advanced

Construction and Engineering Centre in Norwich, serviced employment land in areas like Fakenham, Holt and North Walsham, and active travel hubs and the Enterprise Park in King's Lynn.

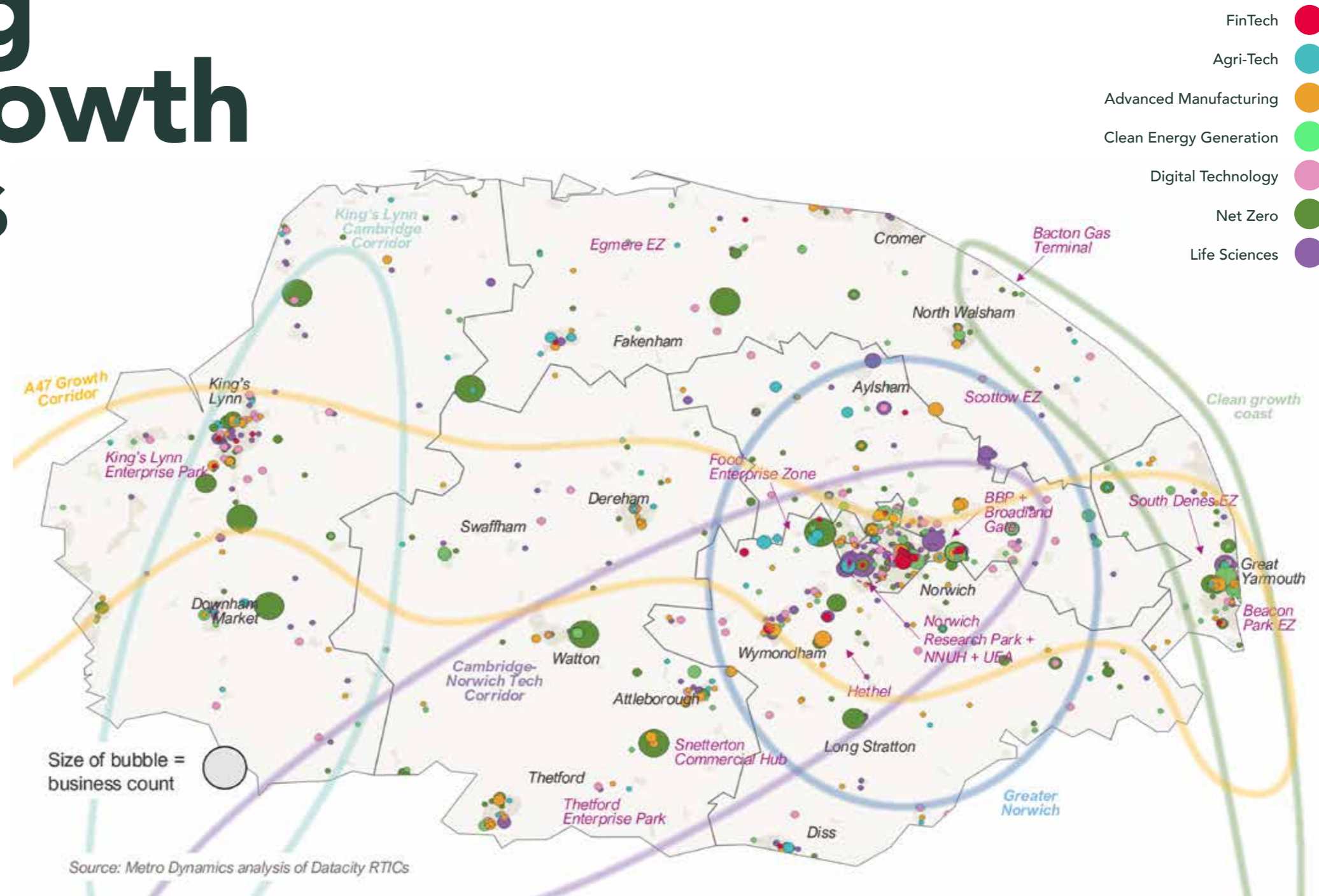
**We need to invest directly in growing social capital, and help the projects and initiatives within communities that can bring people together and improve long term outcomes.**

Projects such as the Link programme in Dereham and Thetford, a community hub and advice service solution combining VCSE and public sector agencies within a single collaborative facility, Boost project in West Norfolk which has been helping young people into training and employment and Tech Skills for Life that is tackling digital exclusion across increasing parts of the county.

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

# Major urban centres powering wider growth corridors

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







Norwich Castle

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## Greater Norwich

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

The Norwich research park is largest concentration of food and related health related research in Europe. Norwich hosts a vibrant cluster of digital creative businesses, and a rich ecosystem meet-up groups catering to a range of tech and digital interests. Businesses include award winning digital businesses such as Foolproof, EPOS NOW and Quickfire Digital. A key part of Norwich's ecosystem is

Norwich University of the Arts (NUA), with its specialism in arts, design and media. NUA is at the cutting edge of design innovation, launching innovative degree programmes such as UX design. Norwich's cultural organisations and historic assets play a major role in making the city an outstanding place to live, work, visit and invest.

At the same time Norwich has communities that have been left behind by recent growth and face multiple challenges - ensuring that regeneration and growth delivers for these communities is key. We need to proactively seek out and nurture opportunities to create new employment and employability skills support programmes, as well as new pathways to help people back into good quality entry level roles in our major sectors.

Norwich city centre is a vibrant, dynamic centre for the county. In order to continue to thrive, the city requires further investment for regeneration, growth and the provision of adequate

commercial space. This should include redeveloping redundant brownfield sites and buildings which is a sustainable way of delivering growth that simultaneously enhances quality of place.

At the same time, we will continue to support community driven programmes to encourage and enable enterprise and economic activity, such as FUSE Norwich that develops Norwich's thriving social enterprise sector, and Common Lot CIC's Skills Share Hub in Mile Cross Norwich. Examples such as The Feed, a food-based community interest company, present an alternative approach for shifting the dial on some of the most stubborn deprivation challenges.

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

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

Anglia Square is a significant city centre site that urgently requires investment. A solution may lie in the public sector taking a more active role in delivering a new vision for the site.

## Cambridge Norwich Tech Corridor

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

Sectors include manufacturing, advanced engineering, food, and life sciences. The Norwich Research Triangle links expertise at the Norwich Research Park (the largest single-site concentration of research in food, health and life sciences in Europe, fostering a unique mix of world-

leading research) to the engineering expertise at Lotus and Hethel with further growth planned to establish a technology hub in the region with potential to create in excess of 500 further jobs by 2026, leverage £500m investment and safeguard the area as a centre for sports car operations. The triangle then links to the world class Agri-Food expertise at the Easton Food Enterprise Park, just off the A47.

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

The market town of Thetford is positioned within the Cambridge Norwich Tech Corridor, offering easy connections to both cities, as well as numerous growth opportunities. Benefiting from a well-established manufacturing cluster and a highly skilled workforce, Thetford is positioned as an attractive destination for business expansion



Queen's Jubilee Celebration, Downham Market



Splash pad, Gorleston-on-Sea



Marina Centre, Great Yarmouth

and innovation. The Thetford Sustainable Urban Extension is a major planned 5,000-home development and features 55 acres designated for employment sites.

Furthermore, Snetterton Business Park is a pivotal driver of economic development in the area, strategically located on the A11, between Thetford and Attleborough, boasting great development potential and excellent transport links, it attracts both local enterprises and national high-tech companies, contributing significantly to the region's economic growth.

## Rural communities, market towns and coastal settlements

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

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

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

Norfolk's market towns are functional centres in the rural landscape of business, employment, culture, retail and public services. Market towns continue to adapt to changing patterns of work, shopping and leisure use, although many have been significantly

impacted and would benefit from investment and support. Each faces different opportunities and challenges: for example, as traditional retail and banking uses for buildings change to residential or leisure use, as demand for housing grows and changes, and the way that health and care services are provided continues to evolve.

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

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

able to thrive.

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

Rural and coastal communities are at the forefront of challenges posed by climate change, including flooding across the Broads and other vulnerable areas of the county and coastal erosion, particularly along the North Norfolk Coast. At the same time, they are key to a successful transition, the clean energy sector developing on the coast, or the

potential for regenerative agriculture. Partnership working with districts, the Broads Authority, and other local stakeholders will be key to creating a sustainable future for the county.

## Great Yarmouth and the Clean Energy Coast

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

Shallow water, deep-water ports

and ideal weather conditions of the Southern North Sea offer developers and their supply chains, the perfect environment for multi-billions of pounds worth of investment. Some of the world's biggest wind farms are being built off the Norfolk coastline including the Norfolk Offshore Wind Zone, in addition of 4 extension projects; Sheringham Shoal, Dudgeon, North Falls and Five Estuaries.

Great Yarmouth is ideally situated to capitalise on this growth and accelerate new jobs in the local supply chain, through investments in the Great Yarmouth Operations and Maintenance Campus and further growth ambitions for the Energy Park. Facilities such as Beacon Park and the deep-water port will unlock this growth.

Businesses looking for modern offices, industrial units or development land, including quayside space, can take advantage of the Great Yarmouth, with sites in and around the ports, aiming to support growing clusters of energy related companies.

Significant investment is driving business opportunities, including



Custom House, King's Lynn

in the Offshore Wind Skills Centre, the Energy Zone, one of the most successful Enterprise Zones in the UK new investment in the harbour and deep-water port. We have also been successful in securing significant Town's Fund investment from Government, leading to major regeneration of assets in the town, including the Winter Gardens which breathes new life into this much-loved historic asset and the Place, a new library and university centre.

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

## King's Lynn and West Norfolk

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

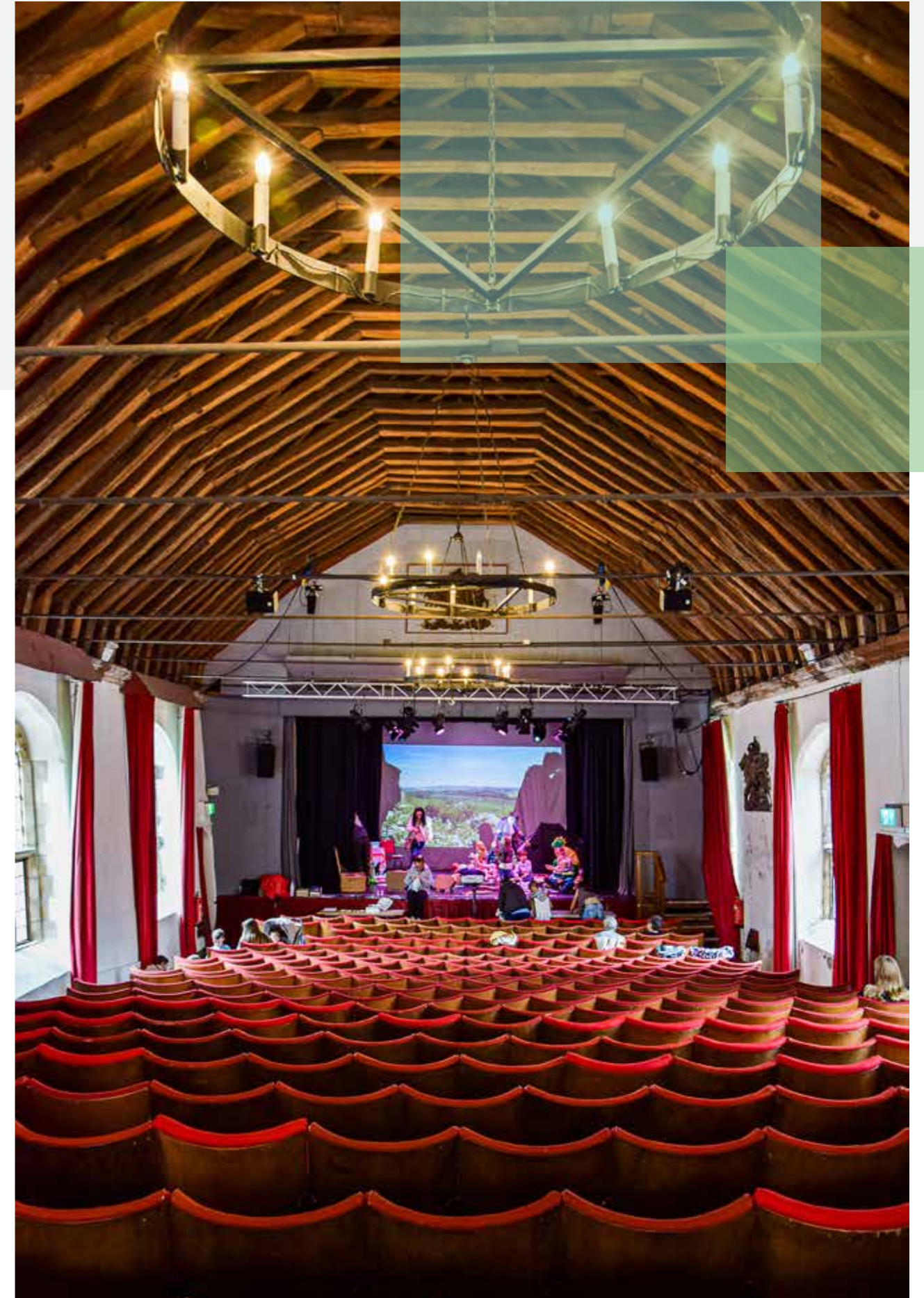
Local sector strengths in manufacturing activities and Agri-Food lend itself to collaboration with Cambridge's high tech, highly innovative industries, and excellent transport links between the two can promote the adoption of cutting-edge technologies and AI to boost productivity in food-tech, Agri-Tech,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

The A10 and A47, along with the rail network running services typically every half an hour, enhance accessibility and make King's Lynn and West Norfolk an attractive location for businesses seeking cost-effective

operations within reach of Cambridge. This will generate enterprise and high value employment for the town, by building on the King's Lynn Enterprise Park and NORA developments. New housing developments across the Borough also provide a more affordable housing offer for those skilled professionals seeking to commute to Cambridge. For example, the borough has partnered with Lovell's to construct over 1,000 homes by 2025, forming part of the Major Housing Project and unlocking council-owned land which addresses the housing need in the area.

Whilst the area has significant strengths and opportunities, there are also challenges to be overcome to secure the renewed success of King's Lynn and West Norfolk. These centre on health inequalities (particularly in areas such as North Lynn), insufficient housing, transport and connectivity constraints and business base pressures.

Significant progress to deliver transformational change in King's Lynn has already been achieved through the Town Deal. This has included investment in ambitious projects like the St George's Guildhall and Creative Hub, Baxter's Plain and Riverfront Regeneration.



St George's Guildhall, King's Lynn

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

### Supporting Rural & Coastal communities

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

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

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

### Actions:

#### SUPPORTING RURAL AND COASTAL COMMUNITIES

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

## Supporting attractive and resilient market towns and high streets

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

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

Recent committed investment of £20m for Thetford, through the Governments Long-Term Plan for Towns funding, will support the revitalisation of the town and high street, boosting cultural and economic opportunities for the community.

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

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

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

Culture-led events, programmes and organisations are vital in securing the future for our Market Towns and building social capital. For example, Thetford Stage and Screen Festival is a successful four-day event that showcases the cultural life of the town or Discover Downham's Create and Thrive project in Downham Market that will hosts a variety of creative workshops in the town.

### Actions:

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

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

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

### Reducing inequalities

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

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

### Actions:

#### REDUCING INEQUALITIES AND ADDRESSING CONCENTRATED POCKETS OF DEPRIVATION.

- Investing in place-based programmes that target deprivation, such a housing refurbishment programme in Great Yarmouth to improve quality of housing, and the look and feel of local neighbourhoods.
- Programmes and projects that raise ambition in deprived communities and promote economic inclusion, such as Boost in King's Lynn and the Swan Youth Project in Downham Market.
- Encourage inclusive community engagement through models such as the Creative Assembly at Norwich Theatre which enables community interaction with the creative sector.
- Supporting the VCSE community to deliver targeted, high impact interventions, such as The Common Lot CiC (Community Interest Company) Skills Hub in Mile Cross.
- Improve access to youth facilities and services that support and enhance the wellbeing, learning opportunities, aspirations and life chances of young people, recognising the historic deficit of investment. We will work in partnership with organisations to deliver interventions from within the community, or through bespoke facilities.
- Community Resilience Grant Programme that encourages bottom-up solutions to community challenges and opportunities.
- Support and promote the Care Farm model, such as Clinks Care Farm. Where vulnerable adults and young people are given access to high impact alternative to traditional support and therapies, whilst at the same time supporting diversification in agriculture.
- Investing in Norfolk's places in a way that promotes health and well-being, such as adopting a Marmot Places approach in King's Lynn in partnership with the Institute of Health Equity
- Developing Health and Well-being partnerships between key stakeholders that target specific interventions in Norfolk's places, such as physical activity.

### Supporting VCSE organisations

Norfolk's strong Voluntary, Community and Social Enterprise sector is interwoven into Norfolk's places and communities and are core to delivering the future of Norfolk. We are committed to working together to deliver this strategy.

Norwich Theatre, Theatre Royal



### Actions:

#### SUPPORTING VCSE ORGANISATIONS TO HAVE GREATER IMPACT

- Business support programmes for VCSE SME's, such as Go Digital, and specific business support packages targeted at VCSE.
- Mapping exercise of where VCSE organisations are already delivering areas of the economic strategy, and strategic investment where projects, programmes and organisations delivering strong outcomes can be supported.
- Providing long-term funding streams for the VCSE sector, that enable organisations to have the greatest impact 3. Hosting events support and encourage the VCSE sector to grow, such as FUSE Norwich.
- Capacity building in the VCSE sector through partnership programmes such as Tech Skills for Life.
- Supporting VCSE organisations with procurement for Norfolk County Council tenders.
- Branding and articulating the VCSE quarter on Prince of Wales Road in Norwich.
- Build in social value metrics to NCC assessment of outcomes for projects and programmes.

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

### Enhancing & promoting Norfolk's reputation

All our goals and actions need to be supported by further work to consolidate and promote local and national views of Norfolk and what it offers. We need to work hard to show our strengths and why investing here, whether for a short visit, a business or to live and work is worth it.

#### Actions:

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

## Case Studies

### St George's Guildhall and Creative Hub

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

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



### Future Breckland Programme

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

Through extensive collaboration, six key objectives were established for each market town: regeneration, heritage and culture, business growth, housing and infrastructure investment, sustainability and wellbeing, and educational attainment. Input from over 22,000 stakeholders over 18 months shaped the programmes development, resulting in Town Delivery Plans for each market town.



### Common Lot CIC

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

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



Norwich

# Our Commitment

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# Working with Partners

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

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

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

## DELIVERING TOGETHER

The actions in this plan will be delivered by many different partners. Local Authorities, Businesses, Universities, colleges and other education providers, VCSE organisations, sector groups and business support organisations. We will also deliver through existing partnerships and structures, including:

- The Greater Norwich Local Plan and the Greater Norwich Growth Board
- Local Authority local plans and economic strategies
- The King's Lynn Town Board, Great Yarmouth Town Board and Norwich Town Board
- Norwich City Vision Board
- Future Breckland Board
- The Cambridge Norwich Tech Corridor

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

## Funding and Financing

Funding for the actions in this strategy will come from a range of sources, including Local Authorities, private sector investors and businesses and central government. We will continue to advocate for devolved powers and funding from government, to accelerate economic development in Norfolk and support implementation of our strategy. This is a long-term plan and an important priority will be to secure the additional investment needed where it is not already in place.

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# NODA

# Norfolk Economic Strategy

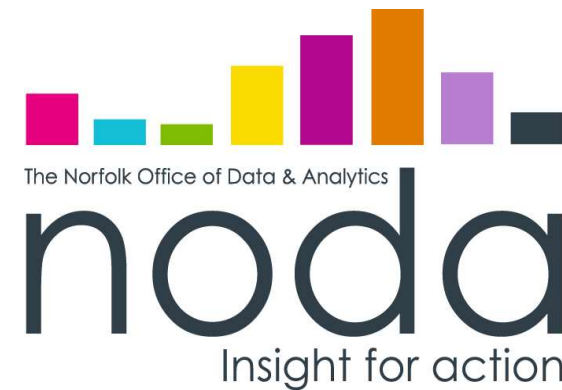
# Evidence base

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July 2024

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

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# Foreword

Norfolk is perfectly placed to be a major contributor to the UK economy. With strengths in clean energy, agri-food, financial services and ICT digital, the county has the potential to play a leading role in the industries of the future.

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

County, District, Borough and City councils have long worked collaboratively and effectively with businesses, our Universities and colleges and community and voluntary organisations to create a successful and forward-looking economy. Collectively, we recognise our potential and our opportunities. We have the vision, appetite and ability to deliver significant growth for the county and the country. Norfolk's diverse economy and specialist strengths mean that there are few places so uniquely equipped to make impactful contributions to the major challenges facing the UK and the world in the 21st century: food and energy security, healthy ageing, environmental change, and rapid technological advances.

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

Norfolk's devolution has given us a once-in-a-generation opportunity to do more for our communities and our county, and we want to use that to accelerate change for the future. It is our firm belief that developing our infrastructure, investing in public transport, joining up education, skills and jobs, providing support for our businesses, managing our land and water resilience, and looking after our environment, will enable our county to grow and our people to live well.

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

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

# Introduction to the evidence base

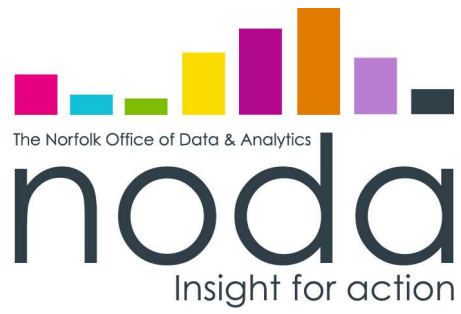
This evidence base is intended as a companion document to the Norfolk Economic Strategy 2024. The evidence base consists of the core data sets that informed and underpinned the analysis and narrative in the Strategy.

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

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

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- Introduction
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  - Deprivation
  - Education
  - Student Population
  - Skills and Qualifications
  - Index of Multiple Deprivation (IMD)
  - Adult education rate/POLAR4 quintile
  - Apprenticeship starts
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  - Norfolk's tourism sector
  - Emerging Sectors - Data City data
  - Norfolk's businesses – sizes
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- Part 4: Strategic alignment
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  - Norfolk's Policies
  - Norfolk's Sectors



**Norfolk**  
County Council

# People

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# Key metrics analysis – people

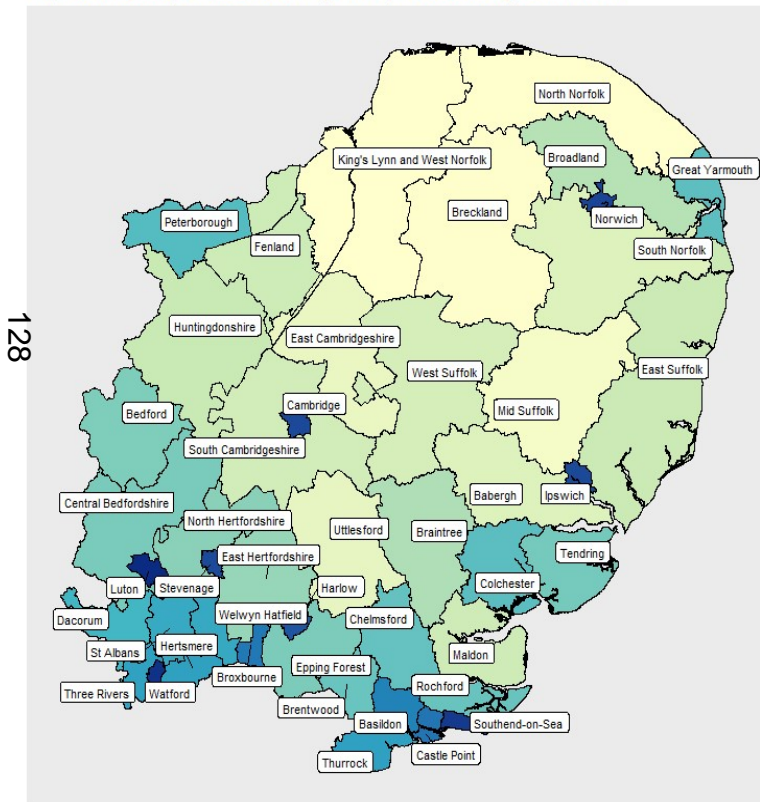
This section looks at:

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

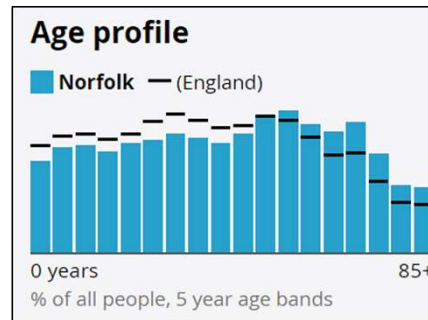
# Population

## Population density (number of usual residents per square kilometre) within East of England by local authority district, 2021

Population density of the East of England by local authority district, 2021

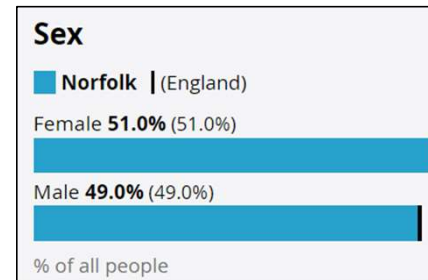
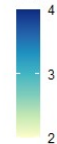


Source: Population density, Census 2021



- Norfolk has an estimated population of around 916,100 people.
- Norfolk's population has a much older age profile than England as a whole, with 24.4% aged 65 and over, compared with 18.4% for England.
- Norfolk's population aged 65 and over are more concentrated within the rural and coastal parts of the county, in contrast to the working age and younger residents being within the more urban areas.

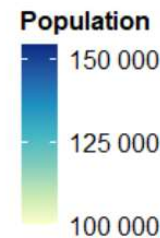
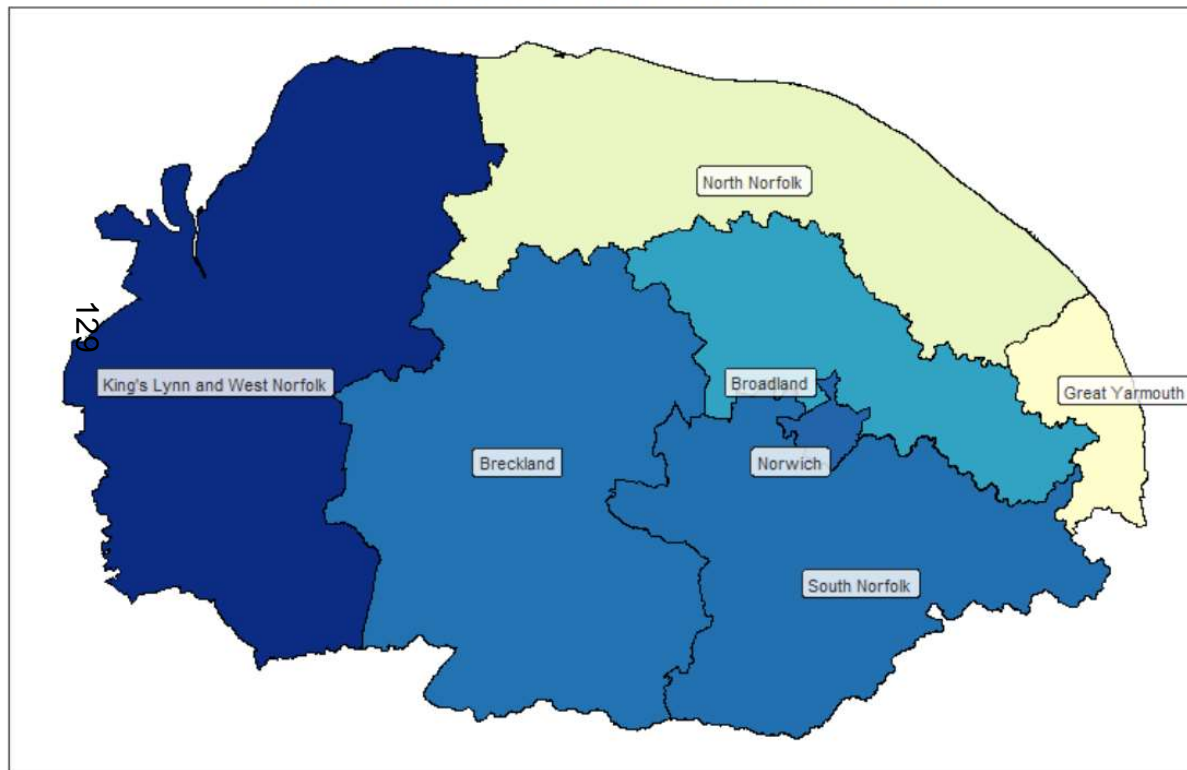
Log Population Density (  $10^x$  )





# Population by district

Population by district within Norfolk, 2021



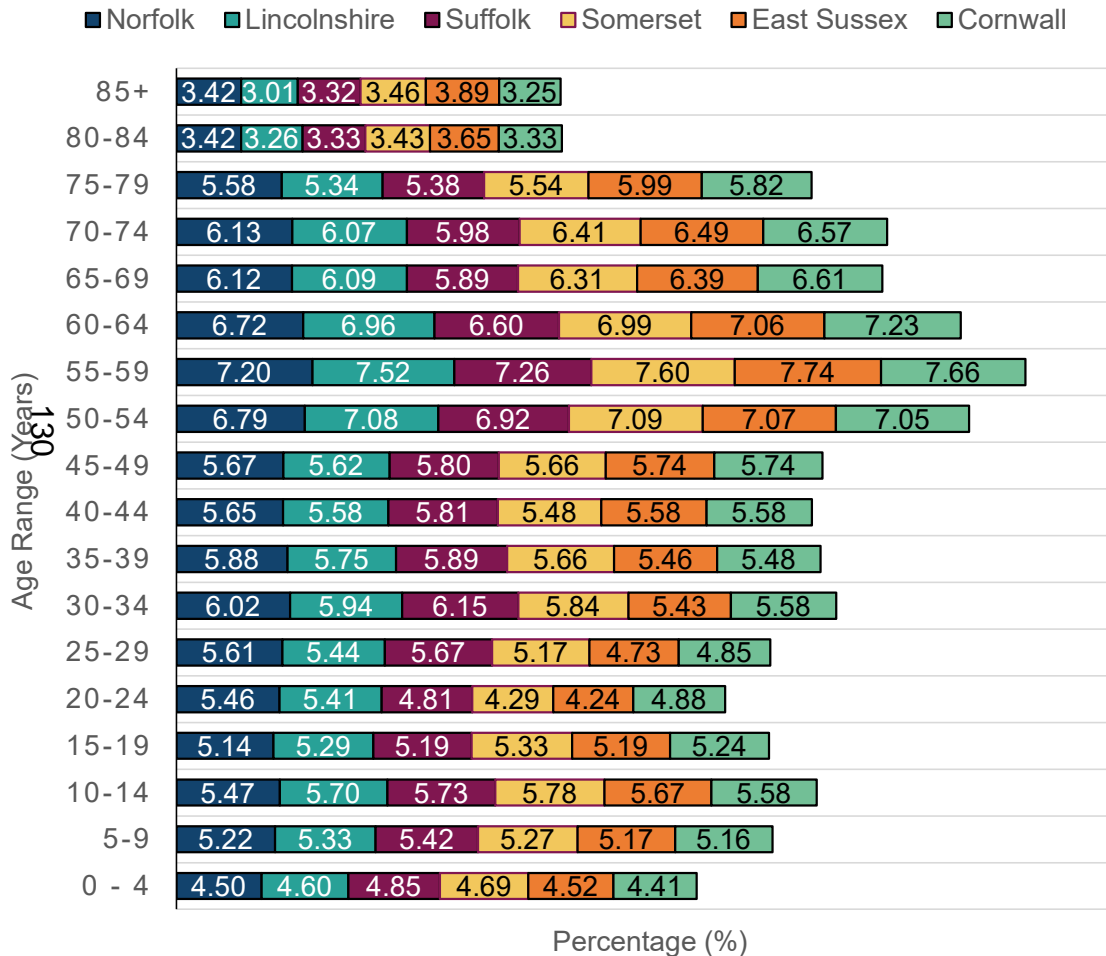
|                              | Population (estimate) | Population density* |
|------------------------------|-----------------------|---------------------|
| Breckland                    | 141,500               | 108                 |
| Broadland                    | 131,700               | 239                 |
| Great Yarmouth               | 99,800                | 573                 |
| King's Lynn and West Norfolk | 154,300               | 107                 |
| North Norfolk                | 103,000               | 107                 |
| Norwich                      | 144,000               | 3,690               |
| South Norfolk                | 141,900               | 156                 |
| Norfolk                      | 916,200               | N/A                 |
| England                      | 56,489,800            | N/A                 |

\*The number of residents per square kilometre.

- King's Lynn & West Norfolk is the most populated local authority district with around 154,300 residents and Great Yarmouth having the lowest population at around 99,800.
- Norwich is the most densely populated district in Norfolk with over 3,500 residents per kilometre.

# Population by age – statistical neighbours

## PERCENTAGE POPULATION BY AGE



- The age group with the highest percentage of population within Norfolk is 55-59 (7.2%), followed by the 50-54 group (6.79%).
- The age groups 85+ and the 80-84 has the lowest percentage of population (3.42% each) in Norfolk.
- Norfolk has got the lowest percentage population in comparison with its statistical neighbours for the age groups 10-14 (5.47%) and 15-19 (5.14%).
- Norfolk has got the highest percentage population in comparison with its statistical neighbours for the age groups 20-24 (5.46%) and 40-44 (5.65%).

Source: [Nomis Population Dataset](#) , 2022

# Population by age by district

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|                              | Population (2021 Census) | Aged under 15 years % | Aged 15 to 64 years % | Aged 65 years and over % |
|------------------------------|--------------------------|-----------------------|-----------------------|--------------------------|
| Breckland                    | 141,500                  | 15.7%                 | 59.4%                 | 25.0%                    |
| Broadland                    | 131,700                  | 15.1%                 | 59.0%                 | 25.9%                    |
| Great Yarmouth               | 99,800                   | 16.0%                 | 60.0%                 | 24.0%                    |
| King's Lynn and West Norfolk | 154,300                  | 15.5%                 | 58.6%                 | 25.9%                    |
| North Norfolk                | 103,000                  | 12.5%                 | 54.0%                 | 33.5%                    |
| Norwich                      | 144,000                  | 15.2%                 | 69.9%                 | 14.9%                    |
| South Norfolk                | 141,900                  | 16.3%                 | 59.4%                 | 24.3%                    |
| Norfolk                      | 916,200                  | 15.3%                 | 60.3%                 | 24.4%                    |
| England                      | 56,489,800               | 17.4%                 | 64.2%                 | 18.4%                    |

- Norfolk has an older population than England overall (24.4% of the Norfolk population are aged 65+ compared to 18.4% for England as a whole).
- South Norfolk (16.3%) and Great Yarmouth (16.0%) had the highest proportion of under 15s.
- Norwich (69.9%) had the most 15–64-year-olds, more than England overall (64.2%), but the only Norfolk district above England.
- North Norfolk had 33.5% of their population aged 65 or over.

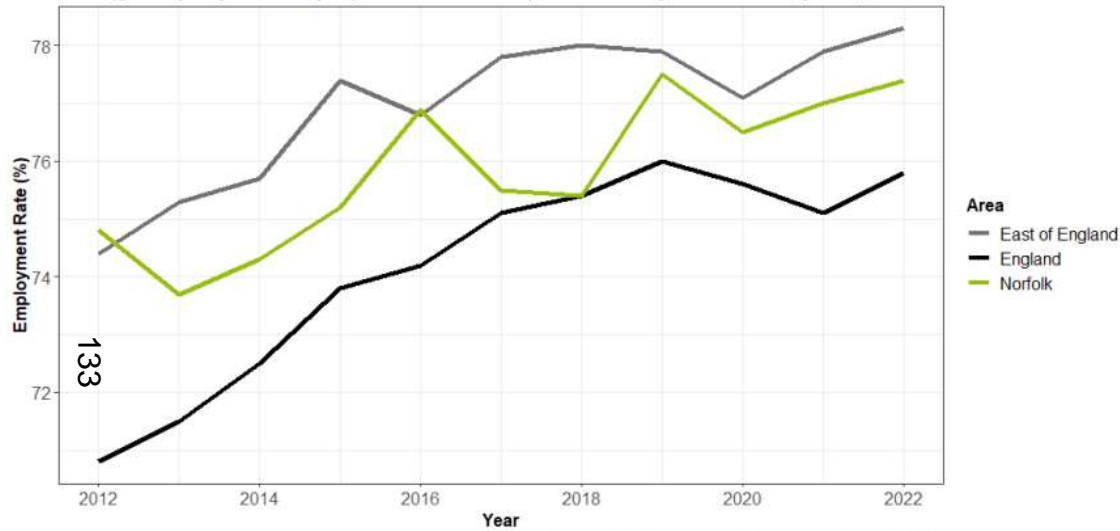
# Population change

|                              | Population (2021 Census) | Overall % change (vs. 2011 Census) | Aged under 15 years % change (2021 vs. 2011) | Aged 15 to 64 years % change (2021 vs. 2011) | Aged 65 years and over % change (2021 vs. 2011) |
|------------------------------|--------------------------|------------------------------------|--|--|---|
| Breckland                    | 141,500                  | 8.4%                               | 4.4%   | 3.6%   | 25.8%   |
| Broadland                    | 131,700                  | 5.7%                               | 2.2%   | 0.6%   | 22.6%   |
| Great Yarmouth               | 99,800                   | 2.6%                               | 0.4%   | -1.7%  | 17.8%   |
| King's Lynn and West Norfolk | 154,300                  | 4.6%                               | 3.8%   | -0.1%  | 17.9%   |
| North Norfolk                | 103,000                  | 1.5%                               | -4.0%  | -5.6%  | 17.8%   |
| Norwich                      | 144,000                  | 8.7%                               | 6.3%   | 8.6%   | 10.6%   |
| South Norfolk                | 141,900                  | 14.4%                              | 11.8%  | 9.7%   | 30.1%   |
| Norfolk                      | 916,200                  | 6.8%                               | 4.0%   | 2.7%   | 20.9%   |
| England                      | 56,489,800               | 6.6%                               | 5.0%   | 3.6%   | 20.1%   |

- Norfolk has seen a 6.8% increase in population between the 2011 Census and 2021 Census, compared to 6.6% for England.
- In the same period, South Norfolk (+14.4%) and Norwich (+8.7%) saw the largest population changes, while North Norfolk (+1.5%) and Great Yarmouth (+2.6%) saw the smallest changes.
- When looking at the change by broad age groups, we can see that South Norfolk's high rate of population growth is consistent across all the age groups.
- Other areas such as Broadland, Great Yarmouth and North Norfolk have seen very small growth, or in some cases declines, in population in lower age groups, compared to Norfolk overall.
- Of all the districts, Norwich has seen the smallest percentage change in population aged 65 years and older between 2011 and 2021.

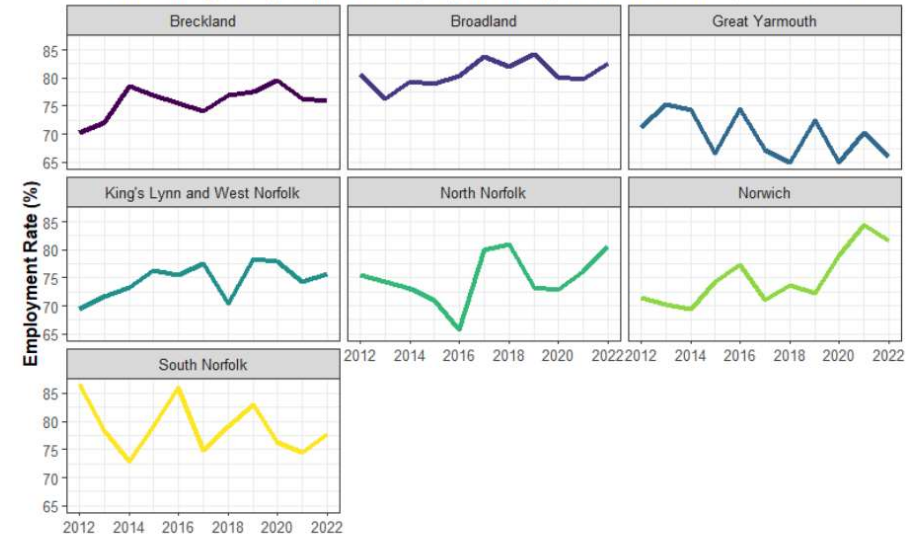
# Employment rate

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



Source: ONS annual population survey, from NOMIS

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



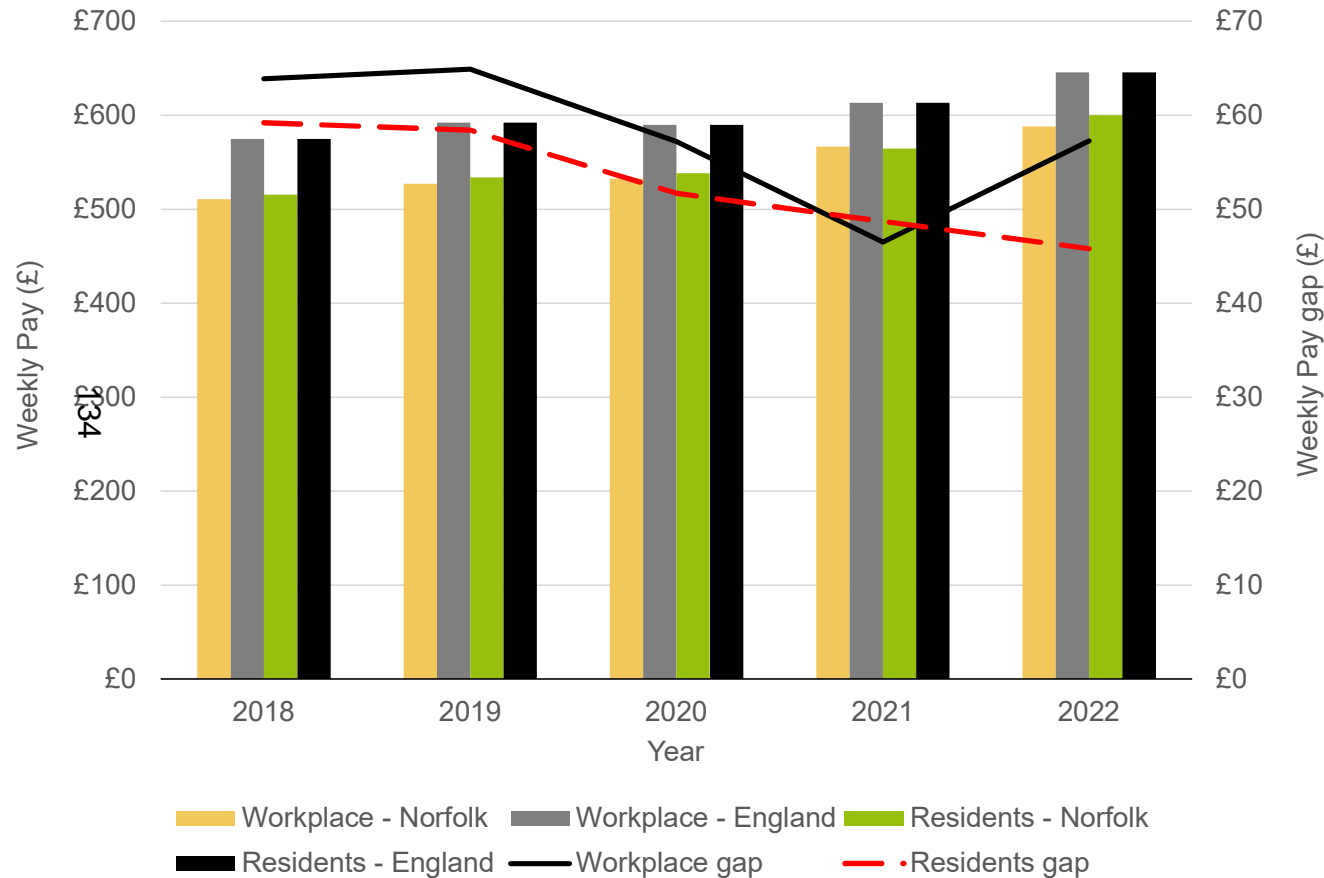
Source: ONS annual population survey, from NOMIS

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

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

# Gross median weekly pay

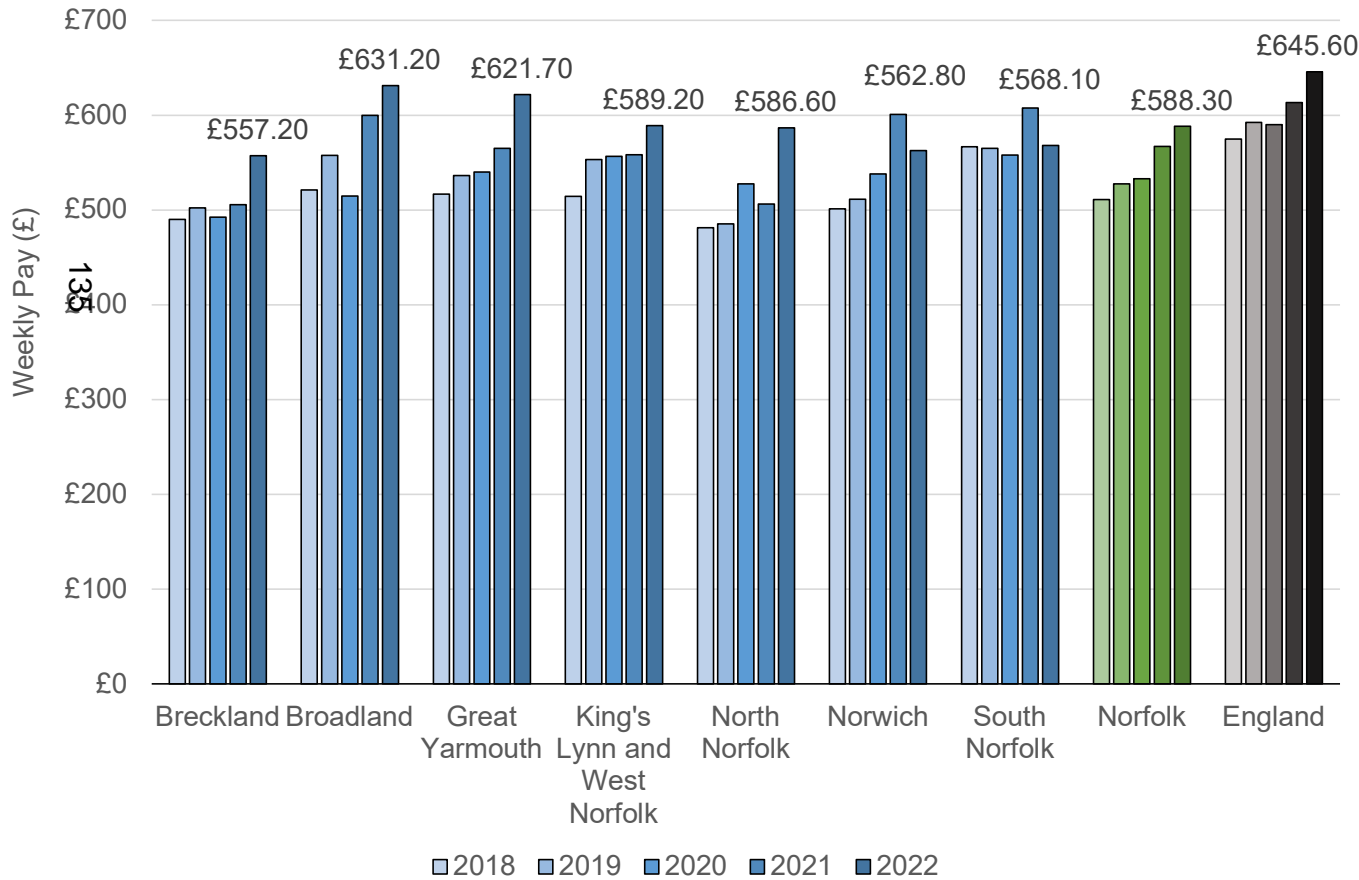
Gross median weekly pay (£) in Norfolk and England, 2018- 2022



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

# Gross median weekly pay (workplace) by district

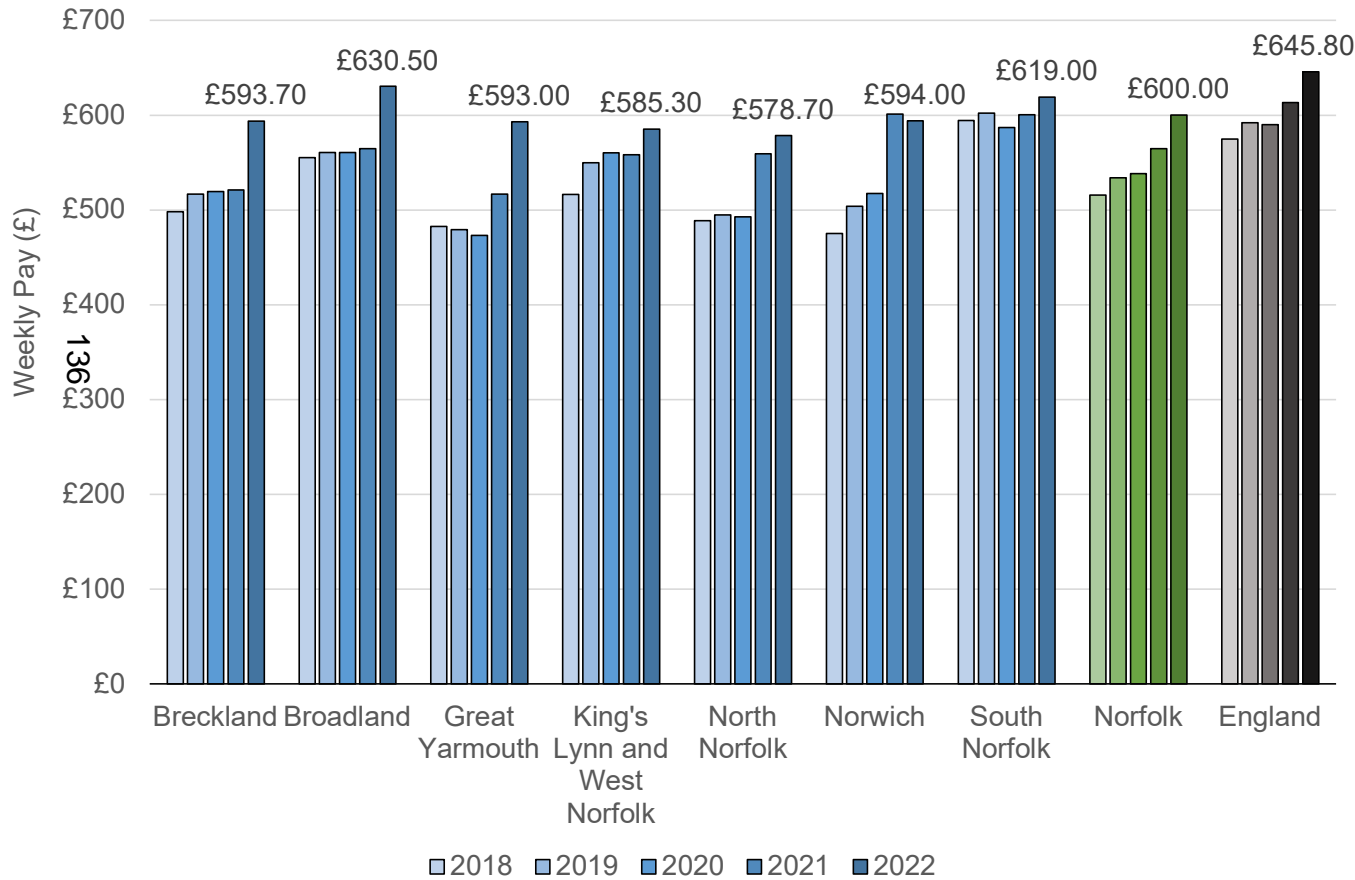
Workplace Gross Median Weekly Pay (£) in Norfolk districts, Norfolk and England, 2018-2022



- As a place to work Broadland (£631.20) and Great Yarmouth (£621.70) have the highest gross median weekly pay, with Breckland (£557.20) and Norwich (£562.80) the lowest.
- Broadland, Great Yarmouth and King's Lynn and West Norfolk are all above the Norfolk median, with South Norfolk 7.2% above Norfolk overall.
- None of the districts are as high as, or above the England median, but the UK gross median weekly pay is 15.8% higher than Breckland – the lowest level of gross median pay – in Norfolk.

# Gross median weekly pay (residents) by district

Resident Gross Median Weekly Pay (£) in Norfolk districts, Norfolk and England, 2018-2022

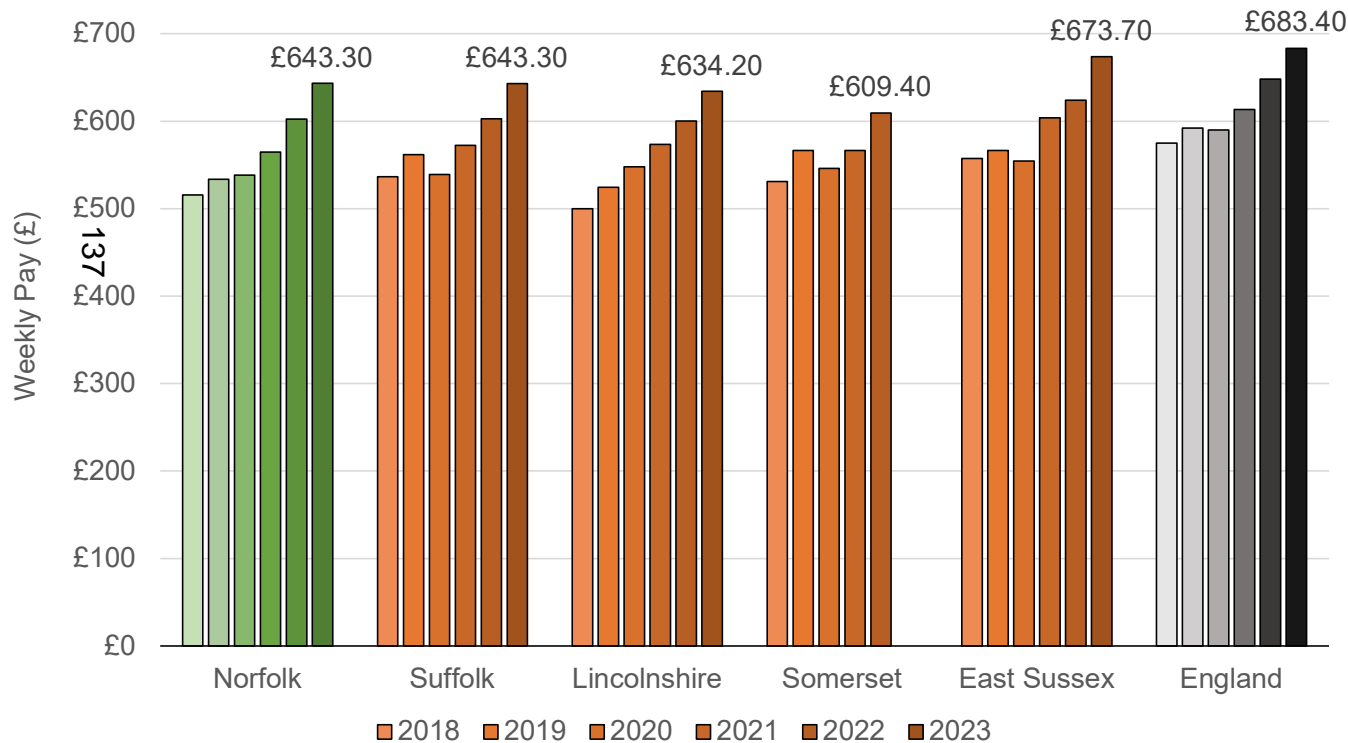


- Broadland (£630.50) and South Norfolk (£619.00) have the highest resident gross median weekly pay, with North Norfolk (£578.70) and King's Lynn and West Norfolk (£585.30) the lowest.
- Broadland and South Norfolk are above the Norfolk median, with South Norfolk 5.0% higher than Norfolk overall.
- Again, no Norfolk districts reach the national level, and England's overall gross median weekly pay is 11.5% higher than North Norfolk (Norfolk's lowest district for resident's weekly pay).



