

Report to Duty to Cooperate Member Forum
13 October 2016

Report of Head of Planning, Norwich City Council

Subject Initial discussion of potential draft vision and objectives for inclusion within the Norfolk Strategic Framework

Purpose

To give members an early opportunity to discuss the potential approach to drafting the spatial vision and objectives for Norfolk's Strategic Framework. A wide variety of background material is referred to and some points are suggested to focus discussion on the aims and objectives.

Recommendation

To note the contents of the report and comment on both the broad approach being suggested towards the definition of the spatial vision

Financial implications

None directly

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Further Information

Links are given in the report where relevant

Report

1) Introduction

At its meeting on 16th March 2015 which endorsed the principle of formal cooperation through preparation of a shared non-statutory strategic framework, the member planning forum considered a paper which set out expected purpose, scope and content of the framework. This made clear that it was anticipated that the framework would express a spatial vision for Norfolk outlining:

“What is the overall spatial vision for the area (to include Norfolk, Suffolk and the wider region as necessary) and to identify and describe the key drivers and constraints in relation to growth. To include a spatial portrait and overall direction of travel addressing quality of life; response to challenge of climate change; key headlines in terms of what is being aimed for in relation to role of settlements and key growth locations.”

The paper recognised that this vision would be informed by a summary of impacts of broad population, economic, environmental, social trends and implications of known national and local policies. It was also recognised that the vision would need to be longer term than the remainder of the framework and look somewhat beyond 2036.

There will be an iterative relationship between the establishment of the vision and objectives for the framework and the writing of the framework itself. The vision and objectives will also inevitably be dependent on the evidence to be produced to inform the Strategic Framework and much of this is still in preparation.

Notwithstanding this it is considered that it will be very helpful to the process of drafting the Framework if there is a discussion of the possible vision and objectives for the Framework at this stage. This should be able to inform much of the tone and content of the Framework.

There are a number of things that are available to assist in defining the possible vision and objectives. These include:

- The political and corporate aspirations of the local authorities;
- Previous statements of objectives which have been agreed by the local authorities;
- Published national statements which may inform longer term vision; and
- Information available on the social, economic and environmental trends that may influence the development of Norfolk;

Available information on these matters is summarised in this paper with further information being appended or available via embedded links.

2) The political and corporate aspirations of the local authorities

Attached to this paper as Appendix 1 is a note of series of meetings that took place in the autumn of 2015 which were conducted by Phil Kirby (Chief Executive of Broadland District Council) on which he gained the views of fellow Chief Executives

of all the Norfolk District and County Councils on key issues that will need to be addressed in the NSF.

This revealed that there was significant ambition across all the Norfolk authorities for high and sustained levels of economic growth. A number of particular geographical or sectoral based initiatives or projects were referred. These unsurprisingly varied between the different authorities however a number of common themes were apparent in the answers. These included:

- A strong concern about the quality as well as the quantity of economic growth. A number of respondents drew out issues associated with a low wage economy and were particularly keen to encourage growth in sectors that would lead to jobs growth in higher wage sectors. Some recognized that complex issues around educational issues and the skills of the workforce may be needed to be addressed in order to realise these potential benefits and address current inequalities;
- A general recognition of the desire to secure further investment in the existing central areas in the County. A number of councils drew attention to their town centres and the need to secure investment in them;
- The importance of NALEP as a partner in delivering growth and the Strategic Economic Plan;
- A recognition that there was no shortage of land or opportunity to deliver on the ambitions but very real challenges were faced in delivery. Delivery challenges included landownership constraints and aspirations for value, physical and digital infrastructure, perceptions and branding, and necessary delivery vehicles;
- Generally growth of other areas within Norfolk was seen as providing an opportunity more than a threat. Although certain concerns were raised about the potential impact of peripheral growth on the City and the potentially the over concentration of growth on Norwich; and
- A considerable willingness to work jointly with partners to overcome barriers and promote delivery.

More divergent views were apparent on the following issues:

- the relationship between housing and economic growth;
- branding and promotion; and
- particular key sectors area that may be appropriate for growth.

3) Previous statements of objectives which have been agreed by the local authorities

Appendix 2 to this paper contains the Aim and Objectives for the previous County Structure Plan, Spatial Vision and Objectives for the East of England Regional Spatial Strategy and the vision and objectives from the Cambridgeshire and Peterborough memorandum of understanding. Whilst both the former of these documents are of some vintage (dating from 1999 and 2008 respectively) they are both relatively succinct statements of aims and objectives that are on the length and

feel that would fit well with the anticipated structure of the NSF. The Cambridgeshire document is attached as a more recent example for a broadly similar document.