# Pay (residents) – Statistical Neighbours

Median Gross Weekly Pay (£) - Full Time Workers (Residents) for Norfolk and Statistical Neighbours, 2018 - 2023

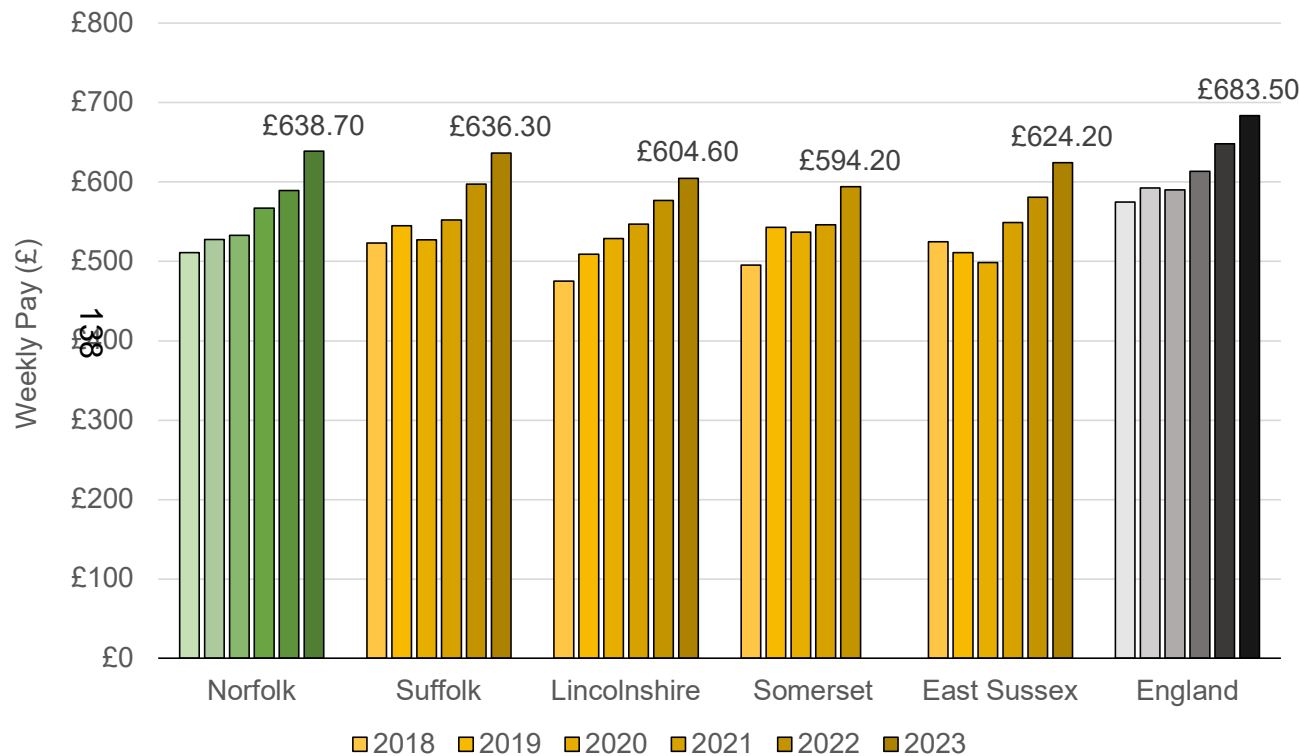


- The resident full-time workers' median gross weekly pay of Norfolk (£643.30) is 5.87% less than the national level (£683.40).
- Among the statistical neighbours, East Sussex (£673.7) has the highest median gross weekly pay, which is 4.73% more than Norfolk.
- The region with a higher median gross weekly pay (residents) than Norfolk is East Sussex (£673.70), and Suffolk is on par with Norfolk at £643.3.

Source: annual survey of hours and earnings - <https://www.nomisweb.co.uk/> (taken March 2024)

# Pay (workplace) – Statistical Neighbours

Median Gross Weekly Pay (£) - Full Time Workers (Workplace) for Norfolk and Statistical Neighbours, 2018 - 2023



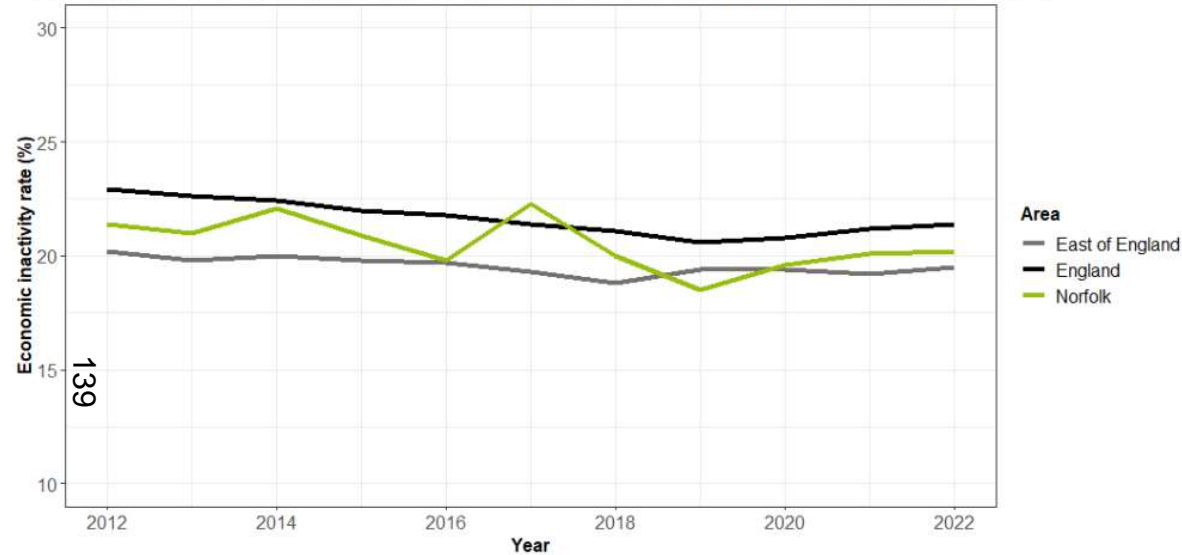
- Norfolk has the highest median gross weekly pay (workplace) among its statistical neighbours (£638.7).
- The median gross weekly pay (workplace) of Norfolk is less than the national level (£683.5) by 6.55%.
- The median gross weekly pay (workplace) of Norfolk increased by 8.42% from the year 2022 to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



Source: annual survey of hours and earnings - <https://www.nomisweb.co.uk/> (taken March 2024)

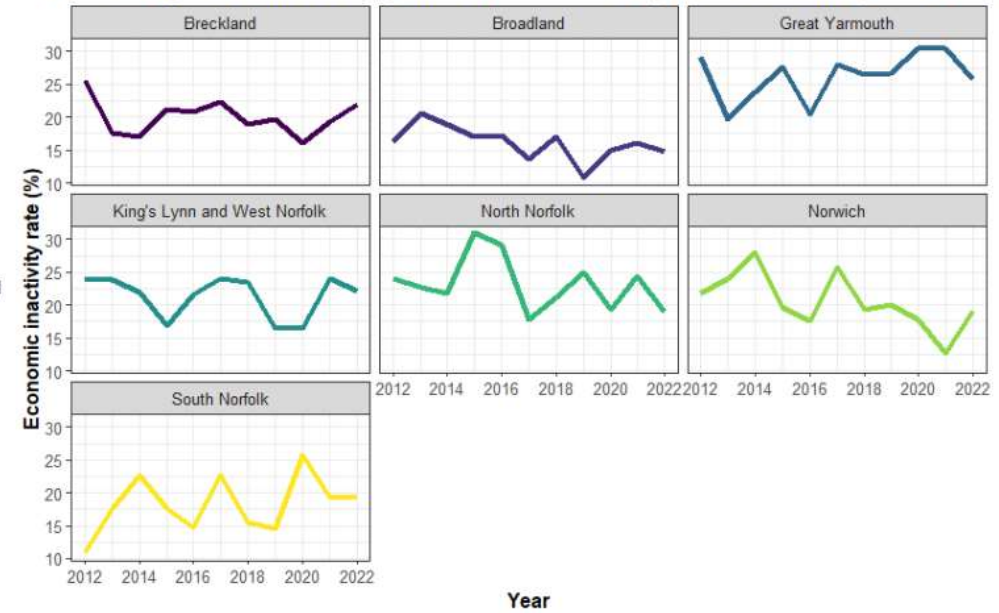
# Economic inactivity

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



Source: ONS annual population survey, from NOMIS

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



Source: ONS annual population survey, from NOMIS

- Economic inactivity is a measure of those individuals that are unemployed and have not sought work within the past 4 weeks, and/or are unable to start work within the next 2 weeks. In recent years Norfolk has seen lower levels of economic inactivity than England, but higher levels when compared to the East of England.
- The left hand chart shows the percentage of economically inactive persons in Norfolk, East of England, and England, from 2012 to 2022. 20.2% of 16-64 year olds were classed as economically 'inactive' in 2022 in Norfolk compared to 19.5% in the East of England and 21.4% in England.
- The chart on the right show the breakdown of economic inactivity by Norfolk district over the same period (2012-2022). In 2022 economic inactivity was highest in Great Yarmouth (25.7%) and King's Lynn and West Norfolk (22.1%) and lowest in Broadland (14.8%) and North Norfolk (19.0%).

# Employment, unemployment and economic inactivity

Below are links to the ONS website showing data on employment, unemployment and economic inactivity for each Norfolk district

[Breckland's employment, unemployment and economic inactivity – ONS](#)

[Broadland's employment, unemployment and economic inactivity – ONS](#)

[Great Yarmouth's employment, unemployment and economic inactivity – ONS](#)

[King's Lynn and West Norfolk's employment, unemployment and economic inactivity – ONS](#)

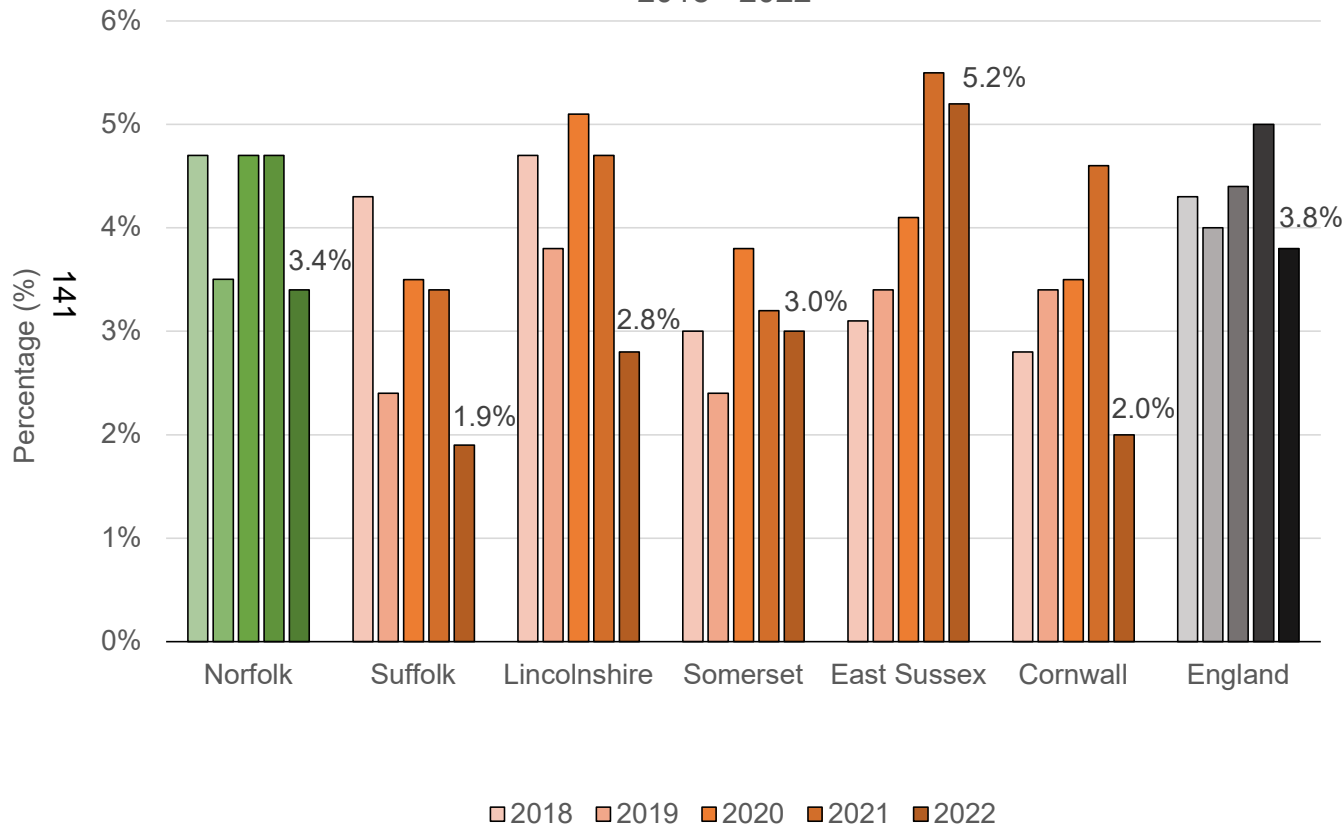
[North Norfolk's employment, unemployment and economic inactivity – ONS](#)

[Norwich's employment, unemployment and economic inactivity – ONS](#)

[South Norfolk's employment, unemployment and economic inactivity - ONS](#)

# Unemployment Rate – Statistical Neighbours

Unemployment Rate (Statistical Neighbours)  
2018 - 2022

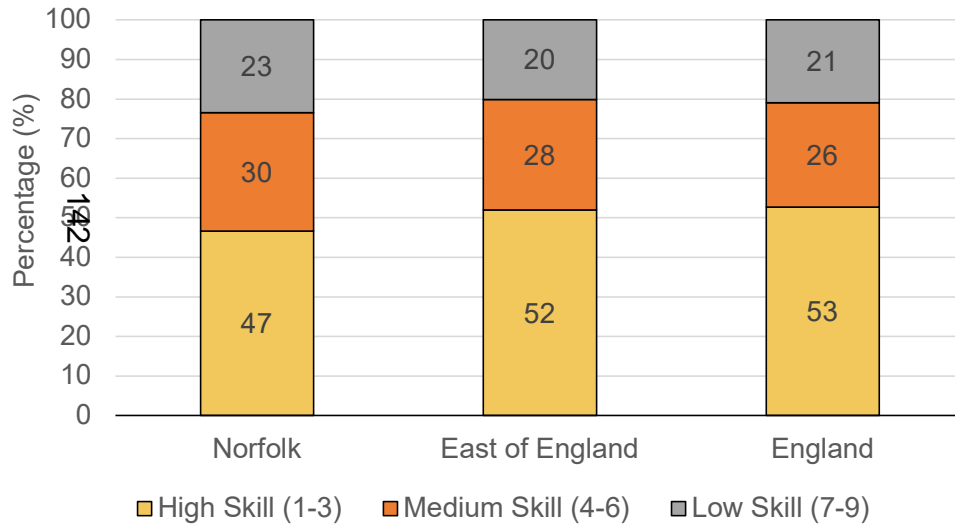


- Norfolk has the highest unemployment rate (5.4%) among its statistical neighbours, which is also 1.5% more than the national average.
- The unemployment rate of Norfolk increased from 3.4% in 2022 to 5.4% in 2023 i.e.; 58.8% increase from 2022, which is the highest in comparison to the statistical neighbours.
- Norfolk also recorded its highest ever unemployment rate (5.4%) between 2014-2023.

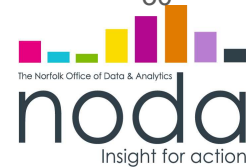
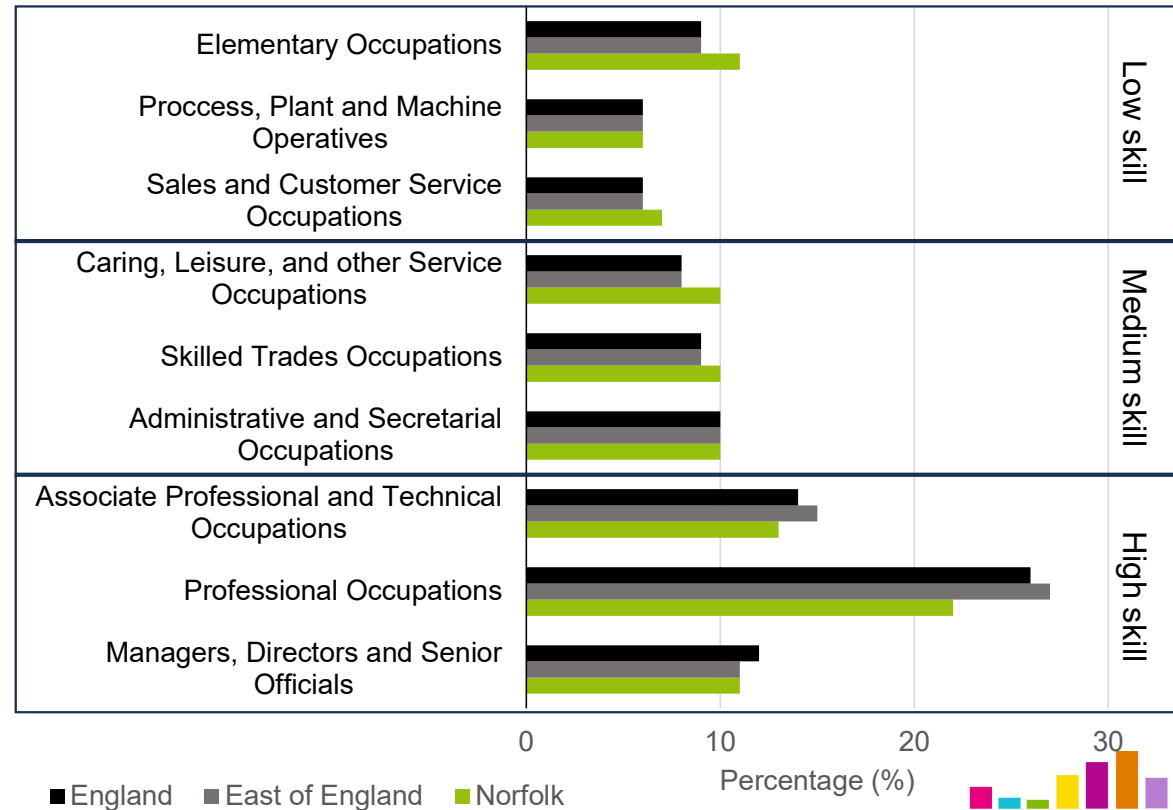
# Occupational profile

- A higher proportion of Norfolk's residents work in 'medium' (30%) and 'low' skill (23%) jobs than regionally and nationally. One of the contributing factors is Norfolk's lower proportion of "Professional Occupations".

Occupational Profile, Norfolk vs region and national, 2023



Occupational Profile, 2023



- High skill (SOC 1-3): these roles mostly require graduate level education to access
- Medium skill (SOC 4-6): mostly require Level 3-5 qualification
- Low skill (SOC 7-9): mostly require Level 2 qualification or below

Source: annual population survey - <https://www.nomisweb.co.uk/> (taken November 2023)

# Vacancies

| Industry (SOC 1 digit)   | Unique Postings (Apr 2022 - Mar 2023) | Unique Postings (Apr 2023 - Mar 2024) | Number change from 2022/23 to 2023/24 | % change from 2022/23 to 2023/24 |
|--|---------------------------------------|---------------------------------------|---------------------------------------|----------------------------------|
| Construction   | 1,247                                 | 2,110                                 | 863                                   | 69.2                             |
| Transportation and Storage   | 800                                   | 1,312                                 | 512                                   | 64.0                             |
| Arts, Entertainment and Recreation                                   | 548                                   | 852                                   | 304                                   | 55.5                             |
| Public Administration and Defence; Compulsory Social Security        | 1,621                                 | 2,519                                 | 898                                   | 55.4                             |
| Manufacturing  | 2,060                                 | 3,196                                 | 1,136                                 | 55.1                             |
| Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles | 3,679                                 | 5,506                                 | 1,827                                 | 49.7                             |
| Real Estate Activities   | 1,229                                 | 1,831                                 | 602                                   | 49.0                             |
| Accommodation and Food Service Activities                            | 3,382                                 | 4,754                                 | 1,372                                 | 40.6                             |
| Other Service Activities   | 2,055                                 | 2,840                                 | 785                                   | 38.2                             |
| Agriculture, Forestry and Fishing                                    | 308                                   | 411                                   | 103                                   | 33.4                             |
| Professional, Scientific and Technical Activities                    | 5,715                                 | 7,537                                 | 1,822                                 | 31.9                             |
| Administrative and Support Service Activities                        | 31,137                                | 38,835                                | 7,698                                 | 24.7                             |
| Education  | 3,016                                 | 3,753                                 | 737                                   | 24.4                             |
| Water Supply; Sewerage, Waste Management and Remediation Activities  | 398                                   | 482                                   | 84                                    | 21.1                             |
| Information and Communication  | 1,939                                 | 2,193                                 | 254                                   | 13.1                             |
| Human Health and Social Work Activities                              | 13,804                                | 14,305                                | 501                                   | 3.6                              |
| Financial and Insurance Activities                                   | 1,609                                 | 1,538                                 | -71                                   | -4.4                             |
| Electricity, Gas, Steam and Air Conditioning Supply                  | 101                                   | 88                                    | -13                                   | -12.9                            |
| Mining and Quarrying   | 234                                   | 104                                   | -130                                  | -55.6                            |
| <b>NORFOLK TOTAL UNIQUE POSTINGS</b>                                 | <b>74,882</b>                         | <b>94,166</b>                         | <b>19,284</b>                         | <b>25.8</b>                      |

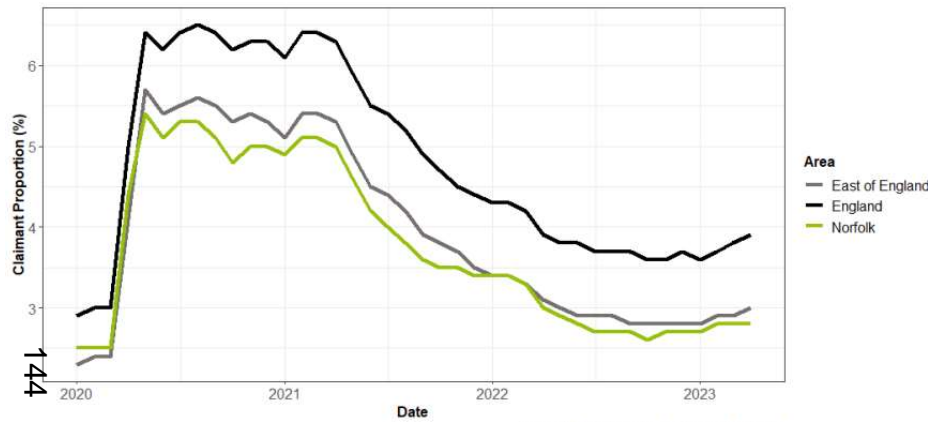
- For the 12-month period April 2023 to March 2024, across all industry sectors there were around 19,300 (25.8%) more unique vacancy posting for Norfolk jobs, compared with the previous 12-month period.
- Overall, the duration of job postings has not really changed since last year, so there is no suggestion that there are any increased difficulties in filling job vacancies.
- Over the last year, highest proportional increases in job vacancy postings have been for Construction (increase of 69.2%); Transportation and Storage (64.0%); Arts, Entertainment and Recreation (55.5%); Public Administration and Defence (55.4%); Manufacturing (55.1%); Wholesale and Retail Trade (49.7%); and Real Estate Activities (49.0%).

Note: The unique posting count is the count of postings after the deduplication process has taken place. Deduplication is the process of identifying duplicate job postings and only counting one of the duplicates.

Source: Lightcast labour market analytics – unique job postings data - [Lightcast - A Global Leader in Labour Market Analy...](#)

# Claimant count

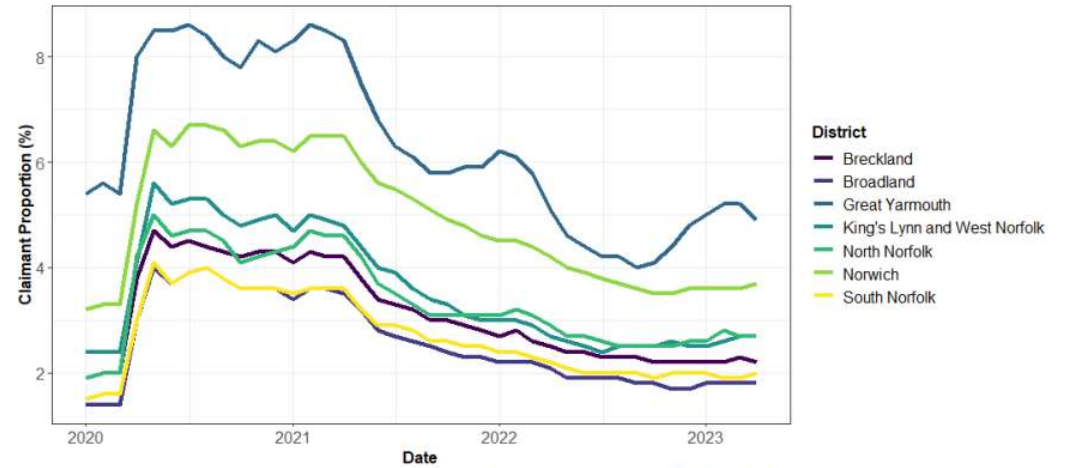
Proportion of residents aged 16-64 claiming JSA and UC in Norfolk, East of England and England, 01/2020 to 04/2023



Source: ONS Claimant Count, from NOMIS

- The monthly plot shows a sharp increase in claimants (the % of residents aged 16-64 who are claiming either Job Seekers Allowance, JSA, or Universal Credit, UC) in all areas at the beginning of the Covid-19 pandemic. These increased rates continue until early/mid-2021 when they start declining. After a period of relatively constant proportions, all areas have increased slightly in 2023.
- Both Norfolk and the East of England have remained below the national average for the entire period. Norfolk's claimant rate as of April 2023 was 2.8% compared to 3.9% nationally and 3% regionally.

Proportion of residents aged 16-64 claiming JSA and UC by Norfolk district, 01/2020 to 04/2023



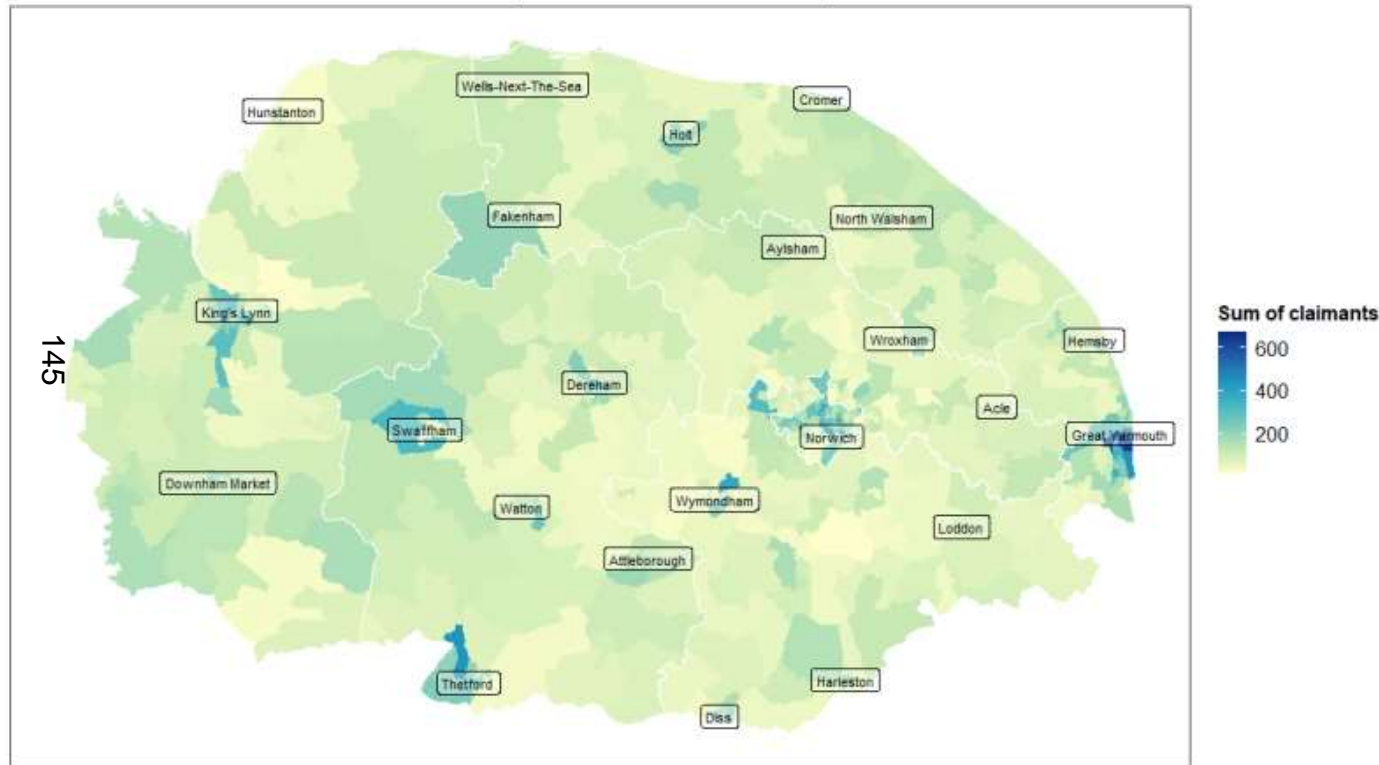
Source: ONS Claimant Count, from NOMIS

- This chart shows the same metric for the districts within Norfolk. Great Yarmouth and Norwich had sustained higher claimant proportions throughout the entire period. Moreover, while all districts display the same profile, although to varying degrees of amplitude, Great Yarmouth shows much more variable and volatile claimant proportions. For example, all districts have seen a gradual decline and levelling off in claimant percentage since early/mid-2021, while Great Yarmouth has seen two separate peaks around January of both 2022 and 2023.
- Great Yarmouth also has the highest claimant proportion as of April 2023 at 4.9% with Norwich the next highest at 3.7%.



# Claimant count continued

Total individuals on UC per LSOA in Norfolk - September 2022



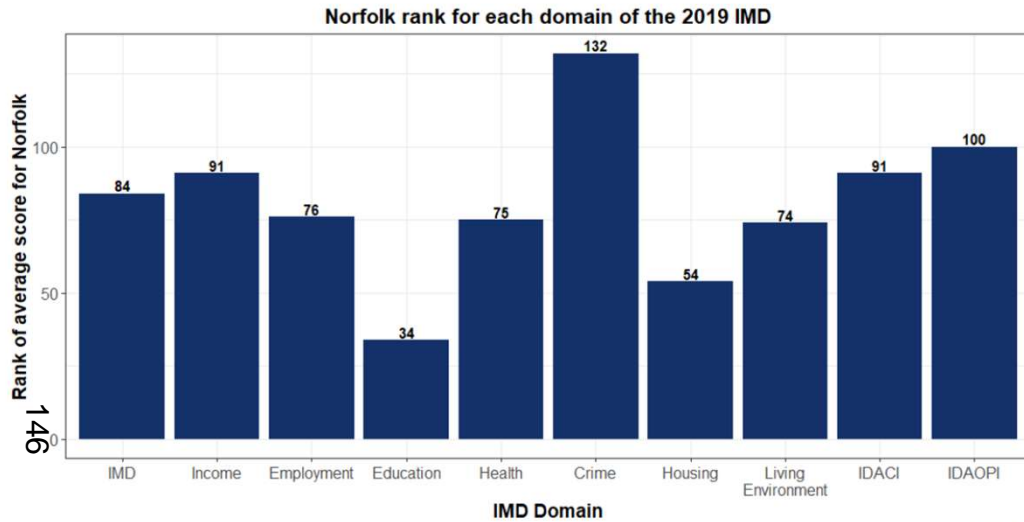
Source: Stat-Xplore

- This map shows a lower super output area (LSOA) map of individuals receiving UC for Norfolk in August 2022, with areas shaded blue representing areas with a greater than average number.
- A light green shaded LSOA represents one with the mean average number of UC recipients of all LSOAs, which in August 2022 was 127.
- Areas shaded light yellow are those with lower than average numbers of UC recipients. This illustrates areas with the most UC claimants and helps to give a picture of the levels of hardship being experienced across the county.
- As we might expect there is more residents claiming Universal Credit in urbanised areas.
- As shown, the larger urban centres of Norwich, Kings Lynn, Thetford, and Great Yarmouth continue to have high number of UC claimants, however there are also hotspots around the smaller towns of Holt, Fakenham, Dereham, Swaffham and Wymondham.

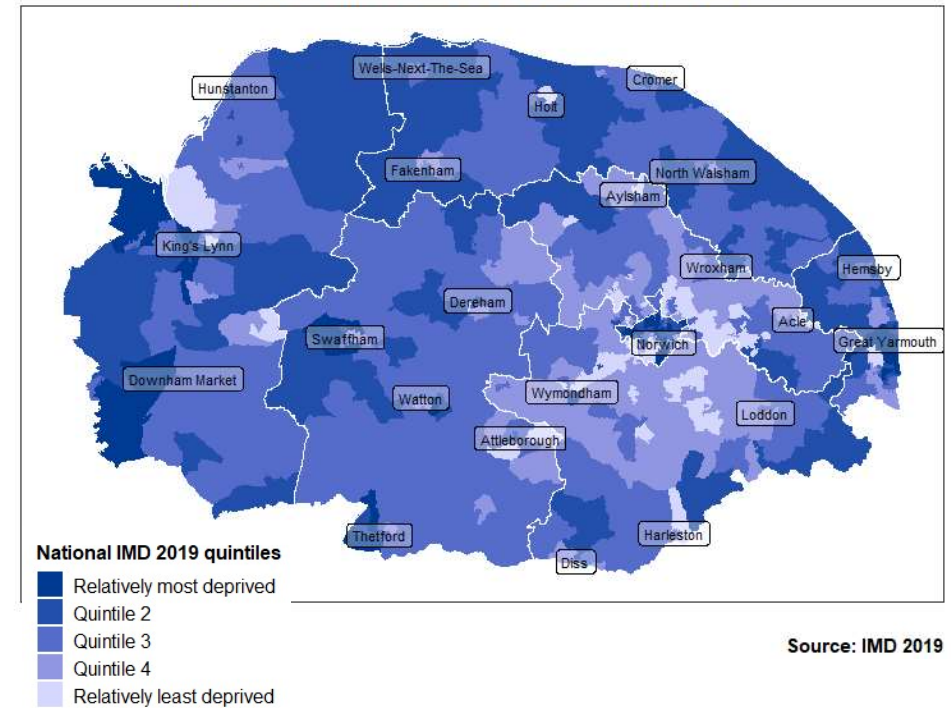
Source: [Hardship in Norfolk Analysis using Universal Credit Data - Updated Version Refreshed October 2022 \(norfolkinsight.org.uk\)](https://norfolkinsight.org.uk)

# Deprivation

Norfolk's rank across all the domains of the 2019 IMD based on the rank of average score measures



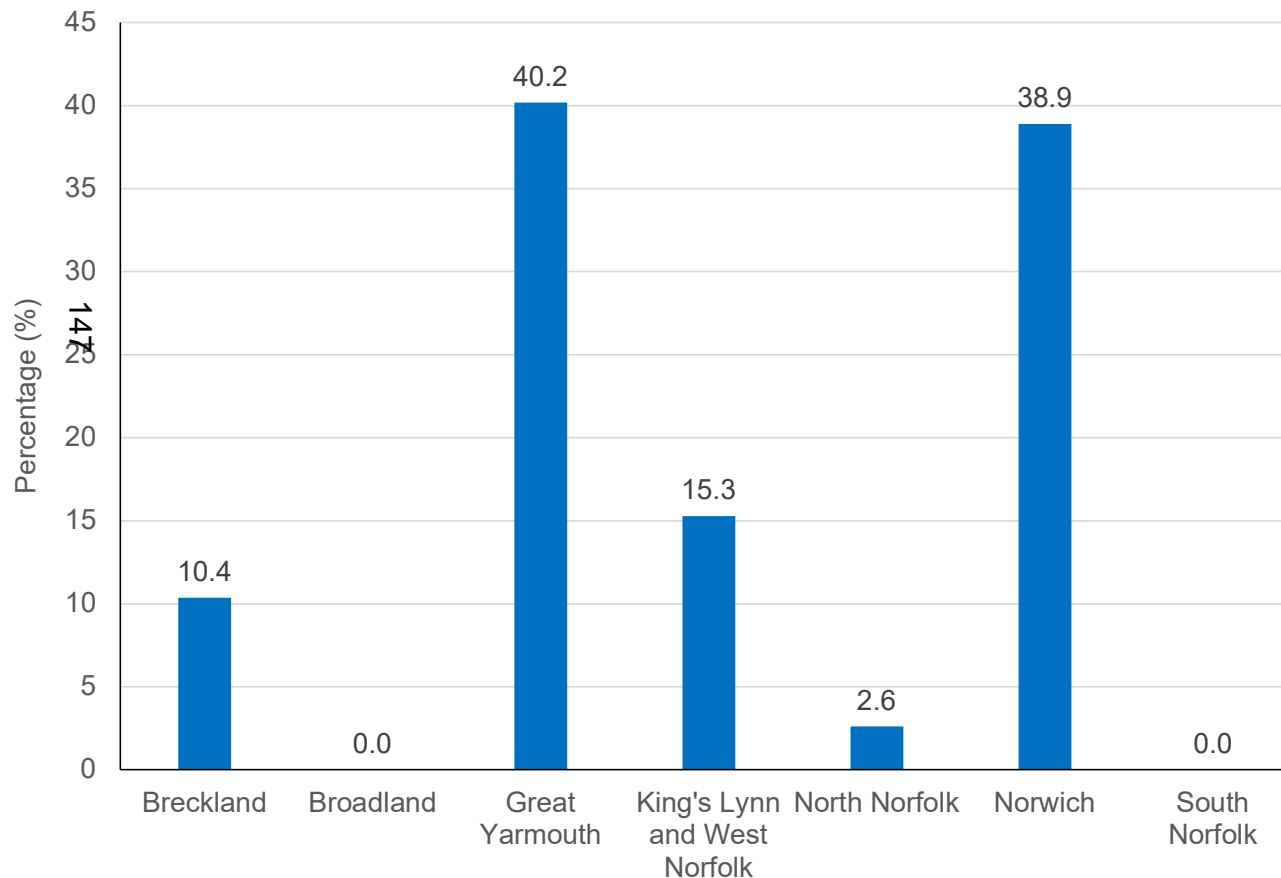
IMD 2019 quintiles at LSOA level within Norfolk



- The 2019 index of multiple deprivation (IMD) release is still the most up to date release of deprivation data and ranked Norfolk as the 84<sup>th</sup> most relatively deprived upper tier local authority out of 151 in total.
- The chart on the left shows that Norfolk is relatively least deprived within the Crime domain, at a rank of 132nd out of 151 upper tier local authorities. The domain in which Norfolk was relatively most deprived was Education, Skills and Training with a rank of 34, second was Barriers to Housing and Services with a rank of 54.
- The map on the right shows the quintiles of deprivation according to the 2019 IMD publication, (Ministry of Housing, Communities & Local Government, 2019) at LSOA level. Areas of less relative deprivation can be seen in South Norfolk and Broadland, whereas places like Great Yarmouth, Thetford, King's Lynn and Norwich have higher rates of relative deprivation. Norwich in particular remains a relatively deprived area, except for the southwest part of the city.

# Population living in most deprived IMD decile by district

Percentage of population living in IMD decile 1 or 2 (at LSOA level)



- Overall, 14.9% of the Norfolk population (approximately 136,400 residents) live in areas that are in IMD decile 1 or 2 – areas that are in the 20% most deprived areas of England.
- The proportions are higher in Great Yarmouth and Norwich where around four in every 10 people live in LSOAs that are classed as the 20% most deprived areas of the country.
- This equates to approximately 40,100 and 56,000 residents living in IMD decile 1 or 2 in Great Yarmouth and Norwich respectively.
- None of the LSOAs in Broadland or South Norfolk are in IMD decile 1 or 2 and therefore none of their residents live in the 20% of most deprived areas of England.

Source: Mid-2009 population estimates [Estimates of the population for the UK, England, Wales, Scotland and Northern Ireland - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk) & "File 7" from [English indices of deprivation 2019 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

# Percentage population living in each IMD decile by district

- The table shows the percentage of the population in each district who live in LSOAs in each IMD decile.
- Great Yarmouth has the highest proportion of people living in LSOAs in IMD decile 1 (27.2%) and no residents living in IMD decile 10.
- Conversely, South Norfolk has the highest proportion of people living in IMD decile 10, the least deprived 10% of LSOAs, and no residents in IMD decile 1, 2 or 3.
- Note: these numbers are calculated using 2019 ONS mid-year estimates and the IMD decile of each LSOA. In this dataset the total Norfolk population used is 907,760.

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|                              | IMD decile 1 | IMD decile 2 | IMD decile 3 | IMD decile 4 | IMD decile 5 | IMD decile 6 | IMD decile 7 | IMD decile 8 | IMD decile 9 | IMD decile 10 |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Breckland                    | 1.8%         | 8.6%         | 10.7%        | 6.9%         | 24.5%        | 21.6%        | 11.2%        | 9.9%         | 4.8%         | 0.0%          |
| Broadland                    | 0.0%         | 0.0%         | 0.0%         | 4.6%         | 11.5%        | 14.8%        | 16.5%        | 18.4%        | 21.8%        | 12.5%         |
| Great Yarmouth               | 27.2%        | 13.0%        | 13.7%        | 8.6%         | 10.6%        | 15.4%        | 5.2%         | 2.6%         | 3.7%         | 0.0%          |
| King's Lynn and West Norfolk | 7.9%         | 7.3%         | 16.2%        | 17.7%        | 24.3%        | 13.2%        | 4.6%         | 2.0%         | 3.9%         | 2.8%          |
| North Norfolk                | 0.0%         | 2.6%         | 13.9%        | 25.9%        | 27.3%        | 21.1%        | 5.8%         | 1.7%         | 1.9%         | 0.0%          |
| Norwich                      | 19.4%        | 19.5%        | 9.2%         | 17.6%        | 2.4%         | 7.9%         | 3.5%         | 7.1%         | 3.1%         | 10.3%         |
| South Norfolk                | 0.0%         | 0.0%         | 0.0%         | 10.1%        | 10.4%        | 17.0%        | 22.3%        | 17.2%        | 10.3%        | 12.7%         |

# Household deprivation

- Relative to England as a whole, Broadland and South Norfolk have a lower percentage of households that are classed as 'deprived in at least one dimension' while Great Yarmouth has a much higher percentage of households in deprivation (compared to England).

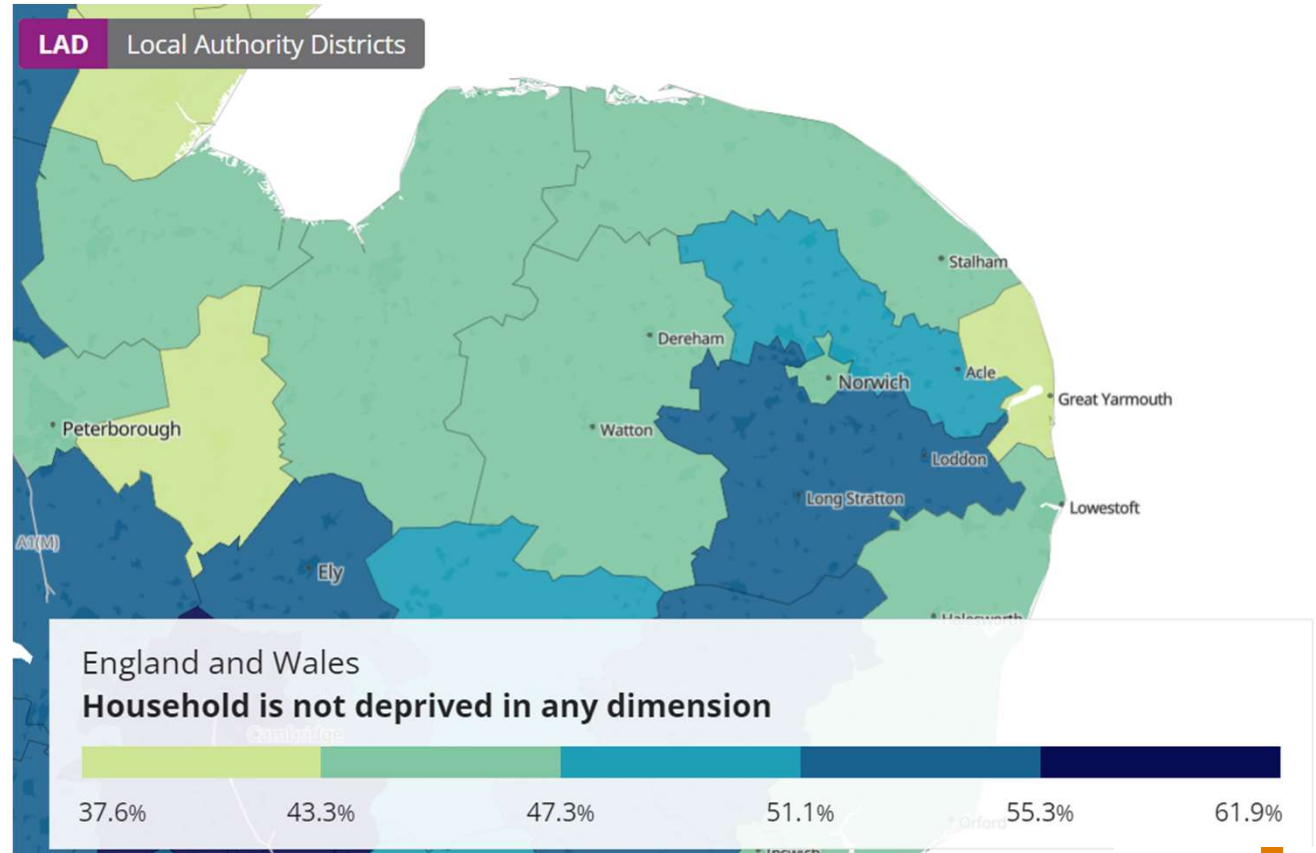
More information on the classification of household deprivation can be found here:

[Households by deprivation dimensions - Office for National Statistics](#)

| 149                          | Percentage of households who have at least one dimension of deprivation |
|------------------------------|---|
| Breckland                    | 54.5%   |
| Broadland                    | 49.0%   |
| Great Yarmouth               | 61.8%   |
| King's Lynn and West Norfolk | 56.0%   |
| North Norfolk                | 55.6%   |
| Norwich                      | 55.0%   |
| South Norfolk                | 48.3%   |
| Norfolk*                     | 54.1%   |
| England*                     | 51.6%   |

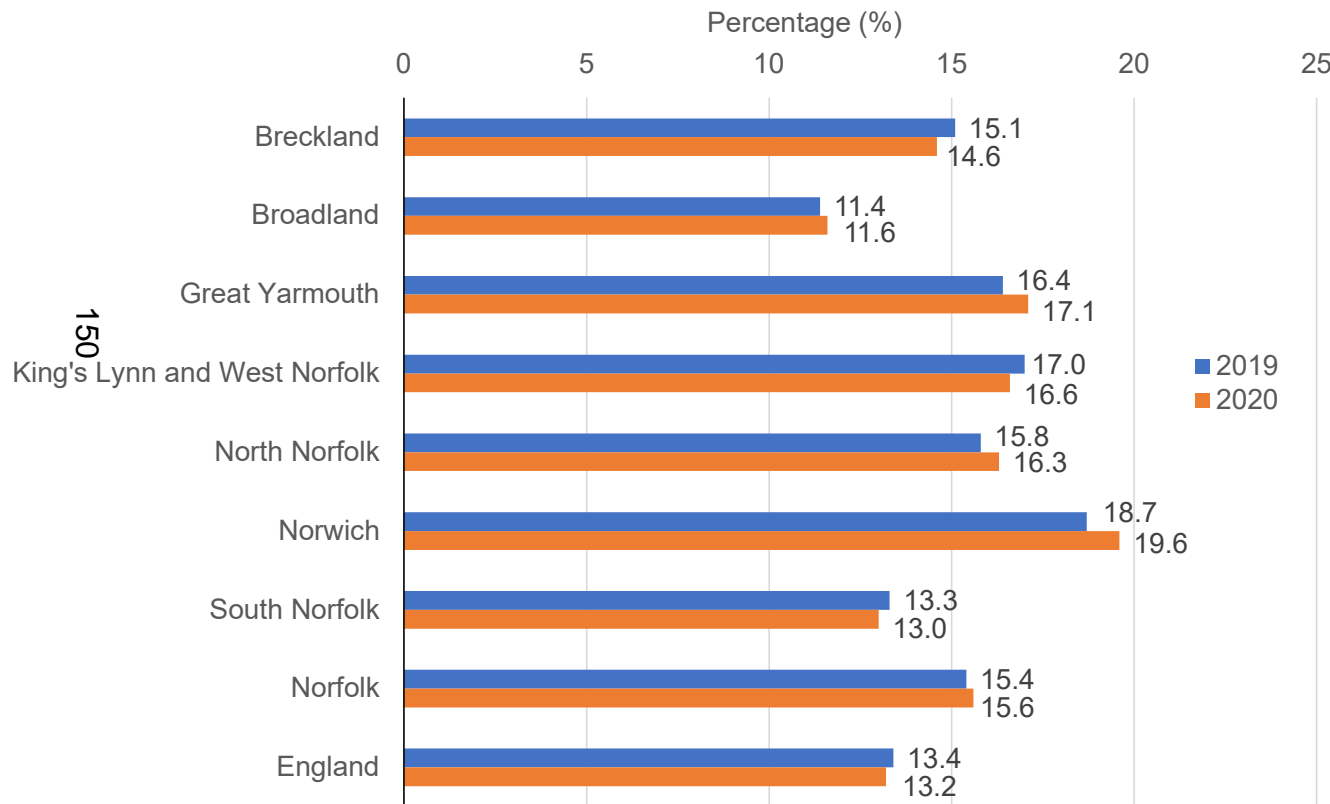
\*calculated using all data from lower tier local authorities

Source: [Build a custom area profile - Census 2021, ONS](#)



# Fuel poverty

Percentage of households in fuel poverty - Low Income/Low energy Efficiency (LILEE), Norfolk districts, Norfolk and England, 2019 & 2020



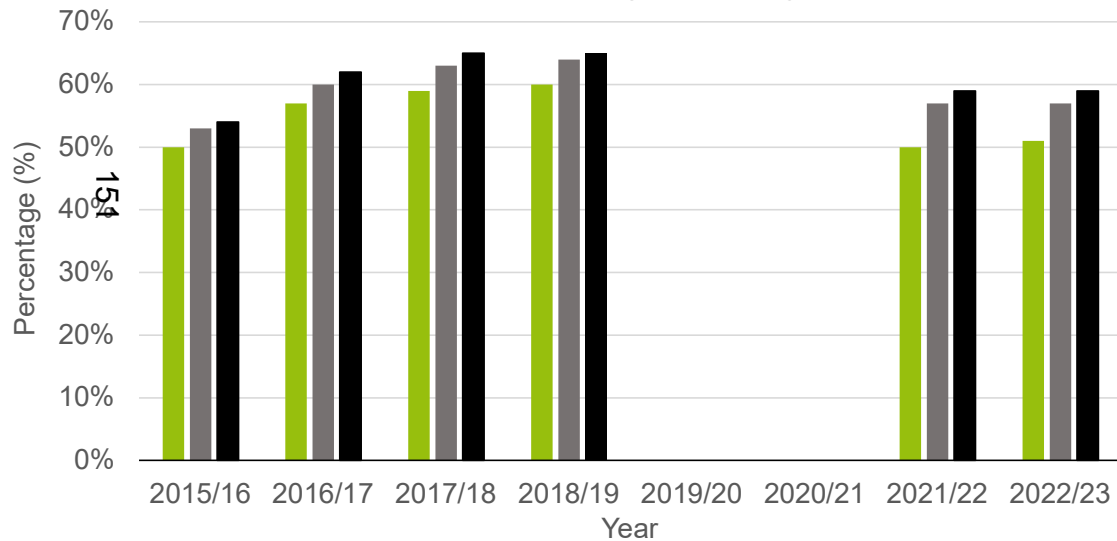
- In 2020, 15.6% of households in Norfolk were classed as in fuel poverty (using the Low Income/Low energy Efficiency or LILEE model), compared to 13.2% in England.
- Almost one in every five (19.6%) households in Norwich was classified as in fuel poverty in 2020, the highest proportion of all the Norfolk districts.
- This was followed by Great Yarmouth (17.1%), King's Lynn and West Norfolk (16.6%) and North Norfolk (16.3%) – all higher than Norfolk's proportion.
- The lowest percentage of houses in fuel poverty were in Broadland (11.6%) and South Norfolk (13.0%).
- On the other hand, two districts had lower proportions than England as a whole – Broadland (11.6%) and South Norfolk (13.0%).

# Early years education (KS2)

- Over time, Norfolk's early years attainment levels have been consistently lower than the region and country.