Also included in the appendix is the ambition statement from the New Anglia Strategic Economic Plan. This document is much more recent (dating from 2014) but is of a very different nature as it much shorter term and focused on quantifiable targets that the NSF will be. However, elements of the ambition such as to “establish the New Anglia area as a centre of global business excellence” and “to harness our distinct sector strengths and our natural assets to deliver more jobs, new businesses and housing” may be of particular relevance.

The full strategic economic plan can be seen here: <http://www.newanglia.co.uk/our-priorities/>

4) Published national statements which may inform longer term vision

The following documents have been looked at to inform debate.

The National Strategy for Sustainable Development. This was called “Securing the Future” and was launched in March, 2005. It still remains part of the national policy framework and is available in inspect at <https://www.gov.uk/government/publications/securing-the-future-delivering-uk-sustainable-development-strategy>.

The guiding principle and shared priorities for UK action from this document are included in Appendix 3 for info. More recently the coalition government in 2011 published a paper on its commitment to sustainable development and the measures it is taking to mainstream it into overall government policy. This is also available at: <https://www.gov.uk/government/publications/mainstreaming-sustainable-development-the-government-s-vision-and-what-this-means-in-practice>.

This document contained the following summary of what sustainable development means:

“The coalition Government is committed to sustainable development (SD). This means making the necessary decisions now to realise our vision of stimulating economic growth and tackling the deficit, maximising wellbeing and protecting our environment, without negatively impacting on the ability of future generations to do the same. These are difficult times and tough decisions need to be made. This Government believes in going beyond the short term with eyes fixed firmly on a long term horizon shift in relation to our economy, our society and the environment.

This refreshed vision and our commitments build on the principles that underpinned the UK’s 2005 SD strategy, by recognising the needs of the economy, society and the natural environment, alongside the use of good governance and sound science.

Sustainable development recognises that the three ‘pillars’ of the economy, society and the environment are interconnected. The Government has initiated a series of growth reviews to put the UK on a path to strong, sustainable and balanced growth. Our long term economic growth relies on protecting and enhancing the

environmental resources that underpin it, and paying due regard to social needs. As part of our commitment to enhance wellbeing, we will start measuring our progress as a country, not just by how our economy is growing, but by how our lives are improving; not just by our standard of living, but by our quality of life.”

The Foresight Future of Cities project was launched in June 2013 and run by the Government Office for Science. This has provided a wealth of research material on the future of Cities and has been promoted by global trends to urban living. Essentially the project contends that cities will host the vast majority of future population and economic growth and if countries are to prosper through this shift they need to ensure that their cities are configured to improve liveability, inclusion, productivity and competitiveness.

All the research is available at: <https://www.gov.uk/government/collections/future-of-cities>

The executive summary report identifies 10 key challenges and opportunities for UK cities. These are as follows:

- 1) Leveraging available data on city processes. With data allowing more rapid and detailed feedback on policy impacts, there is emerging potential for increasing the efficiency of public service delivery. How can local governments make best use of the data available?
- 2) Changing demographics: How might the size of UK cities change in the future?
- 3) Ageing population. Given the increasing proportion of older people living in urban areas, how could cities provide attractive living and working environments for an ageing population?
- 4) Divergent economic performances. Economic performance varies across UK cities. Which sectors might increase employment opportunities outside the greater south-east and what supporting infrastructure could be required?
- 5) High skilled labour mobility and productivity: How can cities attract and retain an appropriate mix of skills beyond the provision of employment opportunities?
- 6) Integrating systems to make cities liveable. There are increasing correlations between cities' well-being, liveability and economic performance. How do different patterns of spatial development enhance the liveability of the UK cities?
- 7) Managing risks to city environments and resource supply: How should action within and beyond city boundaries reduce resource dependencies and carbon footprints?
- 8) Increasing housing pressures: How could city spaces be planned and be developed to help meet housing demands as cities grow? How can we make successful places in 2065?
- 9) Differential connectivity levels between and within cities: How could enhanced transport links impact city employment levels?
- 10) Changing ideas about decision making and accountability. What could devolution mean for civic participation and how people will be represented in cities and city-regions?