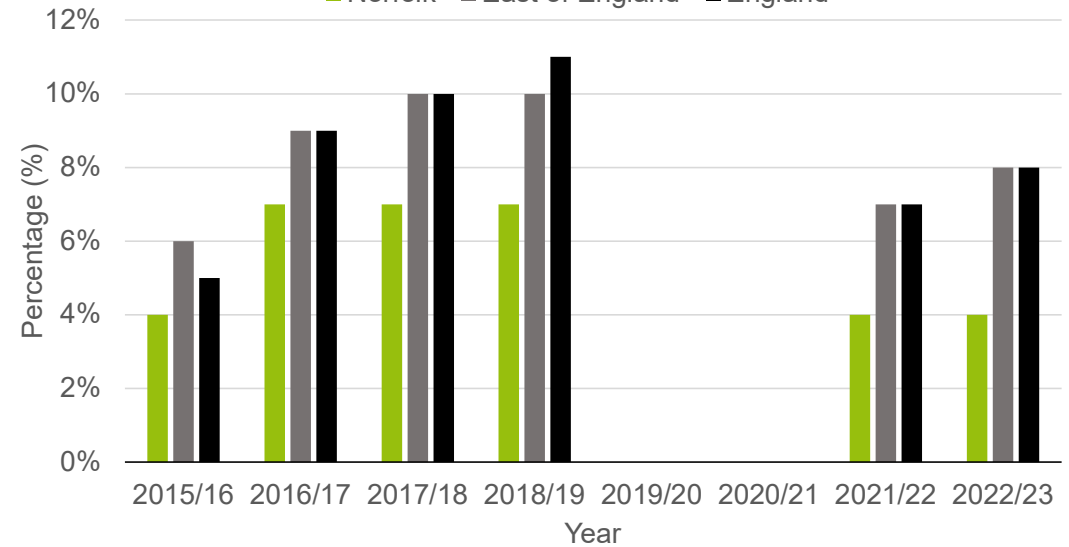
Percentage of pupils meeting the expected standard in reading, writing and maths (combined)

■ Norfolk ■ East of England ■ England



Percentage of pupils reaching the higher standard in reading, writing and maths (combined)

■ Norfolk ■ East of England ■ England

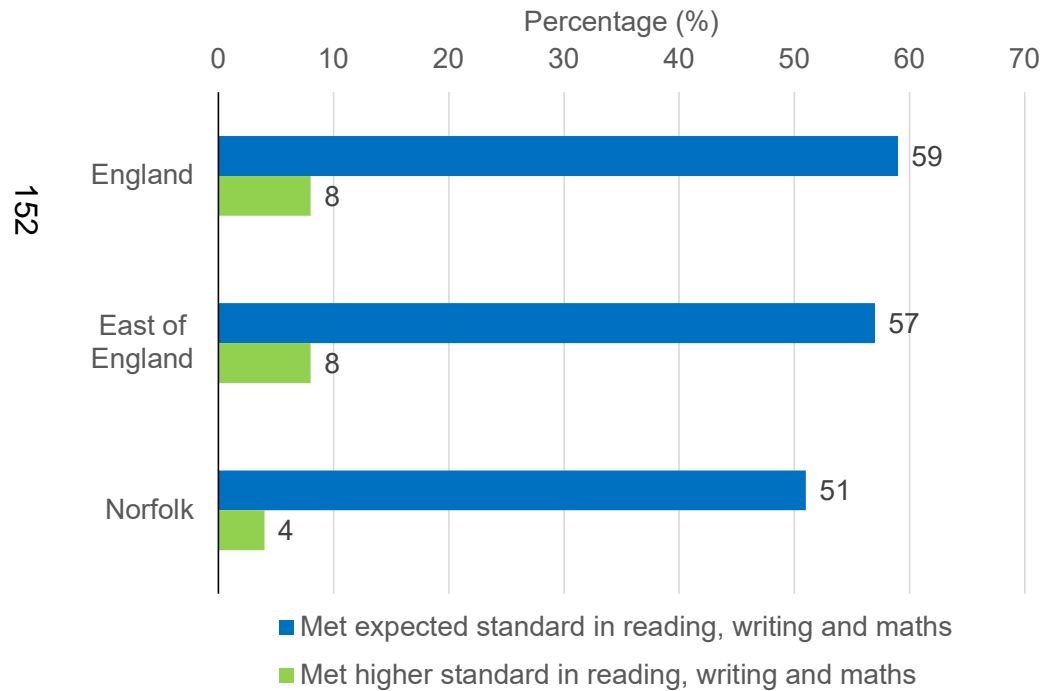


|                 | Pupils reaching expected standard (2022/23) | Pupils reaching higher standard (2022/23) |
|-----------------|---|---|
| Norfolk         | 51%   | 4%  |
| East of England | 57%   | 8%  |
| England         | 59%   | 8%  |

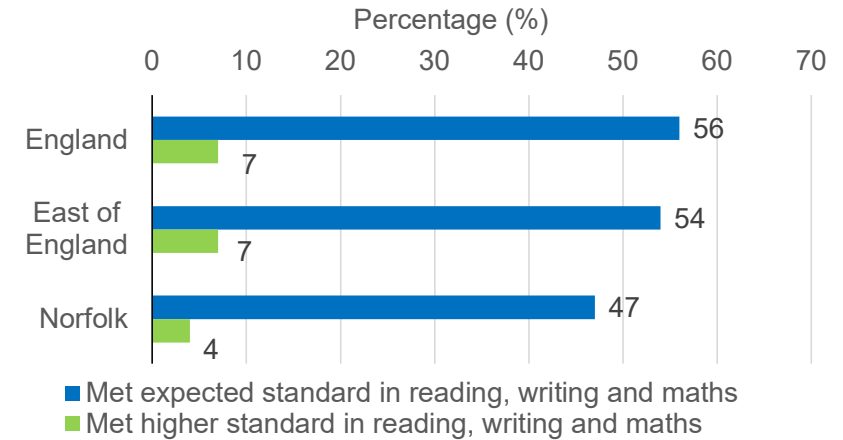
# Early years education (KS2) by sex

- As previously mentioned, Norfolk's 2022/23 Key Stage 2 attainment levels for reading, writing and maths were below both the East of England and England.
- When looking at the Norfolk data by sex, boys' levels of attainment were generally lower than girls (reflecting England as a whole), with both sexes following the trend of scoring below the region and nation.

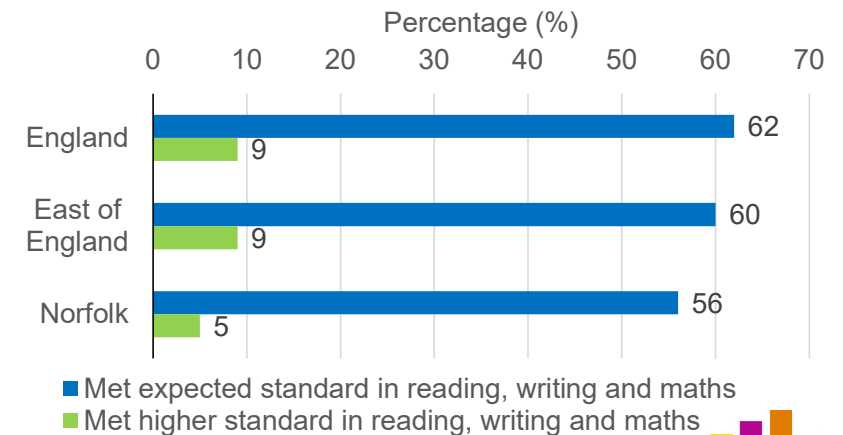
Key Stage 2 attainment, total, 2022/23



Key Stage 2 attainment, boys, 2022/23



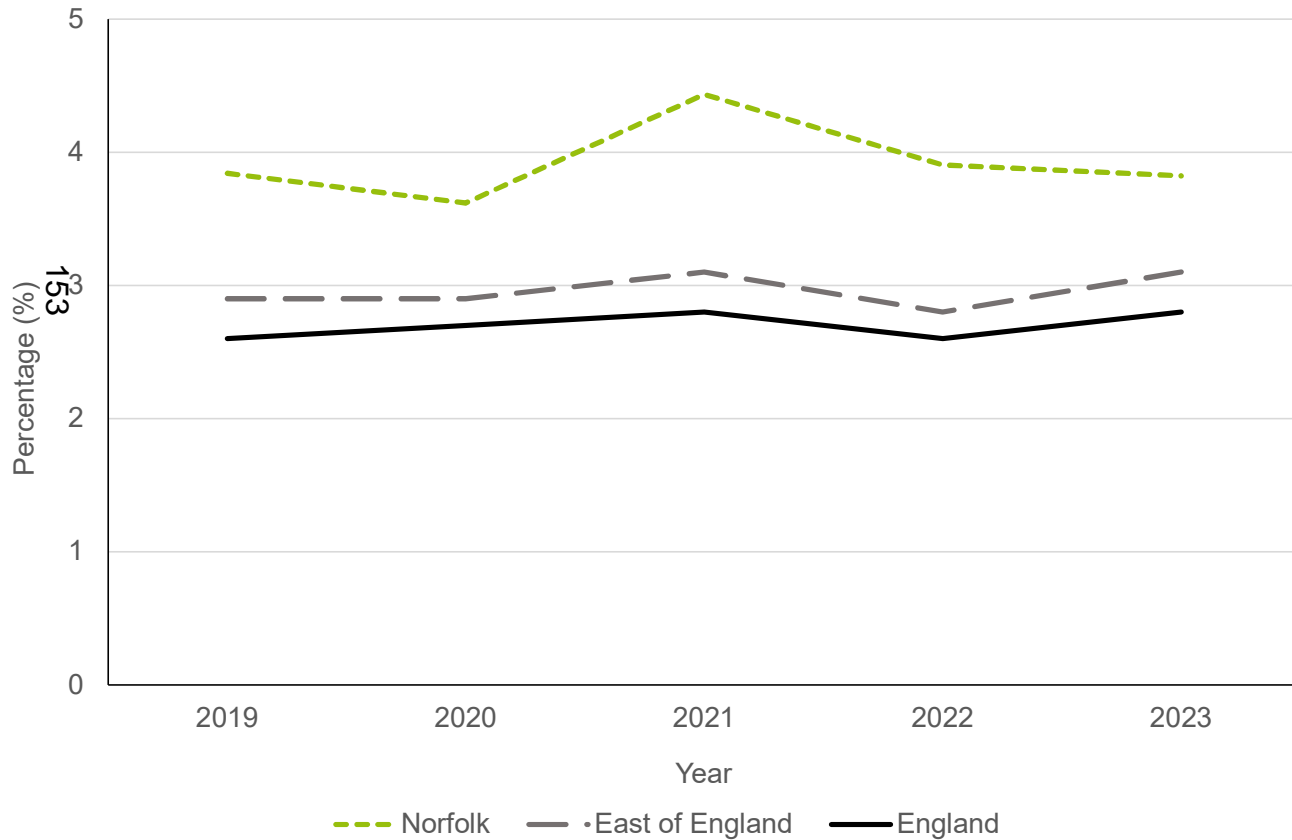
Key Stage 2 attainment, girls, 2022/23





# Not in education, employment or training (NEET)

Proportion of 16-17 year olds classed as NEET (not in education, employment or training), 2019-2023, Norfolk, East of England and England

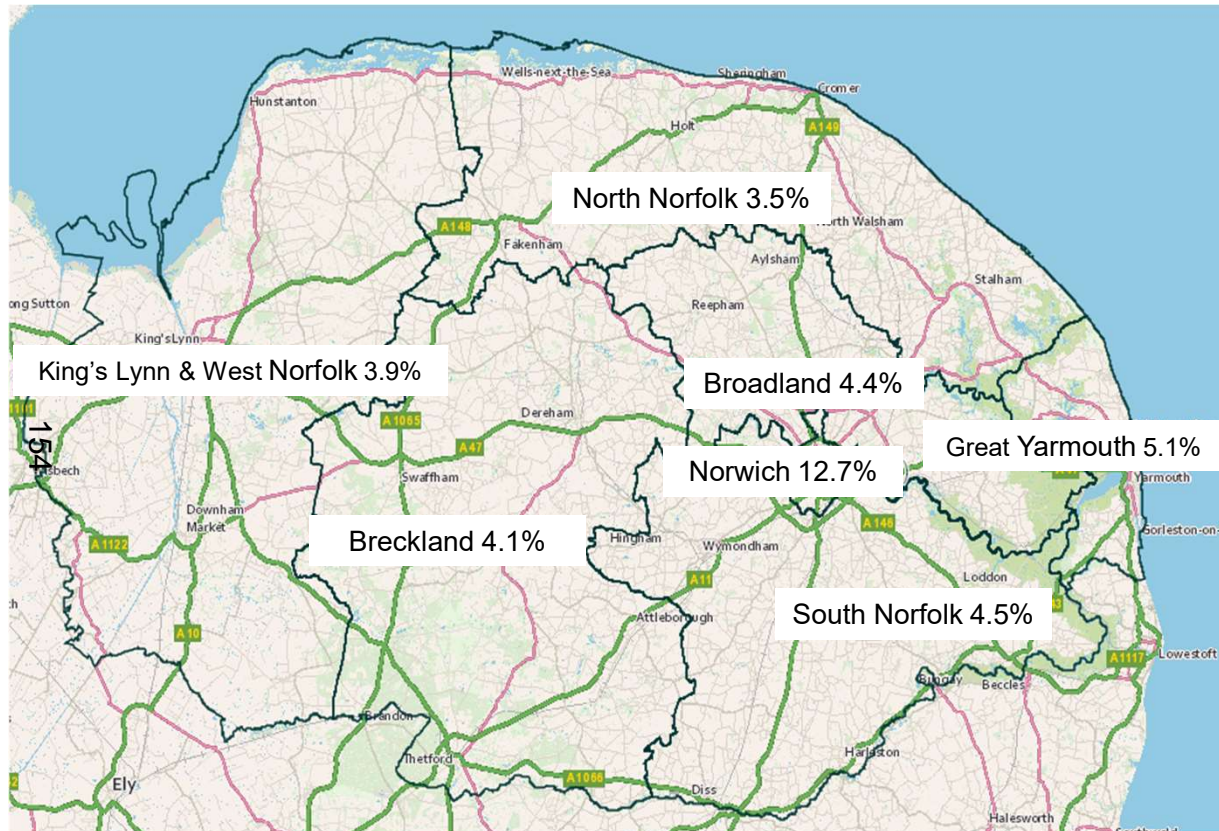


- Norfolk has consistently had a higher proportion of 16–17-year-olds classed as NEET than both the East of England and England.

2023 figures:

|                 |      |
|-----------------|------|
| Norfolk         | 3.8% |
| East of England | 3.1% |
| England         | 2.8% |

# Student population

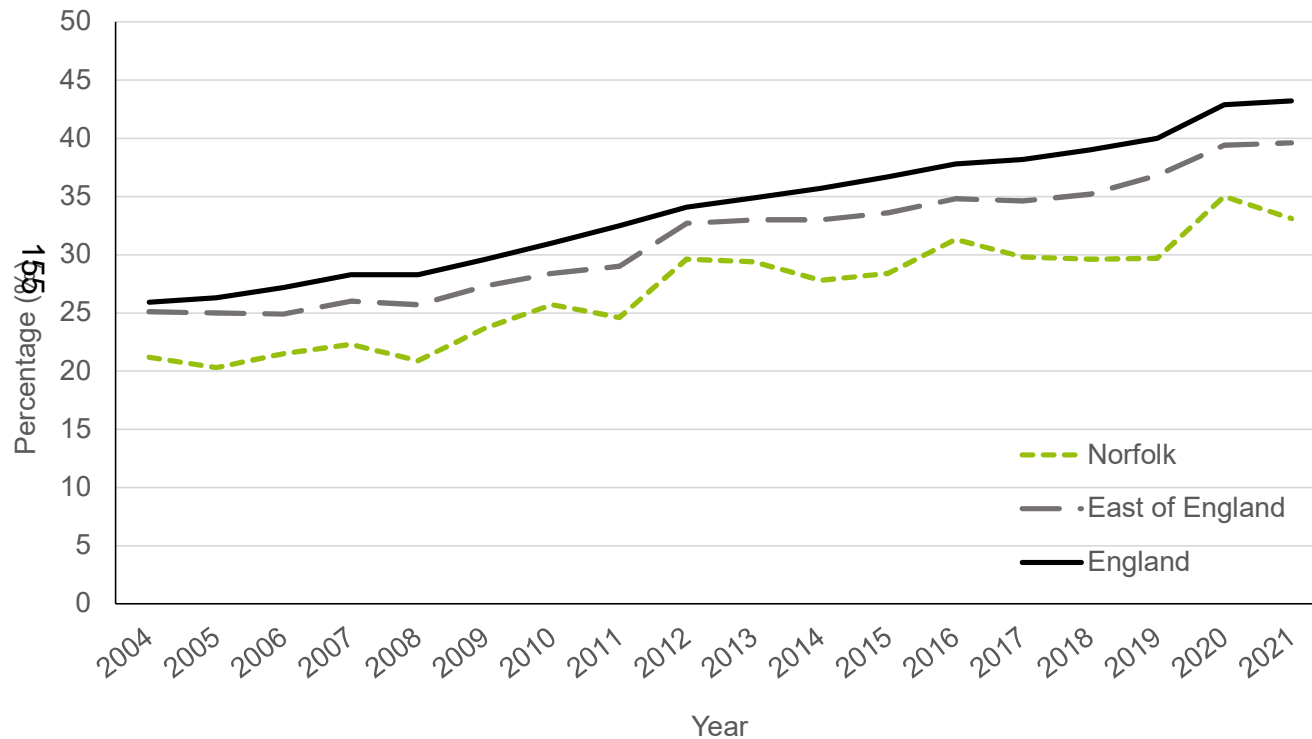


- Overall, 5.5% of Norfolk's population is classed a full-time students, compared to 7.1% in England overall.
- Norwich ranks 121<sup>st</sup> out of 175 upper tier local authorities in England and Wales for the proportion of "all usual residents aged 16 and over" that are "full-time students".
- Norwich is the highest ranking of Norfolk's seven lower-tier local authorities, ranking 10<sup>th</sup> out of 318.
- Great Yarmouth ranked 210<sup>th</sup> and all the other Norfolk districts ranked between 282<sup>nd</sup> and 317<sup>th</sup> with three ranking in the bottom seven.

Source: 2021 Census (RM020) - <https://www.nomisweb.co.uk/> (taken 5<sup>th</sup> January 2024), calculated using figures shown and "full time student" cohorts as a proportion of "all usual residents aged 16 years and over in households". It should be noted that students were given guidance on how to complete the Census, more information is here: [Students: Census 2021 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/people-population/education/schools-and-universities/students-census-2021)

# Skills and qualifications

Percentage of people with NVQ4+ aged 16-64, Norfolk, East of England and England, 2004 to 2021



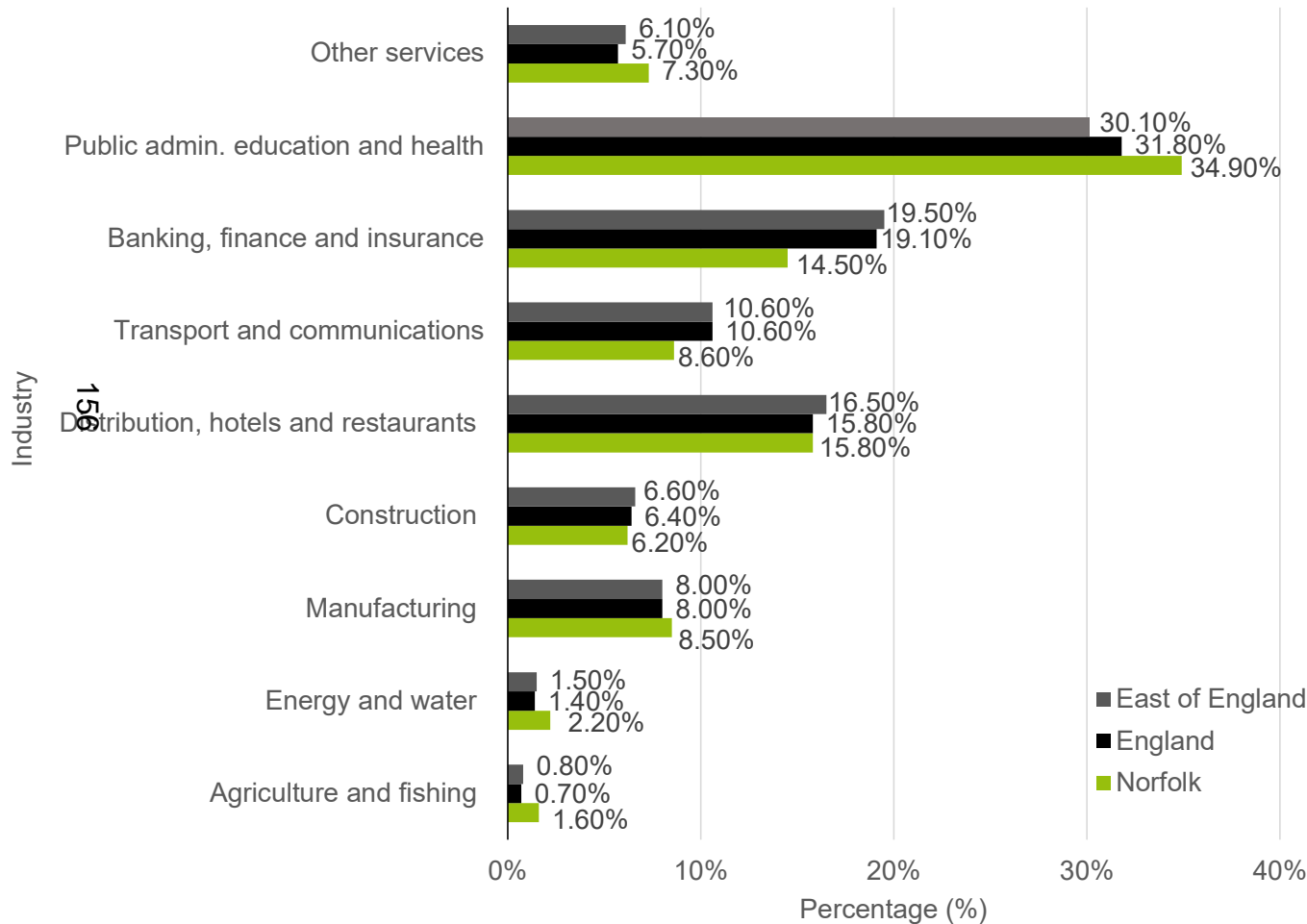
- The percentage of people aged 16-64 in Norfolk with level 4 (or higher) qualifications has consistently remained below both the national and regional percentages with the same level of qualification.

The figures for January 2021 to December 2021 are:

|                 |       |
|-----------------|-------|
| Norfolk         | 33.1% |
| East of England | 39.6% |
| England         | 43.2% |

# Employment by Industry

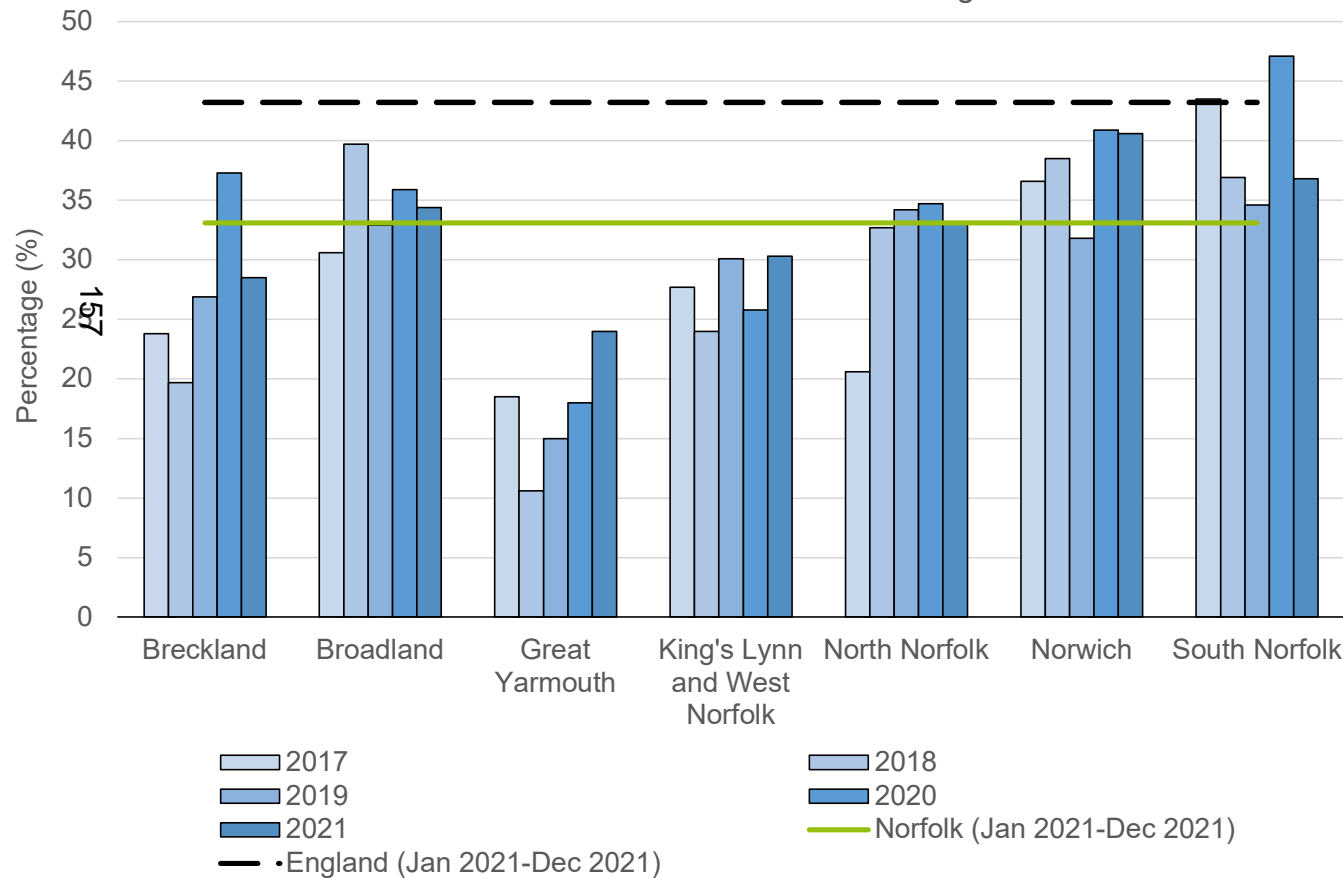
Employment by Industry (% aged 16-64 in employment)



- Norfolk has a higher percentage of employment than England and the East of England in the following industries – ‘Public administration, education and health’ (34.9%), ‘Manufacturing’ (8.5%), ‘Energy and Water’ (2.2%) and ‘Agriculture and Fishing’ (1.6%).
- Norfolk has a lower percentage of employment when compared to the England and the East of England in the following industries – ‘Banking, Finance and Insurance’ (14.5%), ‘Transport and Communication’ (8.6%) and ‘Construction’ (6.2%).
- Norfolk is at par with the national level in the ‘Distribution of hotels and restaurants’ at 15.8%.

# Skills and qualifications by district

Percentage of people aged 16-64 with NVQ4+, Norfolk districts 2017 to 2021, and 2021 benchmark for Norfolk and England



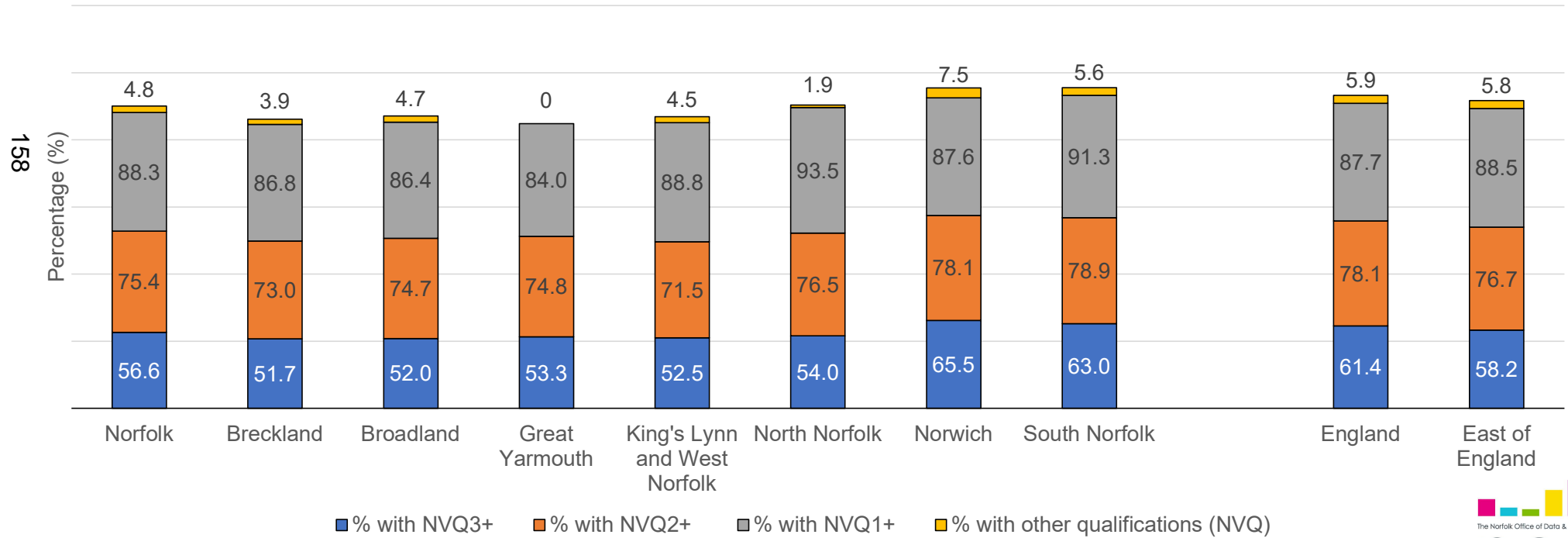
- While some of Norfolk's districts are above or close to the county overall, none reach the national percentage for 2021. Some districts have a relatively low percentage of people with level 4+ qualifications when compared to England as a whole.
- In 2021, three districts (Broadland, Norwich and South Norfolk) had a higher percentage of people aged 16-64 with a level 4+ qualification than Norfolk overall.
- However, none of the districts had the same or higher percentages than the national (England) percentage of 43.2% in 2021.

Source: Annual Population Survey - <https://www.nomisweb.co.uk/> (taken 21<sup>st</sup> November 2023)

# Other qualifications

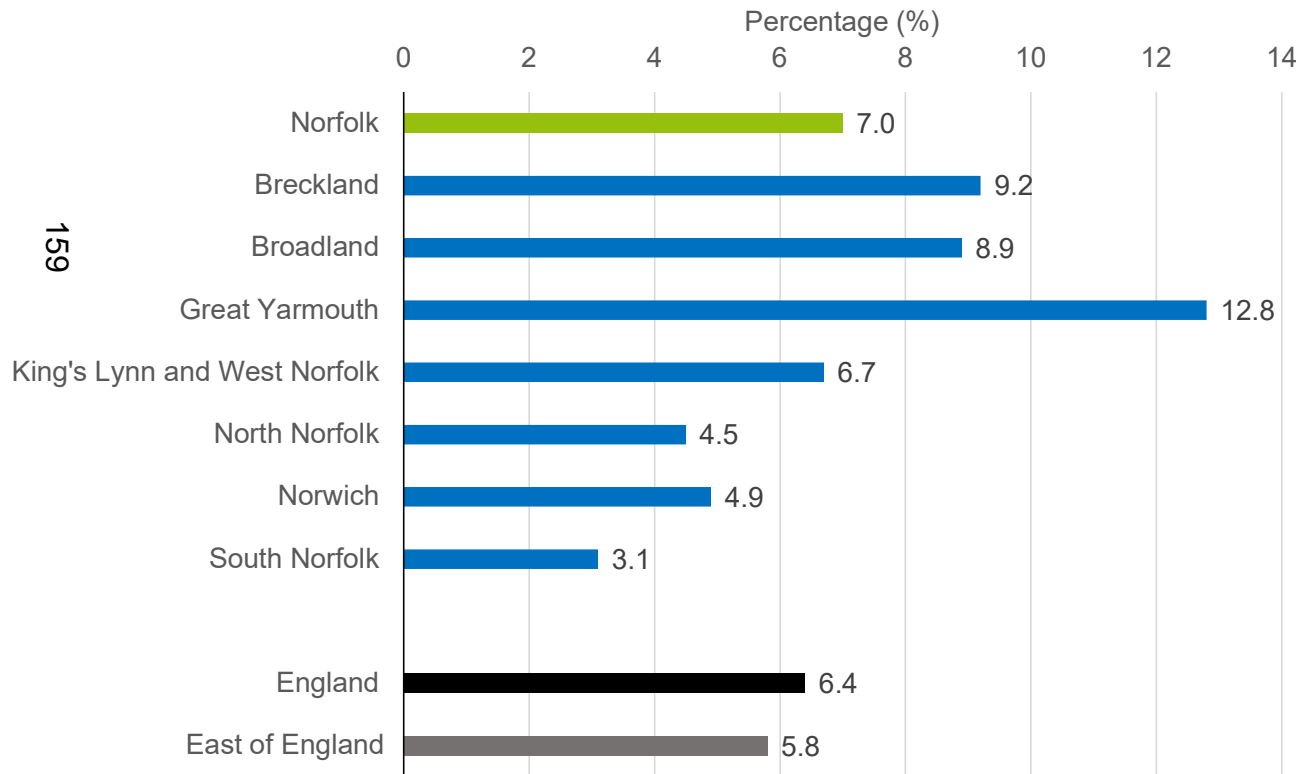
- The chart shows the percentage of people in each region with each level of qualification for January 2021 to December 2021 with England and the East of England for comparison.
- South Norfolk is the only district to have higher proportions of people with all of the different qualifications than England as a whole.

Percentage of people with NVQ1+/2+/3+ or other qualifications aged 16-64 for Norfolk, Norfolk districts, East of England and England, 2021



# No qualifications

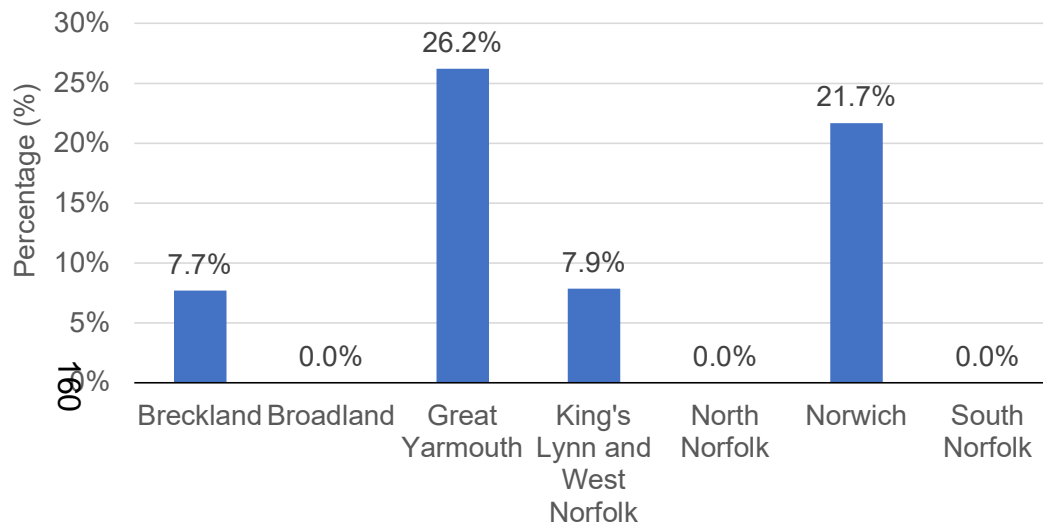
Percentage of people with no qualifications (NVQ) aged 16 - 64 for Norfolk, Norfolk districts, East of England and England, January 2021 to December 2021



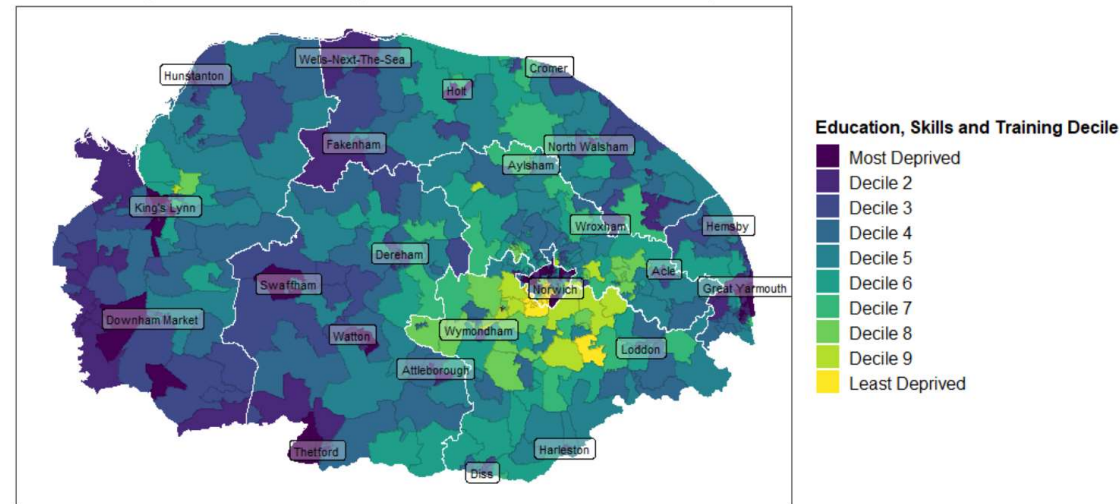
- 2021 data shows 7% of people aged 16-64 in Norfolk had no qualifications, this compares to 6.4% in England as a whole and 5.8% in the East of England region for the same period.
- Four of the seven Norfolk districts have a higher percentage of people aged 16-64 with no qualifications than England as a whole.
- Great Yarmouth had the highest percentage of people aged 16-64 with no qualifications (12.8%) while South Norfolk (3.1%) had the lowest percentage.

# IMD – Education, Skills and Training

Percentage of LSOAs in the most deprived decile for Adult Skills IMD subdomain, 2019



Education, Skills and Training IMD deciles for Norfolk LSOAs, 2019



Source: Ministry of Housing, Communities & Local Government: English Indices of Deprivation 2019

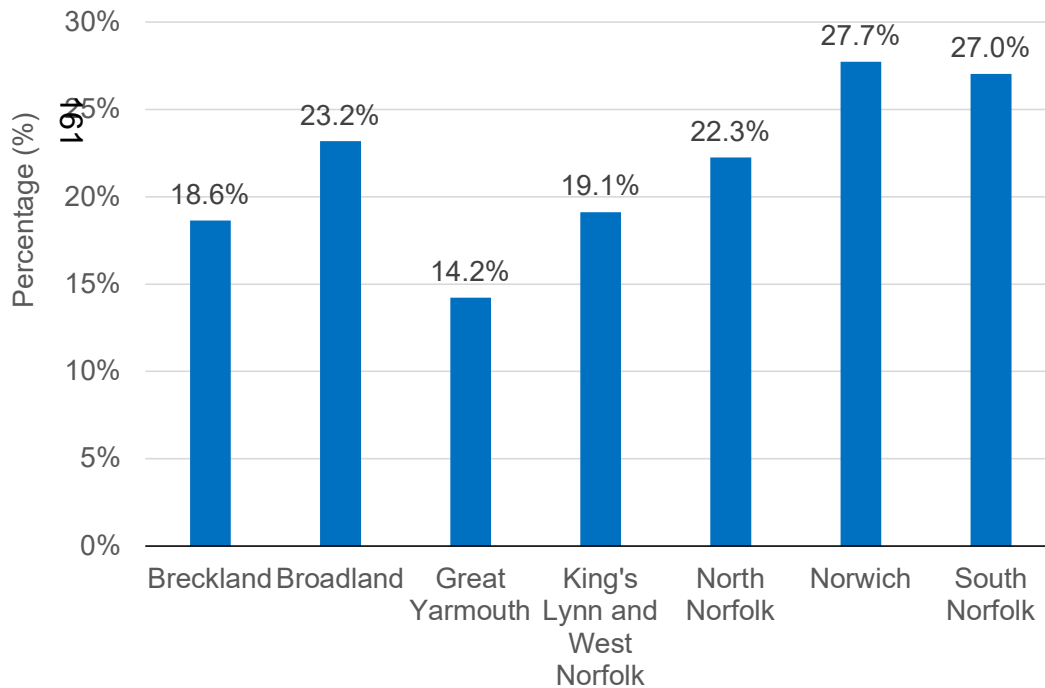
- Within the Education domain of IMD there is an Adult Skills sub-domain. The above visuals show the proportion of LSOAs, within a local authority district, that fall within the most deprived 10% nationally, for the Adult Skills sub-domain.
- Broadland, North Norfolk, and South Norfolk have no LSOAs within the most deprived 10% nationally for Adult Skills. However, the remaining 4 Norfolk districts have proportions that are above the East of England average (5%), with Great Yarmouth the only district within the East of England to have a proportion higher than 25%. That is, over a quarter of Great Yarmouth's LSOAs fall within the most deprived 10%, nationally, for Adult Skills.
- The map of Norfolk LSOAs shows pockets of Education, Skills and Training deprivation, such as Downham Market, Swaffham, Watton and South Holt.



# Adult education rate/POLAR4 quintile by district

- Over a quarter of the adult population in Norwich and South Norfolk held higher education qualifications in 2020, compared to 14.2% in Great Yarmouth and 19.2% in King's Lynn and West Norfolk.

Adult Higher Education Rate (proportion of the adult population in the MSOA that holds a higher education qualification) for Norfolk districts, 2020



“The participation of local areas (POLAR) classification groups areas across the UK based on the proportion of young people who participate in higher education.

It looks at how likely young people are to participate in higher education across the UK and shows how this varies by area.

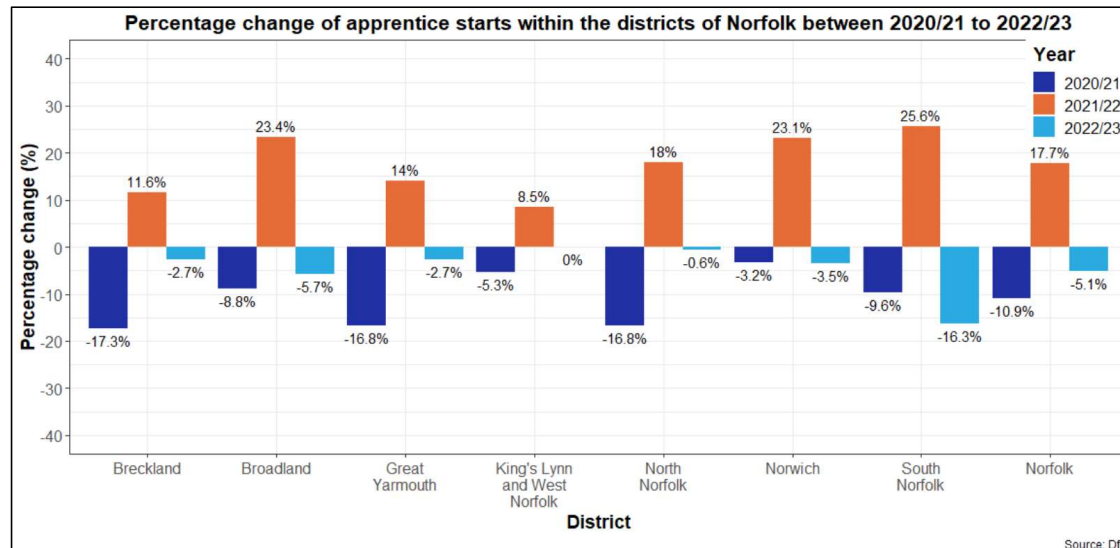
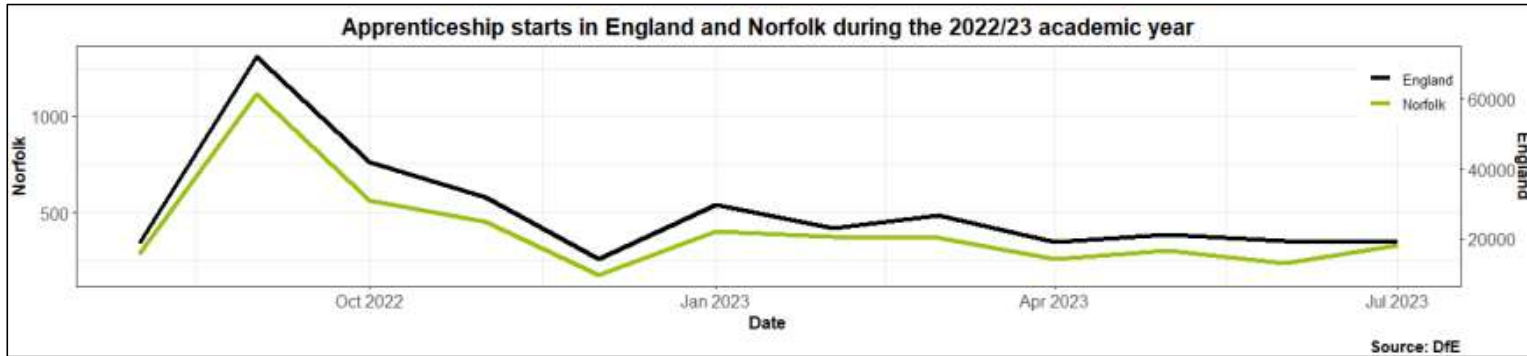
POLAR classifies local areas into five groups - or quintiles - based on the proportion of young people who enter higher education aged 18 or 19 years old.

Quintile one shows the lowest rate of participation. Quintile five shows the highest rate of participation.” [Source: Office for Students](https://www.officeforstudents.org.uk/data-and-analysis/young-participation-by-area/get-the-postcode-data/)

|                              | Mode average (i.e. most common at MSOA level) POLAR4 quintile |
|------------------------------|---|
| Breckland                    | Quintile 2 (7 of 17 MSOAs)                                    |
| Broadland                    | Quintile 2 / Quintile 3 (both 6 of 18 MSOAs)                  |
| Great Yarmouth               | Quintile 1 (7 of 13 MSOAs)                                    |
| King's Lynn and West Norfolk | Quintile 1 (11 of 19 MSOAs)                                   |
| North Norfolk                | Quintile 3 (7 of 14 MSOAs)                                    |
| Norwich                      | Quintile 1 (8 of 14 MSOAs)                                    |
| South Norfolk                | Quintile 4 (6 of 15 MSOAs)                                    |

# Apprenticeship starts

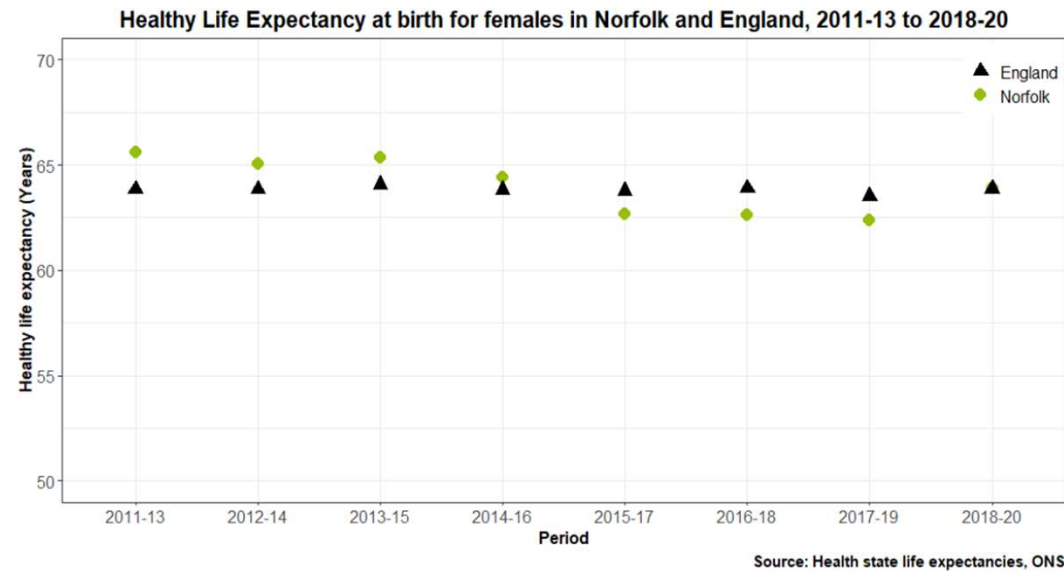
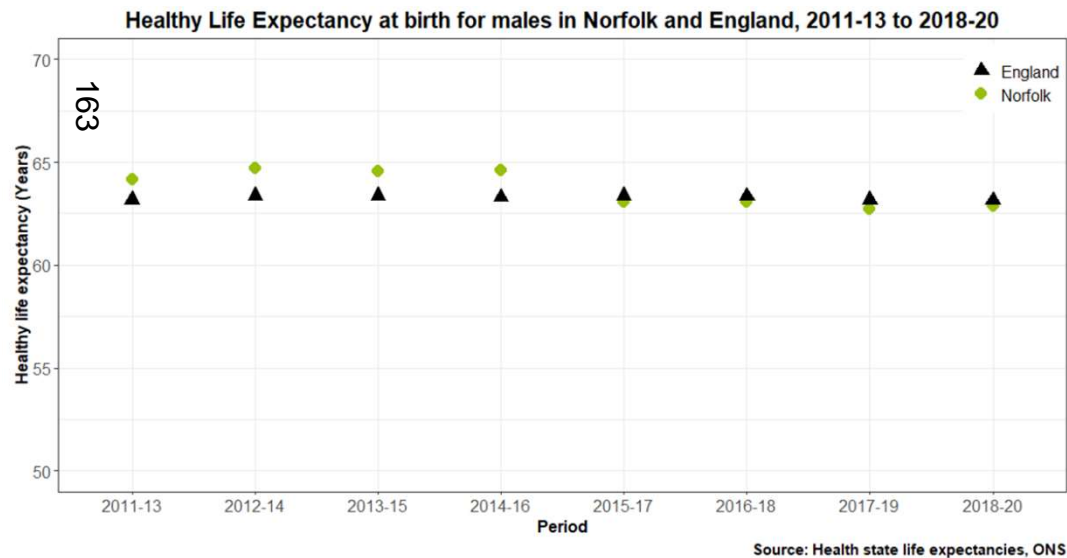
- Norfolk's apprenticeship starts have followed the same trend as England overall.
- 2022/23 has seen lower numbers of starts in comparison to 2021/22, and this trend is also reflected across all the districts.



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# Healthy life expectancy

- Healthy life expectancy at birth was 62 years and 11 months for men in Norfolk in 2018-20 (compared to 63 years for England) and 63 years and 11 months for women in Norfolk – the same as England overall (for the same period).
- Healthy life expectancy is created from data obtained from population surveys such as the Annual Population Survey, and sample sizes aren't high enough to create lower tier LA level figures.
- 'Life Expectancy' data is available at lower tier LA level, and details can be found on slide 43.



Source:

<https://www.ons.gov.uk/file?uri=/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/datasets/healthstatelifeexpectancyallagesuk/current/reftablehsl1820new.xlsx>

# Life expectancy

- There is a difference in life expectancy between districts, but this is wider if we look at smaller communities like market towns. For example, a male in Loddon can expect to live to 83.3 years but a male in Great Yarmouth can expect to live 75.1 years. A female living in Southwold can expect to live for 86.4 years but a female in King's Lynn can expect to live for 81 years.
- 'Healthy Life Expectancy' (only available at county level) can be found on slide 42.

Core20 most deprived communities across Norfolk and Waveney



| Locality            | Male Life Expectancy 2015 to 2019 (years) | Female Life Expectancy 2015 to 2019 (years) |
|---------------------|---|---|
| Great Yarmouth      | 75.1                                      | 81.2  |
| King's Lynn         | 76.7                                      | 81.0  |
| Loddon              | 83.3                                      | 85.8  |
| Southwold           | 82.0                                      | 86.4  |
| Norfolk             | 80.0                                      | 83.8  |
| Norfolk and Waveney | 80.0                                      | 83.8  |

## Market town life expectancy gap\*

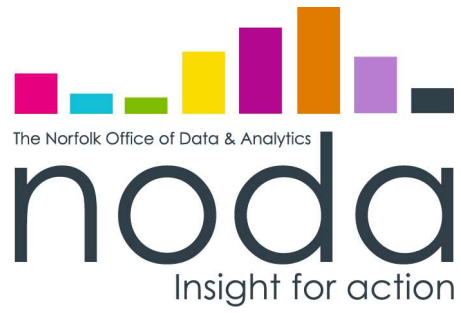
- 8.2 years for men
- 5.4 years for women

But between some of the most deprived core20 communities and least deprived communities it is\*\*

- 9.2 years for men
- 7.2 years for women

\* local PHI calculations using NHS Digital civil registration data

\*\* <https://fingertips.phe.org.uk/profile/local-health/>



**Norfolk**  
County Council

# Business



Borough Council of  
King's Lynn &  
West Norfolk



# Key metrics analysis – business

This section looks at:

- Key sector and cluster (including definitions)
- Business Counts
- Distribution of clusters between districts
- Gross Value Added (GVA)
- Jobs and Average wages
- Location Quotient and competitive effect
- Percentage change in jobs and job forecast
- Norfolk businesses – sectors
- Norfolk's tourism sector
- Norfolk businesses – sizes
- Business change
- Business 'births', and survival rates
- Sole proprietors
- High Growth enterprises
- Norfolk's employment base and change
- Productivity (GVA)
- Indexed GVA per hour worked
- GVA by sector

# Key sector and cluster definitions

## Definitions

- **Advanced Manufacturing and Engineering** – This sector includes industries involved in the use of cutting-edge technology to improve products and processes. It encompasses high-precision manufacturing, automation, robotics, and materials engineering to create innovative products and solutions.
- **Creative Sector** – This sector includes industries that focus on the creation and distribution of products and services that are rooted in cultural, artistic, and design-oriented creativity. It encompasses activities such as advertising, architecture, arts, crafts, design, fashion, film, music, performing arts, publishing, and software development.
- **Ports and Logistics** – This sector involves the management of the movement of goods and services, including the operation of ports, warehousing, transportation, distribution, and supply chain management. It ensures the efficient flow of products from origin to destination.
- **Space** - This sector includes activities related to space exploration, satellite technology, space research, and the development of related technologies and infrastructure. It encompasses aerospace engineering, satellite communications, and space missions.
- **Visitor Economy** - This sector involves industries that support tourism and travel, including hospitality, accommodation, attractions, events, and services that cater to tourists and visitors. It plays a key role in regional economic development by attracting visitors and their spending.
- **Construction and Development** - This sector includes industries involved in the planning, design, construction, and maintenance of buildings and infrastructure. It encompasses residential, commercial, industrial, and civil engineering projects, as well as real estate development.
- **Financial Services and Insurance** - This sector comprises industries that manage money, including banking, investment, insurance, real estate, and financial technology. It provides services such as lending, asset management, financial planning, and risk management.

# Key sector and cluster definitions – (continued)

## Definitions

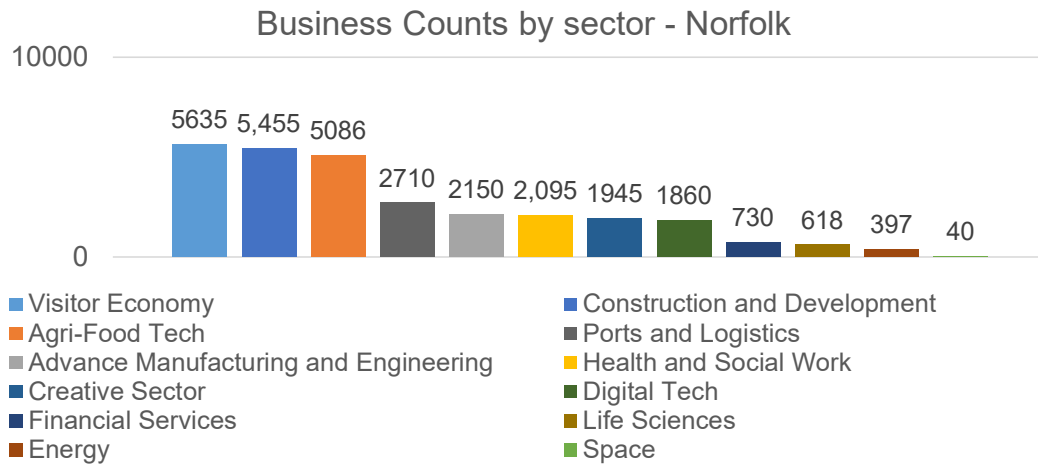
- **Digital Tech** - This sector encompasses industries that develop and utilize digital technologies, including software development, IT services, cybersecurity, data analytics, artificial intelligence, and telecommunications. It focuses on the innovation and application of digital solutions.
- **Health and Social Work**– This sector includes industries that provide medical care, health services, and social support. It encompasses hospitals, clinics, healthcare professionals, social workers, and organizations that offer support for mental health, elderly care, and community services.
- **Agri-Food Tech** - This sector involves the application of technology to agriculture and food production. It includes activities such as precision farming, biotechnology, food processing, supply chain management, and sustainable agriculture practices to improve productivity and efficiency in the food industry.
- **Energy** - This sector includes industries involved in the production, distribution, and management of energy. It encompasses traditional energy sources like oil, gas, and coal, as well as renewable energy sources such as wind, solar, hydroelectric, and geothermal power.
- **Life Sciences** - This sector includes industries related to the study of living organisms and life processes. It encompasses biotechnology, pharmaceuticals, medical devices, healthcare, and environmental sciences. It focuses on research, development, and the application of biological and medical knowledge to improve health and the environment.

The above definitions are not intended to replace or replicate strict Standard Industrial Classification (SIC) sector definitions, while specific SIC sector codes definitions will be composite elements within these strategic opportunities, they are deliberately intended to be cross-cutting and are understood to often operate in support of one another - fundamentally underpinning the over-arching objective of clean growth.

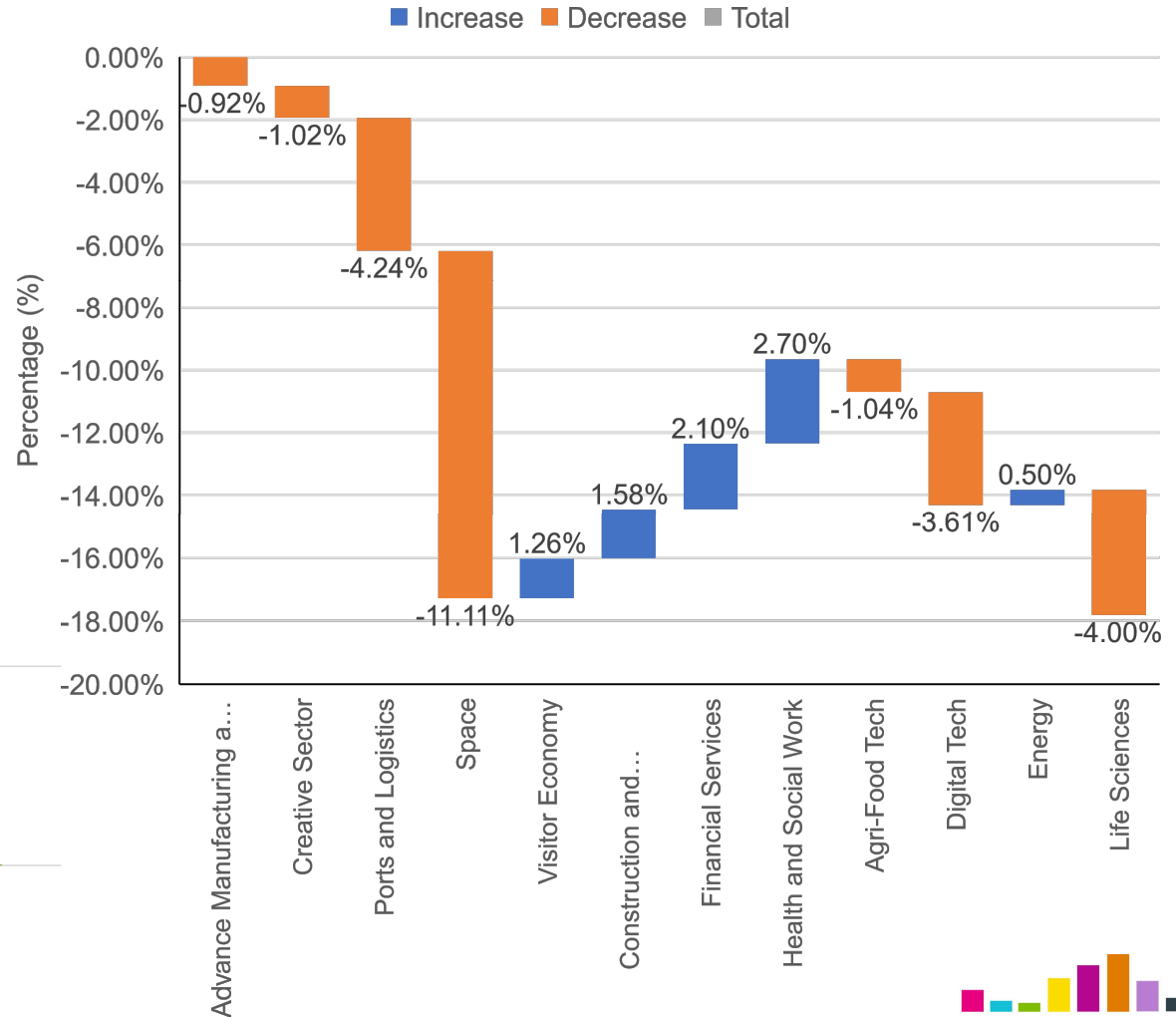


# Business Counts

- The Visitor Economy has the highest share of business counts within the businesses in Norfolk (19.62%) and the Space sector being the smallest (0.14%).
- The Health and Social Care sector demonstrated the highest increase in the business counts by 2.7% from 2022-2023, followed by Financial Services at 2.1%.
- The Space sector showed the most decrease (-11.11%) in the number of businesses within Norfolk, followed by Ports and Logistics sector at 4.24%
- Norfolk is higher than England in the Agri-food Tech sector in the business count share by 6.09% and lower than the national figures in Digital Tech by 4.26%.



Percentage Change in Business Counts – Norfolk (2022 to 2023)

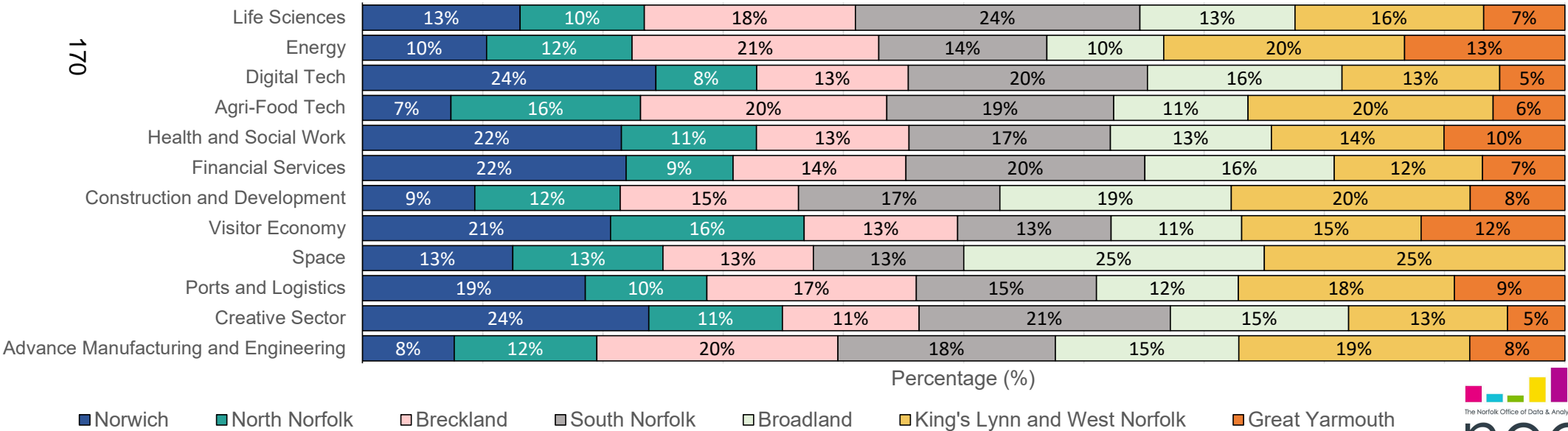


# Distribution of clusters between districts

- King's Lynn and West Norfolk has the highest number of business units (4783), and the least is in Great Yarmouth (2302) in 2023.
- Norwich leads in the highest proportion of business units in Creative, Ports and Logistics, Visitor Economy, Financial Services, Health and Social Work and Digital Tech.
- Great Yarmouth has the least share of business units Creative, Ports and Logistics, Space, Construction and Development, Agri-Food Tech, Financial Services, Health and Social Work and Digital Tech.

| Foundational Sectors                  | Highest share of business units | Lowest share of business units |
|---------------------------------------|---------------------------------|--------------------------------|
| Advance Manufacturing and Engineering | Breckland                       | Norwich                        |
| Creative Sector                       | Norwich                         | Great Yarmouth                 |
| Ports and Logistics                   | Norwich                         | Great Yarmouth                 |
| Space                                 | Broadland                       | Great Yarmouth                 |
| Visitor Economy                       | Norwich                         | Broadland                      |
| Construction and Development          | King's Lynn and West Norfolk    | Great Yarmouth                 |
| Financial Services                    | Norwich                         | Great Yarmouth                 |
| Health and Social Work                | Norwich                         | Great Yarmouth                 |
| Agri-Food Tech                        | Breckland                       | Great Yarmouth                 |
| Digital Tech                          | Norwich                         | Great Yarmouth                 |
| Energy                                | Breckland                       | Broadland                      |
| Life Sciences                         | South Norfolk                   | Great Yarmouth                 |

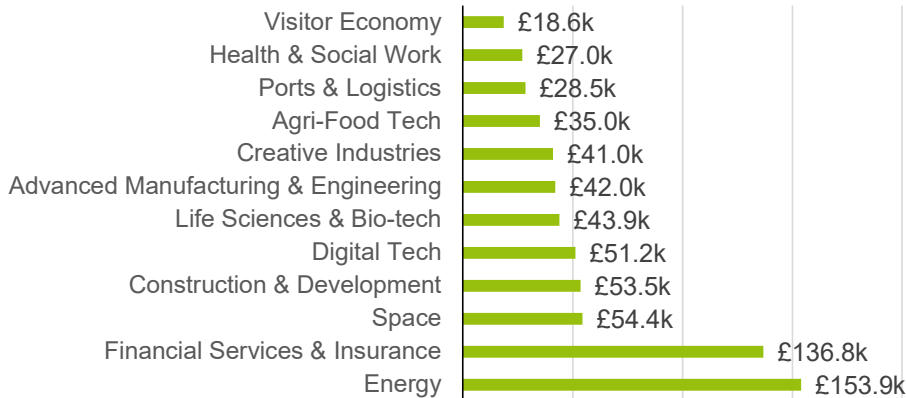
Percentage of Business Sectors by District



# Gross Value Added (GVA)

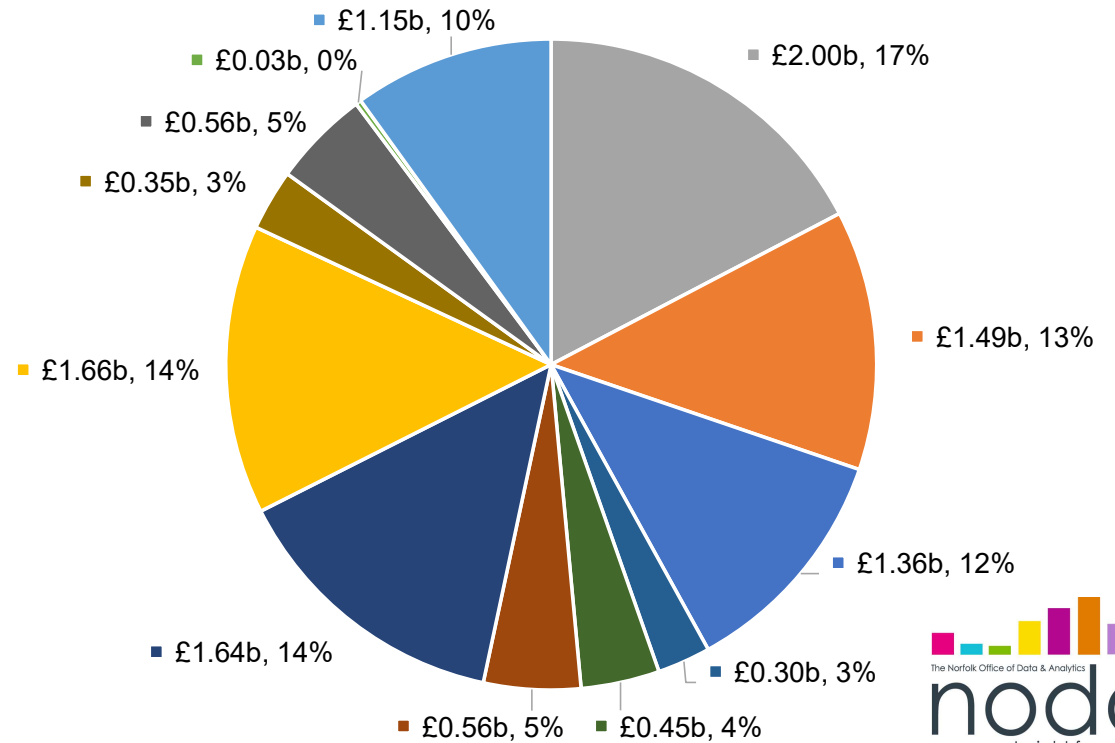
- **Advanced Manufacturing and Engineering sector** has the highest GVA in Norfolk (£2.00 B) occupying a share of 17%.
- **Space sector** occupies the least GVA share with a value of £0.03 B.
- The GVA per head (calculated by GVA per number of jobs) is the highest in the **Energy sector** (£153.9k), closely followed by **Financial Services and Insurance sector** (£136.8k).
- The GVA per head is least in the **Visitor Economy sector** with a value of £18.6k.

GVA per head - Norfolk



**Gross value added (GVA)**, which is the value generated by any unit engaged in the production of goods and services.

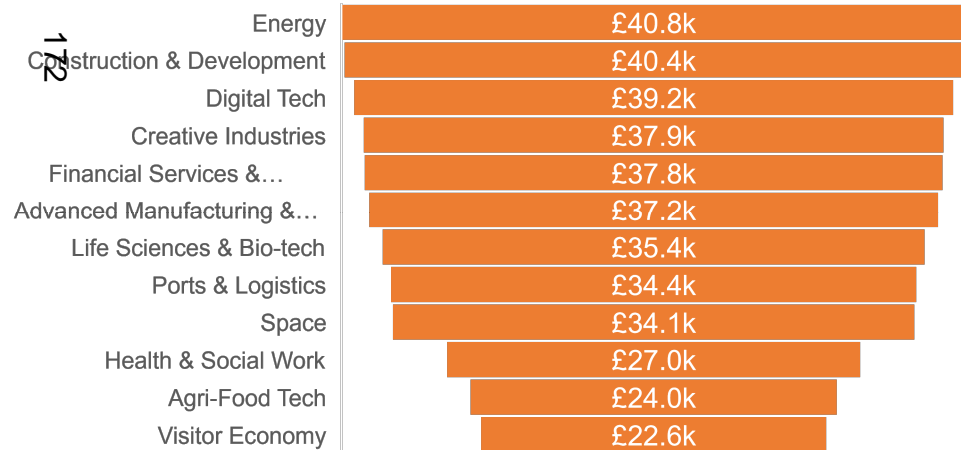
- Advanced Manufacturing & Engineering
- Construction & Development
- Digital Tech
- Financial Services & Insurance
- Life Sciences & Bio-tech
- Space
- Agri-Food Tech
- Creative Industries
- Energy
- Health & Social Work
- Ports & Logistics
- Visitor Economy



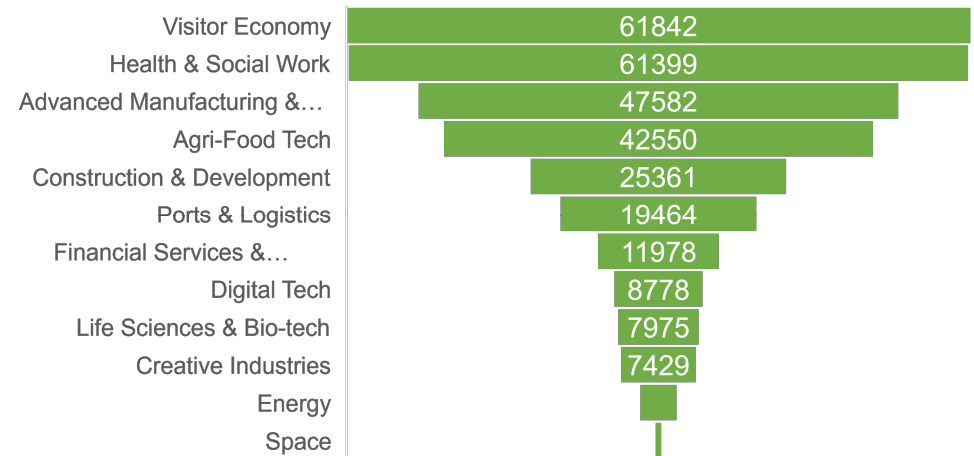
# Jobs and Average Wages

- The **Energy** sector provides the highest average wages (£40.8 k) among the foundational sectors, followed by **Construction and Development** (£40.4 k). **Energy** sector also has one of the lowest jobs available in Norfolk (3611 jobs).
- The **Visitor Economy** sector has the lowest average wages in Norfolk (£22.6 k) but also has the highest number of jobs (61842 jobs).
- The **Space** sector has the lowest number of jobs available in Norfolk (595), with an average wage of £34.1 k.
- The Visitor Economy, Agri-food tech and Health and Social Work sectors demonstrates an inverse relationship between the number of jobs and the average wages for the jobs.

Average Wages in Norfolk



Number of Jobs in Norfolk

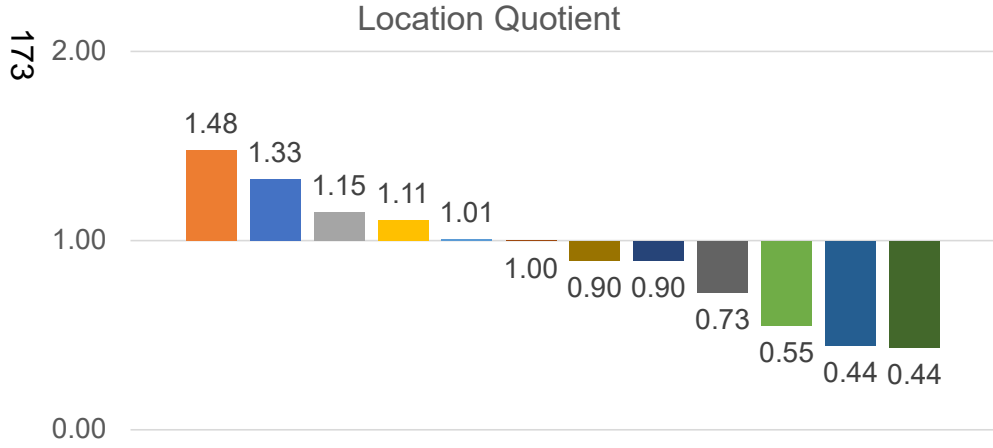


# Location Quotient and Competitive Effect

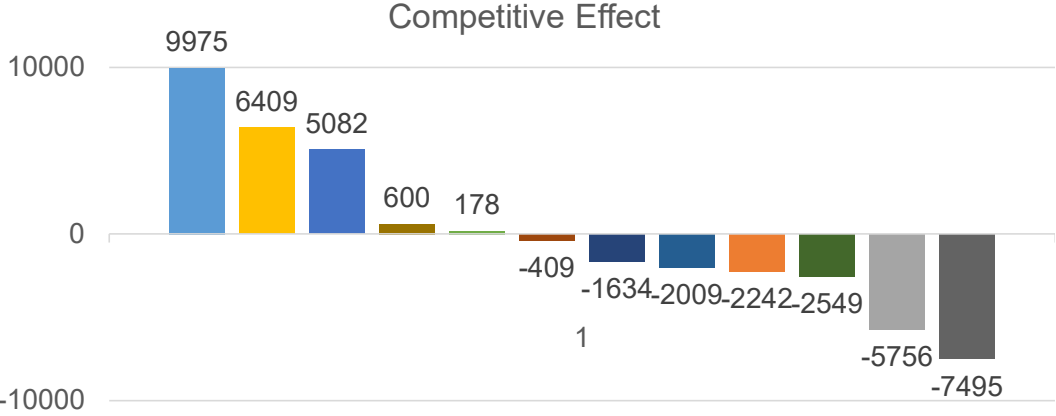
- **Agri-Food Tech** sector has the highest location quotient (1.48) followed by Construction and Development sector (1.33) in Norfolk
- **Digital-Tech** sector has the lowest LQ (0.44) indicating the lack of specialization in the industry in Norfolk.
- The **Visitor Economy** sector has the highest competitive edge among the foundational sectors. Meanwhile the **Ports and Logistics** sector has the lowest competitive effect in Norfolk.
- **Digital-Tech** and **Ports and Logistics** sectors demonstrated low LQ and competitive effect, showcasing the need for specialisation and improving the factors for job growth.

**Competitive effect** indicates how much of the job change within a given region is the result of some unique competitive advantage of the region. A positive competitive effect suggests that the region has some competitive edge or unique factors driving job growth beyond national or industry trends.

A **location quotient (LQ)** is an analytical statistic that measures a region's industrial specialization relative to a larger geographic unit. It is a ratio that compares the concentration of a particular industry or sector in a region to the national average. An LQ greater than 1 indicates that the industry has a higher concentration in the region than nationally, suggesting specialization.



- Agri-Food Tech
- Construction & Development
- Advanced Manufacturing & Engineering
- Health & Social Work
- Visitor Economy
- Energy
- Life Sciences & Bio-tech
- Financial Services & Insurance
- Ports & Logistics
- Space
- Creative Industries
- Digital Tech



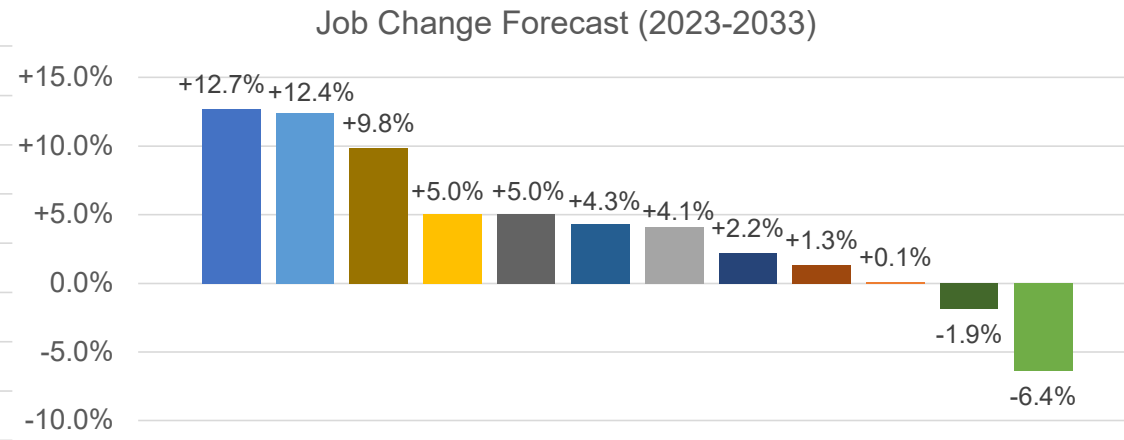
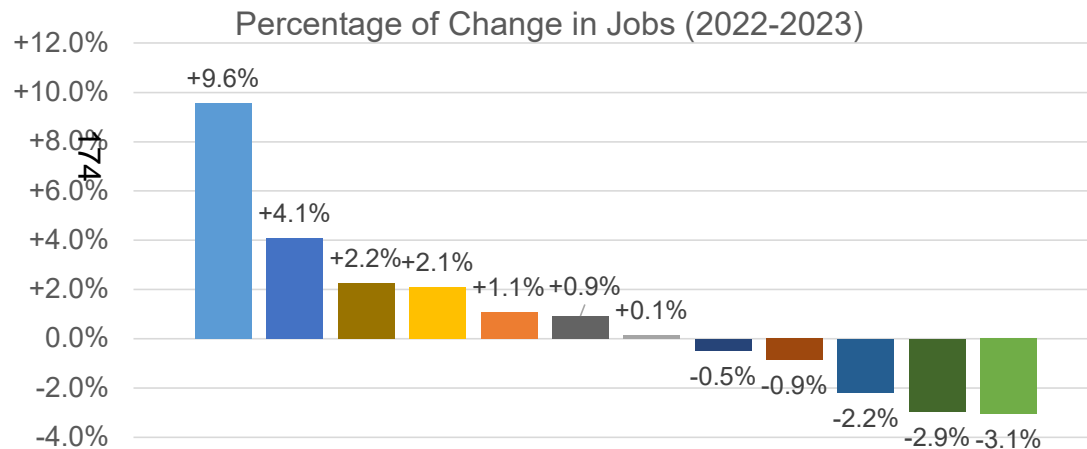
- Visitor Economy
- Construction & Development
- Space
- Health & Social Work
- Life Sciences & Bio-tech
- Energy
- Financial Services & Insurance
- Agri-Food Tech
- Creative Industries
- Digital Tech
- Advanced Manufacturing & Engineering
- Ports & Logistics

Source: [Lightcast](#)



# Percentage Change in Jobs and Job Forecast

- The **Visitor Economy** sector has the highest percentage increase in the number of jobs among the foundational sectors (+9.6%), followed by **Construction and Development** (+4.1%) from 2022-2023.
- **Space** (-3.1%) and **Digital-Tech** (-2.9%) sectors faced the highest decline in the number of jobs from 2022 to 2023.
- The **Construction and Development** (+12.7%) sector has the highest forecasted percentage increase in the number of jobs among the foundational sectors, followed by **Visitor Economy** sector (+12.4%) for the period of 2023 to 2033.
- **Space** and **Digital-Tech** sectors has the most decline in the percentage of forecasted jobs from 2023 to 2033.

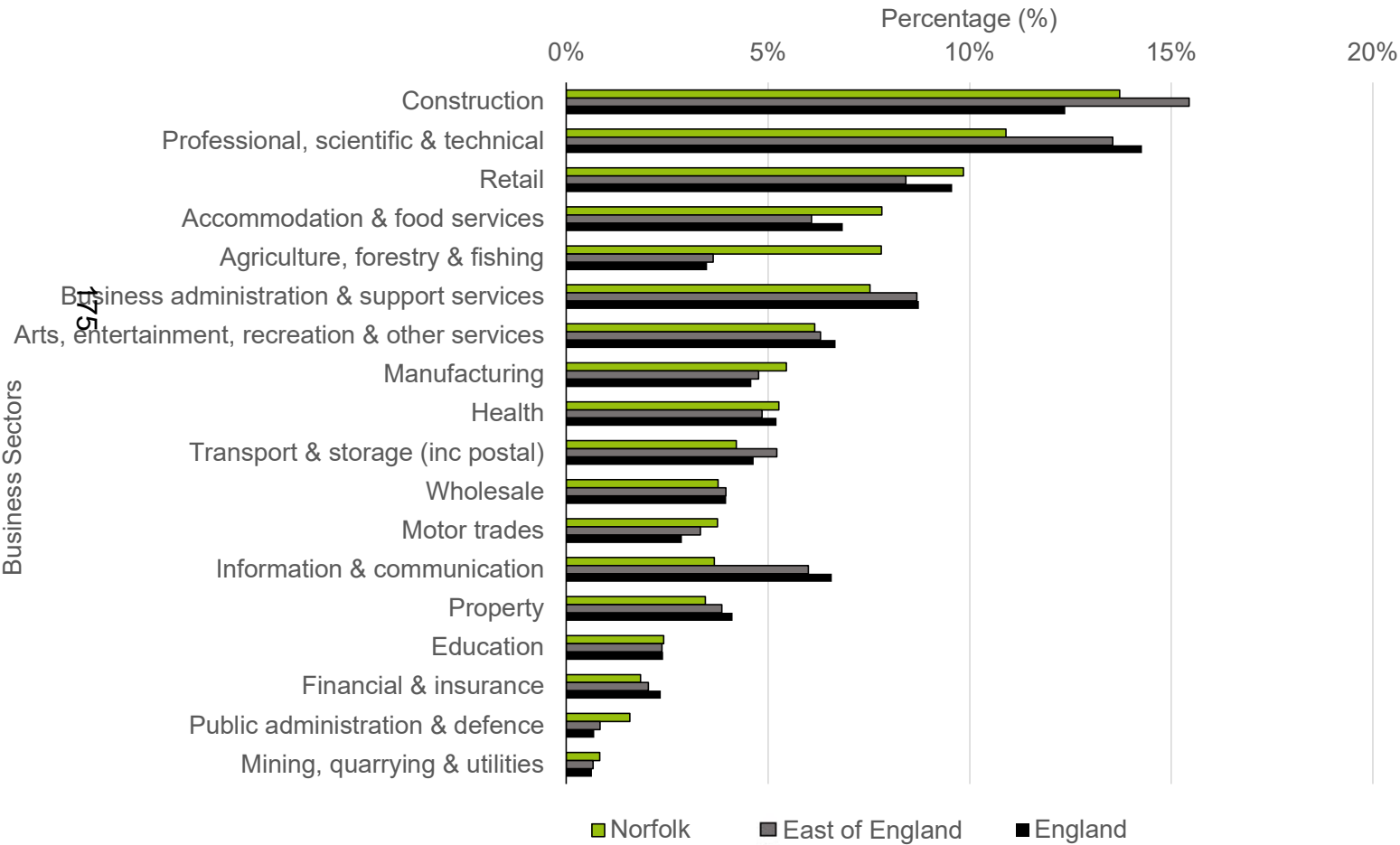


- Visitor Economy
- Life Sciences & Bio-tech
- Agri-Food Tech
- Advanced Manufacturing & Engineering
- Energy
- Digital Tech
- Construction & Development
- Health & Social Work
- Ports & Logistics
- Financial Services & Insurance
- Creative Industries
- Space

- Construction & Development
- Life Sciences & Bio-tech
- Ports & Logistics
- Advanced Manufacturing & Engineering
- Energy
- Digital Tech
- Visitor Economy
- Health & Social Work
- Creative Industries
- Financial Services & Insurance
- Agri-Food Tech
- Space

# Norfolk businesses – sectors

Proportion of businesses by sector, 2023



- Of the 39,675 businesses in Norfolk, 14% are in construction, 11% are in professional, scientific & technical and 10% are in retail.
- Compared to England, Norfolk has a slightly higher proportion of businesses in 'construction' (14% vs. 12%), 'agriculture, forestry and fishing' (8% vs. 3%), 'accommodation and food services' (8% vs. 7%).
- Norfolk has a lower proportion of 'professional, scientific & technical' businesses than England (11% vs. 14%).

# Norfolk's tourism sector

| <b>Economic Impact of Tourism - Year on year comparisons</b> |                       |                       |                       | <b>Year-on-year comparison</b> | <b>Pre-pandemic levels</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|----------------------------|
| <b>Day Trips</b>   | <b>2022</b>           | <b>2021</b>           | <b>2019</b>           | <b>2022 v 2021</b>             | <b>2022 v 2019</b>         |
| Day trips Volume   | 48,376,000            | 29,625,000            | 48,835,000            | 63%                            | -1%                        |
| Day trips Value  | £1,652,996,000        | £1,073,614,000        | £1,639,298,000        | 54%                            | 1%                         |
| <b>Overnight Trips</b>                                       |                       |                       |                       |                                |                            |
| Number of overnight trips                                    | 2,984,000             | 2,348,000             | 3,164,000             | 27%                            | -6%                        |
| Number of nights   | 11,758,000            | 8,727,000             | 12,642,000            | 35%                            | -7%                        |
| Overnight trip value   | £726,489,000          | £510,004,000          | £759,354,000          | 42%                            | -4%                        |
| <b>Total Value</b>   | <b>£3,366,027,493</b> | <b>£2,344,331,720</b> | <b>£3,423,350,428</b> | <b>44%</b>                     | <b>-2%</b>                 |
| Actual Jobs  | 68,066                | 50,777                | 69,266                | 34%                            | -2%                        |
|  | <b>2022</b>           | <b>2021</b>           | <b>2019</b>           | <b>2022 v 2021</b>             | <b>2022 v 2019</b>         |
| Average length stay (nights x trip)                          | 3.94                  | 3.72                  | 4.00                  | 6.0%                           | -1.4%                      |
| Spend x overnight trip                                       | £243.46               | £217.21               | £240.00               | 12.1%                          | 1.4%                       |
| Spend x night  | £61.79                | £58.44                | £60.07                | 5.7%                           | 2.9%                       |
| Spend x day trip   | £34.17                | £36.24                | £33.57                | -5.7%                          | 1.8%                       |

- 2022 saw over 50 million trips to Norfolk.
- Norfolk's visitor economy grew 44% in 2022 (compared to 2021).
- The total value of tourism is now £3.4bn – the same as in 2019.
- The volume of day trips in 2022 increased 63% year-on-year in Norfolk, with the overall number of day trippers slightly up compared to 2019. This figure is also higher in key tourist destinations, such as North Norfolk and Great Yarmouth.
- As of 2021, it was estimated that the tourism sector provides £2.3 billion of Gross Value Added (GVA) to Norfolk's economy.



## The Data City explainer

### Explanation of the Data City platform and some of its caveats.

The Data City is an online platform which is used to gather wider insights on business activity, focusing on emerging and innovative sectors. The platform uses an alternative to SIC-codes called 'Real Time Industrial Classifications' (or RTICs). These new-tech sector groupings are identified via web scraping and machine learning technology, through analysing text on businesses' websites to understand the activity and sectors they are involved in based upon keywords and business demography.

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The platform only analyses companies listed on companies house which also have a website, making up of around 30% of the total business base, meaning that sole proprietors or micro companies with no website are often not reflected. In total, over 5 million UK companies and 350 sectors (RTICs) and sub-sectors (sub-RTICs) are included.

However, insights deriving from Data City do come with some caveats. As the platform uses machine learning technology, some additional businesses may be picked up while others may be left out. This is particularly the case when analysing some businesses in the 'Net Zero' RTIC as some businesses may claim to use sustainable practices, but not necessarily in the Net Zero sector. This means that the Data City is best used for relative figures such as shares or specialisms in trying to establish what elements of emerging sectors a place may have strengths in. This is what we use it for. Data City is also best used to analyse business counts as employee and turnover figures are estimated based upon a sample of businesses. We do not recommend using the data for job numbers of turnover figures.

Any use of Data City to identify specific companies also needs careful follow up analysis. This is because the data also includes subsidiary businesses listed on companies house in the counts. Therefore, some of the larger bubbles on a map may not represent a bunch of different businesses, but a singular business with multiple subsidiaries. Particular caution should be taken when looking at Net Zero, as businesses in the sub-sector "waste management and recycling" often includes companies with a high volume of subsidiaries. For example, the two larger bubbles near Fakenham are due to Mick George skips, which has a lot of subsidiary businesses operating in Briston to the North East and in West Raynham Business Park to the South West.

## Company counts in all districts

| Sector                     | Breckland | Broadland | Great Yarmouth | King's Lynn and West Norfolk | North Norfolk | Norwich | South Norfolk | Norfolk Total | UK        | Companies count LQ |
|----------------------------|-----------|-----------|----------------|------------------------------|---------------|---------|---------------|---------------|-----------|--------------------|
| Total                      | 8,206     | 8,267     | 5,557          | 8,600                        | 5,699         | 14,757  | 8,719         | <b>54,851</b> | 5,383,661 | 1.00               |
| 178 Advanced Manufacturing | 39        | 25        | 23             | 23                           | 19            | 32      | 40            | <b>187</b>    | 11,598    | 2.21               |
| Agri-Tech                  | 10        | 10        | 9              | 13                           | 10            | 4       | 26            | <b>74</b>     | 1,725     | 3.80               |
| Clean Energy Generation    | 29        | 39        | 56             | 13                           | 16            | 28      | 17            | <b>172</b>    | 7,588     | 2.51               |
| Digital Technology         | 20        | 27        | 8              | 20                           | 5             | 70      | 39            | <b>176</b>    | 20,509    | 0.64               |
| Life Sciences              | 24        | 50        | 35             | 40                           | 25            | 105     | 73            | <b>343</b>    | 21,896    | 0.72               |
| Net Zero                   | 94        | 51        | 67             | 100                          | 69            | 61      | 121           | <b>448</b>    | 22,960    | 2.69               |
| FinTech                    | 0         | 3         | 1              | 4                            | 3             | 21      | 10            | <b>42</b>     | 5,690     | 0.72               |

# Advanced Manufacturing

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| Sub-RTIC                      | Definition   |
|-------------------------------|--|
| Advanced Measurement          | Companies which can complete the measurement of workpieces between operations with high speed, high efficiency, high accuracy and high flexibility.  |
| Artificial Intelligence       | Companies leveraging AI and machine learning, manufacturers can improve operational efficiency, launch new products, customize product designs and plan future financial action.   |
| Augmented and Virtual Reality | Enhancing and augmenting existing product and service design and enabling entirely new techniques using virtual worlds   |
| Coating Tech                  | Companies offering services for covering that is applied to the surface of an object, usually referred to as the substrate. The purpose of applying the coating may be decorative, functional, or both.  |
| Computer Aided Manufacturing  | Companies using software and computer-controlled machinery to automate a manufacturing process.  |
| Cutting and Machining         | Cutting is a technique where the operator moves a material (workpiece) such as metal and the tool in relation to each other in order to shape the workpiece into the desired form through shaving, drilling, etc                                 |
| Data Services                 | Companies using data to drive efficient and responsive production systems.   |
| Digital Design                | Digital Design, Manufacturing & Services (DDMS) is a digital-first approach to the way products are designed, manufactured and operated.   |
| Digital Twins                 | The digital twin is a virtual representation of the as-designed, as-built, and as-maintained physical product  |
| Forging                       | Forging is a manufacturing process involving the shaping of a metal through hammering, pressing, or rolling.   |
| Forming                       | Forming is a mechanical process used in manufacturing industries wherein materials (mostly metals) undergo plastic deformations and acquire required shapes and sizes by application of suitable stresses such as compression, shear and tension |
| Industrial IoT                | The industrial internet of things (IIoT) refers to interconnected sensors, instruments, and other devices networked together with computers' industrial applications.  |
| Moulding                      | A process that involves shaping a liquid or malleable raw material by using a fixed frame; known as either a mould or a matrix.  |
| Prototyping                   | Companies creating early samples, models, or releases of a product built to test a concept or process.   |
| Robotics and Automation       | Robotic Process Automation, or RPA, is software that is integrated with business processes in order to automate certain activities, minimize human errors, and maximize productivity   |

# Agri-Tech

180

| RTIC      | sub-RTIC             | Definition  |
|-----------|----------------------|---|
| Agri-Tech | AgSciences           | Companies in the field of life sciences pushing for agricultural innovation by providing specialised products or services, like GMO seeds |
| Agri-Tech | Automation           | Companies producing machinery and/or technology that enable the automation of agricultural processes                                      |
| Agri-Tech | Drone Technology     | Companies providing drone technology, or services reliant on drone technology, to the agricultural industry                               |
| Agri-Tech | Management Platforms | Companies providing software and/or platforms that enable agricultural data management and analytics                                      |
| Agri-Tech | Precision Farming    | Set of products and/or services that enable real-time and off-field monitoring and control of agricultural processes                      |
| Agri-Tech | Remote Sensing       | Companies providing products that make possible agricultural monitoring off-field   |
| Agri-Tech | Vertical Farming     | Companies producing the technology and related services and infrastructure that enable vertical farming                                   |
| FoodTech  | Agri Tech            | Companies offering services and technologies that aim to increase farming efficiency and sustainability                                   |
| Net Zero  | Agritech             | Companies developing technologies and providing services transforming dominant/traditional agricultural practices.                        |

## Clean Energy Generation

181

| RTIC              | sub-RTIC          | Definition   |
|-------------------|-------------------|--|
| Energy Generation | Bioenergy         | Companies generating energy from organic materials, such as biomass and biofuels.  |
| Energy Generation | Hydrogen          | Companies generating energy from hydrogen, contributing to sustainable power solutions and carbon-neutral practices.       |
| Energy Generation | Hydropower        | Companies generating energy from hydropower (flowing water).   |
| Energy Generation | Offshore Wind     | Companies using offshore wind to produce electricity and companies engaged in the maintenance of offshore wind facilities. |
| Energy Generation | Onshore Wind      | Companies using onshore wind to produce electricity.   |
| Energy Generation | Renewable Thermal | Companies generating energy from sustainable heat sources, such as solar, geothermal, or biomass.                          |
| Energy Generation | Solar             | Companies generating energy from solar sources   |
| Energy Generation | Nuclear           | Companies generating energy from nuclear sources.  |

# Digital Technology

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| RTIC                          | Definition   |
|-------------------------------|--|
| Artificial Intelligence       | Companies working with artificial intelligence (often machine learning) in areas such as; Data Analysis, Enabling Platforms, Image Processing, Machine Learning, Natural Language Processing, Blockchain, GreenTech, Life Sciences, Industry 4.0 and Automation, Systems Optimisation, Signal Processing |
| Cyber                         | Companies working across the cybersecurity and computer safety sector; Cryptographic Authentication, Endpoint Security, Identity Management, IoT Security, Network Security, Incident Detection and Response, Risk Management, Threat Management.  |
| Immersive Technologies        | Companies and start-ups focused on the development, manufacturing, and delivery of Immersive Technologies, including Augmented Reality, Haptics, Hardware, the Metaverse and more.   |
| Internet of Things            | Companies creating objects with the capability of communicating with each other and sharing data over the internet.  |
| Sensors                       | Companies designing or deploying devices or management systems related to those devices that enable products to sense their environment and respond or create data for further analysis.   |
| Software as a Service (SaaS)  | Companies selling software subscriptions, often hosted in the cloud, either directly to consumers or to businesses.  |
| Software Development          | Companies involved in creating, designing, and maintaining computer programs.  |
| Wearables and Quantified Self | Companies creating or deploying wearable devices and other technologies that collect data about the wearer such as fitness and sleep and provide insight via analysis.   |

# Life Sciences

183

| RTIC              | sub-RTIC                                     | Definition   |
|-------------------|--|--|
| Life Sciences     | Biology and Biotech                          | Companies working in the field of biology and biotechnology, may that be developing products or providing services.  |
| Life Sciences     | Chemical Products and Services               | Companies working in the field of chemistry, developing products or providing services.  |
| Life Sciences     | Environmental Sciences Products and Services | Companies that work in the field of environmental monitoring, ecology, geography and/or any sector that directly investigates the state of inhabited territories   |
| Life Sciences     | Human Health Services                        | Companies providing health services  |
| Life Sciences     | Life Sciences Manufacturing                  | Companies that provide the technologies, products and services that enable manufacturing specialised life sciences materials   |
| Life Sciences     | Research                                     | Companies that base their economic activity in Life Sciences research  |
| Life Sciences     | Synthetic Biotechnology                      | Companies involved in the use and development of synthetic biotechnology products in areas such as agriculture , healthcare and environmental sustainability.  |
| Biopharmaceutical |  | Companies involved in the development and production of innovative medical solutions, including antibodies, vaccines, advanced therapy medicinal products (ATMPs), small molecule therapeutics, and blood and cell products. |
| Omics             |  | Companies aiming at the collective characterisation and quantification of biological molecules that translate into the structure, function, and dynamics of an organism.   |
| Pharma            |  | Companies providing new technologies and services to the pharmaceutical industry, largely in the developoment, testing, production, distribution, and marketing of medicines.  |

# Net Zero

184

| Sub-RTIC   | Definition   |
|--|--|
| Agri-tech  | Companies developing technologies and providing services transforming dominant/traditional agricultural practices. |
| Building Technologies                                  | Companies providing technology and services for increased energy efficiency in buildings.                          |
| Carbon Capture   | Companies dedicated to carbon capture, storage and utilisation   |
| Diversion of Biodegradable Waste from Landfill         | Companies focusing on landfill management.   |
| Energy Cooperatives                                    | Energy producers where citizens have control/ownership over the energy source.                                     |
| Energy Storage   | Companies providing services/technology to capture energy for use at a later time.                                 |
| Green Finance  | Structured financial activity that’s been created to ensure a better environmental outcome.                        |
| Grid   | Organisations dedicated to energy management and energy infrastructure development/maintenance.                    |
| Heating  | Companies offering services/technology for low carbon heating.   |
| Low Carbon Consultancy, Advisory & Offsetting Services | Businesses providing environmental consultancy are producing a service for the low carbon economy.                 |
| Low Carbon Energy Generation                           | Companies providing energy from low carbon sources.  |
| Low Emission Vehicles                                  | Companies focusing on the development of technology and infrastructure for electric vehicles.                      |
| Pollution Control and Mitigation                       | Companies providing services and technology for the mitigation of pollution.                                       |
| Renewable Energy Planning Database                     | Companies captured and/or similar to those identified in the Renewable Energy Planning Database.                   |
| Renewables   | Companies providing energy from renewable sources.   |
| Waste Management and Recycling                         | Companies dedicated to solid waste removal, management and processing.   |



# FinTech

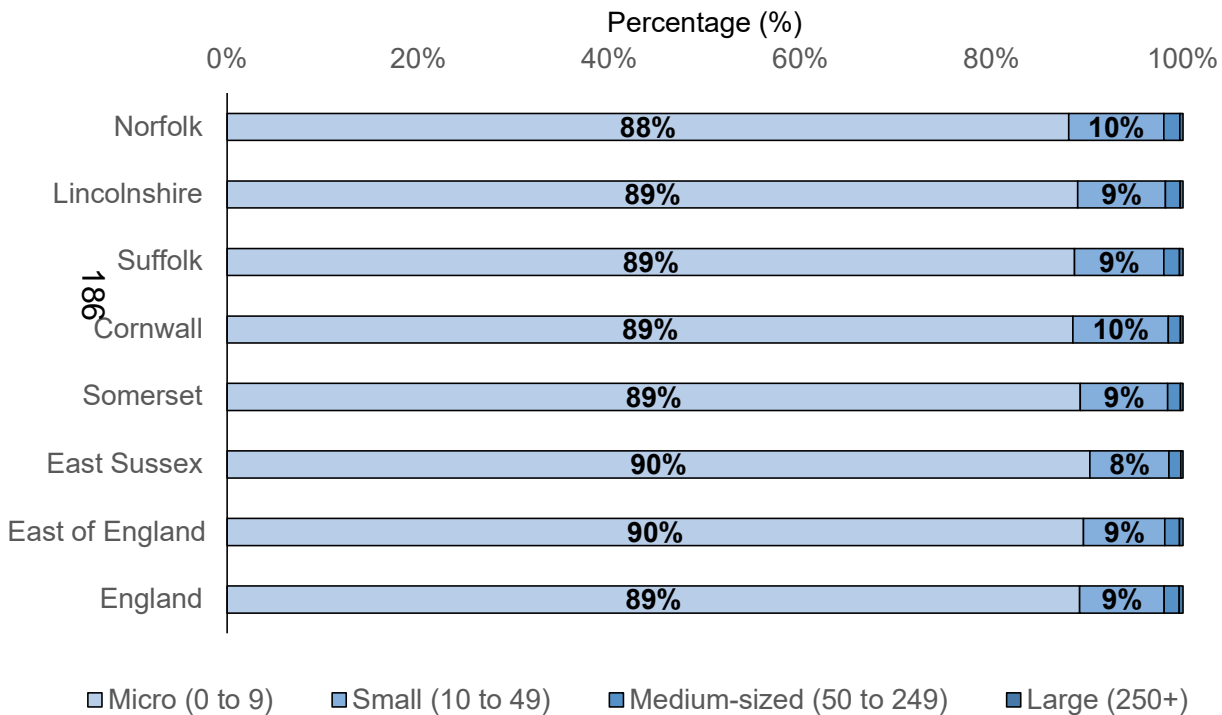
185

| Sub-RTIC                    | Definition   |
|-----------------------------|--|
| Alternative Credit Analysis | Companies providing analytics products/services for the financial sector.  |
| Consensus Services          | Companies involved in utilising advanced technologies such as blockchain and smart contracts to transform the verification of financial agreements, enhancing trust and transparency in transaction processes. |
| Crypto Asset Exchange       | Companies developing/providing secure and user-friendly platforms for buying, selling, and exchanging cryptocurrencies.  |
| Digital Banks               | Companies developing technologies and services that allow for the digitalisation of banking products or services.  |
| Digital Capital Raising     | Companies developing/providing novel platforms and strategies that enable efficient and accessible capital acquisition for businesses and projects.  |
| Digital Custody             | Companies dedicated to the development of digital products that provide robust and reliable solutions for safeguarding and managing digital assets.  |
| Digital Identity            | Companies supplying digital technologies aimed towards verifying identities in digital financial transactions.   |
| Digital Lending             | Companies producing digital platforms and technologies for lending services.   |
| Digital Payments            | Companies offering digital payments technologies.  |
| Digital Savings             | Companies providing specialised cyber security services to financial institutions.   |
| Insurtech                   | Companies developing specialised digital products for the insurance sector.  |
| Regtech                     | Companies developing technologies that facilitate regulations and assets management.   |
| Tech for Enterprise         | Companies creating software products to financial institutions.  |
| Wealthtech                  | Companies creating software products to financial institutions   |

# Norfolk business size comparison

- 88% of Norfolk businesses are classed as 'micro' – employing 0-9 employees.
- This is comparable to both England as a whole and all the statistical neighbours.

Proportion of Business by Size, 2023

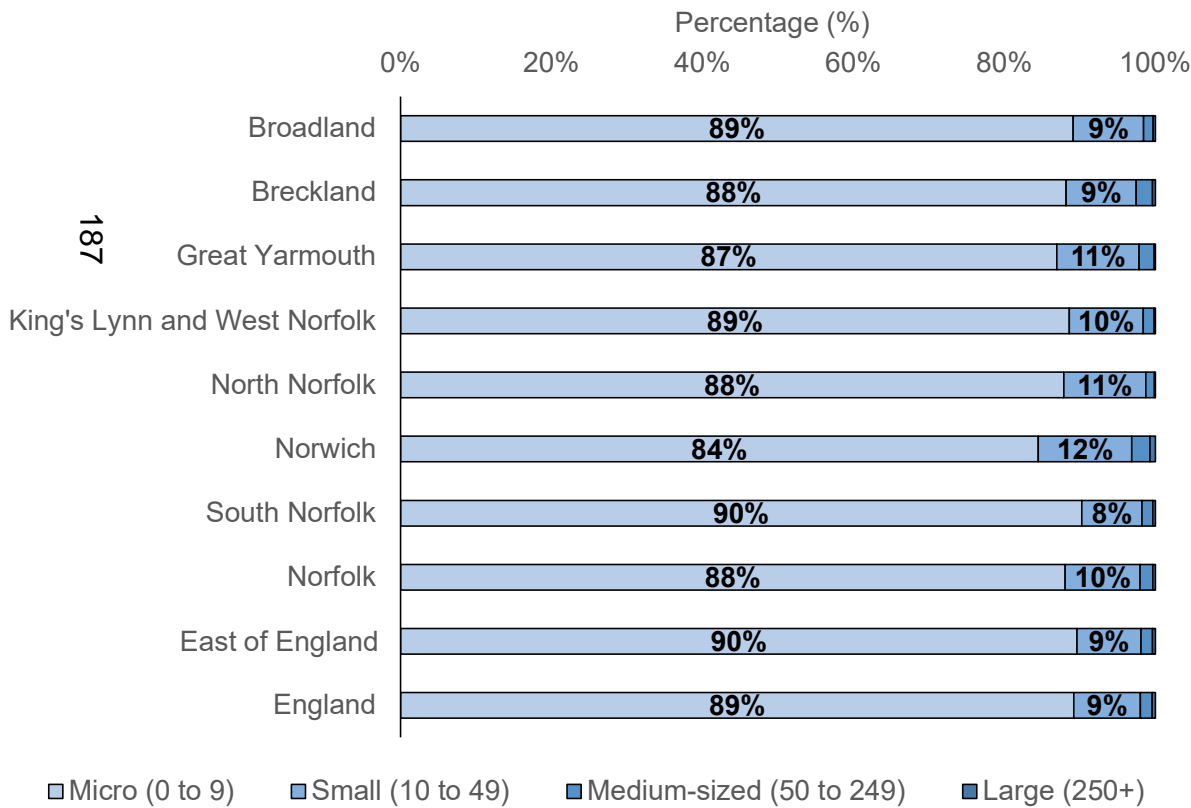


|                 | Micro (0-9) | Small (10-49) | Medium (50-249) | Large (250+) |
|-----------------|-------------|---------------|-----------------|--------------|
| Norfolk         | 88%         | 10%           | 2%              | 0.3%         |
| Lincolnshire    | 89%         | 9%            | 2%              | 0.3%         |
| Suffolk         | 89%         | 9%            | 2%              | 0.4%         |
| Cornwall        | 89%         | 10%           | 1%              | 0.3%         |
| Somerset        | 89%         | 9%            | 1%              | 0.3%         |
| East Sussex     | 90%         | 8%            | 1%              | 0.2%         |
| East of England | 90%         | 9%            | 2%              | 0.4%         |
| England         | 89%         | 9%            | 2%              | 0.4%         |

# Norfolk business size by District

- The districts show a similar picture to Norfolk overall, with a slightly lower proportion of micro-sized businesses in Norwich.