By contrast there is much less **research on the future of rural areas**. However, in 2014 a discussion paper was published which briefly report a summary of expert views. This is available at: <https://www.gov.uk/government/publications/future-of-rural-communities-discussion-paper>

The paper concluded by stating “At the heart of the discussions was a debate about the future role of rural communities. On one side was a view that rural areas are simply the commuter belt for cities, which will be the locus of economic dynamism. Another view was that rural areas should focus on environmental sustainability, and efficient and resilient food production. A third perspective was that rural areas ought to be competitive and diverse economies, including agriculture, manufacturing and tourism. All of these visions would have implications for the future of rural communities.”

5) Possible trends affecting the development of Norfolk over the next 40 years

There are a many of sources of information speculating about how the future may look and feel. None of which are definitive and in practice it is impossible to have confidence about the nature of society in the middle of this century. That said, it seems irresponsible to seek to establish a longer term vision for the County without some regard to the longer term trends. Particularly as it is apparent that over time the rate at which society may change is likely to increase due to advancements in science and technology and the impact these will have on everyday life. The text below highlights some of the main trends that have affected society over the past 40 and speculates on their propensity to have similar impacts in the future.

Population – Over the past 40 years the overall population has grown steadily (insert average pa increase between 1971 and 2011). However, other trends in population have been more striking than the overall level of growth, notably concerning age. The population of Norfolk is on average much older, wealthier and more obese than it was 40 years ago.

Because of the age structure of the current population the future age structure of the population is likely to depend more on the extent and nature of migration trends into and out of the County that it will on balance between births and deaths.

Trends in average life expectancy are very hard to predict whereas considerable advances have been made in the field of geriatric medicine it remains to be seen whether any breakthroughs will significantly impact on the rates of premature death from heart disease and cancer.

Taking the long view it is noticeable that the science of genetics is still relatively in its infancy and offers much potential, however few commentators suggest that it is on the verge of breakthrough that will address the main causes of early deaths in the next decade. Therefore it would appear that the main determinant of the extent to which average life expectancy will continue to increase will be lifestyle factors affecting the health profile of the population.

On this point the trends are much more mixed and with increasing obesity and no significant change in exercise patterns apparently likely it is possible that over time

the rate at which overall life expectancy continues to increase will reduce over time. Indeed some parties suggest that average life expectancy may actually start to decline in future. However, it should be noted that obesity and exercise appear to be becoming increasingly strongly related to socio-economic profile so that health outcomes may be influenced by the success of economic policies in addressing inequality.

Irrespective of the above it is inevitable that both the health and social care sectors in Norfolk will face massively increased demands on their services in future due to the age profile of the population.

Work – Overall the workforce has grown considerably over the past 40 years. It has also seen some considerable structural change with increasing participation rates in the labour force (especially among women) and more part-time or flexible working. Retirement age and the participation rates of older people in the labour force will play a significant role in determining the total size of the labour force.

Reflecting national trends the average educational qualifications of the labour force have increased significantly and the nature of jobs done has changed with far fewer people employed within manufacturing sectors and much more employment in service sectors. The average level of skills within the Norfolk workforce remain below the national average.

However, many of these trends haven't been consistent and may change going forward. In particular with regard to manufacturing many of the major losses occurred some time ago and employment levels have been much more stable in recent years. Indeed in some manufacturing sectors, notably comparatively high added value skilled sectors there has been more recent job growth.

Whilst much of the higher value employment is currently office based some recent trends are becoming apparent as businesses seek to maximize efficiency through the use of technology and are able to increase the rate of occupation of office space. With an increasingly flexible workforce and improved technology the quality of the office space the degree to which it supports efficient modern working may become very important.

There is an argument to suggest that businesses, and in particular knowledge based ones may become much more flexible in terms of their location in future and that in order to attract such business the ability for them to recruit and retain the highly skilled staff that they will need will be key. This undoubtedly reflects both a huge opportunity and a challenge to Norfolk. Whilst the quality of life on offer to residents gives a competitive advantage in many knowledge based sectors there is currently a lack of a critical mass of employers in particular sectors to attract highly skilled individuals into the area. Essentially there would appear to be a need to develop new specialized clusters of companies into the area.

Whilst such sectors may be key drivers of the overall health of the future economy of Norfolk it should be noted that employment levels in high value added knowledge based sectors are likely to be small in terms of absolute number compared to the other sectors such as social care, retail and construction etc.