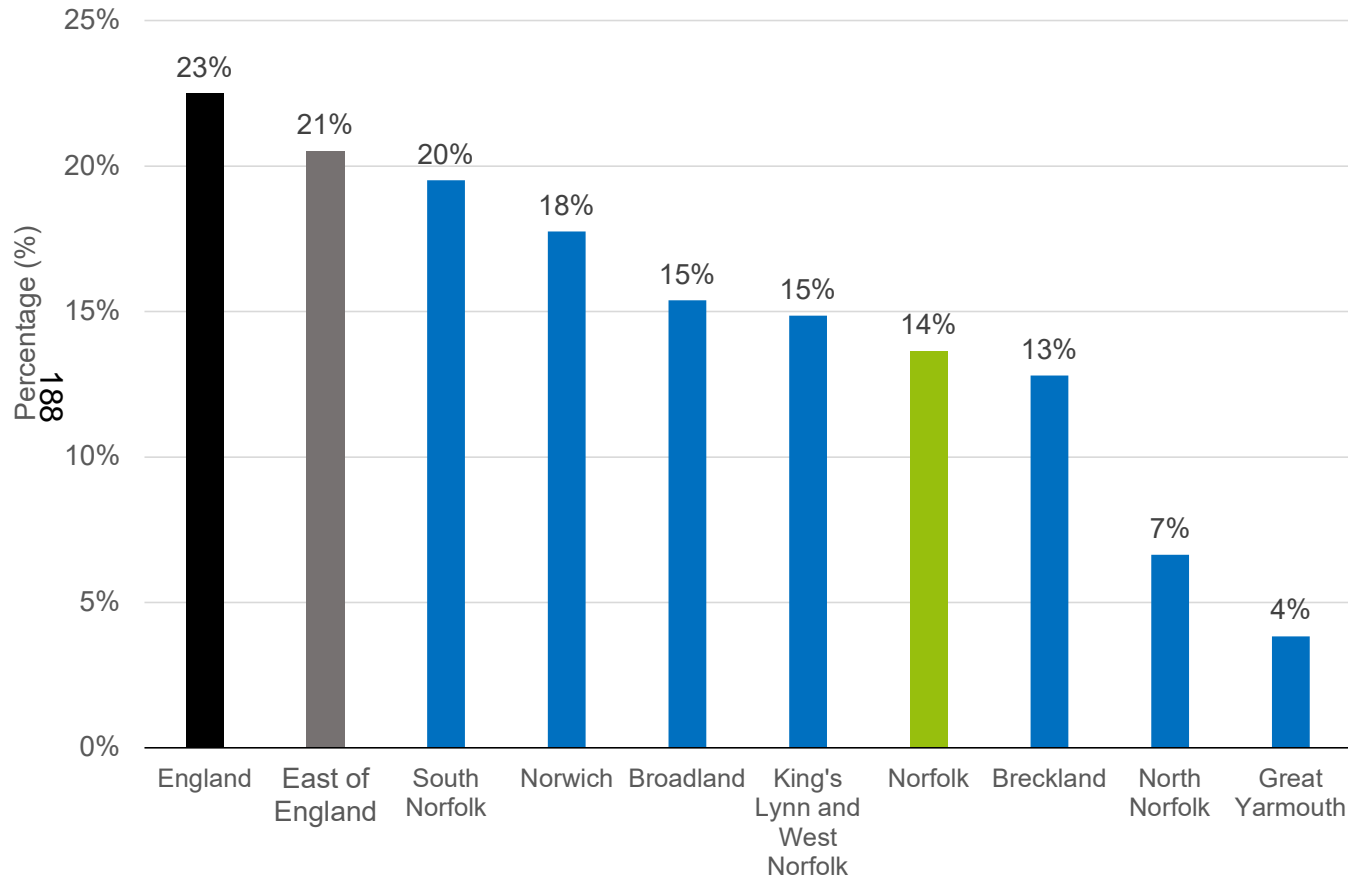
Norfolk Districts - Proportion of Business by Size, 2023



|                              | Business count (2023) | Micro (0-9) | Small (10-49) | Medium (50-249) | Large (250+) |
|------------------------------|-----------------------|-------------|---------------|-----------------|--------------|
| Broadland                    | 6,080                 | 89%         | 9%            | 1%              | 0.3%         |
| Breckland                    | 5,475                 | 88%         | 9%            | 2%              | 0.4%         |
| Great Yarmouth               | 3,520                 | 87%         | 11%           | 2%              | 0.2%         |
| King's Lynn and West Norfolk | 6,650                 | 89%         | 10%           | 1%              | 0.2%         |
| North Norfolk                | 4,980                 | 88%         | 11%           | 1%              | 0.1%         |
| Norwich                      | 6,500                 | 84%         | 12%           | 2%              | 0.7%         |
| South Norfolk                | 6,555                 | 90%         | 8%            | 1%              | 0.3%         |
| Norfolk                      | 39,760                | 88%         | 10%           | 2%              | 0.3%         |
| East of England              | 308,685               | 90%         | 9%            | 2%              | 0.4%         |
| England                      | 2,737,105             | 89%         | 9%            | 2%              | 0.4%         |

# Business change

Business change (2013 to 2023)



- Norfolk saw less business growth at 14% compared to England (23%) and the East of England (21%).
- Of the districts, South Norfolk (20%) saw the largest change in number of businesses between 2013 and 2023, while Great Yarmouth (4%) saw the smallest level of business change in the same period.

# Business 'births' and survival rates

- In 2021 in Norfolk 3,585 new enterprises were 'born' and 93.9% of these enterprises 'survived' their first year of business.
- 1-year survival rates were similar across the board.
- The 3-year survival rate (based on business 'births' in 2019) was higher in every Norfolk district than England overall. Broadland had the highest 3-year survival rate at 65.1%.
- When looking at 5-year survival rates (for business births in 2017), all Norfolk districts except for Norwich achieved better survival rates than England and the 5-year survival rate was highest in North Norfolk (50.8%) – over double the survival rate in Norwich (24.7%).

| Births Of New Enterprises    | 2021  | 2022  |
|------------------------------|-------|-------|
| Norfolk                      | 3,585 | 3,270 |
| Breckland                    | 485   | 470   |
| Broadland                    | 490   | 445   |
| Great Yarmouth               | 445   | 330   |
| King's Lynn and West Norfolk | 530   | 475   |
| North Norfolk                | 390   | 350   |
| Norwich                      | 710   | 675   |
| South Norfolk                | 535   | 525   |

| Survival Of Newly Born Enterprises (2021 business births) | 1-year survival |
|---|-----------------|
| Norfolk   | 93.9%           |
| Breckland   | 93.8%           |
| Broadland   | 94.9%           |
| Great Yarmouth  | 93.3%           |
| King's Lynn and West Norfolk                              | 94.3%           |
| North Norfolk   | 96.2%           |
| Norwich   | 93.0%           |
| South Norfolk   | 92.5%           |
| England   | 93.5%           |

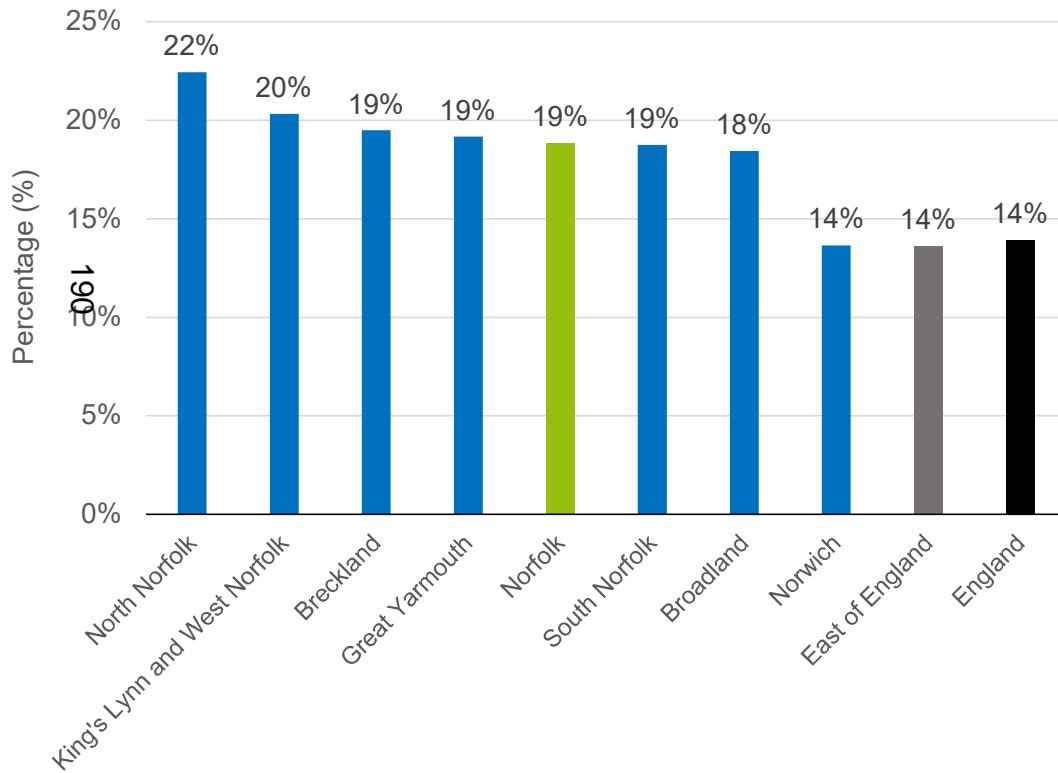
| Survival Of Newly Born Enterprises (2019 business births) | 1-year survival | 2-year survival | 3-year survival |
|---|-----------------|-----------------|-----------------|
| Norfolk   | 94.5%           | 77.5%           | 62.5%           |
| Breckland   | 93.2%           | 75.0%           | 62.5%           |
| Broadland   | 96.4%           | 81.9%           | 65.1%           |
| Great Yarmouth  | 95.5%           | 77.3%           | 59.1%           |
| King's Lynn and West Norfolk                              | 94.8%           | 76.0%           | 63.5%           |
| North Norfolk   | 93.0%           | 77.2%           | 61.4%           |
| Norwich   | 93.8%           | 77.7%           | 61.5%           |
| South Norfolk   | 95.1%           | 77.5%           | 63.7%           |
| England   | 94.7%           | 74.5%           | 55.9%           |

| Survival Of Newly Born Enterprises (2017 business births) | 1-year survival | 2-year survival | 3-year survival | 4-year survival | 5-year survival |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| Norfolk   | 93.8%           | 76.0%           | 52.7%           | 45.3%           | 40.1%           |
| Breckland   | 92.9%           | 75.5%           | 60.2%           | 52.0%           | 46.9%           |
| Broadland   | 93.3%           | 62.5%           | 52.5%           | 45.8%           | 41.7%           |
| Great Yarmouth  | 91.8%           | 73.8%           | 57.4%           | 49.2%           | 41.0%           |
| King's Lynn and West Norfolk                              | 95.8%           | 81.1%           | 63.2%           | 53.7%           | 49.5%           |
| North Norfolk   | 96.8%           | 79.4%           | 65.1%           | 60.3%           | 50.8%           |
| Norwich   | 94.0%           | 81.4%           | 34.4%           | 28.8%           | 24.7%           |
| South Norfolk   | 92.8%           | 75.7%           | 63.1%           | 53.2%           | 47.7%           |
| England   | 93.8%           | 72.6%           | 55.9%           | 45.7%           | 39.4%           |

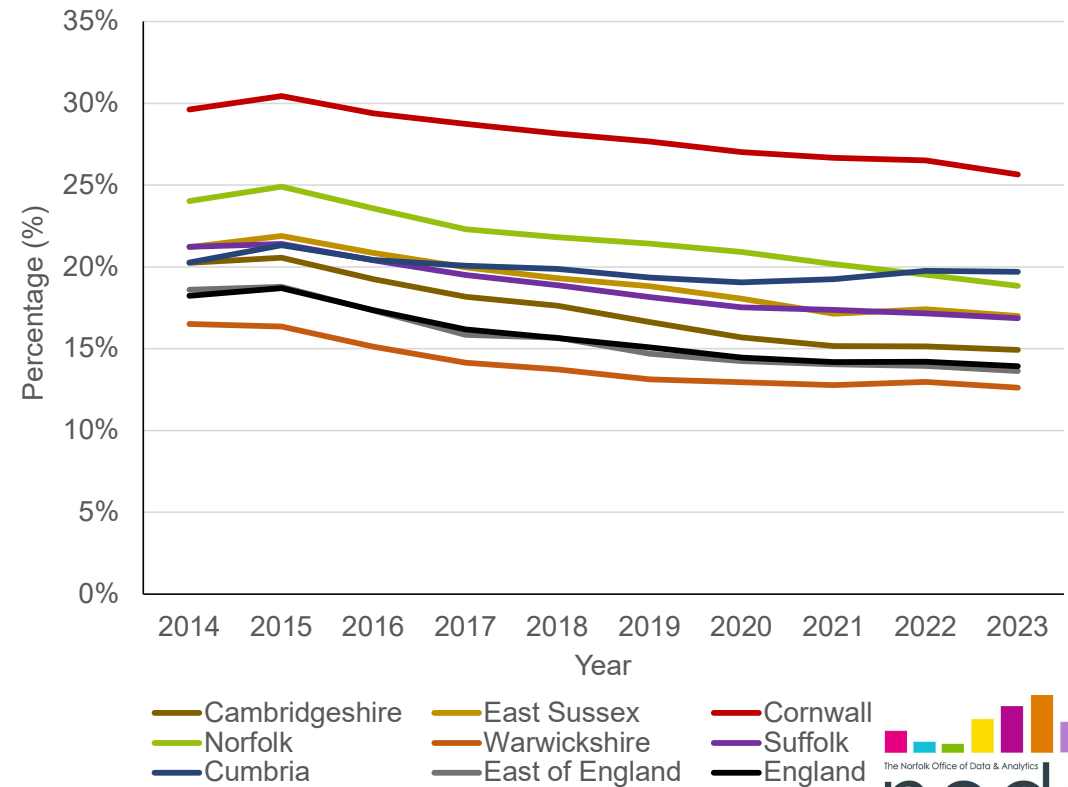
# Sole proprietors

- Sole proprietor businesses account for 19% of the business base in Norfolk. This increases to 22% in North Norfolk and is higher than the national (14%) and regional (also 14%) averages.

Sole proprietors as a proportion of the business base, 2023



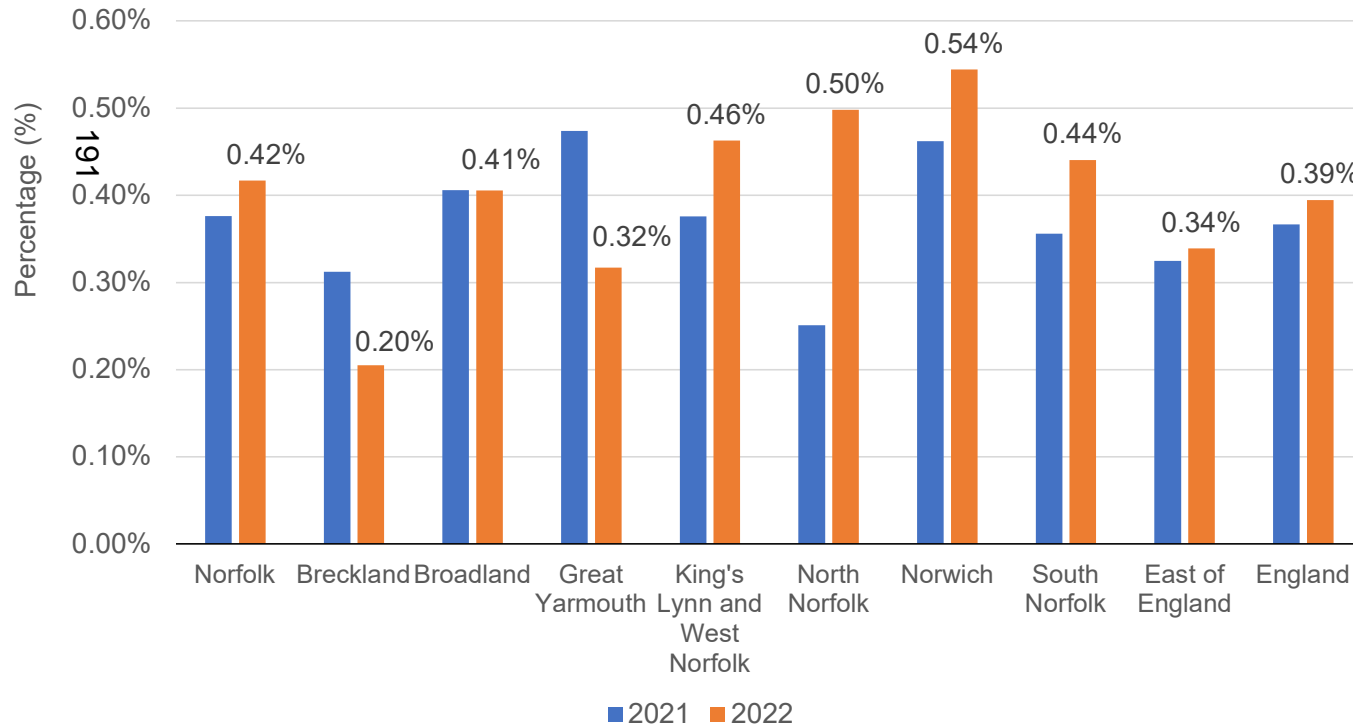
Sole proprietors as a proportion of the business base, 2014-2023



# High Growth enterprises

- 0.42% of Norfolk's 'active enterprises' in 2022 were classed as 'High Growth'.
- Norwich had the highest proportion of 'High Growth' enterprises (0.54%) and Breckland had the lowest (0.20%).

Percentage of High Growth Enterprises in Norfolk and Norfolk Districts, 2021 & 2022



High Growth enterprises definition/method:

“There are several different methods of measuring high growth. The following definition has been used for this analysis:

All enterprises with average annualised growth greater than 20% per annum, over a three year period. Growth can be measured by the number of employees or by turnover. For this analysis growth has been measured using employment.

It is also recommended that a meaningful size threshold be set to avoid the growth of small businesses distorting any results. Eurostat have provisionally set a starting threshold of 10 employees.

In order to calculate the growth of units, it is not necessary to check the change in employee numbers or turnover from one year to the next over a three year period. Instead it is sufficient to compare the population of active enterprises in year xx-3 with those in year xx.

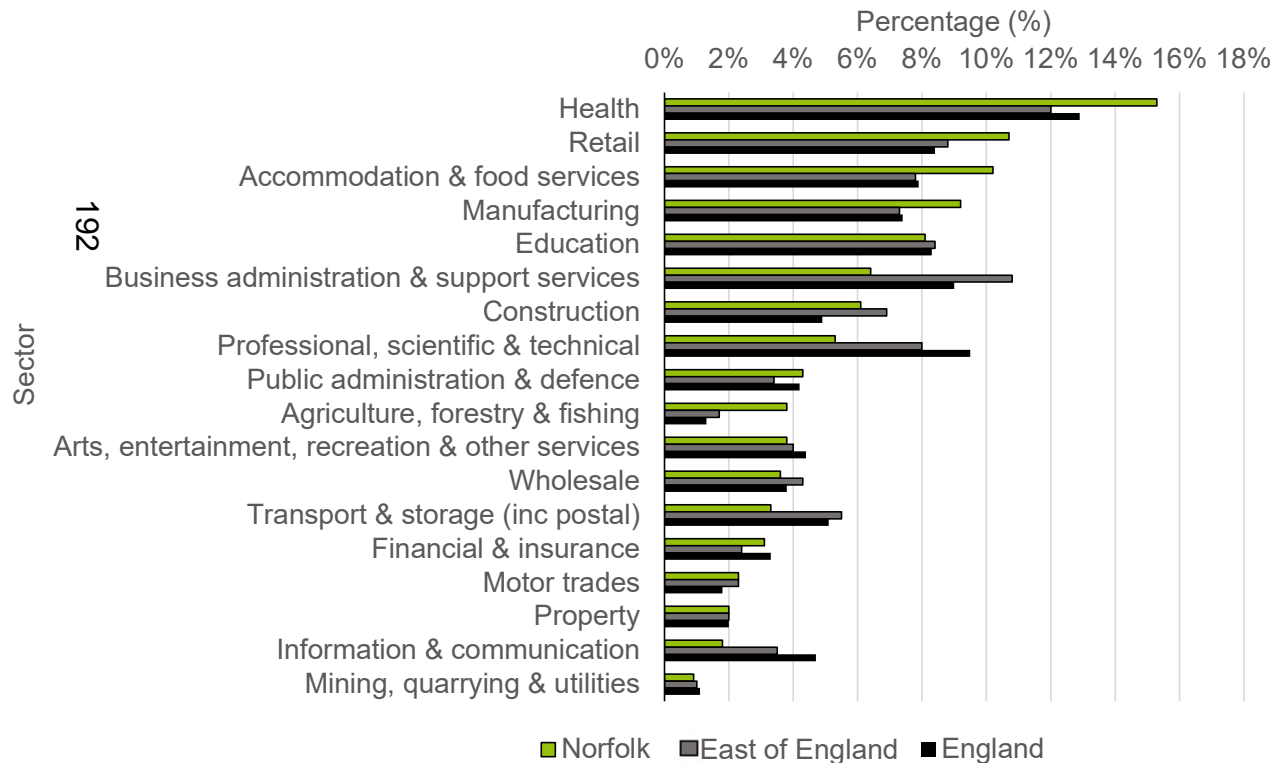
In practice, average annualised growth of 20% per annum over three years would be equal to 72.8% growth from xx-3 to year xx.

We are unable to isolate and remove all cases where data has grown due to a merger or a takeover. These cases are isolated and we do not expect them to have a big impact on the data.”

# Norfolk's employment base and change

- The number of people employed in Norfolk's rose from 377,000 in 2015 to 393,300 in 2022 – a 4.5% increase.
- Health (15%), retail (11%) and accommodation & food services (10%) account for over a-third of the Norfolk employment base.
- South Norfolk was the district with the largest positive employment change between 2015 and 2022 (15.7%), followed by King's Lynn and West Norfolk (9.1%) and Broadland (8.7%).

Employment by sector, 2022



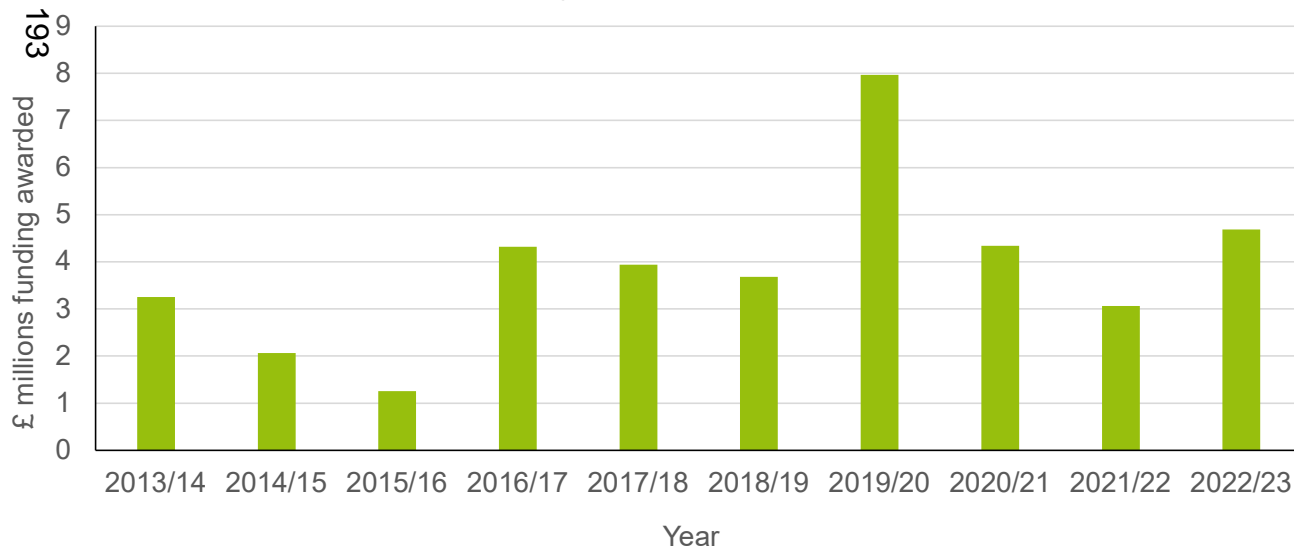
|                               | Percentage employment change by area (2015-2022) |
|-------------------------------|--|
| Norfolk                       | 4.5%   |
| Breckland                     | 0.0%   |
| Broadland                     | 8.7%   |
| Great Yarmouth                | -2.6%  |
| King's Lynn and West Norfolk  | 9.1%   |
| North Norfolk                 | 6.3%   |
| Norwich                       | -2.3%  |
| South Norfolk                 | 15.7%  |
| East of England               | 7.9%   |
| England                       | 8.4%   |
| Lincolnshire                  | 7.1%   |
| Suffolk                       | 6.4%   |
| Cornwall                      | 10.7%  |
| Somerset                      | 5.8%   |
| East Sussex                   | -0.5%  |
| Cambridgeshire & Peterborough | 8.3%   |



# Investment from Innovate UK

- Over the ten-year period 2013/14 to 2022/23, Innovate UK has funded projects in England to the value of around £10.75bn.
- 8.5% has been awarded to projects in the East of England region - of that £915m, around 4.2% of funding has been awarded to projects in Norfolk (around £38.5m), compared with 1.9% for Suffolk (around £17.6m).
- In the year 2022/23, Norfolk received around £4.7m funding, which has been the highest award over the ten-year period, except for £8m awarded in 2019/20.
- Norwich has the most investment in funded projects during 2022/23.

Innovate UK funded projects in Norfolk 2013/14 to 2022/23

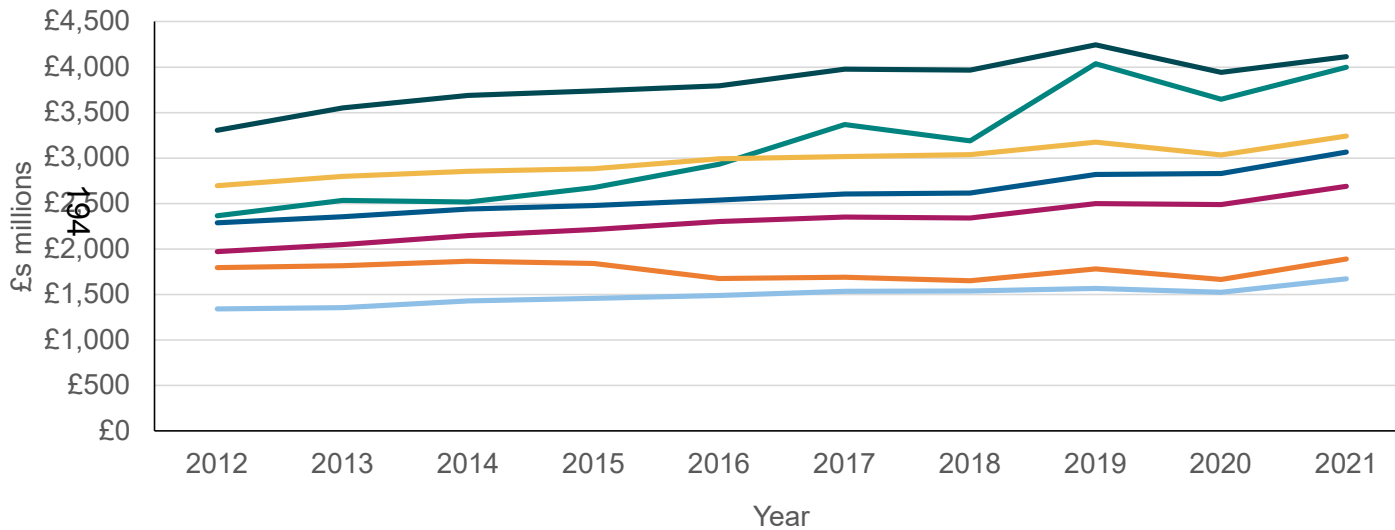


|                              | Innovate UK funded projects, 2022/23 (£) |
|------------------------------|--|
| Breckland                    | £377,700                                 |
| Broadland                    | £408,900                                 |
| Great Yarmouth               | £6,000                                   |
| King's Lynn and West Norfolk | £0                                       |
| North Norfolk                | £161,500                                 |
| Norwich                      | £3,064,300                               |
| South Norfolk                | £667,400                                 |
| Norfolk Total                | £4,685,800                               |

# Productivity (GVA)

- The Norwich and Broadland regions were responsible for over £4 billion in GVA in 2021.
- Alternatively, the measure of GVA per hour worked shows that in 2020, only Broadland was more productive, on average, than the UK overall.

Regional gross value added (balanced) by Norfolk district, 2012 to 2021  
(current prices, pounds million)

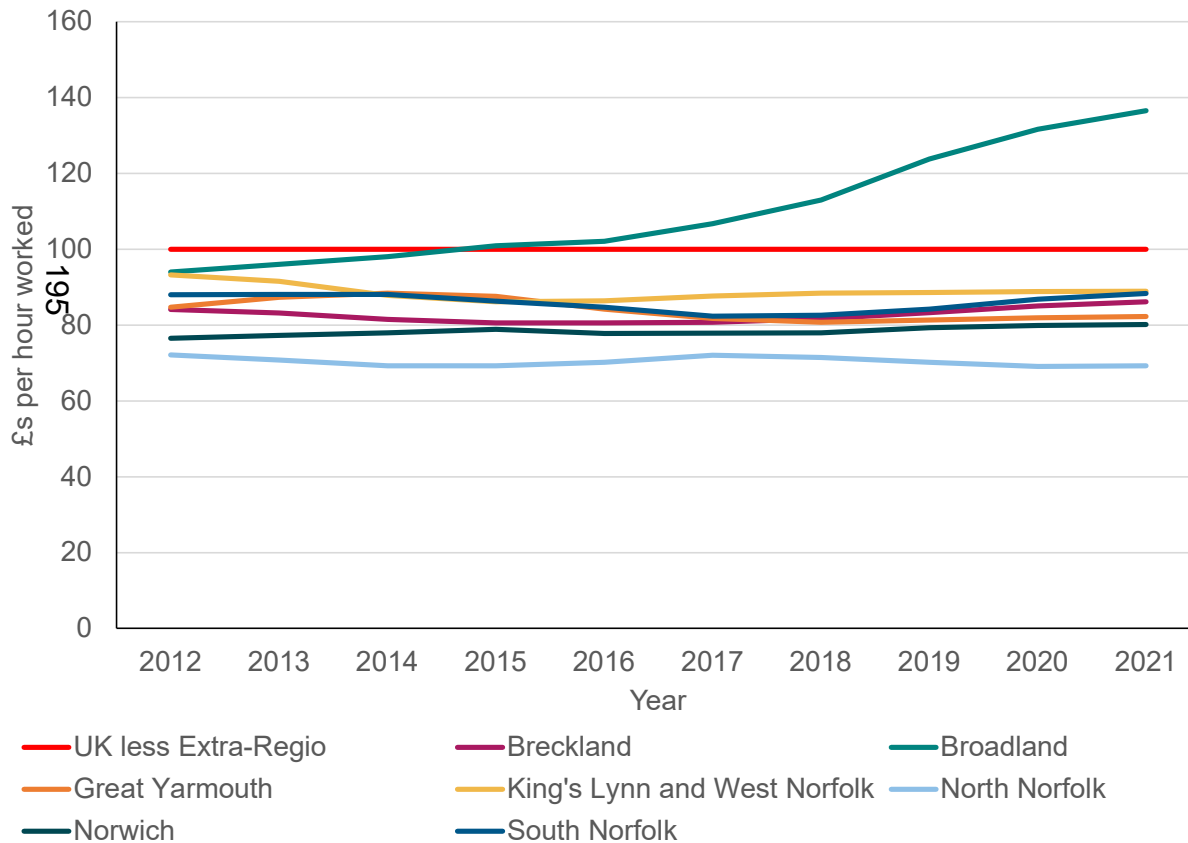


|                              | Regional GVA (current prices, £m) | GVA per hour worked (2020) |
|------------------------------|-----------------------------------|----------------------------|
| Breckland                    | £2,687                            | £30.95                     |
| Broadland                    | £4,000                            | £47.39                     |
| Great Yarmouth               | £1,888                            | £30.96                     |
| King's Lynn and West Norfolk | £3,241                            | £32.46                     |
| North Norfolk                | £1,673                            | £25.64                     |
| Norwich                      | £4,116                            | £30.59                     |
| South Norfolk                | £3,064                            | £31.99                     |
| UK less Extra-Regio          | N/A                               | £37.73                     |

— Breckland      — Broadland      — Great Yarmouth  
— King's Lynn and West Norfolk      — North Norfolk      — Norwich  
— South Norfolk

# Indexed GVA per hour worked

Current Price (smoothed) GVA (B) per hour worked indices; Local Authority District, 2012 - 2021



- With the UK indexed to 100, we can see how the Norfolk districts compare to the country in terms of GVA (£ per hour worked) between 2012 and 2021.
- Broadland saw a good increase compared to the UK between 2017 and 2021, whereas all the other districts have remained below the UK index.
- Some have been consistently below for the past 10 years.

Source: [Subregional productivity in the UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk) & [Subregional productivity: labour productivity indices by local authority district - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk)

# GVA by sector

Regional gross value added (balanced) by industry for Norfolk districts, in millions, 2021 data. This table shows a breakdown of GVA by industry and local authority.

- GVA was highest in Broadland (£3.9bn) and lowest in Great Yarmouth (1.7bn).
- 'Manufacturing' was a greater contributor in Breckland and King's Lynn and West Norfolk, whereas the 'services sector' contributed more in Broadland and Norwich.
- 'Financial and insurance activities' in Broadland are prominent while 'public administration and defence' contributed more GVA in King's Lynn and West Norfolk and Norwich and 'education'; was higher in Norwich also.
- South Norfolk had higher GVA from 'human health' sectors.

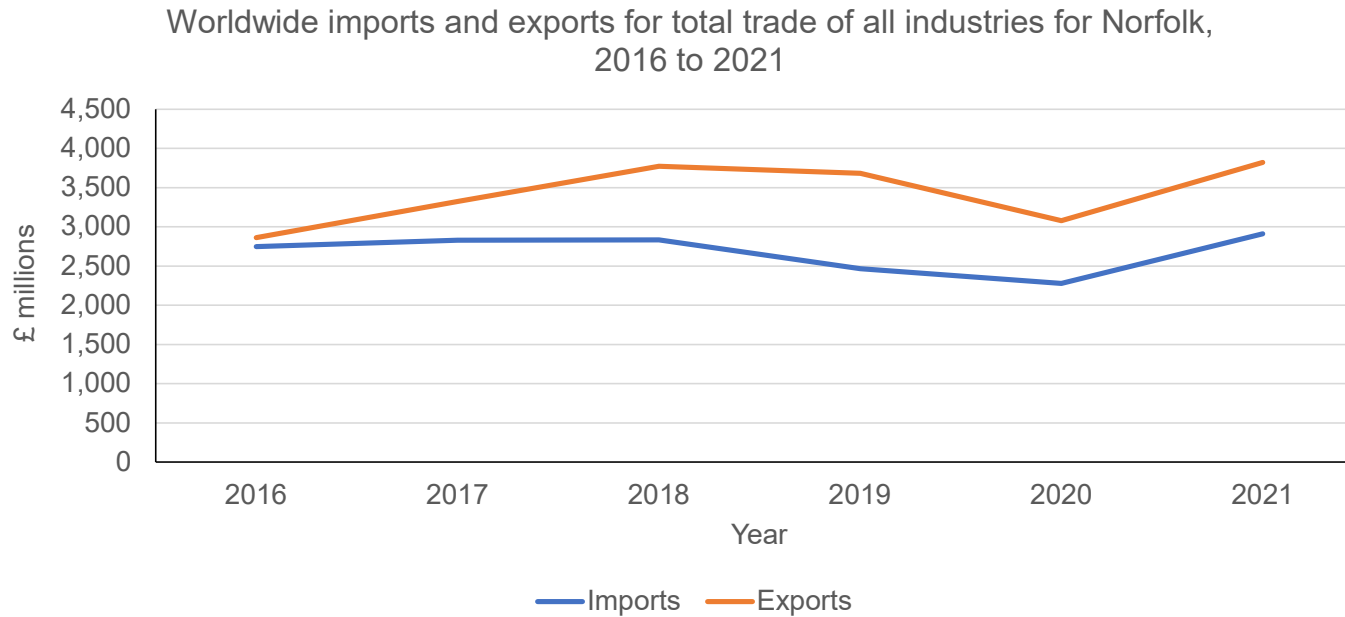
| 2021 (£ million)  | Breckland | Broadland | Great Yarmouth | King's Lynn and West Norfolk | North Norfolk | Norwich | South Norfolk |
|---|-----------|-----------|----------------|------------------------------|---------------|---------|---------------|
| All industries  | 2,589     | 3,960     | 1,715          | 3,043                        | 1,588         | 3,832   | 2,702         |
| Production sector   | 758       | 400       | 345            | 957                          | 319           | 344     | 368           |
| Agriculture, mining, electricity, gas, water and waste        | 156       | 67        | 147            | 231                          | 141           | 52      | 164           |
| Manufacturing   | 602       | 333       | 198            | 726                          | 178           | 292     | 204           |
| Manufacture of food, beverages, textiles and clothing         | 176       | 113       | 13             | 262                          | 65            | 47      | 49            |
| Manufacture of wood, petroleum, chemicals and minerals        | 262       | 88        | 32             | 249                          | 36            | 111     | 47            |
| Manufacture of metals, electrical products and machinery      | 125       | 114       | 117            | 178                          | 54            | 81      | 91            |
| Other manufacturing, repair and installation                  | 39        | 18        | 35             | 36                           | 23            | 53      | 17            |
| Construction  | 244       | 271       | 85             | 219                          | 107           | 229     | 258           |
| Construction of buildings                                     | 67        | 100       | 14             | 44                           | 40            | 33      | 39            |
| Civil engineering   | 71        | 17        | 14             | 26                           | 16            | 57      | 60            |
| Specialised construction activities                           | 106       | 154       | 56             | 148                          | 51            | 139     | 159           |
| Services sector   | 1,587     | 3,288     | 1,285          | 1,867                        | 1,162         | 3,259   | 2,077         |
| Wholesale and retail trade; repair of motor vehicles          | 283       | 280       | 150            | 292                          | 158           | 481     | 290           |
| Motor trades  | 25        | 30        | 17             | 59                           | 15            | 74      | 37            |
| Wholesale trade   | 83        | 89        | 26             | 67                           | 37            | 98      | 125           |
| Retail trade  | 175       | 161       | 107            | 166                          | 106           | 309     | 128           |
| Transportation and storage                                    | 89        | 34        | 37             | 45                           | 34            | 96      | 44            |
| Land, water and air transport                                 | 32        | 8         | 12             | 21                           | 22            | 40      | 20            |
| Warehousing, transport support, postal and courier activities | 57        | 26        | 25             | 24                           | 12            | 56      | 25            |
| Accommodation and food service activities                     | 57        | 57        | 125            | 108                          | 99            | 124     | 63            |
| Information and communication                                 | 21        | 77        | 33             | 29                           | 18            | 163     | 41            |
| Financial and insurance activities                            | 14        | 1,742     | 13             | 16                           | 11            | 104     | 13            |
| Real estate activities  | 385       | 481       | 217            | 460                          | 411           | 475     | 446           |
| Owner-occupiers' imputed rental                               | 316       | 350       | 189            | 395                          | 349           | 235     | 369           |
| Real estate activities, excluding imputed rental              | 70        | 131       | 28             | 65                           | 61            | 240     | 78            |
| Professional, scientific and technical activities             | 93        | 88        | 89             | 67                           | 43            | 289     | 109           |
| Legal and accounting activities                               | 24        | 31        | 10             | 25                           | 13            | 173     | 33            |
| Head offices and management consultancy                       | 5         | 6         | 3              | 5                            | 4             | 16      | 14            |
| Architectural and engineering activities                      | 33        | 18        | 64             | 13                           | 3             | 31      | 22            |
| Other professional, scientific and technical activities       | 30        | 33        | 11             | 24                           | 22            | 69      | 40            |
| Administrative and support service activities                 | 163       | 78        | 101            | 112                          | 42            | 219     | 85            |
| Rental and leasing activities                                 | 66        | 21        | 47             | 34                           | 9             | 27      | 11            |
| Employment activities; tourism and security services          | 67        | 21        | 35             | 51                           | 12            | 134     | 22            |
| Services to buildings and landscape activities                | 16        | 13        | 4              | 20                           | 9             | 38      | 20            |
| Office administration and business support activities         | 12        | 24        | 15             | 7                            | 12            | 20      | 32            |
| Public administration and defence                             | 150       | 78        | 57             | 229                          | 68            | 441     | 144           |
| Education   | 156       | 149       | 128            | 194                          | 120           | 472     | 177           |
| Human health and social work activities                       | 116       | 171       | 259            | 263                          | 85            | 241     | 596           |
| Human health and residential care activities                  | 89        | 151       | 237            | 252                          | 79            | 194     | 509           |
| Social work activities  | 27        | 20        | 22             | 11                           | 5             | 46      | 87            |
| Arts, entertainment and recreation                            | 25        | 19        | 50             | 27                           | 35            | 79      | 24            |
| Other service activities                                      | 25        | 26        | 19             | 16                           | 31            | 67      | 34            |
| Membership organisations; repair of household goods           | 6         | 9         | 1              | 1                            | 14            | 45      | 7             |
| Other personal service activities                             | 19        | 17        | 18             | 15                           | 18            | 22      | 27            |
| Activities of households                                      | 9         | 8         | 6              | 10                           | 7             | 9       | 9             |

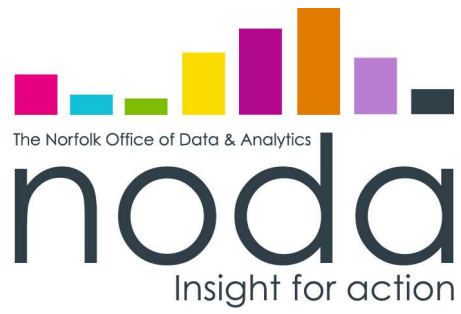
Source: TLH East of England edition from [Regional gross value added \(balanced\) by industry: local authorities by ITL1 region - Office for National Statistics](https://ons.gov.uk) ([ons.gov.uk](https://ons.gov.uk))

# Value of imports and exports

- During the period 2016 and 2021, the value of worldwide imports and exports for total trade of all industries have increased for Norfolk – 5.8% increase for imports compared with 4.9% for the East of England, and 33.5% increase for exports compared with 30.1% for the East of England.
- For 2021, the value of Norfolk's worldwide imports is £2.9bn (representing 5.0% of the region's imports value), and the value of Norfolk's worldwide exports is £3.8bn (representing 7.5% of the region's exports value).
- Over that last year, the value of Norfolk's worldwide imports and exports are proportionately much higher than for the region, and are now above pre-COVID-19 (2018) levels.

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**Norfolk**  
County Council

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# Place



# Key metrics analysis – place

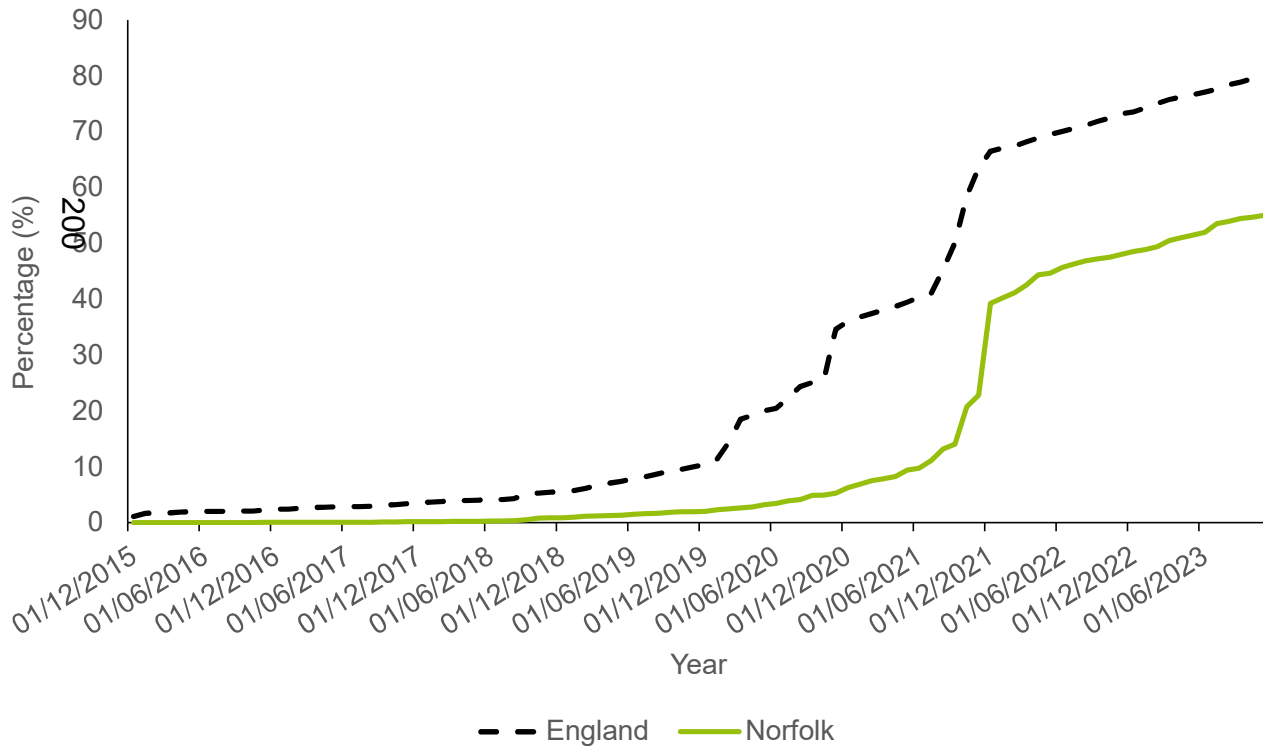
This section looks at:

- Gigabit broadband coverage
- Ultrafast broadband coverage
- Superfast broadband coverage
- 4G coverage
- Wellbeing – life satisfaction
- Wellbeing – a worthwhile life
- Wellbeing – happiness
- Wellbeing – anxiety
- Loneliness
- Housing affordability
- House prices
- Planned housing
- Gross disposable household income (GDHI) per head
- Transport connectivity
- Access to services
- Commuting patterns
- Location of usual residence and place of work
- Emissions per km
- Emissions over time (by district)

# Gigabit broadband coverage

- In November 2023, Norfolk had 55.0% of premises with gigabit broadband, compared to the England coverage of 79.8%.
- The gap between the Norfolk and England percentages remained consistent between December 2022 (25.0%) and November 2023 (24.8%).

Gigabit broadband coverage for Norfolk and England  
January 2010 – November 2023



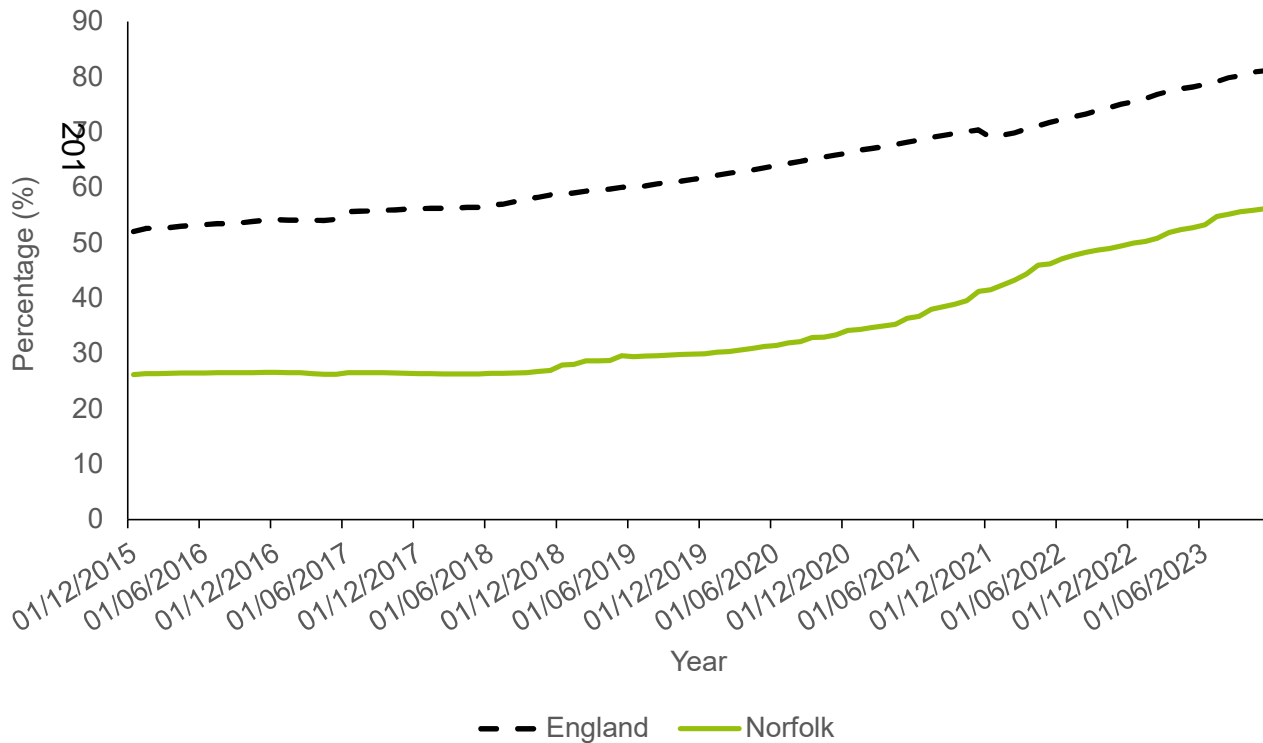
| Percentage of premises with gigabit broadband by month and region | Norfolk | England |
|---|---------|---------|
| 1/12/2022   | 48.6%   | 73.6%   |
| 1/1/2023  | 48.9%   | 74.3%   |
| 1/3/2023  | 49.5%   | 75.1%   |
| 1/3/2023  | 50.6%   | 75.8%   |
| 1/4/2023  | 51.1%   | 76.3%   |
| 1/5/2023  | 51.5%   | 76.6%   |
| 1/6/2023  | 52.0%   | 77.1%   |
| 1/7/2023  | 53.6%   | 77.7%   |
| 1/8/2023  | 54.0%   | 78.4%   |
| 1/9/2023  | 54.5%   | 78.9%   |
| 1/10/2023   | 54.7%   | 79.5%   |
| 1/11/2023   | 55.0%   | 79.8%   |



# Ultrafast broadband coverage

- In November 2023, Norfolk had 56.1% of premises with ultrafast broadband, compared to the England coverage of 81.1%.
- The gap between the Norfolk and England remained between 24% and 26% between December 2022 and November 2023.

Ultrafast broadband coverage for Norfolk and England  
January 2010 – November 2023

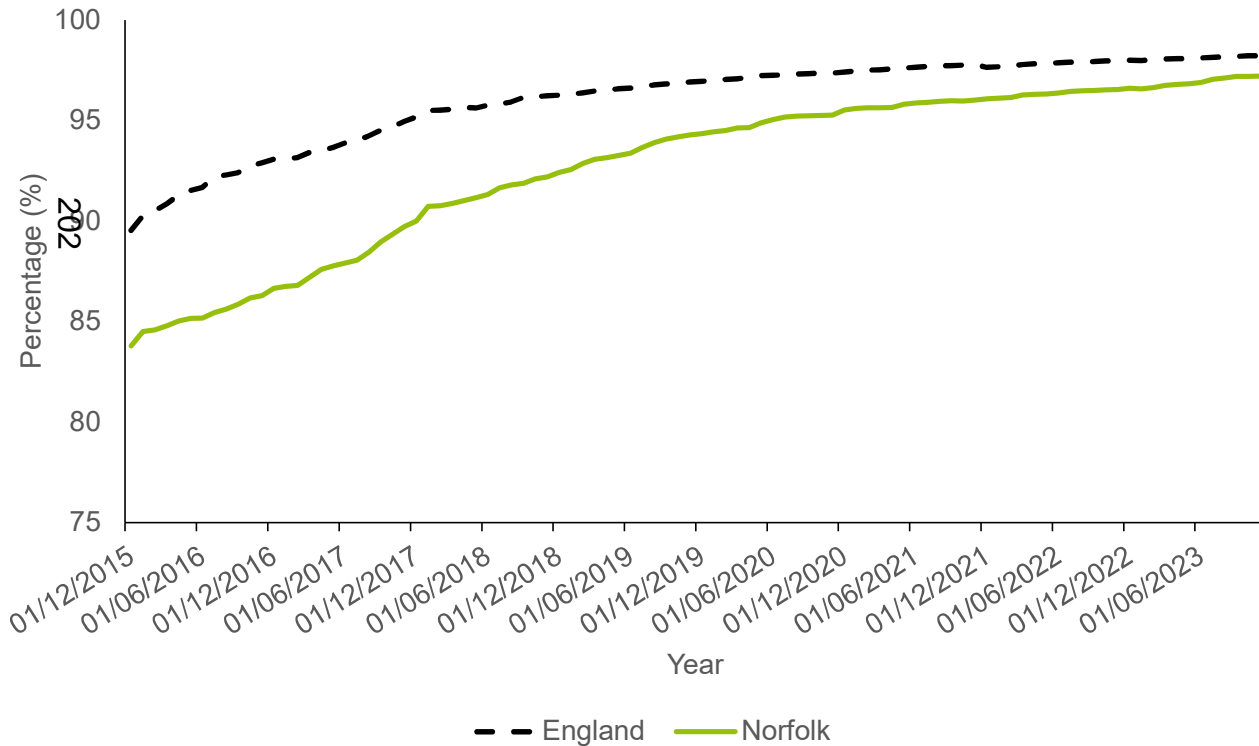


| Percentage of premises with ultrafast broadband by month and region | Norfolk | England |
|---|---------|---------|
| 1/12/2022   | 50.0%   | 75.5%   |
| 1/1/2023  | 50.3%   | 76.1%   |
| 1/3/2023  | 50.9%   | 76.8%   |
| 1/3/2023  | 51.9%   | 77.4%   |
| 1/4/2023  | 52.4%   | 77.8%   |
| 1/5/2023  | 52.8%   | 78.2%   |
| 1/6/2023  | 53.3%   | 78.6%   |
| 1/7/2023  | 54.8%   | 79.1%   |
| 1/8/2023  | 55.2%   | 79.8%   |
| 1/9/2023  | 55.6%   | 80.3%   |
| 1/10/2023   | 55.9%   | 80.8%   |
| 1/11/2023   | 56.1%   | 81.1%   |

# Superfast broadband coverage

- In November 2023, Norfolk had 97.2% of premises with superfast broadband, compared to the England coverage of 98.2%.
- The gap between the Norfolk and England remained small between December 2022 and November 2023, with only minimal change to the England percentage.