Transport – The last 40 years have been marked by a massive increase in personal mobility. The population now travels much further on average than it did 40 years ago for both work and leisure purposes. This growth in mobility has been facilitated by the growth in access to the private car and the tendency to travel had been closely linked to economic growth. The periods over the past 40 years when demand for travel has not increased strongly has tended to coincide with period of economic recession or suppressed growth rates.

Whether these trends will continue into future is debatable and will potentially be influenced by national policy, in particular in relation to the affordability of housing and the number of goods and services that may be able to delivered digitally. However, it does appears to be inevitable that population and economic growth will lead to increases in travel demand as more people, goods and services move about the County.

They key issues for Norfolk will be what the average length of journey will be and the mode by which they will be made. The long established trends suggest that across the County as a whole average journey length is increasing and the private car is becoming the increasingly dominant mode. If both these trends continue the pressure that will result on the road network would suggest that massive improvement to the existing road network both between the major settlements and within them would be necessary unless current levels of congestion and air quality are to deteriorate.

However, it is possible that various technological developments will have a significant impact in relation to this. Perhaps the single thing that will have the greatest impact on the way we travel will the driverless car. Currently the UK government aswell as major car companies are heavily investing in the technology to support the introduction of driverless cars and various trials of the technology are underway. The outcome of this investment remains to be seen and a number of commentators suggest that the technology will be likely to be applied to commercial fleets and urban areas first. The potential impacts of this include reduced cost of car transport for those who cannot drive themselves and reduced demand for car parking spaces especially in high cost areas. However, in the longer term the technology does appear to have the potential to significantly shift the economics of motoring through bringing down the marginal cost of journeys in driverless fleet vehicles to a point where it may be competitive with the cost of journeys made in other private cars. The effect of this technology on transport patterns over the next 20 years is clearly uncertain but may prove to be highly significant.

Also it should be noted that transport emissions are a significant contributor to CO2 generally and also to more local instances of poor air quality, typical in town centres and around key junctions. Irrespective of technology used it is likely that motorized transport will continue to be a major component of energy consumption and therefore CO2 emissions. However, through greater use of electric, hybrid or other clean engine technology and a reduced use of diesel engines it is possible that the localized impacts on air quality resulting from transport and congestion will be able to be significantly reduced.

The environment – Changes to the climate have significant potential to affect life in Norfolk over the next 40 years, and both how responses to commitments to

minimizing the contribution to climate change influence development and how we adapt to the effects of climate change on Norfolk will be significant. The extract below from the Broads Climate Change adaptation plan provides a succinct summary of the possible impacts of climate change on both the Broads and Norfolk as a whole.

“Climate science has been evolving for decades, using evidence from the past and computer modelling to project what is likely to happen in the future. While climate prediction modelling is extremely complex, with many variables to be considered, modelling results are coming closer and closer together.

Based on probable climate projections, over the coming 50 years the Broads is likely to see:

- Hotter, drier summers with more cloud-free days and future average temperatures closer to current *maximum* temperatures, and possibly extreme rainfall events.
- Slightly wetter, warmer winters with rainfall in more intense bursts.
- Streams and the sea getting warmer, with associated changes in wildlife and water patterns.
- More extremes in the intensity and frequency of rainfall and storms, and possibly heatwaves and drought. These could coincide with surge tide events, creating still higher flood levels.

Sea level is rising due to land settlement. In addition, the expansion of water as it warms up suggests that sea level will be at least 30-40cm higher, possibly over a metre higher by the end of the century if greenhouse gas emissions are not reduced rapidly. If climate ‘tipping points’ of irreversible change are reached, perhaps enabling lots of polar land ice to melt, sea levels could be much higher.”

Another factor about the environment that may become increasingly relevant in future is that Norfolk has a large stock of environmental assets. It clearly has large areas designated for particular environmental purposes such as the Broads and the AONB designated. Within and outside these two areas there are also a significant number of sites designated for ecological reasons as they are home to particular species and further areas (such as the Brecks) designated for their landscape importance. There is a functional network of green infrastructure that links many of these sites and areas together especially focussed on the river valleys that provide an opportunity for species to move around and also provide links enabling residents of the towns and cities to access to the countryside for recreational purposes. Across Norfolk, in both urban and rural areas there is also a large stock of heritage assets of considerable environmental significance and many of the settlements with Norfolk are recognized for their historic significance and should be considered as environmental assets in their own right.