Superfast broadband coverage for Norfolk and England, January 2010 – November 2023

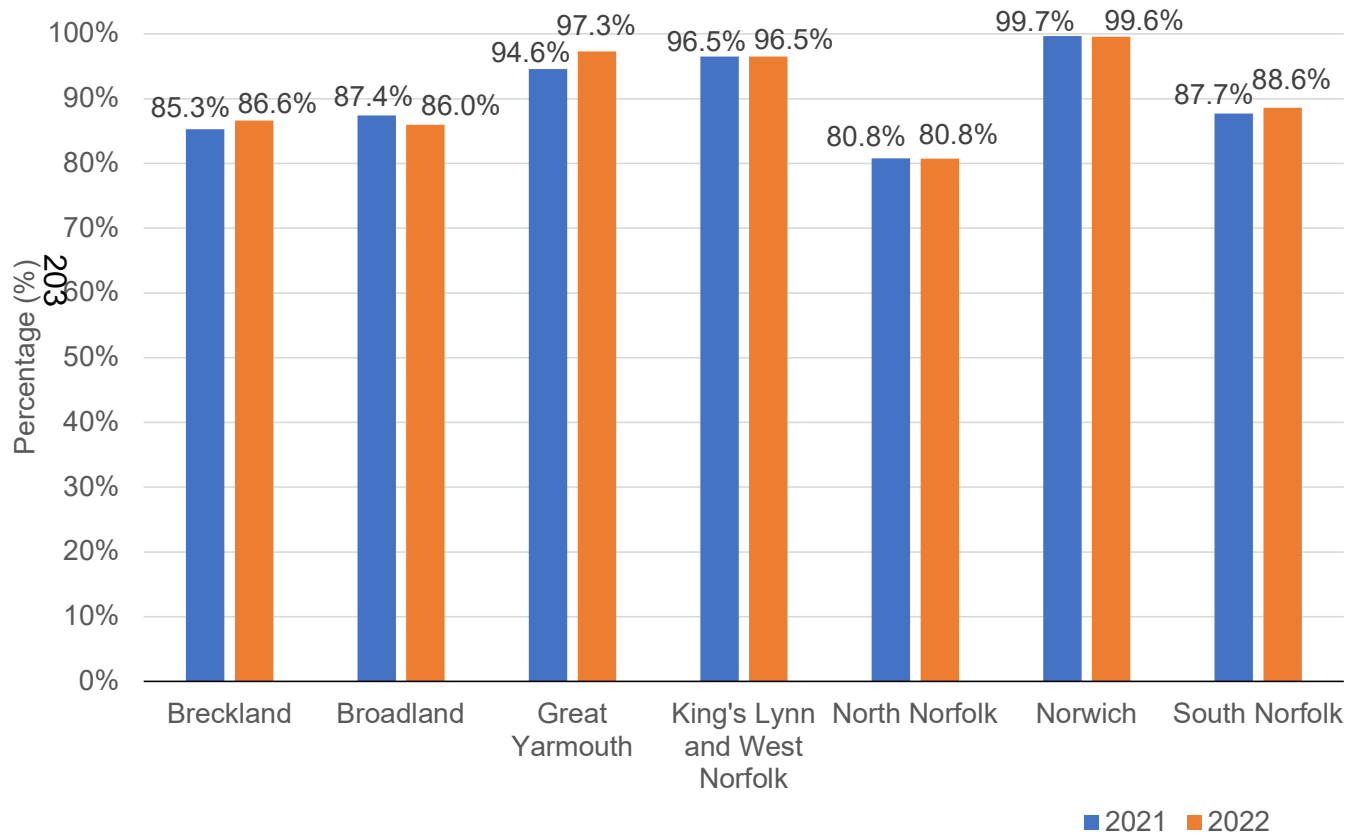


| Percentage of premises with superfast broadband by month and region | Norfolk | England |
|---|---------|---------|
| 1/12/2022   | 96.6%   | 98.0%   |
| 1/1/2023  | 96.6%   | 98.0%   |
| 1/3/2023  | 96.7%   | 98.0%   |
| 1/3/2023  | 96.8%   | 98.1%   |
| 1/4/2023  | 96.8%   | 98.1%   |
| 1/5/2023  | 96.8%   | 98.1%   |
| 1/6/2023  | 96.9%   | 98.1%   |
| 1/7/2023  | 97.1%   | 98.2%   |
| 1/8/2023  | 97.1%   | 98.2%   |
| 1/9/2023  | 97.2%   | 98.2%   |
| 1/10/2023   | 97.2%   | 98.2%   |
| 1/11/2023   | 97.2%   | 98.2%   |

Please note the chart scale on this page ranges from 75% to 100% and not 0% to 100% like the previous two pages.

# 4G coverage

4G services, geographic (outdoor): signal from all operators (%)

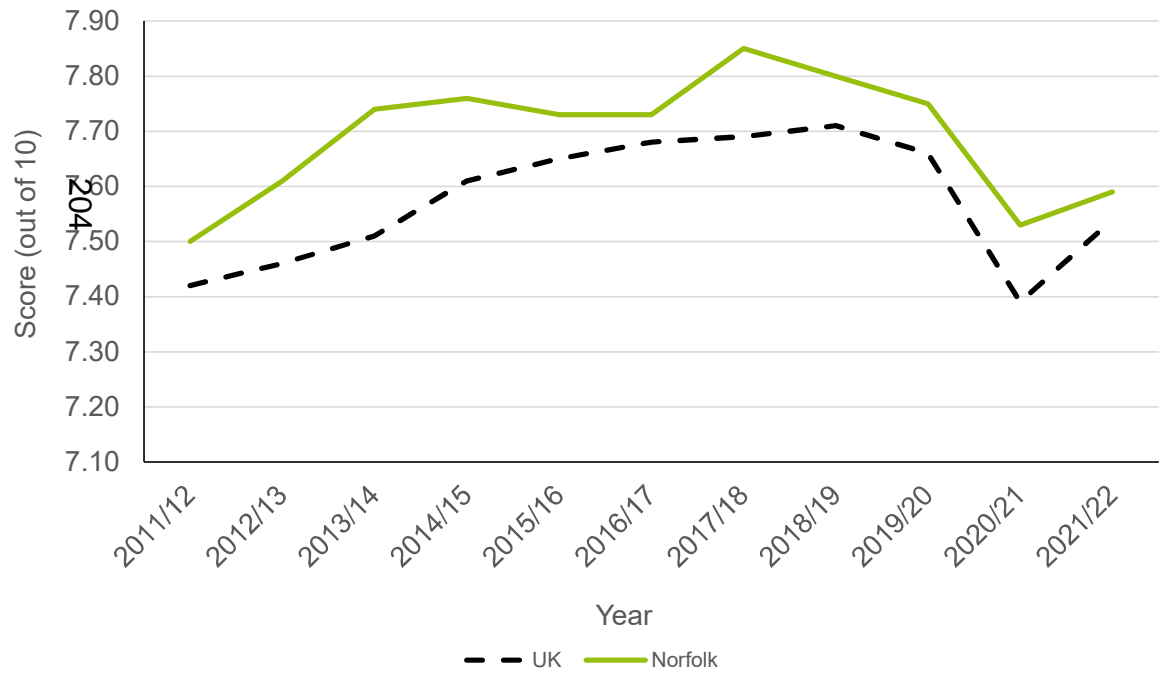


- In 2022 Norwich had almost 100% 4G signal from all operators, whereas North Norfolk was some way behind at 80.8%.
- The average of the 2022 figures is 90.8%, so we could infer that Norfolk as a whole has 90.8% 4G coverage from all operators.
- This is up slightly from an average of 90.3% in 2021.

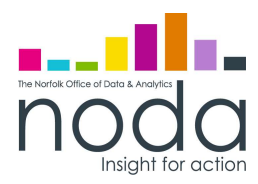
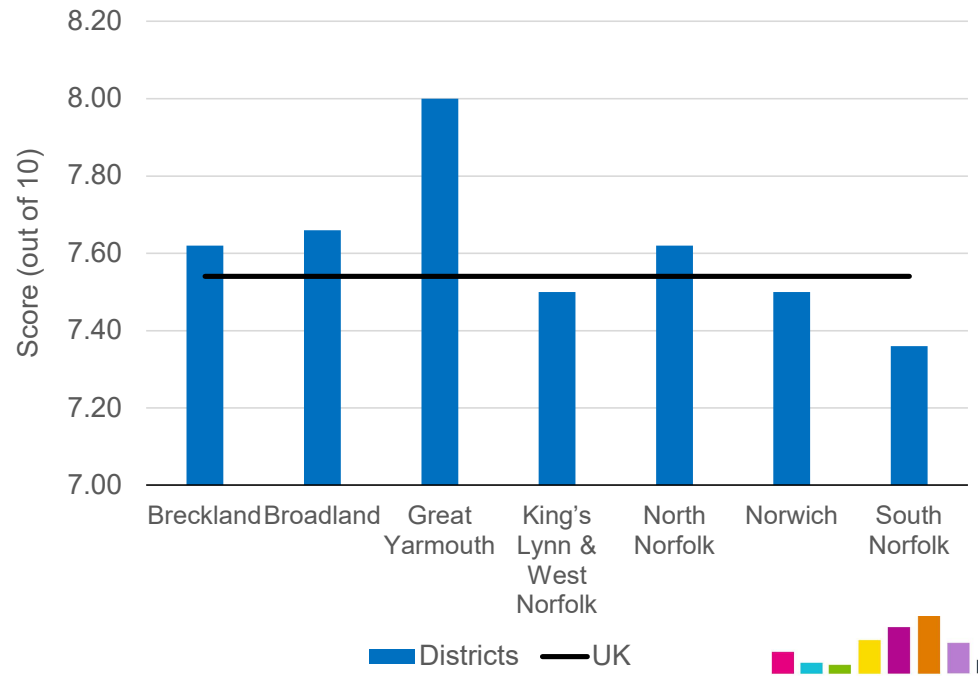
# Wellbeing – life satisfaction

- Life satisfaction scores in Norfolk have consistently remained above UK scores for the last 10 years.
- Four of the seven Norfolk districts had life satisfaction scores above that of the UK overall in 2021/22.

Life satisfaction scores (out of 10) for Norfolk and the UK, 2011/12 to 2021/22



Life satisfaction scores, Norfolk districts compared with UK, 2021/22

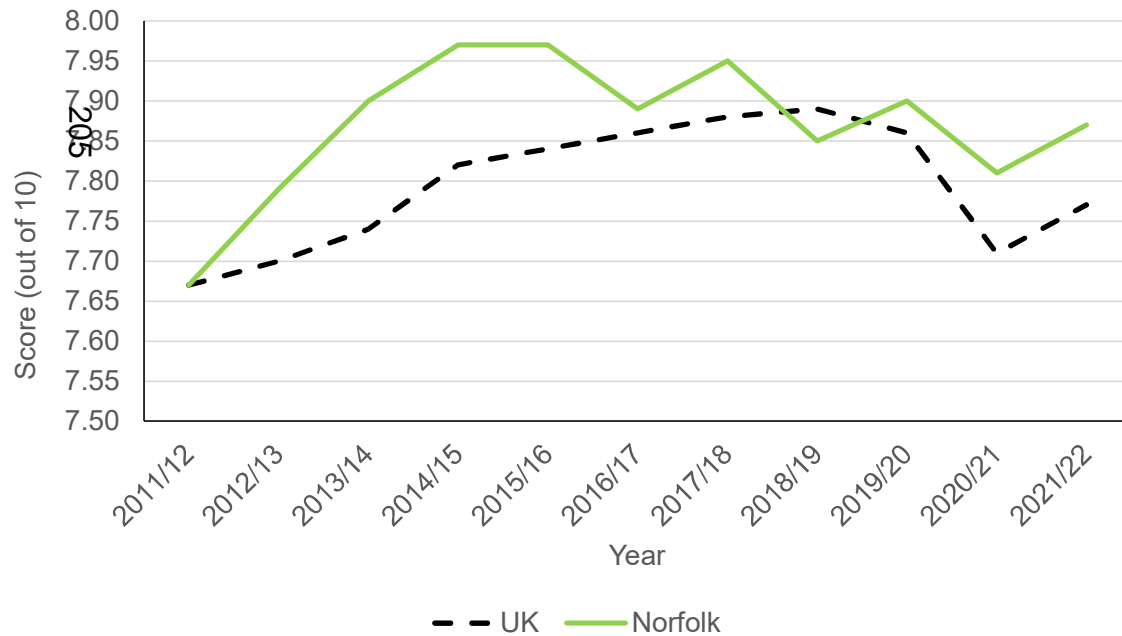


Source: Annual Population Survey, Office for National Statistics  
 Question: Overall, how satisfied are you with your life nowadays? Where 0 is 'not at all satisfied' and 10 is 'completely satisfied'.

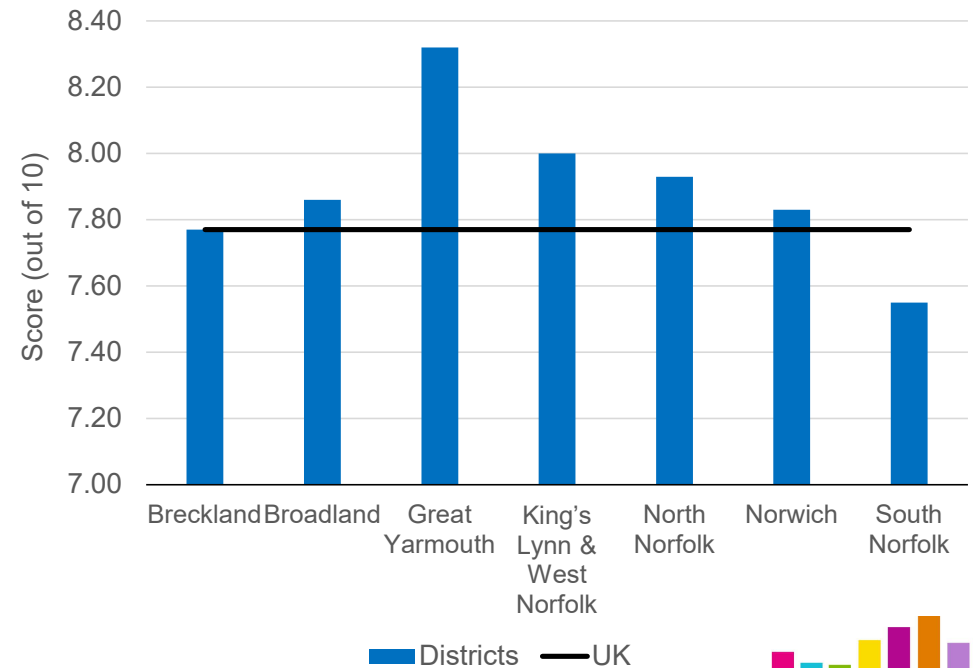
# Wellbeing – a worthwhile life

- Data for 2021/22 shows that Norfolk scores higher than the UK overall for feeling the 'things' people 'do' in life are 'worthwhile'.
- Six of the seven Norfolk districts have 'feeling worthwhile' scores equal to, or above the UK overall.

Feeling worthwhile scores (out of 10) for Norfolk and the UK  
2011/12 - 2021/22



Feeling worthwhile scores, districts compared with UK, 2021/22



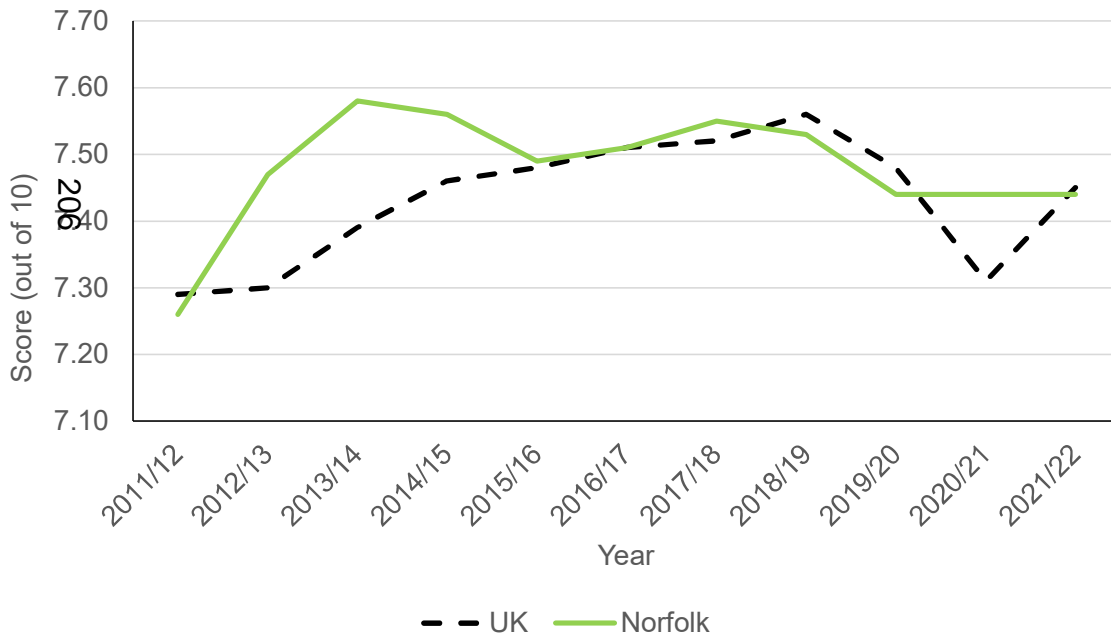
Source: Annual Population Survey, Office for National Statistics

Question: Overall, to what extent do you feel the things you do in your life are worthwhile? Where 0 is 'not at all worthwhile' and 10 is 'completely worthwhile'.

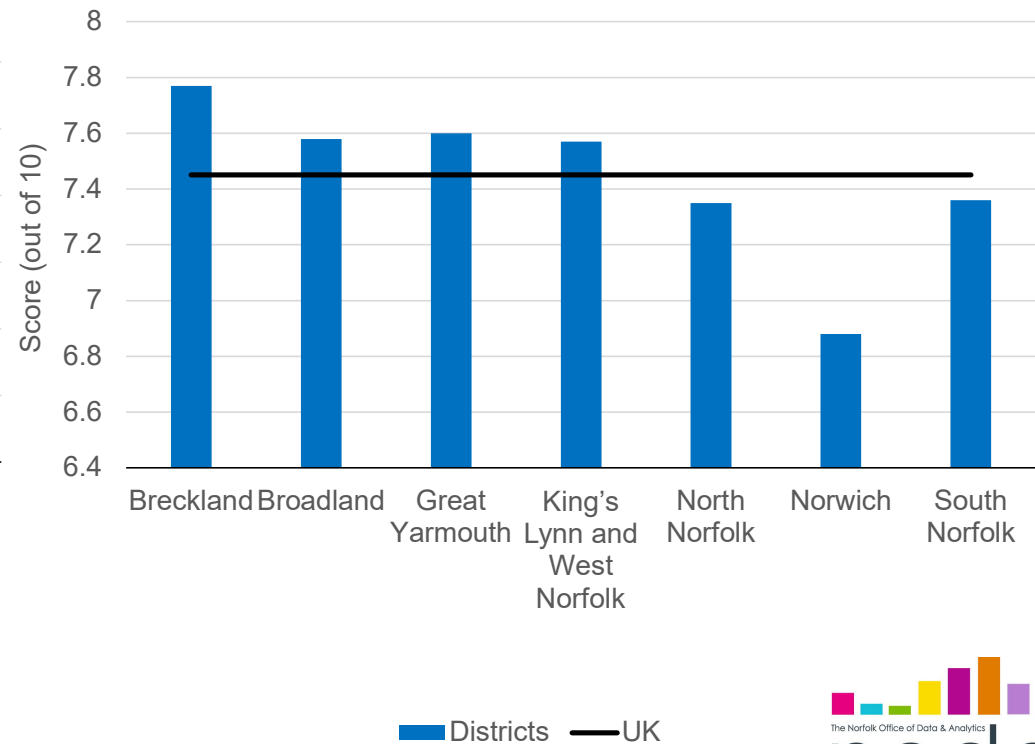
# Wellbeing – happiness

- Happiness scores for Norfolk have remained in-line with the UK overall.
- Data for 2021/22, shows that four of the seven Norfolk districts have higher happiness scores than the UK overall.

Happiness scores (out of 10) for Norfolk and the UK  
2011/12 - 2021/22



Happiness scores, districts compared with UK, 2021/22

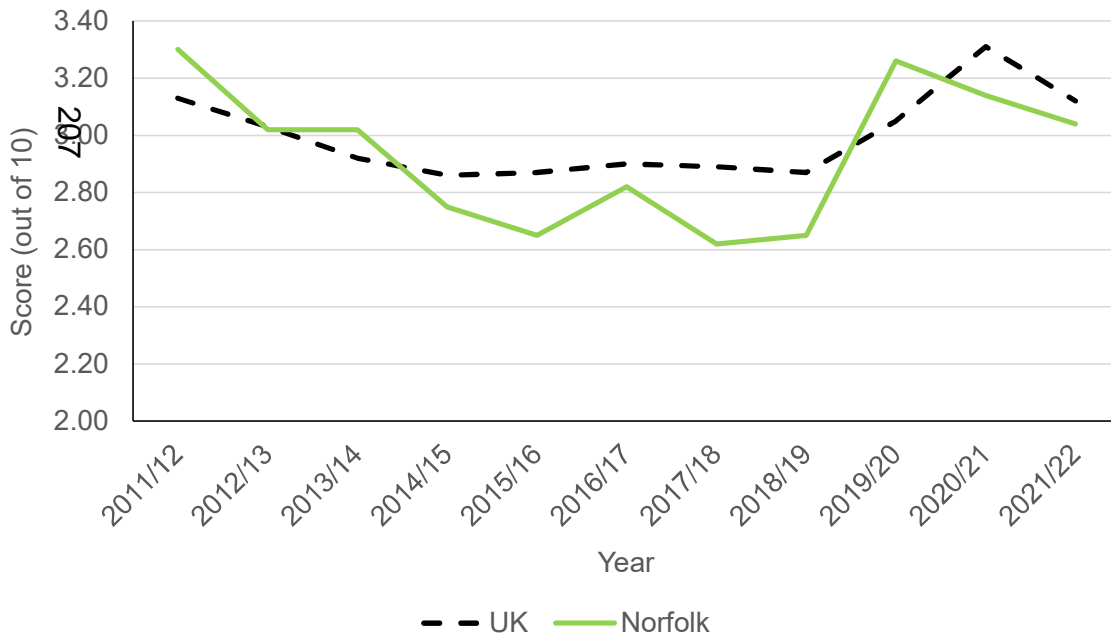


Source: Annual Population Survey, Office for National Statistics  
Question: Overall, how happy did you feel yesterday? Where 0 is 'not at all happy' and 10 is 'completely happy'.

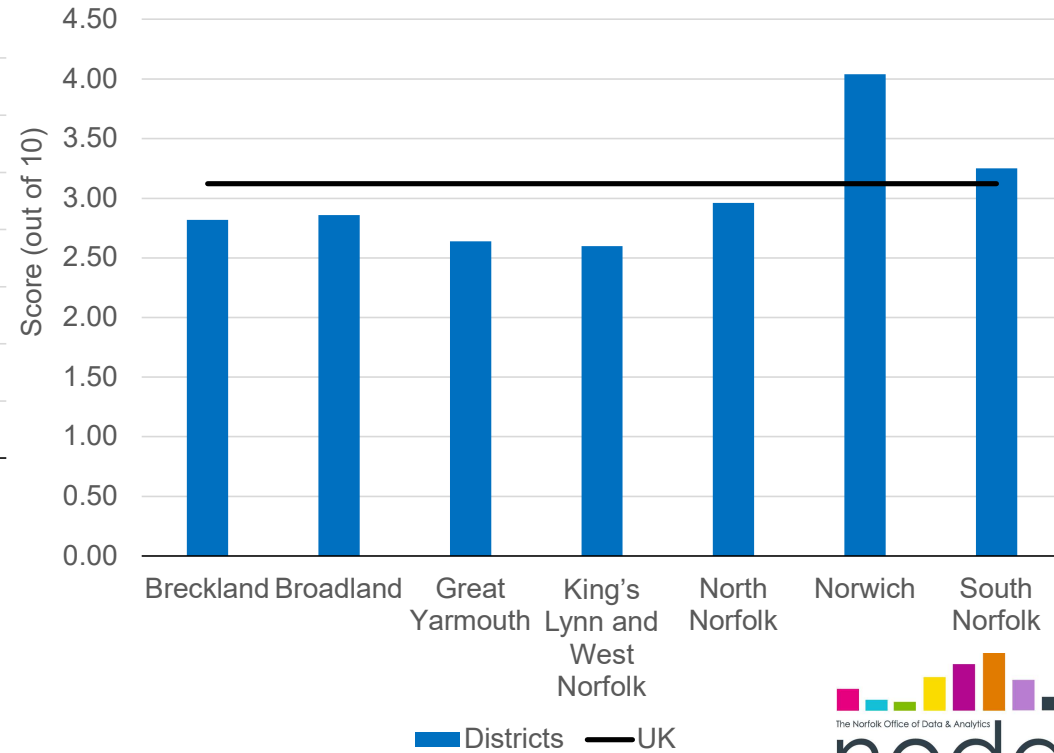
# Wellbeing – anxiety

- Feelings of anxiety for Norfolk residents have been in-line with the UK overall.
- Most (five of the seven) Norfolk districts have lower anxiety scores than of the UK overall, which is a positive.

Feelings of anxiety scores (out of 10) for Norfolk and the UK, 2011/12 to 2021/22



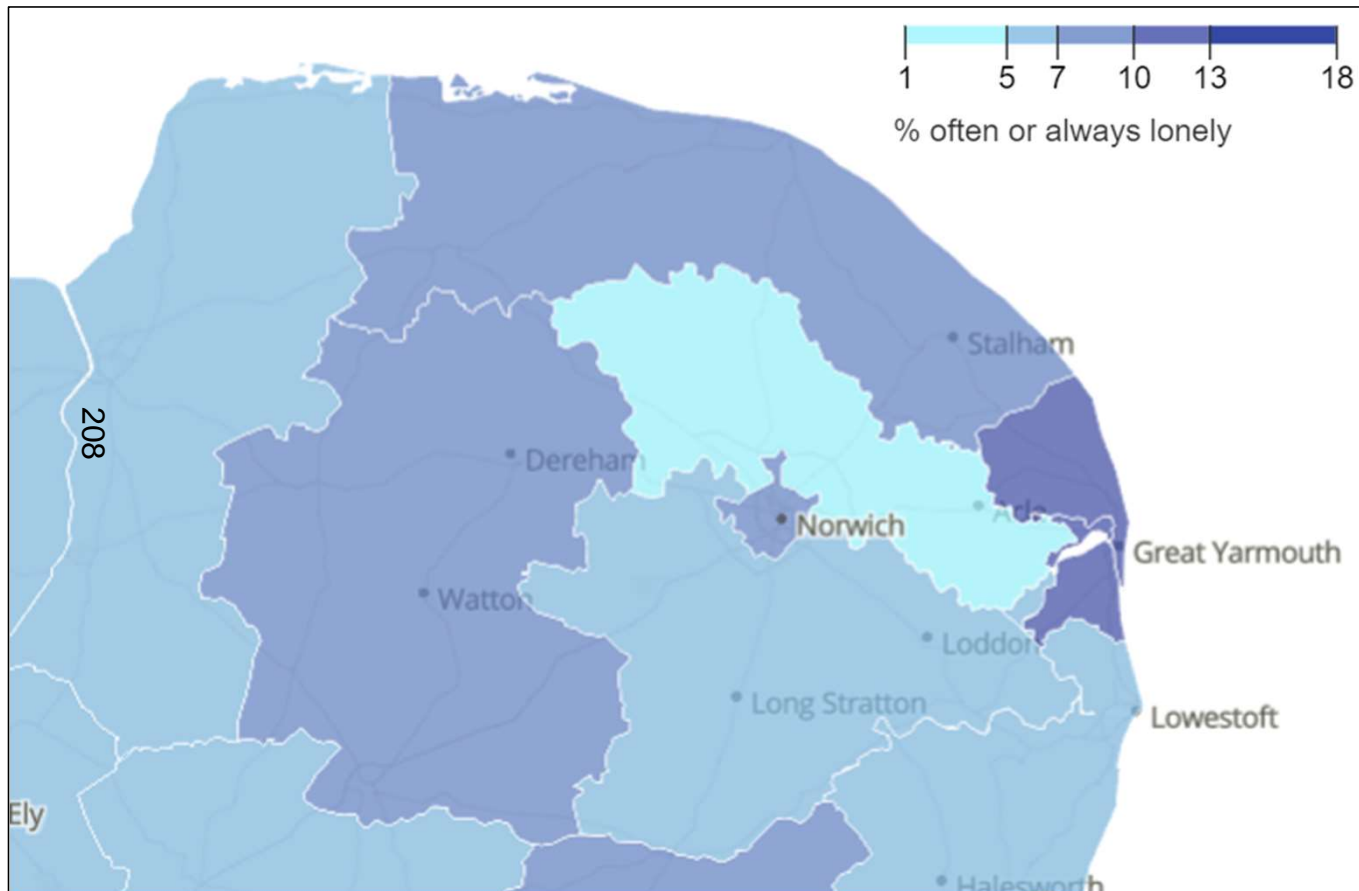
Feelings of anxiety scores (out of 10), districts compared with UK, 2021/22



Source: Annual Population Survey, Office for National Statistics

Question: Overall, how anxious did you feel yesterday? Where 0 is 'not at all anxious' and 10 is 'completely anxious'

# Loneliness



• The map shows a measure of loneliness – the % of adults aged 16 and over reporting “often or always” feeling lonely – October 2020 to February 2021. Please note this data was gathered during the Covid-19 pandemic National lockdowns.

• The percentages for each district are shown below:

- Breckland 7.7%
- Broadland 4.5%
- Great Yarmouth 10.7%
- KL & WN 6.3%
- North Norfolk 8.5%
- Norwich 8.4%
- South Norfolk 6.8%

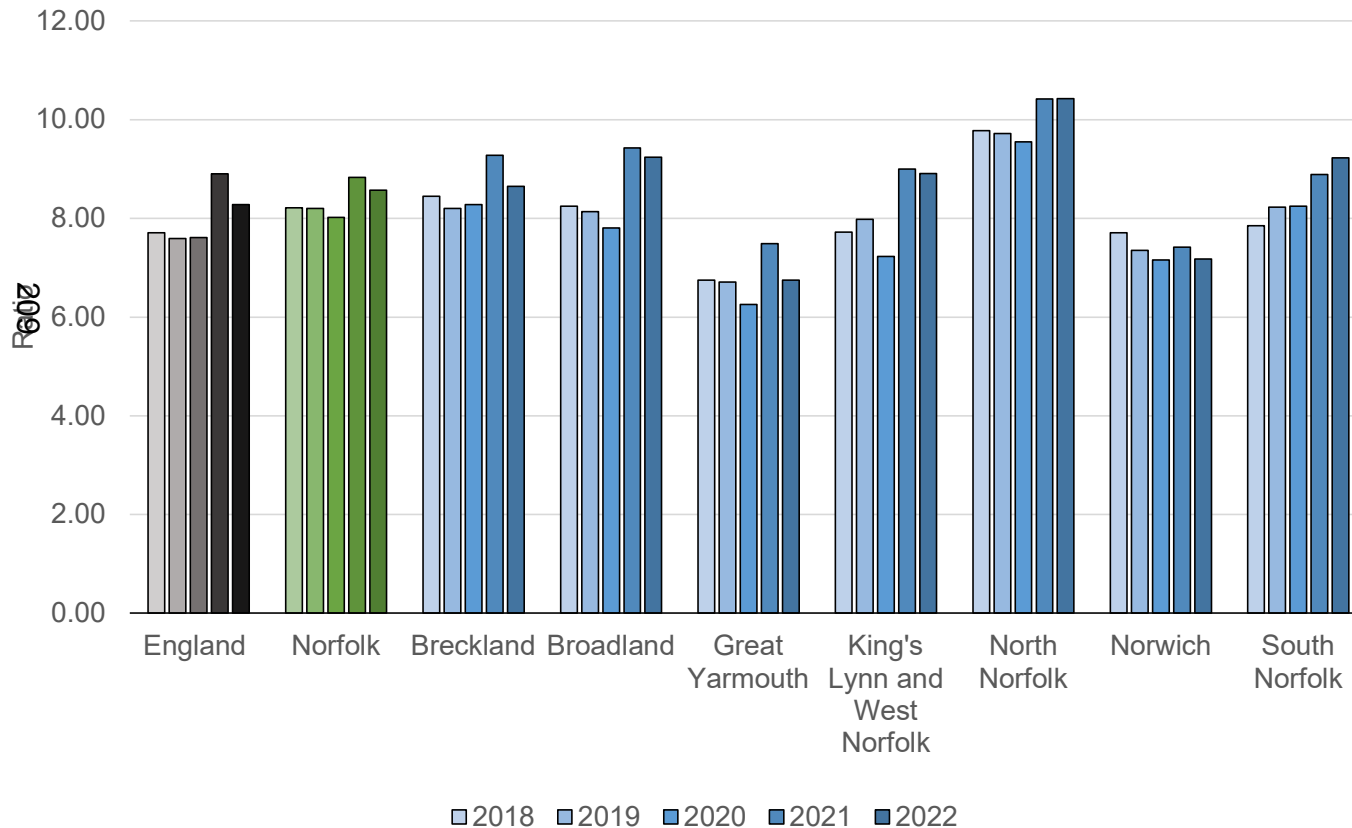
• Great Britain 7.2%

• Further context and links to other data sets has been provided by the ONS in the source link below.



# Housing affordability

Housing affordability for England, Norfolk and districts, 2018 to 2022

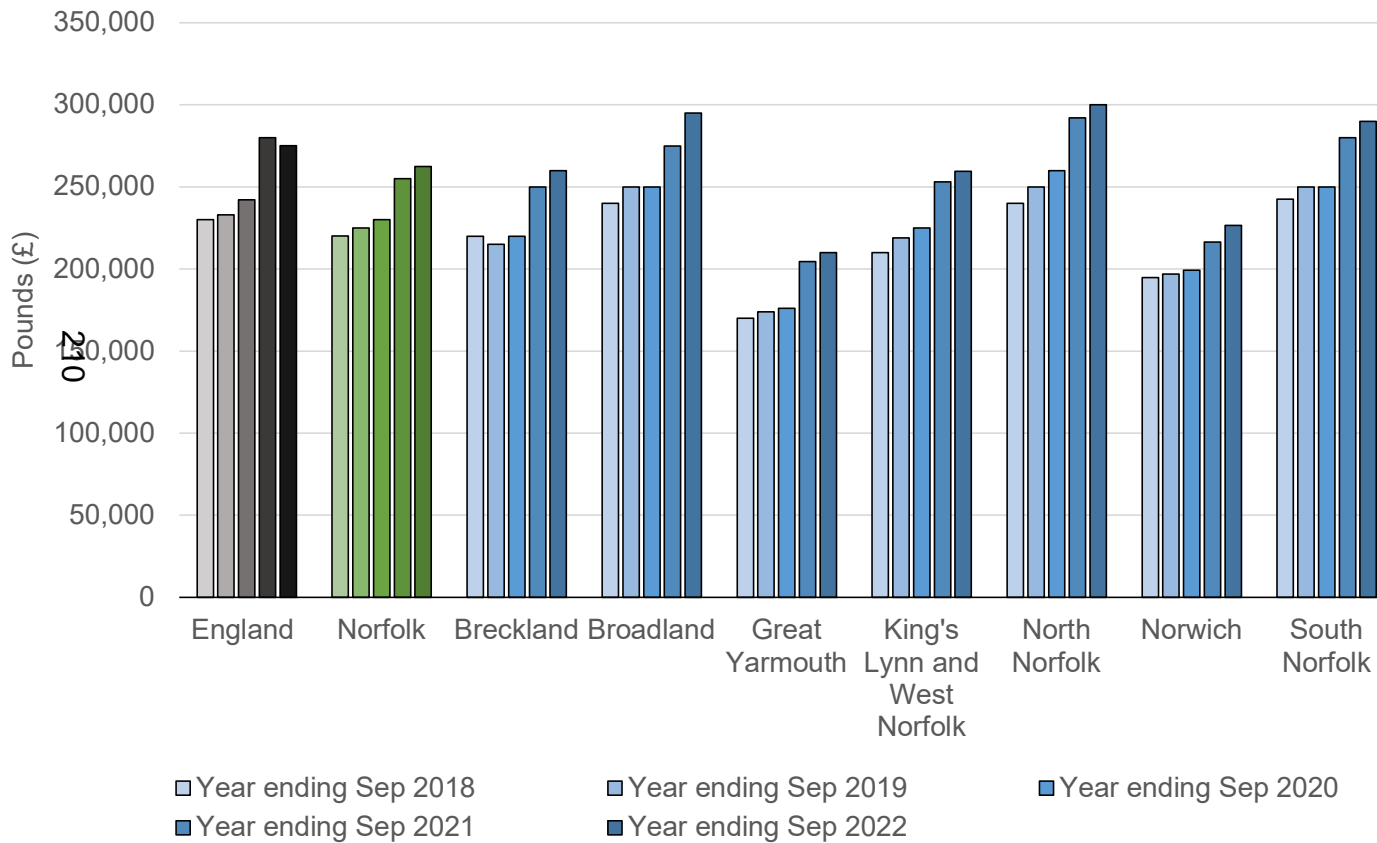


- For this measure a lower ratio is a positive, therefore Norfolk's affordability of housing (in comparison to earnings) of 8.57 (for 2022) is less affordable than England (8.28).
- Great Yarmouth (6.75) and Norwich (7.18) have the lowest ratios, indicating they are the most affordable places for those who live there to buy a house.
- North Norfolk (10.43), Broadland (9.24) and South Norfolk (9.23) have the highest ratios, so are the least affordable places for those who live there to buy a house.

Source: [House price \(existing dwellings\) to residence-based earnings ratio - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)  
 A higher ratio indicates that on average, it is less affordable for a resident to purchase a house in their local authority district.

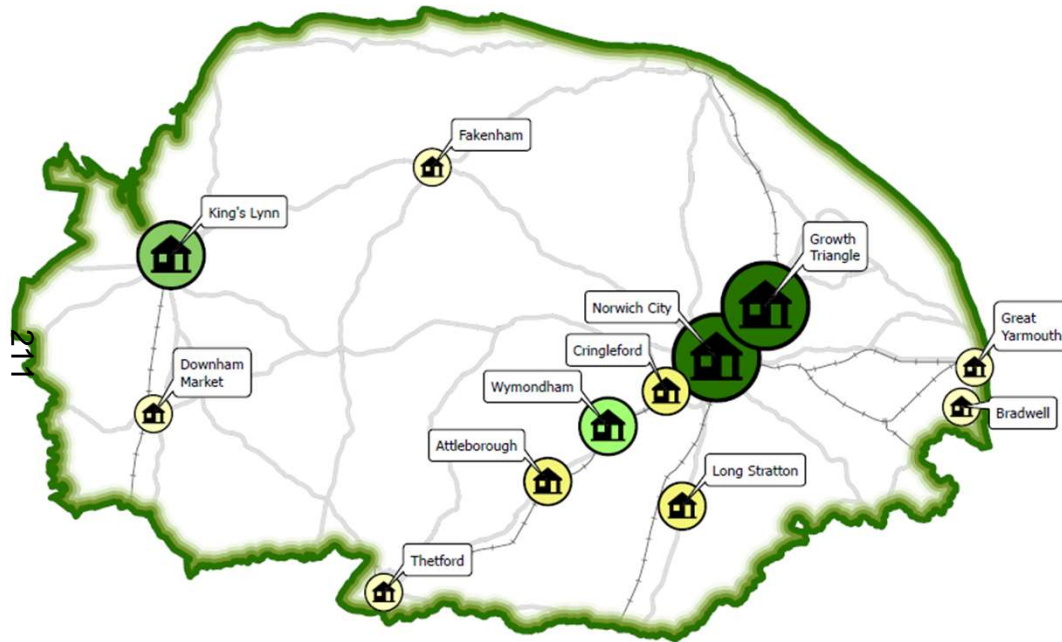
# House prices

Median house price (existing dwellings) for England, Norfolk and districts, year ending September 2018 to year ending September 2022 (£)



- The average median price paid for a house in Norfolk for the year ending September 2022 was £262,300, compared to £275,000 for England. Of the districts, North Norfolk was highest at £300,000 and Great Yarmouth (£210,000) was lowest.
- The median price paid for a house in Norfolk increased by £42,300 between the year ending September 2018 and the year ending September 2022.
- This is slightly below England as a whole (£45,000).
- North Norfolk saw the largest increase in this period (£60,000) while Norwich saw the least growth (£31,750).

# Planned housing



**Planned Housing Growth**

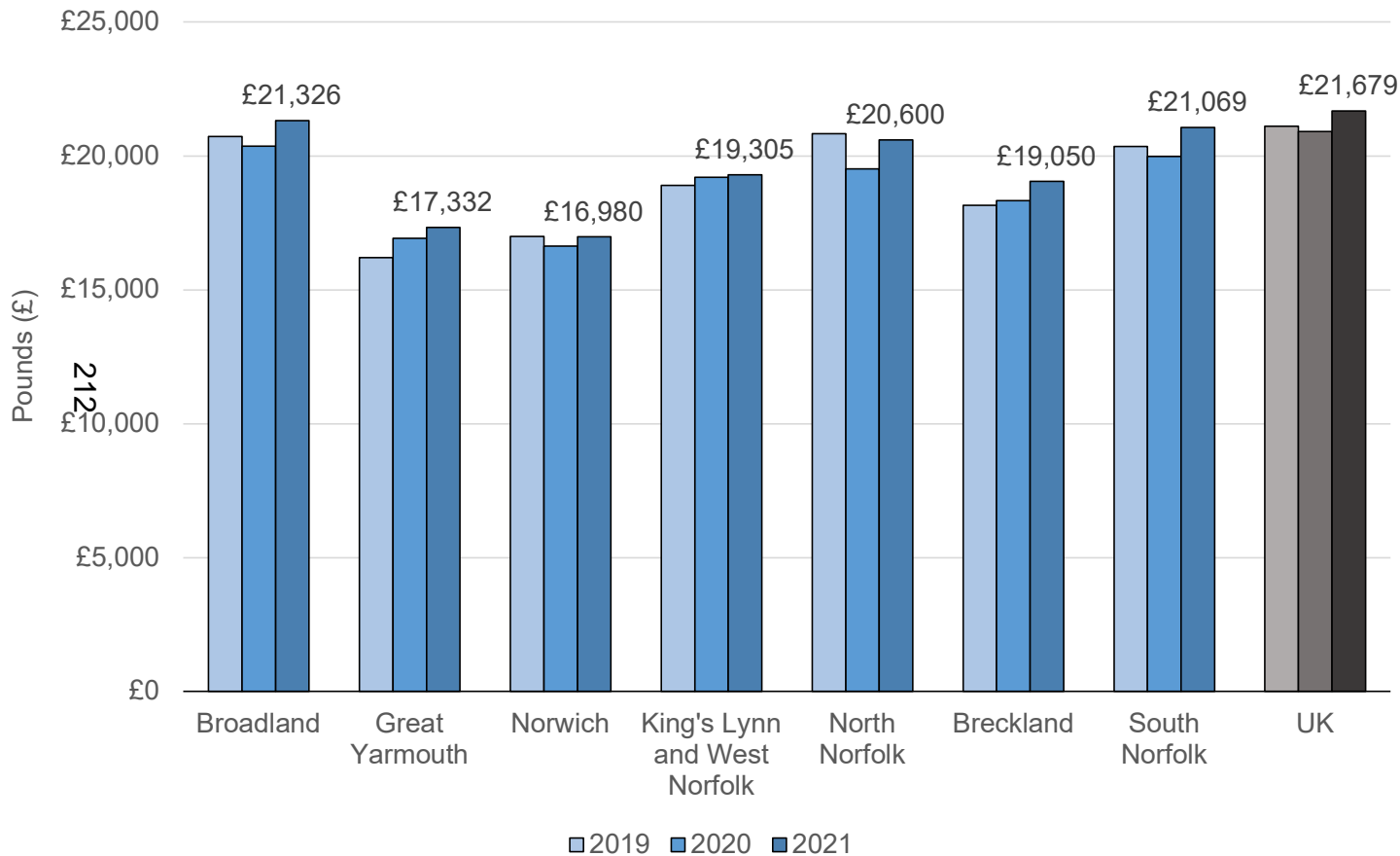


- This map shows the planned housing in Norfolk– taken from several local plans. It shows housing growth along the ‘Cambridge Norwich Tech Corridor’.
- It identifies the key strategic housing sites from the following local plans:
  - Breckland: 2011 – 2036
  - Great Yarmouth: 2013 – 2030
  - Kings Lynn & West Norfolk: 2001 – 2026
  - North Norfolk 2001 – 2025
  - Greater Norwich: 2018 – 2036
- The map doesn’t include all housing but shows the major sites. It should also be noted that it doesn’t account for what has been built since the start of the local plan period(s).

|   | Local Plan period | Number of houses planned in the Local Plan period | Number of houses built since Local Plans adopted |
|---|-------------------|---|--|
| Breckland   | 2011-2036         | 15,298  | 6,081  |
| Great Yarmouth  | 2013-2030         | 5,303   | 2,489  |
| King’s Lynn & West Norfolk  | 2001-2026         | 16,500  | 11,471   |
| North Norfolk   | 2001-2025         | 8,025   | 8,347  |
| Greater Norwich Local Plan (Broadland, Norwich and South Norfolk) | 2018-2036         | 45,000  | 23,684   |
| <b>Norfolk Total</b>  |                   | <b>90,126</b>                                     | <b>52,072</b>                                    |

# Gross disposable household income (GDHI) per head

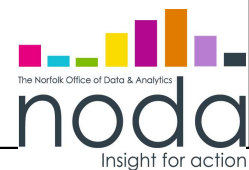
Gross Disposable Household Income, Norfolk districts vs UK, 2019 - 2021



Gross disposable household income (GDHI) is the amount of money that all the individuals in the household sector have available for spending or saving after they have paid direct and indirect taxes and received any direct benefits. GDHI is a concept that is seen to reflect the “material welfare” of the household sector. The household sector includes residents of traditional households, as well as those living in communal establishments. GDHI also includes the business income of self-employed people.

- In 2021, GDHI was highest in Broadland (£21,326) and South Norfolk (£21,069), but all of the Norfolk districts are below the UK overall.
- When looking at the 5-year change between 2017 and 2021, four of the seven districts had a bigger percentage change than the UK as a whole:

|                |        |
|----------------|--------|
| Breckland      | +12.6% |
| Broadland      | +7.2%  |
| Great Yarmouth | +16.0% |
| KL & WN        | +11.4% |
| North Norfolk  | +9.4%  |
| Norwich        | +10.2% |
| South Norfolk  | +9.6%  |
| UK             | +10.0% |

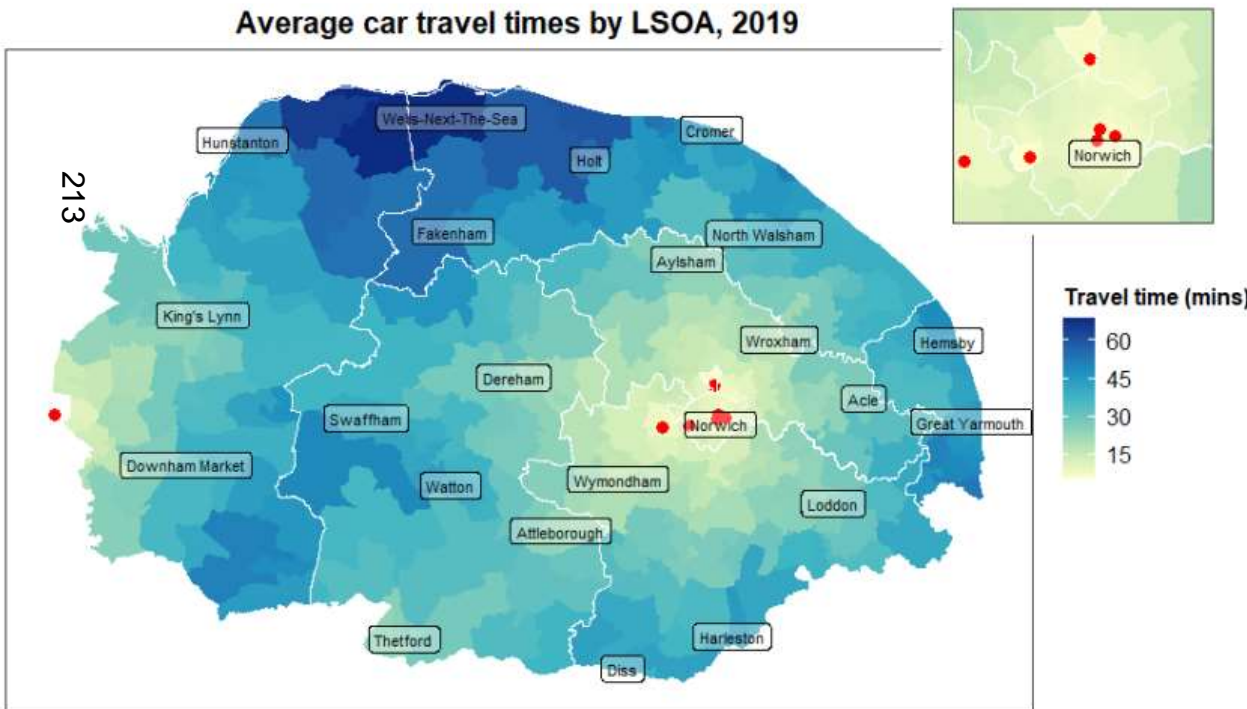


Source: [Regional gross disposable household income, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

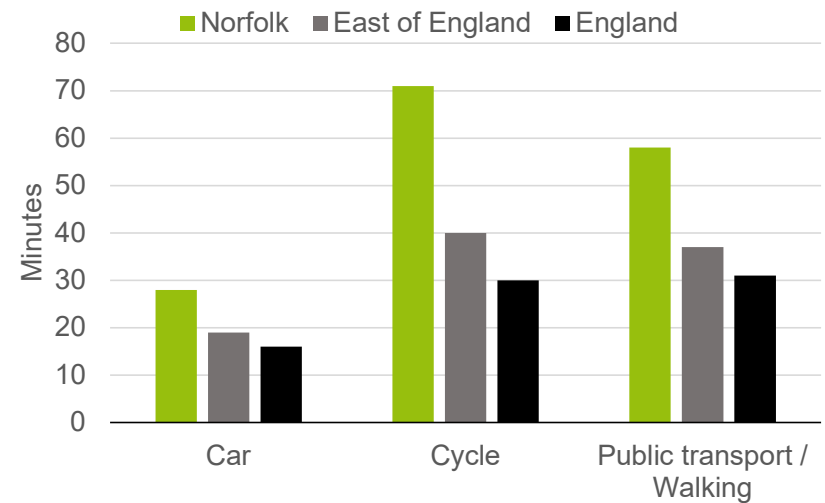
# Transport connectivity

- The map below shows the average travel time to an employment centre of 5,000+ people, by car for each LSOA in Norfolk.
- Norwich and surrounding areas are fairly well connected to employment centres of 5,000+, but we can see that some areas of North Norfolk are over an hour, on average, by car from the nearest employment centre of 5,000+.
- The chart shows that Norfolk has higher average travel times by all methods of transport to employment centres of 5k+ employees.

Average car travel times by LSOA, 2019



Average travel time (2019) to employment centre (5k+ employees)



Note – an employment centre is defined as an LSOA where there is 5,000 or more jobs. These are marked on the map with briefcase logos, and in Power BI this would be interactive (and more would appear when you zoom in). However, as this is a screen shot, not all employment centres are shown, Norfolk has 7 LSOAs that meet the criteria, 5 in Norwich, 1 in Broadland and 1 in South Norfolk.

# Access to services

- Norfolk, and most district areas both have higher average travel times to key services than the East of England and England.
- However, the exception is that Norwich has lower average minimum travel times than both the East of England and England across all methods of transport.
- Great Yarmouth is also lower than the East of England for all four methods, and below England for one of the four.
- North Norfolk, as we might expect with its rurality has the higher average travel times of all the districts across all methods.

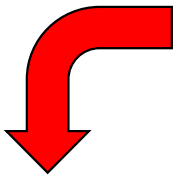
| Average minimum travel time (in minutes) to reach the nearest key services* by mode of travel, 2019 | Public transport / Walking | Cycle           | Car             | Walking         |
|---|----------------------------|-----------------|-----------------|-----------------|
| Norfolk   | 25 mins 24 secs            | 23 mins 48 secs | 12 mins 54 secs | 43 mins 54 secs |
| Breckland   | 30 mins 48 secs            | 28 mins 6 secs  | 13 mins 42 secs | 48 mins 0 secs  |
| Broadland   | 27 mins 18 secs            | 23 mins 54 secs | 13 mins 24 secs | 49 mins 6 secs  |
| Great Yarmouth  | 17 mins 42 secs            | 17 mins 12 secs | 10 mins 36 secs | 33 mins 30 secs |
| King's Lynn and West Norfolk  | 25 mins 48 secs            | 26 mins 0 secs  | 13 mins 12 secs | 51 mins 6 secs  |
| North Norfolk   | 34 mins 6 secs             | 35 mins 18 secs | 17 mins 54 secs | 57 mins 36 secs |
| Norwich   | 15 mins 42 secs            | 12 mins 54 secs | 9 mins 24 secs  | 22 mins 0 secs  |
| South Norfolk   | 28 mins 6 secs             | 25 mins 24 secs | 13mins 24 secs  | 50 mins 6 secs  |
| East of England   | 20 mins 42 secs            | 18 mins 36 secs | 11 mins 18 secs | 34 mins 6 secs  |
| England   | 17 mins 54 secs            | 15 mins 36 secs | 10 mins 18 secs | 28 mins 0 secs  |

\* The average of minimum journey times to medium sized centres of employment (500-4999 jobs), primary schools, secondary schools, further education, GPs, hospitals, food stores and town centres.

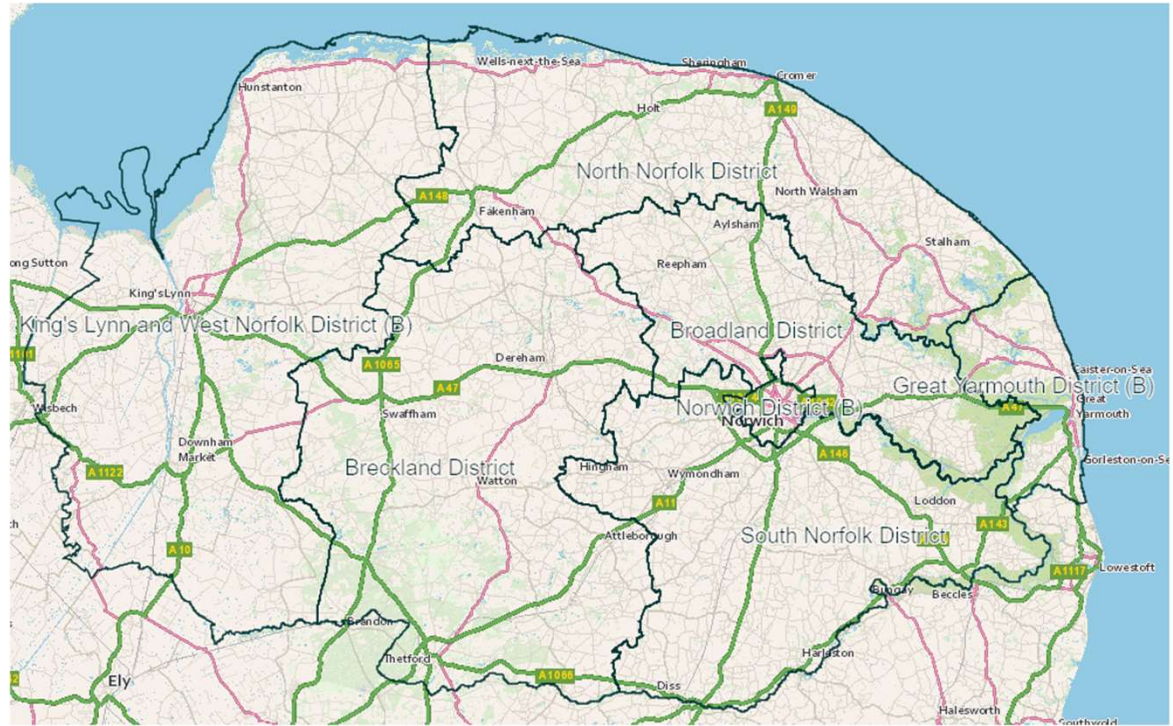
# Commuting patterns

- 211,276 people commute within Norfolk (i.e. from a Norfolk district to the same/another Norfolk district).
- 19,546 commute from elsewhere into Norfolk.
- 29,096 commute out of Norfolk to elsewhere.
- **Results in a net change of -9,550 (i.e. we have more people commuting out of Norfolk than in).**

19,546



20,096



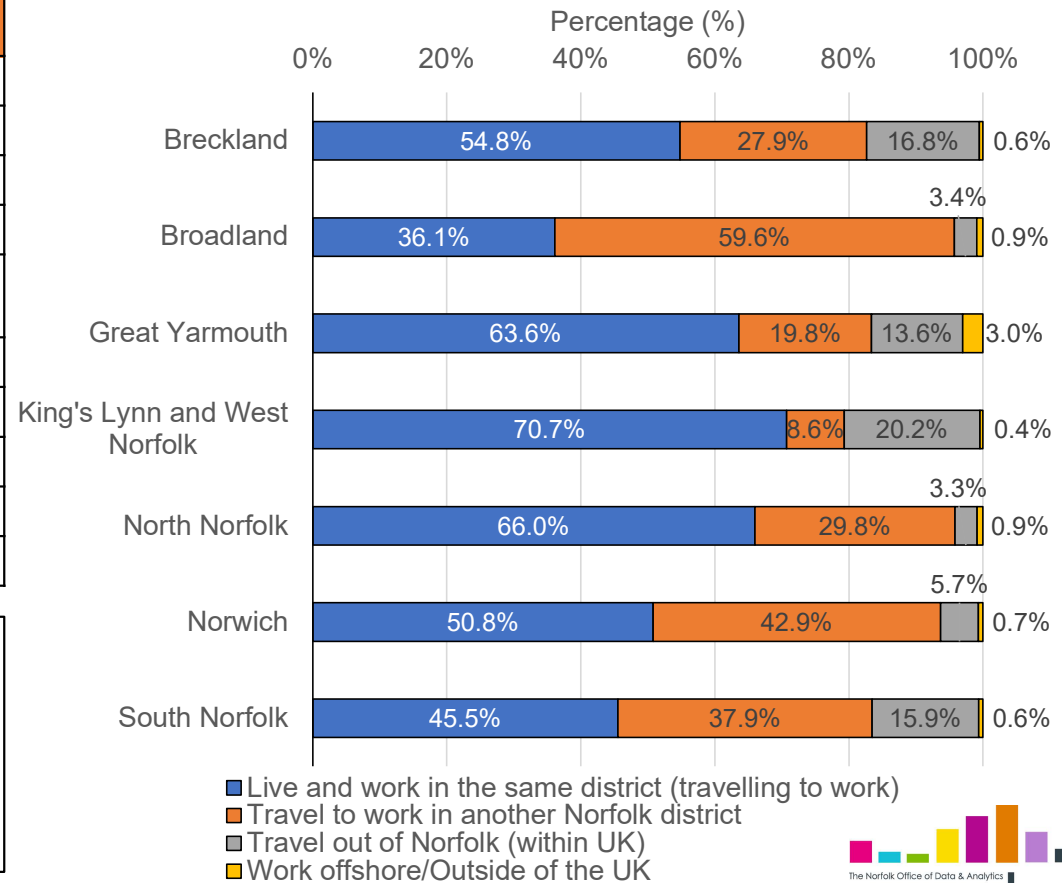
Please note: due to the Census being taken while national lockdowns and the furlough scheme were in place, the ONS advise caution when looking at travel and working patterns, so these should be seen as estimates only. Please read further information on the dataset here: [Travel to work quality information for Census 2021 - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/travel-to-work-quality-information-for-census-2021)

# Location of usual residence and place of work

- 25.4% of people in Norfolk worked mainly at or from home in 2021, compared to 31.5% of people in England.
- This rose to 31.5% in South Norfolk and 30.3% in Broadland but was as low as 16.6% in Great Yarmouth.
- Excluding those who work from home, King's Lynn and West Norfolk and North Norfolk saw the highest proportion of people both living and working in the same district (7.07% and 66.0% respectively).
- Four of the seven districts had over 10% of the usual residence travelling out of Norfolk to work elsewhere in the UK.

|                              | Percentage of people who work mainly at or from home |
|------------------------------|--|
| Norfolk                      | 25.4%  |
| Breckland                    | 21.9%  |
| Broadland                    | 30.3%  |
| Great Yarmouth               | 16.6%  |
| King's Lynn and West Norfolk | 20.5%  |
| North Norfolk                | 24.3%  |
| Norwich                      | 29.6%  |
| South Norfolk                | 31.5%  |
| East of England              | 31.9%  |
| England                      | 31.5%  |

Location of usual residence and place of work, Norfolk districts, Census 2021 (excluding those who work from home)



Please note: due to the Census being taken while national lockdowns and the furlough scheme were in place, the ONS advise caution when looking at travel and working patterns, so these should be seen as estimates only.

The numbers shown are calculated on the available data with more information available here: [Travel to work quality information for Census 2021 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/travel-to-work-quality-information-for-census-2021)



# Emissions per km – Norfolk districts

- The Local and Regional GHG interactive map show emissions for each Local Authority split by sectors.
- The map shows far greater emissions in Norwich, as we might expect, with lower emissions in North Norfolk and Breckland.
- 2021 data for emissions per km (kt CO<sub>2</sub>E) is shown below:

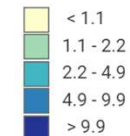
|     |                  |      |
|-----|------------------|------|
| 217 | • Breckland      | 0.9  |
|     | • Broadland      | 1.4  |
|     | • Great Yarmouth | 2.2  |
|     | • KL & WN        | 1.2  |
|     | • North Norfolk  | 0.8  |
|     | • Norwich        | 12.7 |
|     | • South Norfolk  | 1.2  |

- Transport is the single biggest contributor to Norfolk's carbon emissions accounting for 26%, and of this 92% is from road vehicles.
- The second biggest contributor is Domestic emissions (21%), followed by Agriculture emissions (20%).



## Legend

Emissions are in kt CO<sub>2</sub>e except for the Per Capita, which are in t CO<sub>2</sub>e



The size of point sources are relative to their emission.

# Emissions over time – Breckland

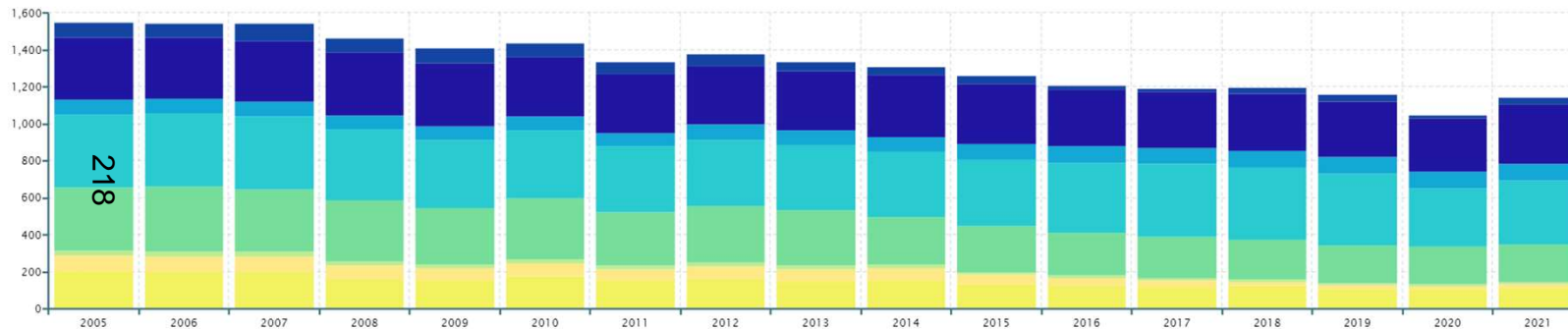
The chart shows greenhouse gas emissions (kt CO<sub>2</sub>e) between 2005 and 2021 for Breckland.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas

Emission trend



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| Breckland (2021 Data)                                    |            |
|--|------------|
| <b>Per Capita Emissions (tCO<sub>2</sub>e)</b>           | <b>8</b>   |
| Population ('000s, mid-year estimate)                    | 142.2      |
| <b>Emissions per km<sup>2</sup> (kt CO<sub>2</sub>e)</b> | <b>0.9</b> |
| Area (km <sup>2</sup> )                                  | 1305.1     |

| Breckland (2021 Data)                    | GHG emissions |
|--|---------------|
| <b>Grand Total</b>                       | <b>1141.9</b> |
| <b>Industry Total</b>                    | <b>112.6</b>  |
| Industry Electricity                     | 35.1          |
| Industry Gas                             | 18.4          |
| Industry 'Other'                         | 58.2          |
| Large Industrial Installations           | 0.8           |
| <b>Commercial Total</b>                  | <b>17.8</b>   |
| Commercial Electricity                   | 13.7          |
| Commercial Gas                           | 3.5           |
| Commercial 'Other'                       | 0.5           |
| <b>Public Sector Total</b>               | <b>11.4</b>   |
| Public Sector Electricity                | 6.0           |
| Public Sector Gas                        | 5.2           |
| Public Sector 'Other'                    | 0.2           |
| <b>Domestic Total</b>                    | <b>205.7</b>  |
| Domestic Electricity                     | 56.0          |
| Domestic Gas                             | 81.4          |
| Domestic 'Other'                         | 68.3          |
| <b>Transport Total</b>                   | <b>346.8</b>  |
| Road Transport (A roads)                 | 220.3         |
| Road Transport (Motorways)               | 0.0           |
| Road Transport (Minor roads)             | 120.7         |
| Diesel Railways                          | 3.1           |
| Transport 'Other'                        | 2.7           |
| <b>LULUCF Net Emissions</b>              | <b>90.3</b>   |
| Net Emissions: Forest land               | -131.3        |
| Net Emissions: Cropland                  | 141.6         |
| Net Emissions: Grassland                 | 72.3          |
| Net Emissions: Wetlands                  | 0.2           |
| Net Emissions: Settlements               | 6.9           |
| Net Emissions: Harvested Wood Products   | 0.0           |
| Net Emissions: Indirect N <sub>2</sub> O | 0.5           |
| <b>Agriculture Total</b>                 | <b>320.2</b>  |
| Agriculture Electricity                  | 8.7           |
| Agriculture Gas                          | 9.5           |
| Agriculture 'Other'                      | 15.3          |
| Agriculture Livestock                    | 173.1         |
| Agriculture Soils                        | 113.6         |
| <b>Waste Management Total</b>            | <b>37.1</b>   |
| Landfill                                 | 24.5          |
| Waste Management 'Other'                 | 12.6          |

# Emissions over time – Broadland

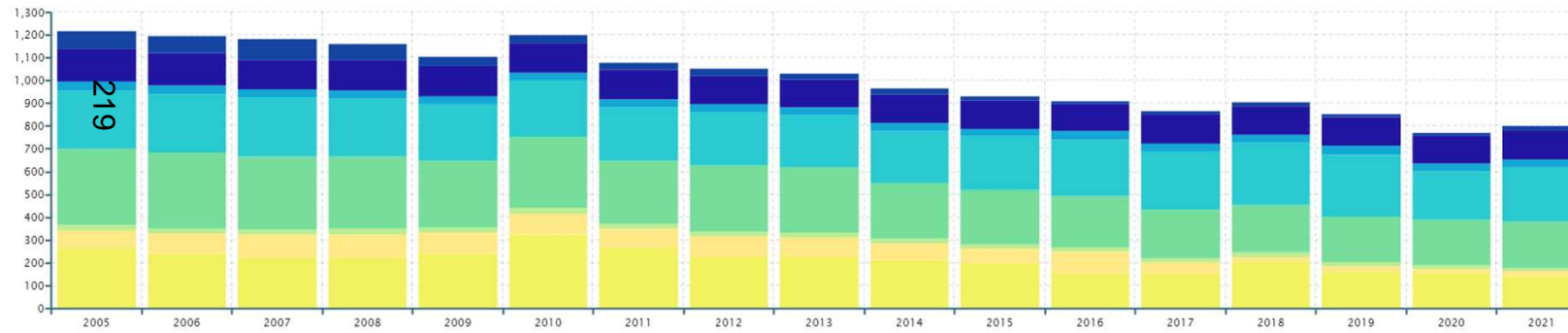
The chart shows greenhouse gas emissions (kt CO<sub>2</sub>e) between 2005 and 2021 for Broadland.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas

Emission trend



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| Broadland (2021 Data)                                    |            |
|--|------------|
| <b>Per Capita Emissions (tCO<sub>2</sub>e)</b>           | <b>6.1</b> |
| Population ('000s, mid-year estimate)                    | 132.2      |
| <b>Emissions per km<sup>2</sup> (kt CO<sub>2</sub>e)</b> | <b>1.4</b> |
| Area (km <sup>2</sup> )                                  | 553.2      |

| Broadland (2021 Data)                    | GHG emissions |
|--|---------------|
| <b>Grand Total</b>                       | <b>800.8</b>  |
| <b>Industry Total</b>                    | <b>145.2</b>  |
| Industry Electricity                     | 20.1          |
| Industry Gas                             | 33.8          |
| Industry 'Other'                         | 32.2          |
| Large Industrial Installations           | 59.1          |
| <b>Commercial Total</b>                  | <b>17.5</b>   |
| Commercial Electricity                   | 13.8          |
| Commercial Gas                           | 3.2           |
| Commercial 'Other'                       | 0.6           |
| <b>Public Sector Total</b>               | <b>16.0</b>   |
| Public Sector Electricity                | 8.2           |
| Public Sector Gas                        | 7.8           |
| Public Sector 'Other'                    | 0.1           |
| <b>Domestic Total</b>                    | <b>202.6</b>  |
| Domestic Electricity                     | 48.9          |
| Domestic Gas                             | 116.6         |
| Domestic 'Other'                         | 37.2          |
| <b>Transport Total</b>                   | <b>237.6</b>  |
| Road Transport (A roads)                 | 127.9         |
| Road Transport (Motorways)               | 0.0           |
| Road Transport (Minor roads)             | 77.0          |
| Diesel Railways                          | 2.7           |
| Transport 'Other'                        | 30.1          |
| <b>LULUCF Net Emissions</b>              | <b>35.2</b>   |
| Net Emissions: Forest land               | -39.8         |
| Net Emissions: Cropland                  | 44.0          |
| Net Emissions: Grassland                 | 20.9          |
| Net Emissions: Wetlands                  | 4.1           |
| Net Emissions: Settlements               | 5.8           |
| Net Emissions: Harvested Wood Products   | 0.0           |
| Net Emissions: Indirect N <sub>2</sub> O | 0.3           |
| <b>Agriculture Total</b>                 | <b>131.4</b>  |
| Agriculture Electricity                  | 3.9           |
| Agriculture Gas                          | 0.3           |
| Agriculture 'Other'                      | 8.3           |
| Agriculture Livestock                    | 72.2          |
| Agriculture Soils                        | 46.7          |
| <b>Waste Management Total</b>            | <b>15.2</b>   |
| Landfill                                 | 4.8           |
| Waste Management 'Other'                 | 10.4          |

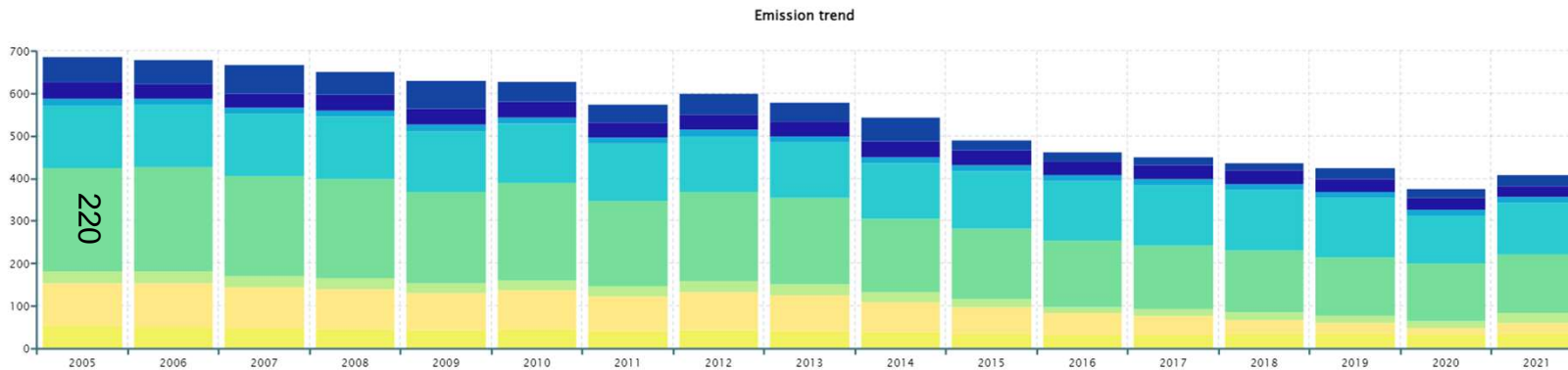
# Emissions over time – Great Yarmouth

The chart shows greenhouse gas emissions (kt CO<sub>2</sub>e) between 2005 and 2021 for Great Yarmouth.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| Great Yarmouth (2021 Data)                               |            |
|--|------------|
| <b>Per Capita Emissions (tCO<sub>2</sub>e)</b>           | <b>4.1</b> |
| Population ('000s, mid-year estimate)                    | 100.1      |
| <b>Emissions per km<sup>2</sup> (kt CO<sub>2</sub>e)</b> | <b>2.2</b> |
| Area (km <sup>2</sup> )                                  | 182.4      |

| Great Yarmouth (2021 Data)               | GHG emissions |
|--|---------------|
| <b>Grand Total</b>                       | <b>408.5</b>  |
| <b>Industry Total</b>                    | <b>36.1</b>   |
| Industry Electricity                     | 12.3          |
| Industry Gas                             | 6.7           |
| Industry 'Other'                         | 17.1          |
| Large Industrial Installations           | 0.0           |
| <b>Commercial Total</b>                  | <b>25.2</b>   |
| Commercial Electricity                   | 16.0          |
| Commercial Gas                           | 8.8           |
| Commercial 'Other'                       | 0.3           |
| <b>Public Sector Total</b>               | <b>23.0</b>   |
| Public Sector Electricity                | 5.7           |
| Public Sector Gas                        | 17.1          |
| Public Sector 'Other'                    | 0.2           |
| <b>Domestic Total</b>                    | <b>138.1</b>  |
| Domestic Electricity                     | 36.0          |
| Domestic Gas                             | 74.2          |
| Domestic 'Other'                         | 27.9          |
| <b>Transport Total</b>                   | <b>120.2</b>  |
| Road Transport (A roads)                 | 57.4          |
| Road Transport (Motorways)               | 0.0           |
| Road Transport (Minor roads)             | 40.2          |
| Diesel Railways                          | 0.2           |
| Transport 'Other'                        | 22.4          |
| <b>LULUCF Net Emissions</b>              | <b>14.0</b>   |
| Net Emissions: Forest land               | -6.4          |
| Net Emissions: Cropland                  | 12.7          |
| Net Emissions: Grassland                 | 1.3           |
| Net Emissions: Wetlands                  | 3.3           |
| Net Emissions: Settlements               | 3.0           |
| Net Emissions: Harvested Wood Products   | 0.0           |
| Net Emissions: Indirect N <sub>2</sub> O | 0.1           |
| <b>Agriculture Total</b>                 | <b>25.6</b>   |
| Agriculture Electricity                  | 1.8           |
| Agriculture Gas                          | 0.0           |
| Agriculture 'Other'                      | 3.0           |
| Agriculture Livestock                    | 10.7          |
| Agriculture Soils                        | 10.1          |
| <b>Waste Management Total</b>            | <b>26.3</b>   |
| Landfill                                 | 22.3          |
| Waste Management 'Other'                 | 4.0           |

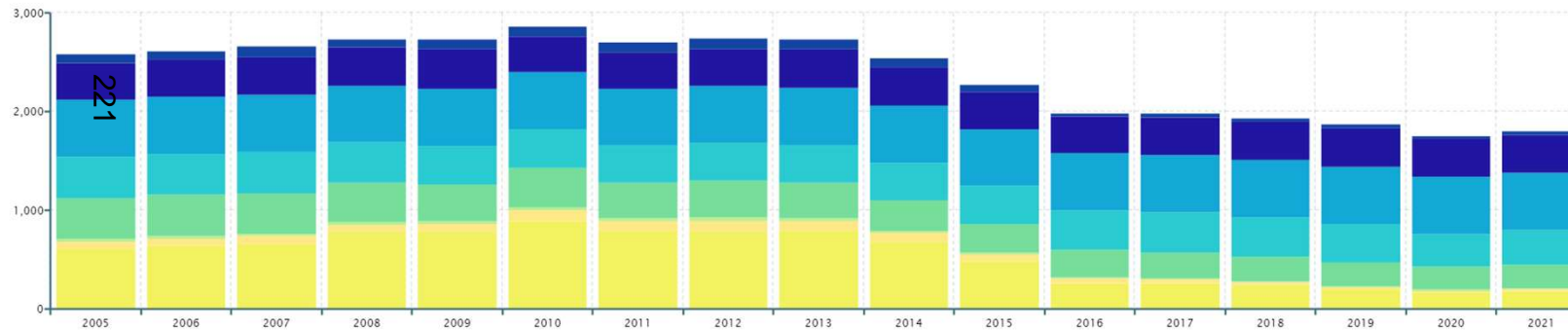
# Emissions over time – King's Lynn & West Norfolk

The chart shows greenhouse gas emissions (kt CO<sub>2</sub>e) between 2005 and 2021 for King's Lynn and West Norfolk.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector  
GHG = Greenhouse gas

Emission trend



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| King's Lynn and West Norfolk (2021 Data)             |        |
|--|--------|
| Per Capita Emissions (tCO <sub>2</sub> e)            | 11.6   |
| Population ('000s, mid-year estimate)                | 154.9  |
| Emissions per km <sup>2</sup> (kt CO <sub>2</sub> e) | 1.2    |
| Area (km <sup>2</sup> )                              | 1526.9 |

| King's Lynn and West Norfolk (2021 Data) | GHG emissions |
|--|---------------|
| <b>Grand Total</b>                       | <b>1800.2</b> |
| <b>Industry Total</b>                    | <b>179.7</b>  |
| Industry Electricity                     | 61.1          |
| Industry Gas                             | 46.3          |
| Industry 'Other'                         | 44.6          |
| Large Industrial Installations           | 27.8          |
| <b>Commercial Total</b>                  | <b>20.9</b>   |
| Commercial Electricity                   | 19.7          |
| Commercial Gas                           | 0.5           |
| Commercial 'Other'                       | 0.7           |
| <b>Public Sector Total</b>               | <b>8.2</b>    |
| Public Sector Electricity                | 6.7           |
| Public Sector Gas                        | 1.3           |
| Public Sector 'Other'                    | 0.2           |
| <b>Domestic Total</b>                    | <b>240.2</b>  |
| Domestic Electricity                     | 69.6          |
| Domestic Gas                             | 90.0          |
| Domestic 'Other'                         | 80.6          |
| <b>Transport Total</b>                   | <b>353.7</b>  |
| Road Transport (A roads)                 | 207.1         |
| Road Transport (Motorways)               | 0.0           |
| Road Transport (Minor roads)             | 133.4         |
| Diesel Railways                          | 0.5           |
| Transport 'Other'                        | 12.8          |
| <b>LULUCF Net Emissions</b>              | <b>581.6</b>  |
| Net Emissions: Forest land               | -53.5         |
| Net Emissions: Cropland                  | 581.9         |
| Net Emissions: Grassland                 | 43.6          |
| Net Emissions: Wetlands                  | 0.7           |
| Net Emissions: Settlements               | 8.4           |
| Net Emissions: Harvested Wood Products   | 0.0           |
| Net Emissions: Indirect N <sub>2</sub> O | 0.5           |
| <b>Agriculture Total</b>                 | <b>380.4</b>  |
| Agriculture Electricity                  | 9.5           |
| Agriculture Gas                          | 0.0           |
| Agriculture 'Other'                      | 19.5          |
| Agriculture Livestock                    | 144.8         |
| Agriculture Soils                        | 206.6         |
| <b>Waste Management Total</b>            | <b>35.5</b>   |
| Landfill                                 | 24.2          |
| Waste Management 'Other'                 | 11.3          |

# Emissions over time – North Norfolk

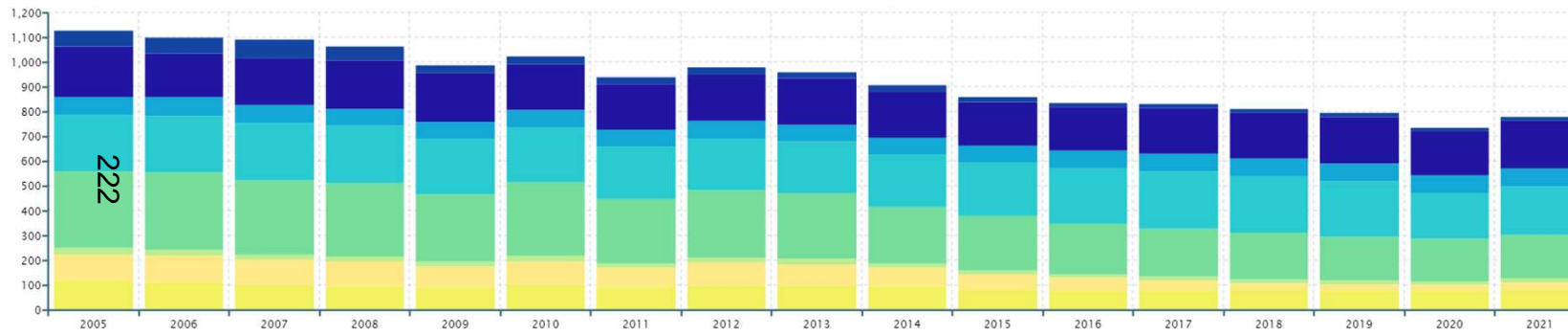
The chart shows greenhouse gas emissions (kt CO<sub>2</sub>e) between 2005 and 2021 for North Norfolk.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas

Emission trend



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| North Norfolk (2021 Data)                                |            |
|--|------------|
| <b>Per Capita Emissions (tCO<sub>2</sub>e)</b>           | <b>7.6</b> |
| Population ('000s, mid-year estimate)                    | 103.3      |
| <b>Emissions per km<sup>2</sup> (kt CO<sub>2</sub>e)</b> | <b>0.8</b> |
| Area (km <sup>2</sup> )                                  | 990        |

| North Norfolk (2021 Data)                | GHG emissions |
|--|---------------|
| <b>Grand Total</b>                       | <b>782.9</b>  |
| <b>Industry Total</b>                    | <b>85.5</b>   |
| Industry Electricity                     | 24.2          |
| Industry Gas                             | 28.6          |
| Industry 'Other'                         | 32.6          |
| Large Industrial Installations           | 0.0           |
| <b>Commercial Total</b>                  | <b>26.4</b>   |
| Commercial Electricity                   | 21.3          |
| Commercial Gas                           | 4.5           |
| Commercial 'Other'                       | 0.6           |
| <b>Public Sector Total</b>               | <b>16.1</b>   |
| Public Sector Electricity                | 8.4           |
| Public Sector Gas                        | 7.5           |
| Public Sector 'Other'                    | 0.2           |
| <b>Domestic Total</b>                    | <b>176.7</b>  |
| Domestic Electricity                     | 51.2          |
| Domestic Gas                             | 67.1          |
| Domestic 'Other'                         | 58.5          |
| <b>Transport Total</b>                   | <b>198.0</b>  |
| Road Transport (A roads)                 | 75.6          |
| Road Transport (Motorways)               | 0.0           |
| Road Transport (Minor roads)             | 94.9          |
| Diesel Railways                          | 0.7           |
| Transport 'Other'                        | 26.8          |
| <b>LULUCF Net Emissions</b>              | <b>72.2</b>   |
| Net Emissions: Forest land               | -62.0         |
| Net Emissions: Cropland                  | 81.4          |
| Net Emissions: Grassland                 | 31.4          |
| Net Emissions: Wetlands                  | 15.1          |
| Net Emissions: Settlements               | 5.8           |
| Net Emissions: Harvested Wood Products   | 0.0           |
| Net Emissions: Indirect N <sub>2</sub> O | 0.4           |
| <b>Agriculture Total</b>                 | <b>191.2</b>  |
| Agriculture Electricity                  | 12.8          |
| Agriculture Gas                          | 0.8           |
| Agriculture 'Other'                      | 14.8          |
| Agriculture Livestock                    | 83.9          |
| Agriculture Soils                        | 79.0          |
| <b>Waste Management Total</b>            | <b>16.8</b>   |
| Landfill                                 | 4.8           |
| Waste Management 'Other'                 | 12.0          |

# Emissions over time – Norwich

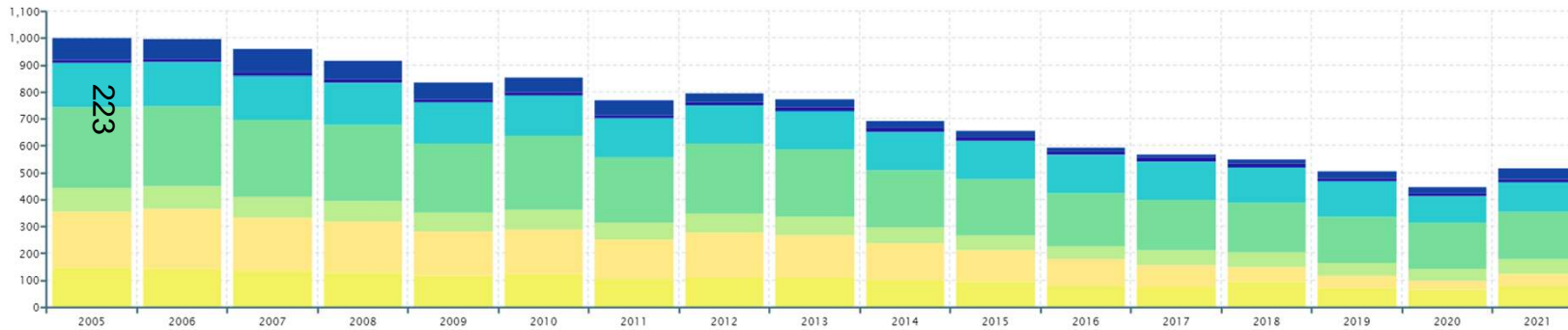
The chart shows greenhouse gas emissions (kt CO<sub>2</sub>e) between 2005 and 2021 for Norwich.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas

Emission trend



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| Norwich (2021 Data)                                      |             |
|--|-------------|
| <b>Per Capita Emissions (tCO<sub>2</sub>e)</b>           | <b>3.6</b>  |
| Population ('000s, mid-year estimate)                    | 143.1       |
| <b>Emissions per km<sup>2</sup> (kt CO<sub>2</sub>e)</b> | <b>12.7</b> |
| Area (km <sup>2</sup> )                                  | 40.6        |

| Norwich (2021 Data)                      | GHG emissions |
|--|---------------|
| <b>Grand Total</b>                       | <b>516.5</b>  |
| <b>Industry Total</b>                    | <b>79.8</b>   |
| Industry Electricity                     | 17.6          |
| Industry Gas                             | 40.1          |
| Industry 'Other'                         | 22.0          |
| Large Industrial Installations           | 0.0           |
| <b>Commercial Total</b>                  | <b>44.7</b>   |
| Commercial Electricity                   | 32.1          |
| Commercial Gas                           | 12.0          |
| Commercial 'Other'                       | 0.7           |
| <b>Public Sector Total</b>               | <b>56.4</b>   |
| Public Sector Electricity                | 12.1          |
| Public Sector Gas                        | 44.4          |
| Public Sector 'Other'                    | 0.0           |
| <b>Domestic Total</b>                    | <b>176.5</b>  |
| Domestic Electricity                     | 41.7          |
| Domestic Gas                             | 128.1         |
| Domestic 'Other'                         | 6.6           |
| <b>Transport Total</b>                   | <b>104.7</b>  |
| Road Transport (A roads)                 | 55.7          |
| Road Transport (Motorways)               | 0.0           |
| Road Transport (Minor roads)             | 42.0          |
| Diesel Railways                          | 0.6           |
| Transport 'Other'                        | 6.4           |
| <b>LULUCF Net Emissions</b>              | <b>3.1</b>    |
| Net Emissions: Forest land               | -1.9          |
| Net Emissions: Cropland                  | 0.7           |
| Net Emissions: Grassland                 | 1.2           |
| Net Emissions: Wetlands                  | 0.0           |
| Net Emissions: Settlements               | 3.0           |
| Net Emissions: Harvested Wood Products   | 0.0           |
| Net Emissions: Indirect N <sub>2</sub> O | 0.0           |
| <b>Agriculture Total</b>                 | <b>12.7</b>   |
| Agriculture Electricity                  | 0.2           |
| Agriculture Gas                          | 0.3           |
| Agriculture 'Other'                      | 0.3           |
| Agriculture Livestock                    | 7.9           |
| Agriculture Soils                        | 4.0           |
| <b>Waste Management Total</b>            | <b>38.6</b>   |
| Landfill                                 | 32.3          |
| Waste Management 'Other'                 | 6.3           |

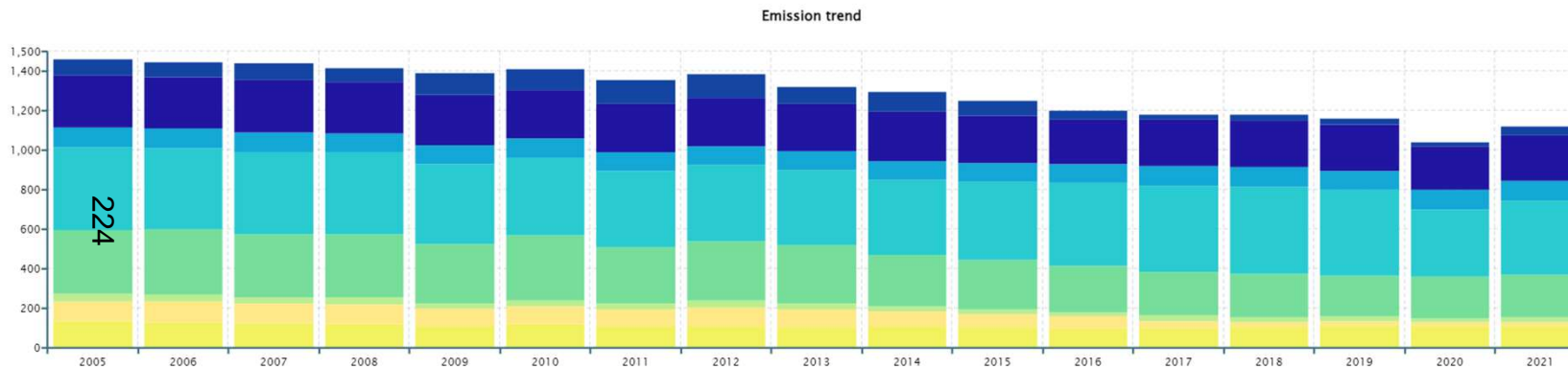
# Emissions over time – South Norfolk

The chart shows greenhouse gas emissions (kt CO<sub>2</sub>E) between 2005 and 2021 for South Norfolk.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas



Guide to coloured sectors:

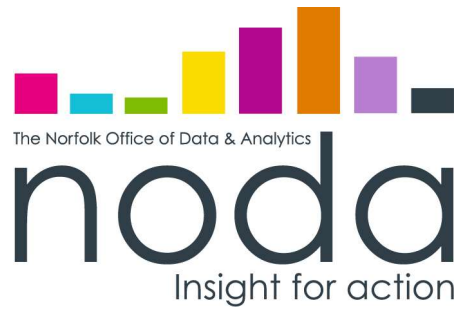
- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| South Norfolk (2021 Data)                                |            |
|--|------------|
| <b>Per Capita Emissions (tCO<sub>2</sub>e)</b>           | <b>7.8</b> |
| Population ('000s, mid-year estimate)                    | 142.5      |
| <b>Emissions per km<sup>2</sup> (kt CO<sub>2</sub>e)</b> | <b>1.2</b> |
| Area (km <sup>2</sup> )                                  | 908.9      |

| South Norfolk (2021 Data)                | GHG emissions |
|--|---------------|
| <b>Grand Total</b>                       | <b>1118.1</b> |
| <b>Industry Total</b>                    | <b>112.2</b>  |
| Industry Electricity                     | 20.0          |
| Industry Gas                             | 17.8          |
| Industry 'Other'                         | 73.8          |
| Large Industrial Installations           | 0.6           |
| <b>Commercial Total</b>                  | <b>19.9</b>   |
| Commercial Electricity                   | 16.8          |
| Commercial Gas                           | 2.4           |
| Commercial 'Other'                       | 0.7           |
| <b>Public Sector Total</b>               | <b>25.5</b>   |
| Public Sector Electricity                | 8.0           |
| Public Sector Gas                        | 17.3          |
| Public Sector 'Other'                    | 0.2           |
| <b>Domestic Total</b>                    | <b>212.7</b>  |
| Domestic Electricity                     | 57.7          |
| Domestic Gas                             | 86.6          |
| Domestic 'Other'                         | 68.4          |
| <b>Transport Total</b>                   | <b>375.2</b>  |
| Road Transport (A roads)                 | 233.5         |
| Road Transport (Motorways)               | 0.0           |
| Road Transport (Minor roads)             | 107.8         |
| Diesel Railways                          | 2.3           |
| Transport 'Other'                        | 31.6          |
| <b>LULUCF Net Emissions</b>              | <b>98.4</b>   |
| Net Emissions: Forest land               | -38.0         |
| Net Emissions: Cropland                  | 64.9          |
| Net Emissions: Grassland                 | 63.6          |
| Net Emissions: Wetlands                  | 0.4           |
| Net Emissions: Settlements               | 7.0           |
| Net Emissions: Harvested Wood Products   | 0.0           |
| Net Emissions: Indirect N <sub>2</sub> O | 0.4           |
| <b>Agriculture Total</b>                 | <b>231.7</b>  |
| Agriculture Electricity                  | 15.9          |
| Agriculture Gas                          | 10.6          |
| Agriculture 'Other'                      | 15.0          |
| Agriculture Livestock                    | 114.1         |
| Agriculture Soils                        | 76.2          |
| <b>Waste Management Total</b>            | <b>42.5</b>   |
| Landfill                                 | 25.9          |
| Waste Management 'Other'                 | 16.6          |



**Produced by the Norfolk Office of Data & Analytics (NODA)  
Completed May 2024**



**Norfolk**  
County Council

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# Strategic Alignment



Borough Council of  
King's Lynn &  
West Norfolk



# District priorities

## Borough Council of Great Yarmouth Corporate Plan



[The Plan 2020 - 2025](#)

### Themes

A strong and growing economy – growth and impact of offshore energy sector, year-round tourism offer, enhancing culture and heritage offer

Improved housing and strong communities – improve range and quality of housing and supporting community self-sufficiency

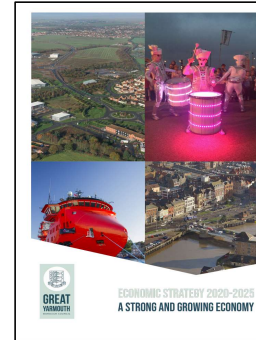
High-quality and sustainable environment – relationship to coastline, the broads and mitigating climate change

An efficient and effective council – ambition, clear direction and value for money.

### Example Outcomes

- To have secured new inward investment in the borough
- Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work.
- Support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities.
- A thriving visitor economy with an extended season beyond the peak summer period.
- Improved the health and well-being of residents

## Borough Council of Great Yarmouth Economic Plan



[Economic Strategy 2020-2025](#)

### Summary - *A Strong and Growing Economy*

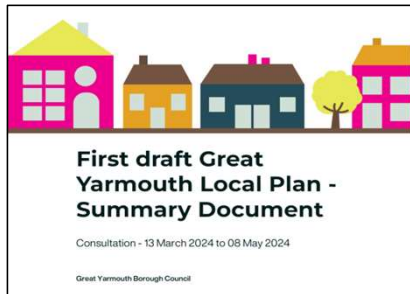
The Strategy is to lead a placemaking agenda that changes how Great Yarmouth is perceived and understood by residents, visitors, existing and new businesses, investors and workforces. Its leadership resides with the Economic Development Committee and is realised through delivery of the Economic Growth Action Plan. Its implementation is reported to and monitored by the Economic Reference Group, whose membership comprises delivery partners and stakeholders.

### Outcomes

- To have secured new inward investment in the Borough, creating a vibrant economy and matching local skills provision with future job and career opportunities
- To support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities
- Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work
- A thriving visitor economy with an extended season beyond the peak summer period

# District priorities

## Borough Council of Great Yarmouth Local Plan



### [Emerging Local Plan 2021 - 2040](#)

#### Scale and Location of growth

The plan sets out a strategy to meet the target of **7,200 new homes** over the plan period (2021-2041) by identifying sufficient land for 7,500 homes. New homes will be planned across the Borough approximately as follows:

- Urban area of Great Yarmouth, Gorleston and Bradwell – 45% of housing growth
- Caister-on-Sea - 20% of housing growth
- Villages - 35% of housing growth

The council will work with partners to deliver the borough's regeneration and growth ambitions across the urban area and has identified 12 Urban Opportunity Areas,

The local plan flexibly supports the development of new industrial and business uses within the Borough, applying a slightly more restrictive approach within the countryside.

The local plan defines a hierarchy of designated centres with Great Yarmouth as the main town centre, Gorleston-on-Sea as a town centre, Beacon Park and Caister with district centres, and a series of local centres across the Borough.

## BC of King's Lynn & West Norfolk Corporate Strategy



### [Corporate Strategy 2023-2027](#)

#### Themes

Promote growth and prosperity to benefit West Norfolk - To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need, and promote West Norfolk as a destination.

Protect our environment - To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

Efficient and effective delivery of our services - To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing

Support our communities - To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

#### Example Activities

- Support a year-round programme of events, festivals and activities for residents and visitors
- Maximize opportunities to transform and regenerate our high streets and heritage assets
- Encourage active travel by reducing barriers to walking and cycling.
- Tackle social and health inequalities

# District priorities

## BC of King's Lynn & West Norfolk Economic Strategy



**West Norfolk Economic Strategy  
& Vision 2045**  
Due for publication in 2024,

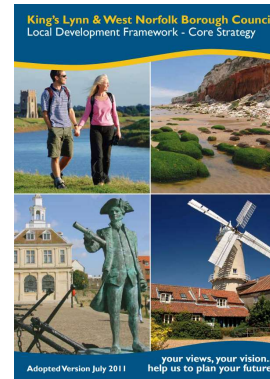
Whilst the area has significant strengths and opportunities, there are also challenges to be overcome to secure the renewed success of King's Lynn and West Norfolk. These centre on health inequalities (particularly in areas such as North Lynn), insufficient housing, transport and connectivity constraints and business base pressures.

### Vision

West Norfolk's Economic Vision and Strategy 2045 seeks to target and address these challenges. The strategy sets out 5 strategic pillars:

- **Thriving towns** that are destinations for both residents and tourists
- **Access to education** and good work, at all phases of life
- **Specialised agri-food, engineering, waste & water and visitor economy sectors**, with productive jobs and businesses that are a reason to stay in the area, re-locate to it and invest in it
- Proactive, efficient and sustainable **management of our natural resources**
- **Happy, healthy people living in inclusive communities** with access to housing, health services, social and leisure facilities

## Borough Council of King's Lynn & West Norfolk Local Plan



### [Local Development Framework - Core Strategy](#)

See document for more information

### Vision

People want to be part of the success story that is West Norfolk, drawn here to live, work, invest and visit. West Norfolk enjoys an unparalleled balance between quality of life and quality of opportunity with people drawn to the area to take advantage of this.

### Example Core Strategy Objectives

- **Economy** - People want to be part of the success story that is West Norfolk, drawn here to live, work, invest and visit. West Norfolk enjoys an unparalleled balance between quality of life and quality of opportunity with people drawn to the area to take advantage of this.
- **Society** - All communities are strong, cohesive and safe.
- **Environment** - West Norfolk is meeting the challenges of climate change and reducing or mitigating carbon emissions.
- **Towns and Places** – King's Lynn, Downham Market, Hunstanton, Rural areas, coast

# District priorities

## Breckland Corporate Plan



### [Breckland Corporate Plan 2021 - 2025](#)

#### Priorities

Inspiring Communities - We want to build on the many strengths of our local communities so that people can lead happy, healthy, fulfilling lives in Breckland and we support people through targeted services that make a difference.

Thriving Places - We continue to drive investment to unlock the significant potential and opportunities in our district.

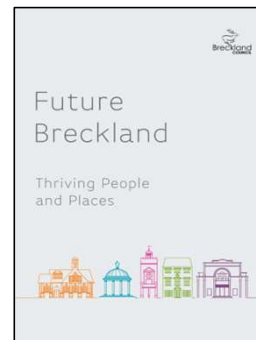
Breckland 2035 - We will be a role model for sustainability, take action, and enable others to make informed choices so that together we can all make an impact and contribute to greener lifestyles.

Working Smarter - We are a dynamic, innovative organisation which embraces change and new ways of working.

#### Example Activities

- Supporting vulnerable residents through our £1 million Inspiring Communities programme
- Developing a focus on creating an 'Inclusive Economy'
- Ensuring the success and effectiveness of the Future Breckland project

## Breckland Future Breckland



### [Future Breckland](#)

The ethos behind Future Breckland was to create a shared vision that everyone with a stake in Breckland's society and economy could align to.

#### Objectives

Regenerating and placemaking - Regenerating Breckland's town centres to help them realise their potential, adapt to changing conditions, and attract people and businesses.

Building on our heritage and culture - Building on Breckland's rich heritage and culture, while enhancing tourism opportunities and bringing our local communities together.

Growing our business and enterprise base - Encouraging new businesses, expansions and relocations by improving the availability of business services and premises.

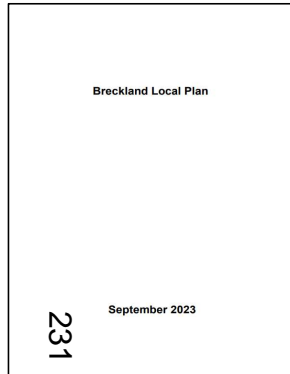
Investing in housing and infrastructure Targeted investment in housing, public transport and active travel to improve quality of life.

Improving sustainability and wellbeing - Delivering our net zero commitment while supporting our residents to maintain active lifestyles.

Encouraging educational attainment - Supporting our residents to train and pursue further and continual education to increase employment opportunities and meet ongoing employment needs.

# District priorities

## Breckland District Council Local Plan



### [Breckland Local Plan](#)

See document for more information

The Local Plan sets out the need for homes across the district and allocates land accordingly. In total, 16,525 homes have been allocated across the plan period (2021-2046).

### **Strategic objectives:**

Development in the right place

- Meet housing need
- A strong economy
- A rich environment
- Thriving communities

This plan identifies Attleborough, Dereham and Thetford as Breckland's strategic growth locations, both business and housing, with significant urban extensions already committed in Attleborough and Thetford. Whilst also considering the rurality of the district and allocating sufficient development outside of the market towns.

## North Norfolk District Council Corporate Plan



### [Our Corporate Plan 2023 - 2027](#)

### **Main Ambitions**

Our greener future - We will continue our work to create a cleaner, green and zero-carbon future for North Norfolk.

Developing our communities We will develop our work to support confident, engaged, resilient and inclusive communities.

Meeting our housing need - We will seek to meet the challenges of local housing need.

Investing in our local economy & infrastructure - We will create an environment where businesses thrive and prosper, supporting jobs and economic opportunity for all.

A strong, responsible & accountable council

### **Example Ambitions**

- Supporting our communities to become more resilient, self-reliant, inclusive and embrace their diversity
- Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport

# District priorities

## North Norfolk District Council Economic Strategy



### [Economic Strategy and Action Plan 2023 - 2027](#)

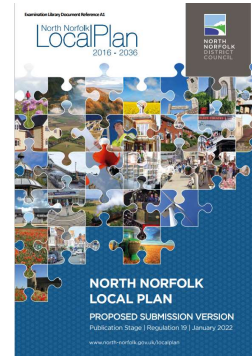
#### Themes

- Inflationary pressures – cost of living for residents, operational costs of running businesses.
- Climate change
- Infrastructure investment – needed to unlock key growth areas and to address critical ‘not spot’ broadband and mobile signal issues.
- Market towns – and the changing way in which people shop and use our towns, particularly given the growth in out-of-town retail areas and online shopping.
- Lack of ‘grow on’ space for businesses - commercial premises stock of many industrial sites are aging and predominantly saturated.

#### Example Activities

- Establish and support a North Norfolk Skills Assembly to help embed a joined up and collaborative approach to supporting skills and recruitment and overcome critical issues.
- Market Town Network Improvement Strategies. Norfolk County Council have previously produced reports for North Walsham, Fakenham and Hoveton and Wroxham. We will encourage and support reports in the other towns.

## North Norfolk District Council Local Plan



### [Emerging Local Plan 2022 - 2036](#)

The plan outlines the long-term vision and strategy for the development and evolution of towns, villages, and the countryside in North Norfolk up to 2036.

The towns of North Walsham, Fakenham and Cromer are the focus for a significant proportion of the required development.

#### Objectives:

1. Delivering Climate Resilient Sustainable Development
2. Protecting Character
3. Meeting accommodation needs
4. Enabling Economic Growth
5. Delivering Healthy Communities



# District priorities

## Norwich City Council Corporate Plan



[We Are Norwich \(2024 – 2029\)](#)

### Main Ambitions

An open and modern council • A prosperous Norwich • A fairer Norwich • A climate responsive Norwich • A future-proof Norwich

### Example Ambitions

A net-zero council by 2030 - Our council services have a reduced carbon footprint, and environmentally conscious suppliers are supported by increased council investment and spending. Our businesses drive a low emission agenda, our recycle rates are increased across the city and our air quality is improved.

Vibrant parks and open spaces for all - Our parks and green spaces have increased usage across all communities, with improved recreation, sport and leisure opportunities, evidenced by a higher take up in sport and physical activity, contributing to better mental and physical wellbeing

Better incomes for people in Norwich - Incomes have risen and people have better standards of living. The Real Living Wage has become the norm not the exception, more people receive the benefits they are entitled to, and there is a greater number of high quality unionised jobs. The economy is more inclusive and there is support for people into work, particularly in our most disadvantaged communities.

## Norwich City Council Economic Strategy



[Norwich Economic Strategy 2019 - 2024](#)

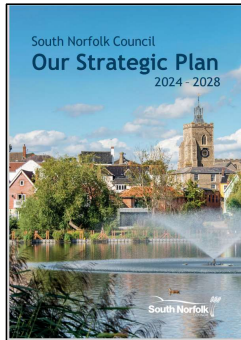
*New 5 year Norwich Economic Strategy to be published January 2025*

### Themes

Diverse economy -The diversity of Norwich's economy is one of its greatest strengths • Low productivity - poorly paid and insecure employment in relatively low-skilled jobs in sectors which are likely to see significant contraction as technology replaces many roles • Shifts in the labour market - Artificial Intelligence (AI) and other technologies replace many traditional roles and new requirements, particularly those driven by expected technological advancement, will emerge • School attainment - Norwich's future labour market should provide many opportunities for our young people • Vibrant city centre - Norwich, with its historic, cultural and visitor offer should be able to prosper in an environment where technology has profoundly impacted high streets, though this will require further investment and active management to find the balance between employment, housing, retail and leisure • Innovation - adopting new approaches which form the best way to build on the city's strengths, harness new ways to create growth, and inform new ways of meeting social challenges • Climate change - businesses can benefit from the low-carbon economy in two ways: by diversifying into new products, and by becoming more efficient in their current processes. • Brexit - delivering sustainable economic growth relies upon new financial models and effective working across the public sector, and between the public and private sectors.

# District priorities

## South Norfolk District Council Strategic Plan



### [Our Strategic Plan 2024 - 2028](#)

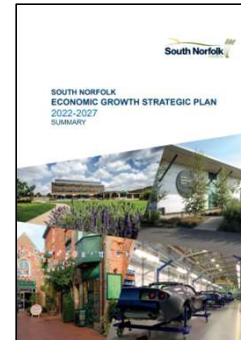
#### Vision

- Enhancing our environment
- Growing a prosperous economy
- Enriching our communities
- Moving with the times

#### Example activities

- Make the most of our own community asset land to increase biodiversity and ensure they contribute to an attractive natural environment.
- Make it easier for rural businesses by helping enterprises that are in more secluded areas.
- Focus and expand upon our early intervention solutions, one family at a time.
- Collaborate with neighbouring councils, regional organisations, and private sector partners to leverage resources, share best practices, and collectively address challenges.

## South Norfolk District Council Economic Strategy



### [South Norfolk Economic Growth Strategic Plan 2022 - 2027](#)

#### Priorities

- 1: Growth and Investment Supporting businesses and key clusters and securing capital funding
- 2: Quality Locations and Infrastructure Promote quality and affordable housing, building community resilience, developing a sustainable and accessible transport network
- 3: Skills and Lifelong learning Addressing the skills shortage, creating high-calibre employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth
- 4: Innovation and Enterprise Championing the development of new technologies and networks - transition to a Net-Zero carbon economy

#### Example Activities

- Increased space available for start-ups and increased retention of expanding businesses in the area - Hethel Innovation Centre, Food Enterprise Zone and Norwich Research Park
- Work with partners to promote the Norwich to Cambridge Tech Corridor and associated cluster formation and growth

# District priorities

## Broadland District Council Council Plan



### [Council Plan 2020 - 2024](#)

#### Vision

As a modern, caring Council, we will strive to achieve this by focussing on our four key priorities:

- Empowering individuals and communities
- Cleaner, greener Broadland
- Providing the right homes in the right places
- Sustainable resilient local economy

#### Example activities

- Explore the delivery of Community Hubs across the district.
- Develop “social value” procurement frameworks, associated training, on reducing carbon emissions and embedded carbon, improved employment practices, the protection and enhancement of natural environments, investment in green skills.
- Measure the success of our economy not only by monetary metrics but through co-benefits such as community wellbeing, public health, skill development, and social inclusion.
- Deliver a retrofit programme, focussing on least energy efficient homes and grow the circular economy and local skills around retrofit.

## Broadland District Council Economic Strategy



### [Broadland Economic Growth Strategic Plan 2022 - 2027](#)

#### Priorities

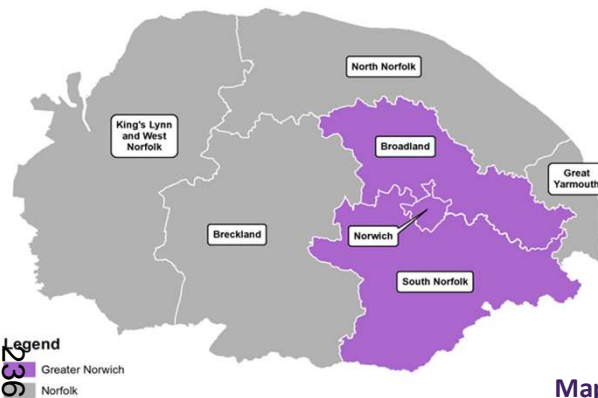
- 1: Growth and Investment Supporting businesses and key clusters and securing capital funding
- 2: Quality Locations and Infrastructure Promote quality and affordable housing, building community resilience, developing a sustainable and accessible transport network
- 3: Skills and Lifelong learning Addressing the skills shortage, creating high-calibre employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth
- 4: Innovation and Enterprise Championing the development of new technologies and networks - transition to a Net-Zero carbon economy

#### Example Activities

- Develop business cases for commercial investment opportunities in key clusters with regional partners ahead of funding streams becoming available
- Engage with businesses to understand current skills gaps and evolve the package of direct delivery at Carrowbreck House and online to address local needs

# District Priorities Greater Norwich and the Greater Norwich Growth Board

Broadland District Council, Norwich City Council, South Norfolk District Council



Map of Greater Norwich area

**Greater Norwich** consists of the combined administrative areas of Broadland District Council, Norwich City Council and South Norfolk Councils. Together they form one of the fastest growing parts of the country, delivering infrastructure under a unique voluntary partnership arrangement which is recognised nationally as being an exemplar for best practice.