Evidence suggests that the value that is placed on environment assets generally is income elastic. It increases at a rate faster than increases in income. Not only is the protection and enhancement of environmental assets crucial to delivery of

sustainable development as defined in national policy, it is also arguably will become an increasingly important selling point for Norfolk enabling it to more successfully compete with other areas for inward investment and highly skilled and mobile labour.

6) Possible spatial vision and objectives for discussion

Possible Spatial Vision

The following is suggested as a basis for discussion:

“By the middle of the 21st century Norfolk will be recognised nationally for having a strong and vibrant economy providing high quality economic opportunities for residents in urban and rural areas. Its settlements and key infrastructure will be physically resilient to the impacts of climate change. The environment will have been enhanced through the regeneration of settlements, safeguarding and enhancement of current assets and networks, improving both biodiversity and the quality of life for residents. Housing needs will be met in full in socially inclusive communities. It will be better connected having good transport links to major cities in the UK and Europe and excellent digital connectivity. A good relationship between homes and jobs will minimise the need to travel and residents will have choice about how they meet their demand for local travel.”

Points for discussion – This is suggested for discussion but at the moment could be criticised for a lack of specificity – no mention of the role of key settlements or key assets, particular sectors or growth locations although this is inevitable until more work has been done on the content of the NSF and by their nature the objectives will need to be very much more specific. However, it does seek to embody all the pillars of sustainable development in a relatively succinct statement. By using the reference to the middle of century it is intended to give the vision a longer term feel.

Although not written in any priority order the reference to having a strong and vibrant economy in the first sentence does tend to emphasise this issue and was chosen in the light on the content of appendix 1. Are members content with this? Is the absence of reference to addressing social exclusion problematic? Should the third sentence be divided to focus separately on main settlements rather than seek to include within the environment generally? Is the final sentence on travel choices too weak, should it explicitly favour sustainable modes?

Possible Objectives

By 2036 Norfolk will seek through co-operation between local authorities and preparation of Local Plans to maximise the contribution of the following objectives:

- 1): To realise the economic potential of Norfolk and its people by:
 - facilitating the development needed to support the region’s business sectors and clusters, improving skills and widening opportunities in line the NALEP Economic Strategy and this framework;
 - providing for job growth broadly matching increases in housing provision and improving the alignment between the locations of workplaces and homes;

- strengthening Norfolk's connections to the elsewhere in the UK and Europe by delivering improvement to rail connectivity especially on the Norwich to London and Norwich to Cambridge lines, substantial improvements to the A47 trunk road and junction enhancements on the A11, and supporting the development of Norwich Airport; and
- ensuring adequate and sustainable transport infrastructure between and within Norfolk's main settlements.

2): To reduce Norfolk's impact on, and exposure to, the effects of climate change by:

- locating development so as to reduce the need to travel;
- effecting a major shift in travel away from car use towards public transport, walking and cycling;
- maximising the energy efficiency of development and promoting the use of renewable and low carbon energy sources; and
- reducing the risk of adverse impact of flooding on people, property and wildlife habitats.

3): To address housing shortages in Norfolk by:

- securing a step change in the delivery of additional housing across Norfolk, particularly in the key locations identified for growth in the framework; and
- giving priority to the provision of affordable housing to meet identified needs.

4): To improve the quality of life for the people of Norfolk by:

- ensuring new development fulfils the principles of sustainable communities, providing a well designed living environment adequately supported by social and green infrastructure;
- promoting social cohesion by improving access to work, services and other facilities, especially for those who are disadvantaged;
- maintaining cultural diversity while addressing the distinctive needs of each part of the county;
- promoting regeneration and renewal of disadvantaged areas; and
- increasing community involvement in the development process at the local level.

5): To improve and conserve the region's environment by:

- ensuring the protection and enhancement of the region's environmental assets, including the built and historic environment, landscape and water;
- re-using previously developed land and seeking environmental as well as development gains from the use of previously undeveloped land;
- protecting and, where appropriate, enhancing biodiversity through the protection of habitats and species and creating new habitats through development;
- providing a network of accessible multi-functional greenspace; and
- reducing the demand for and use of water and other natural resources.

Points for discussion – again these objectives lack specificity at this stage but could easily be added by introducing reference to housing/employment targets or growth locations once more work on the strategy has been done.