Greater Norwich is overseen by two separate voluntary partnership boards:

- The **Greater Norwich Development Partnership (GNDP)** directs the development and delivery of the Greater Norwich Local Plan (GNLP).
- The **Greater Norwich Growth Board (GNGB)** monitors and drives forward the delivery of infrastructure which is required to support the growth that is agreed in the Greater Norwich Local Plan.



[Greater Norwich Local Plan](#)  
Adoption March 2024

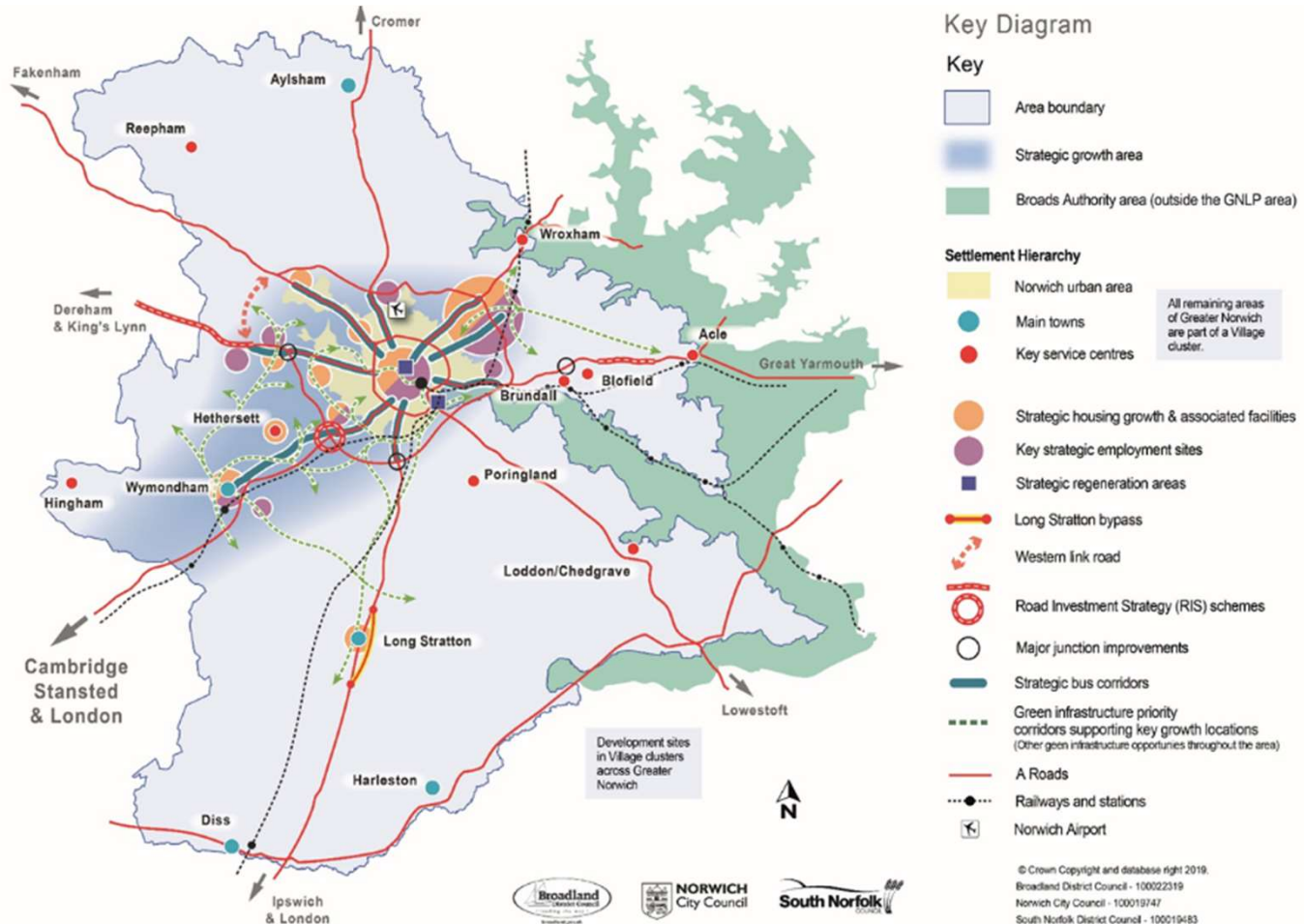
The **Greater Norwich Local Plan** sets out the vision for future development in Greater Norwich until 2038. It was created collaboratively by Broadland District Council, Norwich City Council, South Norfolk Council and Norfolk County Council, and was adopted by all three councils in March 2024. The GNLP includes strategic planning policies and allocates individual sites for development. It aims to ensure that new homes and jobs are delivered whilst the environment is protected and enhanced.

Approximately 70% of the Greater Norwich housing growth and the majority of commercial growth to 2038 is proposed to be within the Strategic Growth Area (SGA) shown in the figure, overleaf.

# District Priorities Greater Norwich and the Greater Norwich Growth Board

Broadland District Council, Norwich City Council, South Norfolk District Council

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Key Diagram  
March 2024

## Slide 116

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# District Priorities

## Cambridge Norwich Tech Corridor

South Norfolk and Broadland Council, Breckland Council, Norwich City Council



### [Cambridge Norwich Tech Corridor: vision and spatial strategy report](#)

Perkins & Will

#### Summary

Perkins & Will set out a visionary report which highlights the tech corridor has a vibrant economy of £27.3bn where life science and med-tech clusters are working at the intersection of food and human health, creating ground breaking therapies and medical devices. The corridor has seen a 40% growth in scientific and R&D employment since 2010. Home to a thriving agri-food and agri-tech sector, adding £1.5bn to the UK economy.

Slide 117

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# Norfolk's Policies



## [Better Together For Norfolk \(2021-2025\)](#)

The Together for Norfolk Plan (2019) has been refreshed in 2021 to create the Better Together for Norfolk Strategy.

### **Main Challenges Identified**

A survey of Norfolk residents post-Covid-19 identified the main priorities for Norfolk residents as local businesses, unemployment, social care and health, and investment in community infrastructure and hubs.

### **Main Ambitions**

The document sets out five strategic priorities: (1) A vibrant and sustainable economy; (2) Better opportunities for children and young people; (3) Healthy, fulfilling and independent lives; (4) Strong, engaged and inclusive communities; (5) A greener, more resilient future. This is to be achieved via three themes (1) Growing Economy; (2) Thriving People and (3) Strong Communities.

### **Example Activities Supported**

- Develop Norfolk as a centre for innovation in life sciences and supporting new technologies with a strong inward investment proposition that promotes our county as a place to visit.
- Levelling-up economy by promoting good jobs and a higher skilled and healthier workforce.
- Working with partners to increase qualifications and build the skills that meet the needs of green, high-value and transformational businesses.



## [Norfolk County Council Delivery Plan \(2024 -25\)](#)

Details the most significant activities happening across the Council which support the delivery of the *Better Together, for Norfolk* strategy.

### **Main Challenges & Opportunities Identified**

Significant challenges to local government finances with higher costs, increasing demand for services and restricted government funding • Devolution • Climate change • Addressing skills gap as the world of work will continue to change, with decreasing jobs in invoicing, clerical, and administrative work and new opportunities emerge within technology, energy, and green sectors • Growing demand for critical services • A high percentage of people living within rural areas which increases the cost of service delivery • Challenges in our local health system.

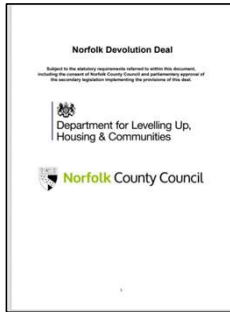
### **Main Ambitions**

As outlined in Better Together, For Norfolk (2021- 25)

### **Example Activities Supported**

- Deliver the devolution deal
- Integrate LEP functions
- Maximise business, employment and skills support
- Continue to improve digital connectivity to maximise digital inclusion
- Deliver the next phase of the Norwich Western Link and continue to lobby to dual the A47
- Promote Norfolk as a key destination for inward investment and tourism
- Continue to implement Apprenticeships strategy
- Continue to deliver specialist housing programmes
- Continue to roll out improvements to bus services with a focus on green transport.

# Norfolk's Policies

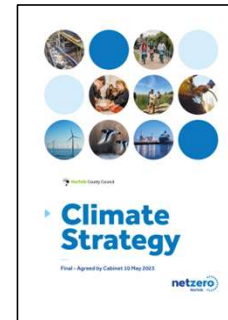


## [Norfolk's Devolution](#)

Summary of the Devolution Deal between the Government and Norfolk County Council

### **Devolution agreement includes**

Control of a £20million per year allocation of investment funding over 30 years, 40% capital and 60% revenue, to be invested by Norfolk County Council to drive growth and take forward its priorities over the long term • Almost £7m for the building of new homes on brownfield land in 2024/25, subject to sufficient eligible projects for funding being identified • £5.9 million of capital funding in this Spending Review period to support the delivery of housing, regeneration and development priorities Norfolk. This investment is subject to agreement of the relevant business cases • New powers to drive the regeneration of the area and to build more affordable homes including compulsory purchase powers and the ability to establish Mayoral Development Corporations<sup>15</sup> • An integrated transport settlement starting in 2024/25. Government will work with Norfolk to agree an integrated multi-year transport settlement at the next Spending Review, at which point opportunities for expanding the integrated transport settlement offer will also be explored • New powers to shape local skills provision to better meet the needs of the local economy and local people, including devolution of the core Adult Education Budget, as well as input into the new Local Skills Improvement Plan



## [Climate Strategy 2023](#)

This document sets out a strategic framework for the way Norfolk County Council is tackling climate change locally and building resilience to its effects.

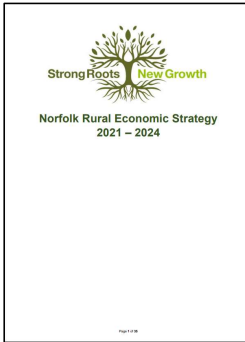
### **Focus areas**

NCC Estate • Indirect Emissions • County-wide Emissions • Promoting green economy • Adapting to climate change • Space for nature to grow and recover • Engage and collaborate

### **Example Activities Supported**

Work with local networks such as the LEP to support SMEs (small and medium enterprises) on their journey to net zero • Develop an energy strategy for Norfolk County Council aligned with our net zero agenda • Work with the Tyndall Centre for Climate Change Research at the University of East Anglia to understand better the risks of climate change impacts on Norfolk and potential adaptation responses • Ensure new infrastructure is designed against appropriate assumptions on the future impacts of climate change • Produce a Local Nature Recovery Strategy for Norfolk that prioritises areas for action focusing on species, habitats, landscapes and land use of importance to Norfolk with potential for carbon capture • NCC will work in partnership with the Retrofit Academy to establish the feasibility of developing a dedicated retrofit and low carbon building training facility in the County

# Norfolk's Policies



## [Norfolk's Rural Economic Strategy \(2021 Draft\)](#)

This latest report refresh for 2021-2024 focuses on the impacts of the COVID-19 pandemic and how the Strategy can respond to the major changes to rural community life.

### Main Challenges Identified

Over half the people living in the county and claiming universal credit live in rural areas; business start up rates in rural areas are well below the national average; the 2020 digital transition has been huge but rural Norfolk still needs to overcome constraints due to a lack of connectivity and skills; rural communities need better access to health and wellbeing services; Brexit is causing challenges for many rural businesses (particularly health and social care) in recruiting and retaining workers; the impact of climate change could have significant impact for agricultural businesses.

### Main Ambitions Set Out

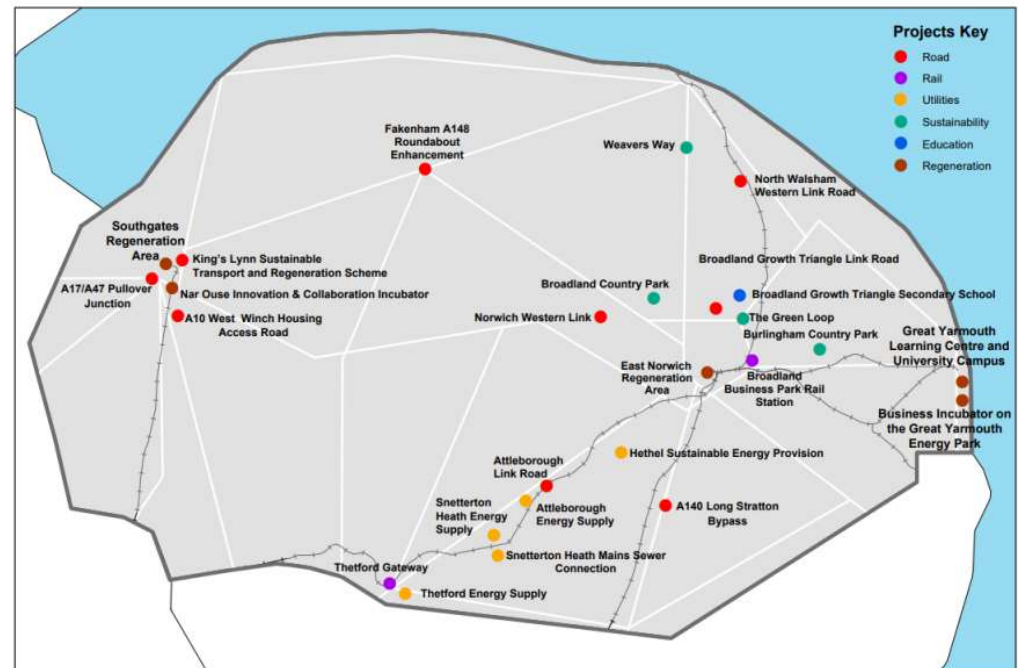
'Our vision for Rural Norfolk is inclusive, sustainable communities with a dynamic, connected economy and healthy natural environment, able to meet the needs of all rural residents and visitors'.

### Example Activities Supported

- Provision of business diversification grants (e.g., LEADER or DRIVE programme)
- Diversification of publicly-owned assets (e.g., County Farms Portfolio) to support rural diversification
- Champion the role of the Environmental Land Management Scheme to support countryside access and active forms of countryside recreation

## [Norfolk Strategic Infrastructure Delivery Plan \(2022\)](#)

The Norfolk strategic infrastructure delivery plan (NSIDP) pulls together information on the key infrastructure needed to deliver economic growth in Norfolk.



# Norfolk's Policies



## [NCC Local Transport Plan 4 Strategy \(2021 – 2036\)](#)

The Local Transport Plan sets out Norfolk County Council's plans, policies and programmes on transport and transport infrastructure. The plan details how we will deliver a transport network in Norfolk through identifying the projects and programmes important to us, and in their design and direct delivery

### Main Challenges Identified

Significant numbers of people have to travel relatively long distances to access everyday facilities, often with the added challenge of variable quality public transport

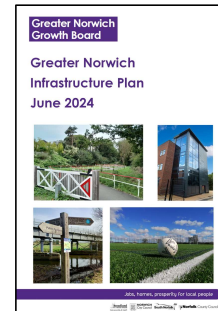
- Norfolk's transport network is largely rural, lengthening journey times
- Many settlements still retain historic street layouts, leading to congestion on some corridors and a lack of space to provide facilities for all different types of user of the network.

### Main Ambitions

Embracing the Future • Delivering a Sustainable Norfolk • Enhancing Connectivity • Enhancing Norfolk's Quality of Life • Increasing Accessibility • Improving Transport Safety • A Well Managed and Maintained Transport Network

### Example Activities Supported

Ensure that new developments are located in suitable areas with access to services and leisure facilities via sustainable and active transport • Ensure new developments are well-connected to bus networks • Make the case for investment to the rail network and trunk roads.



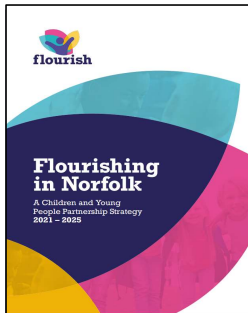
## [Greater Norwich Infrastructure Plan \(2024\)](#)

High-level summary of what infrastructure is needed to support growth in Greater Norwich. It is prepared to help coordinate and manage the delivery of strategic infrastructure projects as well as improve quality of life for residents and enhance the natural environment.

### The GNIP includes:

- Information about how the partners are working to achieve decarbonization and sustainability.
- A summary of the Greater Norwich Strategic Growth Area, the areas where growth is planned to take place.
- An outline of the range of funding streams which have been used to deliver infrastructure in Greater Norwich.
- An explanation of how Neighbourhood CIL is administered and spent in Greater Norwich with a supporting list of projects which have been identified in Neighbourhood Plans.
- Outlines the infrastructure that is required across the four thematic groups which are eligible to receive Strategic CIL funding from the GNGB; Green Infrastructure, Transport, Community Facilities and Education.
- Outlines the additional infrastructure requirements across a range of other categories.
- Contains appendices which provide a list of projects from the four eligible infrastructure groups that are currently programmed for delivery, separated from those that remain to be purely aspirational.

# Norfolk's Policies



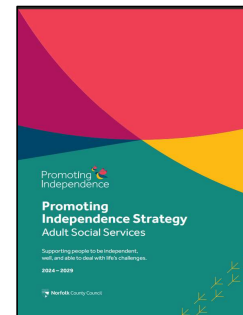
## [Flourishing in Norfolk Strategy](#)

A Children and Young People Partnership Strategy 2021 – 2025

Produced with children, young people and families, FLOURISH is our shared ambition for Norfolk's children and young people.

### Guiding principles

- Child and young person focused
- Positively framed – based on aspirations rather than just needs
- Places importance on how children, young people and families feel about their lives
- Inclusive of all children and young people in Norfolk
- Recognises our shared responsibility for children, young people and families
- Co-produced with young people
- Represents the interests and focus of all Children and Young People Strategic Alliance members



## [Promoting Independence Strategy](#)

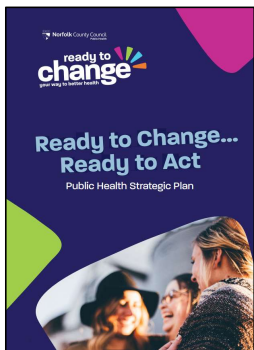
Adult Social Services

Supporting people to be independent, well, and able to deal with life's challenges. 2024 – 2029

### Promoting Independence – A Vision for Norfolk

We have an important vision for Adult Social Services in Norfolk: we want to support people to be independent, well, and able to deal with life's challenges. To achieve our vision, this strategy – Promoting Independence – is shaped by the Care Act, which aims to prevent, reduce and delay the demand for social care. This means we don't just provide the statutory minimum for our residents; we also continuously look for ways to support people before they face a crisis. Our strategy outlines our choices of how we will do that into the future, based on what you have told us is important. And through those choices, this strategy will also help us manage the demand for our services, our finances, and plan for our long-term future.

# Norfolk's Policies



[Ready to Change... Ready to Act](#)  
Norfolk Public Health Strategic Plan 2023

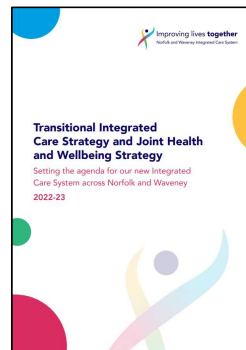
**Mission:** To improve the health and wellbeing of the people of Norfolk and reduce health inequalities. Informed by best practice and evidence, we will lead the system in Norfolk to develop and focus a prevention approach to improve and sustain good health and wellbeing.

## Priorities

- Adults and Older People
- Prevention, Partnerships and Places
- Children and Young People

## Example activities

- Support partners with their plans for addressing health inequalities by mapping existing health inequalities work across Norfolk, advise on gaps and duplication and develop a cohesive action plan for ourselves and partners
- Ensure services are tailored to older people as appropriate and includes identifying and addressing frailty, dementia and social isolation.



[Transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy 2022-23](#)

Setting the agenda for our new Integrated Care System across Norfolk and Waveney  
*Norfolk and Waveney Integrated Care System*

As an Integrated Care System, we have developed an overarching mission to help the people of Norfolk and Waveney to live longer, healthier, and happier lives.

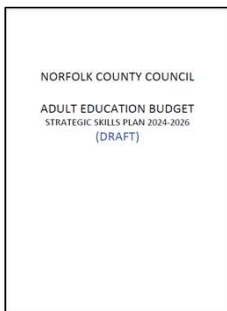
## Goals

- To make sure that people can live as healthy a life as possible
- To make sure that you only tell your story once
- To make Norfolk and Waveney the best place to work in health and care

## Example activities

- To work as a single sustainable system in the delivery of people centred care, across a complex organisational and service delivery landscape.
- Embed prevention and early help across all system and organisational strategies, plans and policies and shift focus to community provision.
- Consult and engage with residents, including those from seldom heard and excluded communities, to design and input into our services. This should include a variety of engagement methods and technologies.

# Norfolk's Policies



## Adult education budget strategic skills plan (2024-26)

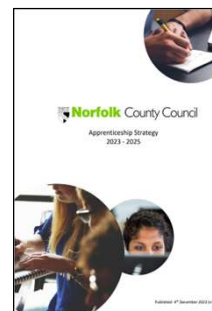
Devolution of the Adult Education Budget (AEB) enables us to deliver education provision which is aligned to meet the needs of Norfolk people, places, businesses and employers. This strategy sets out how it will do so.

### Main Challenges Identified

Skills miss-matches with skills shortages in some sectors, but also within geographic and demographic communities where individuals struggle to access opportunities • Wage and occupational inequality and lack of progression in work • Growing polarisation between higher and lower skilled occupations • Geographical inequalities, including health and wellbeing, and profound in some areas of skills deprivation.

### Main Ambitions

Establish a strategic partnership with providers and stakeholders, able to collaborate with a specific place-based focus on Norfolk's skills needs • Develop and commission delivery of a local offer with the agility to respond to employer demand • Focus provision and learner support to areas of high skills deprivation, supporting the social mobility of residents in these areas • Focus skills provision on key Norfolk industry sectors, supporting growth and inward investment opportunity • Establish joint working protocols across post-16 skills activity, bringing clarity on devolved and non-devolved funding and ensuring complementary provision.



## Apprenticeship Strategy (2023 – 25)

Outlines how NCC intends to support the delivery of apprenticeships locally; both as an employer and as a strategic leader. Strategy compiled across 3 directorates – Children's Services, Human Resources and Growth & Investment

### Main Challenges Identified

There has been a significant decline in the number of apprenticeships in Norfolk and England since 2016/17 • Stagnant apprenticeship funding • Continual policy developments and annual developments to (complex) funding rules.

### Main Ambitions

Apprenticeship as a high-quality opportunity that delivers the skills, knowledge and behaviours that employers are looking for • Promoting sustainable green skills required to support our emerging Net Zero priorities • A broad range of apprenticeships at all levels, from intermediate/advanced through to higher/degree level • Apprenticeships as a viable and aspirational pathway and route of progression for our young people and adults.

### Example Activities Supported

Increase opportunities to inspire, promote and champion apprenticeships; improving awareness and understanding of the benefits an apprenticeship; and celebrating successes • Undertake primary research to better understand the barriers to apprenticeships • Support an increase in the number of apprenticeship starts in Norfolk.

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# Norfolk's Policies



## NCC Digital Strategy and Roadmap for the 2020s

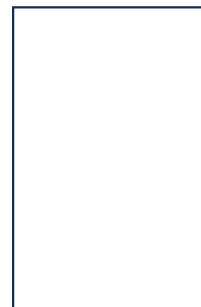
This digital strategy and roadmap explains how NCC are going to build on past and current success, as the Connected Britain Digital Council of the Year 2020.

### Main Ambitions

Focusing on inclusive growth and improved social mobility • Encouraging housing, infrastructure, jobs and business growth across the County • Developing our workforce to meet the needs of the sectors powering our local economy • Work to reduce our impact on the environment • This way we can help Norfolk have a growing economy, full of thriving people living in strong communities we are proud of.

### Example Activities Supported

Digital Strategy for Care • Go Digital – free digital support to micro and SME businesses • LoRaWAN – the largest free public sector deployment in the UK • Schools Digital Skills Development



## [Digital Inclusion Strategy](#)

December 2021

The strategy's vision is that every Norfolk resident is provided with the appropriate digital access opportunities to meet their needs and enable them to be digitally included in all aspects of their lives.

### Aspirations

- Working in partnership to target activity and make best use of resources
- Enabling universal access to connectivity in the county
- Supporting access to devices and equipment
- Increasing digital skills and confidence in key cohorts
- Developing the skills of our staff to understand how to support residents to access and use technology to improve their lives

### Example activities

- Subsidised and free connectivity through the Norfolk Assistance Scheme to provide broadband and/or mobile connectivity to selected cohorts.
- Digital programmes of learning will include information about purchasing and understanding broadband packages.
- Ensure Norfolk residents, including children, can stay safe online and understand how to avoid scams, cyber abuse and exploitation.

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# Additional policies for Norfolk



## [Economic Strategy East of England \(2020\)](#)

The Economic Strategy for the East of England was produced by Cambridge Econometrics in 2020 on behalf of IFM Investors. It has been endorsed by LEPs across the region.

## **Main Challenges Identified**

Growth prospects are limited by an inability to move daily commuters to and from employment hubs; there is patchy infrastructure provision in rural areas which means many places are not integrated with important economic markets; there are disadvantaged coastal communities that are unable to access opportunities in the local transport, logistics and clean energy sectors; Permitted Development Rights is impacting employment assets and sites; levels of graduate retention are low and there are few clear attractors for them.

## **Main Ambitions**

The region's expertise and assets leave it well-placed to tackle the Government's Ageing Society and Clean Energy Grand Challenges; New Anglia LEP are focusing on building excellence in STEM disciplines across their skills and education system; R&D spending in New Anglia is 1.14x the national average; there are c.1,000 wind turbines off the coast of the East of England generating 3.5GW of energy - investment has been secured for another 1,000 turbines; 60% of offshore wind energy is generated in the East of England; there is 1.4m hectares of farmland in the East of England and 79% is arable;



## [Transport East Transport Strategy](#)

Strategy which aims to overcome some of the transport challenges experienced, while also delivering a fit for purpose, high quality, inclusive and sustainable transport network that will be able to accommodate future growth in the area.

## **Main Challenges Identified**

The region covers a large area, with no major hub city • Many journeys made within the region are difficult to make other than by car. This results in high transport related emissions – 42% of all carbon emissions in the region. Affecting people's health and contributing to climate change • Poor connections are a particular challenge for many people living in our rural and coastal areas, making it difficult to access jobs, education and essential services.

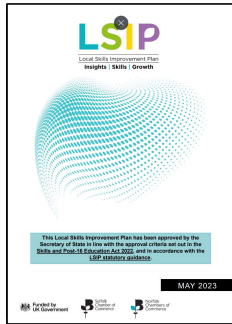
## **Main Ambitions**

Decarbonisation to net-zero • Connecting growing towns and cities • Energising coastal and rural communities • Unlocking international gateways

## **Priority corridors**

Midlands – King's Lynn – Norwich – Great Yarmouth • London – Chelmsford – Colchester – Ipswich – Norwich & Suffolk Coast • Norfolk and Suffolk to Cambridge – Midlands – South-West • Connecting South Essex – London – Thurrock – Basildon – Southend • Stansted – Braintree – Colchester – Harwich and Clacton • King's Lynn – Cambridge – Harlow – London

# Additional policies for Norfolk



## Norfolk and Suffolk Local Skills Improvement Plan

Norfolk Chamber of Commerce and Suffolk Chamber of Commerce

### LSIP Priorities

- Industries - Agri-Food/Tech, Net-Zero
- Cross Cutting Themes - Workforce Digital, Soft / Impact Skills

### Example activities

- Priority Provision Mapping - Knowledge sharing improving accessibility to training
- Project 1st - Standardise training package across the region.
- Common Language Response - Improve access to local provision.
- Net Zero Private Sector Funding for Training - Unlocking funding streams.



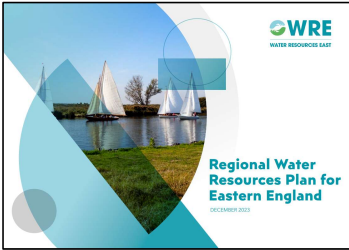
## Norfolk and Suffolk Enterprise Zones

Delivering clean growth and innovation on our strategic investment sites Five year strategic plan (2021-26)

**The Space to Innovate Enterprise Zone** comprises 10 sites across Norfolk and Suffolk which are helping to create thousands of new jobs over 25 years. Collectively they provide over 130ha of space for new and expanding businesses looking to grow in Norfolk and Suffolk.

**The Great Yarmouth & Lowestoft Enterprise Zone** covers 6 sites. It is strategically placed to capture billions of pounds of investment in the region's energy sector and supply chain over the next two decades.

# Additional policies for Norfolk



## [Regional Water Resources Plan for Eastern England December 2023](#)

Water Resources East

There is an urgent need for all the major water-using sectors in Eastern England to invest in managing the present and future risks of water scarcity.

### **WRE's preferred environmental outcome**

Taking a long-term view in our regional plan at the draft and this final stage has allowed us to explore the actions and investments that would be needed between now and 2050 to meet the outcomes sought by the Environment Agency's most ambitious environmental enhancement scenario.

This 'Enhance' scenario entails:

- Supporting the achievement of 'Good Ecological Status' (or 'Good Ecological Potential') in all waterbodies, even where the Environment Agency has previously considered it 'uneconomic' to do so.
- Providing extra protection for European Protected Sites and Sites of Special Scientific Interest (SSSIs).
- Delivering enhanced protection for chalk streams, wetlands and sensitive headwaters.

# Norfolk's Sectors



[Norfolk FinTech Report 2024](#)  
Whitecap consulting

## Summary

WhiteCap Consulting produced this piece of work as part of a project funded by Norfolk County Council which reviews FinTech activity in the region. The report finds an emerging cluster of 24 FinTech firms. Potential to double in size over next few years - presenting a growth opportunity for Norfolk, with higher value jobs. The proportion of female FinTech founders is the highest WhiteCap have observed in any regional ecosystem to date. There is a clear strength in InsurTech (the only region where it is the top subsector).



[Norfolk Screen Sector - Review & Recommendations](#)  
Olsberg SPI

## Summary

In 2021 Norfolk County Council commissioned a holistic research project into the Norfolk Screen Sector including Film, TV, animation, commercials and related sector activity. The research has created an evidence base of the value, size and shape of the screen sector in Norfolk and has recommendations for its growth.

# Norfolk's Sectors



[Innovation Prospectus](#)  
Connected Innovation

## Summary

The Connected Innovation Prospectus showcases the region's innovation ecosystem and sets out information across key innovation hubs, research locations and clusters in the region.



[Local Action Plan for Norfolk and Suffolk](#)  
Innovate UK

## Summary

The Innovate UK Local Action Plan sets out the key actions and priorities for engagement with Innovate UK across Norfolk and Suffolk's innovation ecosystem.

# Norfolk's Sectors



[Economic Impact of Tourism  
Visit Norfolk Report 2022](#)  
Destination Research

## Summary

This report examines the volume and value of tourism and the impact of visitor expenditure on the local economy in 2022 and provides comparative data against the previously published data for 2021 .

The total visitor spend value was £2,384,544,493, with an indirect / induced spend value of £981,483,000 leading to a total tourism value of £3,366,027,493 for Norfolk.

There are 50,898 FTE jobs and the total actual tourism related employment was 68,066 equating to 15.9% of all employment.



[Culture Drives Impact](#)  
Norfolk & Suffolk Culture Board

## Summary

The cultural sector of Norfolk and Suffolk contributed £272 million in GVA in 2018 and grew by 16% since 2015. It supports job creation and delivers impact across the economy. Culture, then, drives growth. But it also helps shape a different kind of economy, based on wellbeing and sustainability.



# Norfolk's Sectors



## [Agri-Food in Eastern England Regional Narrative](#)

Norfolk, Suffolk, Cambridgeshire & Lincolnshire

### 2025 Summary

The regional narrative is a document that sets out the combined size, capabilities and ambitions for agri-food across Norfolk, Suffolk, Cambridgeshire and Lincolnshire. It covers research and innovation, digital technologies, the transition to net zero and diet and health. This was the basis of a combined bid to secure the £7.5m Innovate UK Agri-Tech and Food Tech Launchpad.



## [RNAA Annual Report 2023](#)

Royal Norfolk Agriculture Association

### Review of activities

- Food, Farming and Environment Forum
- The Yield Network
- Agritech Week
- Support to agricultural charities
- Food and Farming Discovery Trust
- Skills and careers

Norfolk Showground Ltd reported profits of £73,405 indicating the events industry has returned post-Covid reflecting in continued investment on site with the Norfolk Events Centre. Developing plans to build a Food hall at the Norfolk Showground.

**Royal Norfolk Showground –  
Economic Impact Assessment 2024**

# Norfolk's Sectors



## [Space Strategy for Norfolk & Suffolk](#)

AstroAgency

### Summary

There are a range of exciting uses of space technologies that can – and should – be promoted far more extensively for the benefit and growth of the whole region.

We have strong relationships with the European Space Agency, UK Space Agency and Satellite Applications Catapult to help create new opportunities. This will help to identify applications of space and satellite technologies to boost jobs and support diverse sectors such as food and agriculture, offshore wind, coastal and marine science, transport and logistics. Meanwhile, our existing technology strengths and innovation assets such as Adastral Park, Norwich Research Park, Hethel Innovation, OrbisEnergy, CEFAS, UEA, University of Suffolk and others, present exciting opportunities for Norfolk and Suffolk to become a UK leader in the supply chain for the global space sector. Space presents a significant opportunity and the global space market is projected to grow from £270 billion to £490 billion by 2030.

**REPORT TO CABINET**

|  |   |   |   |                                     |                                     |
|--|---|---|---|-------------------------------------|-------------------------------------|
| <b>Open</b>  |   | Would any decisions proposed :                |   |                                     |                                     |
| <b>Any especially affected Wards</b>   | Discretionary                           | Be entirely within Cabinet's powers to decide |   | No                                  |                                     |
|  |   | Need to be recommendations to Council         |   | yes                                 |                                     |
|  |   | Is it a Key Decision                          |   | No                                  |                                     |
| Lead Member: Cllr Alistair Beales<br>E-mail: <i>cllr.alistair.beales@west-norfolk.gov.uk</i> |   |   | Other Cabinet Members consulted: Cllr Jo Rust   |                                     |                                     |
|  |   |   | Other Members consulted: Cllr Paul Beal   |                                     |                                     |
| Lead Officer: Oliver Judges, Executive Director (Place)                                      |   |   | Duncan Hall, Michelle Drewery, Alexa Baker, Matthew Henry, Nikki Patton, James Grant and Karl Patterson |                                     |                                     |
| Financial Implications<br>Yes  | Policy/<br>Personnel Implications<br>No | Statutory Implications<br>YES                 | Equal Impact Assessment<br>YES<br>If YES: Pre-screening/  | Risk Management Implications<br>Yes | Environmental Considerations<br>Yes |

Date of meeting: 17th October 2024

**Bus Station Library Site Hunstanton**

**Summary**

This report sets out proposals for the Borough Council to deliver 21-24 affordable housing units as well as a library on behalf of Norfolk County Council (NCC) on the Hunstanton Bus Station site alongside the NCC transport interchange improvements.

The Borough Council obtained capital funding from Homes England under the Accelerated Construction Programme (ACP) in 2018. This was a fund to accelerate housing delivery on sites in public ownership. The Hunstanton Bus Station site was one of 7 council owned sites funded through the programme. In February 2023 the Councils Cabinet resolved not to proceed with housing on the Bus Station site but would continue to support Norfolk County Council in delivering an improved library and improve the current bus station as a transport interchange. The Council now has an opportunity to revisit the 2023 Cabinet decision. This report presents an option to achieve both the interchange along with 21-24 affordable homes and a new library.

The purpose of the report is to seek Cabinet approval to designate the Hunstanton Bus Station site as a strategic site<sup>1</sup> for affordable housing delivery. This will involve designing and costing a housing scheme of 21-24 affordable housing units at the Bus Station Site in Hunstanton plus NCC delivering a library in concert with the NCC Transport Interchange scheme and to amend the Capital Programme to include this new housing scheme funded from a combination of funds ringfenced for affordable housing which are already held by the Council and some funds as supported by the Council through the Capital Programme. A decision on whether to enter into a contract to deliver the housing scheme shall be taken by Cabinet once the scheme

<sup>1</sup> This is intended to demonstrate to Homes England, the Council's intention to deliver affordable housing on the site and does not relate to the Council's Local Plan

has been designed and costed. If it is determined to enter the contract, it would be classed as one of the Council's Major Projects.

### **Recommendations**

It is recommended that Cabinet resolves:-

1. A housing scheme of 21-24 affordable housing units at the Bus Station Site in Hunstanton plus a library in partnership with Norfolk County Council and in consort with the NCC Transport Interchange Scheme (the "Hunstanton Bus Station Proposed Housing Scheme") shall be designed and costed up to RIBA Stage 4 with an approved budget of £250,000
2. The Bus Station Site in Hunstanton is deemed a strategic site for affordable housing delivery.

### **Recommendations to Full Council:**

3. The Capital Programme be amended to include Hunstanton Bus Station Proposed Housing Scheme based on the initial cost estimate of £4m to be funded from affordable housing funding held and ringfenced by the Council of £2.2m and internal borrowing against the capital receipts from the eventual sale of the affordable housing units estimated to be £1.8m.

### **Reason for Decision**

The decision to designate the site for Affordable Housing creates an opportunity to deliver much needed affordable housing in Hunstanton to meet identified need; it will see the delivery of a new library by NCC; and the development will sit alongside a planned refreshed bus station with modern accessible facilities.

## **1. Background**

- 1.1. The Borough Council obtained Planning consent to build 47 apartments on land off Westgate, Hunstanton, with retail units and a new library in March 2021. This would have seen the existing bus station on the site being relocated elsewhere off site. The site was being developed as part of the Homes England Accelerated Construction Programme (ACP)
- 1.2. Central Government announced the ACP back in February 2017. The funding was designed to provide a tailored package of support to ambitious Local Authorities to develop land in their ownership at pace. The fund's aim was to make best use of public sector land and assist local authorities in unlocking greater benefits from their land. On the 18<sup>th</sup> September 2018 the Council accepted the total sum of £9,814,567 grant funding to be used across seven sites, offered to the Council by Homes England under the Accelerated Construction Programme. The Council were the largest recipient of this funding in England and entered Grant funding Agreements with Homes England.

- 1.3. The grant would be used to fund site enabling and infrastructure works that unlocks barriers to development and allows housing to be developed. The grant was offered on a per scheme basis with Homes England arriving at a tailored funding proposal for each site against the objectives Ministers set out for accelerated construction. The funding was therefore not transferrable to other sites. A key requirement was that all infrastructure and enabling works funded must be completed and funding drawn down on an arrears basis by March 2021.
- 1.4. On the 8<sup>th</sup> February 2023 a report to Cabinet outlined viability matters affecting the deliverability of the 47 unit housing scheme. Although planning and enabling works had been undertaken to meet the requirements of the ACP funding, the construction process had not commenced. Cabinet agreed that the Council would not proceed with housing on the bus station site in view of external factors affecting the viability of the scheme and therefore remove the project from the Council's Cabinet Programme.
- 1.5. At the same time an alternative option was presented to the Council in August 2022 by Norfolk County Council to retain the site as an improved library / adult education facility (with toilets and a changing place facility), along with investment in an improved bus station and creating an Active Travel Hub. On the 8<sup>th</sup> February 2023 Cabinet agreed to Norfolk County Council proceeding with an improved library adult education facility (including the library, toilets, and changing places toilet) on the site enabled with the addition of land owned by the Borough which will include the provision of an area for West Norfolk tourism information. This option was presented without any alternative housing provision and delivery of housing on the site removed.

## **2. ACP funding requirements**

- 2.1. In accepting the ACP funding the Council entered legal agreements with Homes England. Under the terms of the agreement provisions were set out in relation to claw back and recovery of the grant in the event that that grant funding obligations and milestones were not met.

## **3. NCC Active Travel Hub**

- 3.1. The Active Travel Hub project is an initiative led by Norfolk County Council to create a new Travel Hub in the heart of Hunstanton on the existing site. The project aims to:
  - 3.2. Provide a modern travel hub with improved bus station, bike storage, pedestrian crossing for improved access and upgraded waiting spaces.

- 3.3. Promote and encourage active travel options and access to the coast through signposting, art installation, and uptake of Norfolk walking/cycling trails.
- 3.4. Improve the public realm and embed net zero and sustainability throughout.
- 3.5. Provide improved toilet facilities, including a changing places toilet.
- 3.6. Attract tourists and make a destination/provide an animated space and focal point for people to experience.
- 3.7. The project is made possible through the £1 million funding received from the Department for Transport (DFT) for Norfolk's Bus Service Improvement Plan. The detailed designs are complete, and the project is due to be completed in Spring 2025.
- 3.8. Initially the scheme also included plans to refurbish the existing closed library that is currently located on site. The library will now come forward as part of the Council's housing proposal (see section 4 below) and not as part of the improvements to the travel hub.

#### **4. The Hunstanton Bus Station Proposed Housing Scheme**

- 4.1. The site is in Hunstanton Town Centre. The total site area including the bus loop is approximately 0.4 hectares. The site ownership has an area of 0.4 Ha and is currently located, to the north of Westgate and west of St Edmunds Terrace. The majority of the site is owned by the Borough Council with the exception of the existing library site which is owned by Norfolk County Council. The existing library is located on the south east of the site accompanied by a public toilet located on the northern boundary. The area of land being considered for the housing development and new library is the south east area where the library is currently located. The travel hub and interchange will remain. See plan at Appendix 1.
- 4.2. A Capacity Study has been undertaken with a firm of architects to assess the capacity of the south east area of the site for development. At this stage the study has primarily focused on massing and spatial parameters and ensuring that it does not prejudice the delivery of the travel hub works.
- 4.3. The site is relatively constrained in terms of size, acceptable massing and ensuring that the housing development does not impact on the travel hub delivery in any way. Currently the Capacity Study has determined that approximately 21-24 flats (mix of 1&2 beds) can be accommodated on the area along with a new library. The library will be delivered as a stand-alone building adjacent to the flats rather than integrated within the flatted development i.e. library on ground floor with flats above.

- 4.4. The Capacity Study identified 3 options in terms of numbers that could be accommodated on the site. They are as follows;

**Option 1** - 16 flats using none of the travel hub land.

**Option 1a** - 21 to 24 flats using a small area of travel hub land.

**Option 1b** - identified 31 flats using a larger area of travel hub land.

- 4.5. Option 1 was discounted on the basis that it does not provide value for money in terms of both deliverability and for the Homes England Benefits Cost Ratio (BCR) calculation. BCR is a rigorous economic appraisal and evaluation tool that is used by Government to assess value for money and social value of government funding.
- 4.6. Option 1b was discounted as it prohibits the delivery of the travel hub as the tear drop turning for the buses is compromised.
- 4.7. Option 1a requires a small element of the travel hub land which does not compromise the travel hub delivery and it provides the minimum critical mass for viability and value for money calculations to satisfy Homes England funding criteria.

#### **4.8. Tenure**

- 4.9. It is proposed that the scheme is delivered as a fully affordable housing scheme. There is a significant need for new supply of affordable accommodation, there have been relatively few opportunities to deliver new affordable housing in the town for many years. The most recent Housing Needs Assessment identified a need for 203 new affordable housing homes per annum across the borough.
- 4.10. The site located in the heart of town centre in close proximity to amenities and public transport connectivity makes for an ideal place for affordable rented homes. Discussions with Norfolk County Council colleagues explored the potential for the units to provide specialist accommodation. The site was not deemed appropriate for existing identified needs.
- 4.11. Whilst the scheme could be delivered as market housing with a policy compliant level of affordable housing (20%), the Benefits Cost Ratio (BCR) as calculated by Homes England from such a scheme would be marginal and the need for affordable housing outweighs the requirement for market housing.

#### **4.12. Library**

- 4.13. The Library will be constructed as part of the overall scheme however it is envisaged that this will be funded and delivered by NCC.

#### **4.14. Next Steps**

- 4.15. Upon agreement to the recommendations within this report, detailed design will be developed, and planning permission sought. Once completed, the scheme will be fully costed to determine affordability. At this point a further report will be presented to Cabinet for approval to enter into a contract to deliver the scheme.

### **5. Homes England funding requirements**

- 5.1. ACP funding of £799,680 was secured in 2018 to deliver a scheme of 47 new homes. This funding was received and spent on enabling works for the scheme. In revisiting the scheme with Homes England, it has been accepted in principle that a scheme of 21-24 affordable housing units alongside the library and travel hub interchange would fulfil the requirements of the existing grant funding agreement. This requires formal approval by Homes England upon designation of the site for affordable housing by the Council. In order to formalize the revised scheme, Homes England require the Council to submit a remediation plan by 31<sup>st</sup> October 2024 setting out an updated delivery strategy and program for the site.
- 5.2. Once formal Homes England approval is obtained, the Council will be required to enter into a deed of variation to the existing grant funding agreement to reflect the revised outputs and milestones.
- 5.3. If the Council does not designate the scheme for affordable housing and commit to delivery of the scheme (subject to planning and affordability), the Council will be required to repay the grant funding of £799,680 in full to Homes England. This would be classed as revenue expenditure.

### **6. Land Transfers**

- 6.1. Norfolk County Council (NCC) has agreed, in principle, to affect a simple land transfer process with the Borough Council in order to deliver the development proposals set out within this report i.e. the site of the library will transfer to the Borough Council and the site of the new library will transfer to NCC.
- 6.2. The Executive Director/Assistant Director Property & Projects already have delegated authority set out within the Council's Scheme of Delegation as follows:  
*"2.16 Management and maintenance of council owned property assets  
Executive Directors Management of Council property interests together with the ability to authorise all related property transactions at market rent/value.  
Subject to:  
Acquisition or disposal of freehold land up to £499,999."*  
[Source: Scheme of Delegation (August 2024)]



- 6.3. As the land transfer proposals are in effect a land “swap” there is no financial transaction, it is therefore proposed that the Executive Director/Assistant Director Property & Projects will deal with these transfers under their delegated authority. It is accepted that there may be Stamp Duty Land Tax (SDLT), legal (and other) fees associated with the land transfers, and these will form part of the overall development costs.

## **7. Strategic Objectives**

- 7.1. The scheme assists the Council in meeting its corporate objectives of housing and economic growth in the Borough and fulfilling statutory requirements in relation to homelessness. It provides 21-24 much needed affordable housing units. The councils wholly owned Registered Provider of Social Housing (West Norfolk Housing Company) would be able to acquire and hold the units in perpetuity for the benefit of households in housing need.

## **8. Corporate Objectives**

- 8.1. The council has a clear vision and set of strategic objectives published in its Corporate Strategy 2023-2027 document with an ambition to grow the economy, encourage housing growth and support local communities.
- 8.2. The scheme would assist the Council to meet the following corporate objectives

*“Increase the number of good quality new homes and associated infrastructure built through direct provision by working with registered social landlords and private sector developers”.*

*“To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.”*

## **9. Options Considered**

- 9.1 There are 3 options

- Option 1 – Do nothing – repay the £799,680k revenue funding to Homes England and not deliver 21-24 affordable housing units and a new library.
- Option 2 – Obtain planning permission, seek someone else to deliver the scheme i.e. flats and library, and dispose of the site.
- Option 3 – Council seeks to deliver the 21-24 flats and new library with NCC in consort with the travel hub.

## **9.2 Option 1 – Do Nothing**

This option would not deliver much needed affordable housing in Hunstanton, and the Council would be required to repay the ACP grant funding of £799,680 to Homes England as no housing outputs would be achieved. Under this option the current library building would be refurbished by NCC, and the Travel Hub Interchange would be delivered.

## **9.3 Option 2 – Dispose of site with planning permission**

The grant funding agreement will require the scheme to be delivered to tight timescales given the revised scheme is part of a remediation strategy. Whilst this approach is permitted under the ACP programme, it would give much less certainty and control over delivery of the scheme and achieving the required milestones.

## **9.4 Option 3 – Obtain planning permission and the Borough Council seek to deliver the affordable housing scheme as a major project and work with NCC to support delivery of the library**

It is recommended to proceed with Option 3 as it provides much needed affordable accommodation along with a new library whilst not prejudicing the delivery of the NCC travel hub. Overall it provides an effective and efficient use of land in a town centre location and provides the Council with control to ensure that the grant funding requirements are fully met.

## **10. Policy Implications**

10.1 See above at paragraph 8.

## **11. Financial Implications**

11.1 It is estimated that the total cost of to deliver the affordable housing will be approximately £4m. Note however, that the scheme is not yet at detailed design and fully costed.

11.2 The affordable housing value of the 21-24 homes is estimated to be around £1.8m. This is the amount that an affordable housing provider would be expected to pay. However, this would initially need to be funded through the Council's Capital Programme until transfer of the homes to a Registered Provider, such as West Norfolk Housing Company (WNHC), is completed.

11.3 Assuming the Registered Provider pays £1.8m, there will be a funding gap of £2.2m. This would be funded by the Council through other capital grant funding ringfenced for affordable housing.

11.4 It is proposed that the council will offer the completed units to WNHC on terms to be agreed. It is anticipated that WNHC would pay the prevailing affordable housing value (which is a value it typically pays for completed units from the council). However, consideration could be given to transferring the entire value of the grant subsidy in favour of WNHC. A decision regarding this is not required at this stage.

11.5 The recommended option (Option 3) will initially require funding of around £1.8m from the council's capital programme. This will then be recouped from an affordable housing provider, such as West Norfolk Housing Company, on completion of the scheme. Any interest costs incurred from internal borrowing will be included in the recovered amount.

11.6 The library is expected to be delivered by NCC and therefore the full cost of delivery of the library is expected to be met by Norfolk County Council.

11.7 There will be initial revenue implications of £250,000 to work up the detailed design and achieve planning consent. However, these will be capitalised upon completion of the scheme.

## **12. Personnel Implications**

12.1 Work to achieve detailed design and planning permission will be undertaken by the Corporate Projects Team. Subject to planning permission and final cabinet approval, the scheme will be delivered as a Major Project.

## **13. Environmental Considerations**

13.1 Due to forthcoming regulations relating to energy efficiency, it is essential that homes developed and acquired for the purpose of renting have EPC rating of C or above.

## **14. Statutory Considerations**

14.1 The scheme and funding will provide affordable accommodation which will assist the Council to meet its statutory homelessness duties.

## **15. Equality Impact Assessment (EIA)**

15.1 Pre-screening report attached.

## **16. Risk Management Implications**

16.1 The potential risks associated with the scheme are as follows

### **• Risk 1 - Unidentified matters in the detailed design stage**

There is a risk that unidentified matters prevent planning permission from being achieved. Planning permission was achieved for the original scheme of 47 units. Information from this has been used to inform the capacity study for the revised scheme and the design will follow the key principles of the previous permission.

### **• Risk 2 - Cost Escalation of the scheme**

There is a risk that the costs of the scheme exceed those estimated making the scheme unaffordable for the Council. The cost estimate to date has been based on a high level viability study for the scheme by external consultants.

This will be kept under review as the detailed design is developed and more accurate costs established. A tender exercise will be undertaken to establish a final costs.

**• Risk 3 - Repayment of the ACP funding to Homes England in the event of a scheme not being delivered**

If the Council takes the decision to proceed with the revised scheme but later fails to deliver (due to costs or planning), Homes England may require the Council to repay the grant funding in full. The Council would work with Homes England to explore remediation options for delivery which could include disposing of the site to enable delivery or pausing delivery if market conditions are challenging.

It should be noted that the grant funding will need to be repaid if the Council decides not to designate the site for affordable housing delivery as per the recommendations set out above.

**• Risk 4 - Abortive costs to the Council**

The scenario outlined in Risk 3 would also result in the Council incurring abortive costs for the detailed design and planning costs, up to £250,000

The mitigations set out for risks 1 and 2 would also mitigate this risk.

**• Risk 5 – Formal Approval of revised scheme not obtained**

There is a risk that the Council agrees to designate the site for the delivery of affordable housing but Homes England do not formally approve the proposed remediation strategy resulting in the requirement to repay the grant funding. This is considered to be unlikely given that the proposal has been developed with Homes England input and Homes England received officer approval. Formal approval comes from a Homes England panel.

**• Risk 6 – Unable to dispose of affordable homes to a Registered Provider**

This is unlikely given that the Council has a wholly owned registered provider of social housing, West Norfolk Housing Company.

**17. Declarations of Interest / Dispensations Granted**

Duncan Hall - Director of West Norfolk Housing Company

**18. Background Papers**

Cabinet reports- 8<sup>th</sup> February 2023

**Appendix 1 - Pre-Screening Equality  
Impact Assessment**

Borough Council of  
**King's Lynn &  
West Norfolk**



|   |   |          |          |         |        |
|---|---|----------|----------|---------|--------|
| Name of policy/service/function   | Affordable Housing scheme at Hunstanton Bus Station site  |          |          |         |        |
| Is this a new or existing policy/service/function?  | New   |          |          |         |        |
| Brief summary/description of the main aims of the policy/service/function being screened.<br><br>Please state if this policy/service is rigidly constrained by statutory obligations  | Delivery of <b>21-24</b> affordable housing units as well as a library on behalf of Norfolk County Council (NCC) on the Hunstanton Bus Station site alongside the NCC transport interchange improvements. |          |          |         |        |
| <b>Question</b>   | <b>Answer</b>   |          |          |         |        |
| <p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups <b>according to their different protected characteristic</b>, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p> |   | Positive | Negative | Neutral | Unsure |
|   | Age   |          |          | Y       |        |
|   | Disability  | Y        |          |         |        |
|   | Gender  |          |          | Y       |        |
|   | Gender Re-assignment  |          |          | Y       |        |
|   | Marriage/civil partnership  |          |          | Y       |        |
|   | Pregnancy & maternity   | Y        |          |         |        |
|   | Race  |          |          | Y       |        |
|   | Religion or belief  |          |          | Y       |        |
|   | Sexual orientation  |          |          | Y       |        |
|   | Other (eg low income)   | Y        |          |         |        |

| Question   | Answer                       | Comments   |
|--|------------------------------|--|
| 2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?   | No                           |  |
| 3. Could this policy/service be perceived as impacting on communities differently?   | No                           |  |
| 4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?   | Yes                          | Delivery of affordable housing for those whose needs are not met by the market |
| 5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?<br><br>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section  | No                           | <b>Actions:</b>  |
|  |                              | <b>Actions agreed by EWG member:</b><br>.....                                  |
| <p><b>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</b></p> <p>Full EIA not required, as the scheme is designed specifically to deliver affordable housing.</p> <p><b>Decision agreed by EWG member: .....C. Marriott.....</b></p> |                              |  |
| <b>Assessment completed by:</b>  |                              |  |
| <b>Name</b>  | Nikki Patton                 |  |
| <b>Job title</b>   | Housing Services Manager     |  |
| <b>Date</b>  | 7 <sup>th</sup> October 2024 |  |

# Appendix 1