The structure of the above objectives more closely reflects the structure of how the objectives were described for the previous RSS (see appendix 2). If members

preferred the way objectives were expressed in either the Cambridgeshire and Peterborough memorandum or the previous Structure Plan it would be possible adapt the above to reflect this approach.

If members wished to following the adoption of the NSF work could be undertake to develop and agreed monitoring framework to allow the success of the NSF and Local Plans to be evaluated to determine whether further joint action may be needed in order to deliver the objectives.

No reference is included in relation to either minerals or waste matters as it assumed these will be addressed in other County wide documents.

Are any objectives listed to which members feel there would any reluctance to sign up to?

Conversely are there any omissions?

Appendix 1 – Norfolk Strategic Framework – planning for growth to 2036

The Norfolk Strategic Framework (NSP) and the next round of Local Plans will be based on evidence that will cover many of the point raised here. The purpose of this exercise is to understand political and corporate aspirations and attitudes to key issues, and to provide a basis for moving forward with a shared understanding at the highest levels. The main topics for the NSP will be economic development, housing, infrastructure and delivery.

<p>1. Is your authority ambitious for economic growth, whether targeted at specific sectors or more generally?</p>
<p>NNDC</p> <p>Yes. The Council has commissioned an Inward Investment Strategy, report due in September 2015. A new 4 year Corporate Plan sets out the priority as being economic growth, jobs, housing and infrastructure balanced with the environmental advantages of coast and countryside. Large part of the district covered by AONB. The IIS will help inform the sectors to be supported and targeted for growth. Employment land has been allocated but not being taken up, how can this be addressed, what support can be given to help existing businesses grow. Investment opportunities not constrained by NNDC boundary, if there is benefit to be gained by supporting/investing in projects outside NNDC which will benefit NNDC residents this will be considered. The jobs target 2001-2021 is 4000. Current position net loss of 400 – primarily resultant from RAF Coltishall closure. Normal rate of job creation 100 per annum. Issue is one of quality and value of jobs being created, what is ambition around job creation? net outward migration to Norwich to be stemmed but need quality jobs to do so. Premises tried to be low grade/budget level. Considering need for an Enterprise Centre but acknowledges no critical mass in NNDC to justify without public subsidy. Scottow Enterprise Park could provide the opportunity for significant economic growth.</p>
<p>KL&WN</p> <p>Yes definitely in general terms. Important sectors are advanced manufacturing and food related activities. Downham Market is presenting an opportunity which is relaised will be a game changer for the area. Major inward investment opportunity will help with low skills/low pay issue, focussed on expanding advanced manufacturing coupled with university/specialised school</p>
<p>Breckland</p> <p>Yes, now better engagement with NALEP; developing ‘open for business’ policy focussed on what BDC can do to help existing businesses or attract businesses (not the regulatory/enforcement angle); developing a whole council approach, supportive and encouraging of economic growth whilst not spreading activity too thinly, focussing on real game changers.</p> <p>Thetford EZ and broadband seen as opportunities. There is a tension between market town businesses and rural businesses who believe that the focus is on market towns especially Thetford. Beginning to recognise that tourism is</p>

relevant to Breckland as an element of economic development

Norwich

Yes. Looking at the main sectors with potential, strengths are in Financial Services, Digital and Creative, Health and Life Sciences, Aviation and Construction – ambitious for growth in any sector. Aviva’s consolidation is good news but not an indication of growth in FS (insurance industry is global); knowledge based industries have good potential supported by Norwich University of the Arts plans; health and life sciences based at the Research park could grow through spin offs and spin outs; Norwich Aviation Academy an opportunity for growth in this sector, allied to potential in engineering, particularly the energy sector focussed on Great Yarmouth and North Norfolk. Some manufacturing potential related to off-shore industries but need to understand the supply chain and connectivity.

Not taking sufficient account of the potential growth in the energy sector and how related engineering businesses may look beyond Great Yarmouth to locate. Construction sector important across Greater Norwich offering potential through low carbon aspirations with links to University and their expertise. Looking beyond Norfolk, better links to Cambridge, both infrastructure and relationships offer potential for growth. The inequalities in employment opportunities suggest that construction and health and social care offer potential; retail offer/hospitality/diversity of city centre support higher added value employment opportunities with specialist businesses using locally sourced produce etc.

SNC

Yes, ambitious to grow. Support targeted approach where this will provide higher added value jobs; keen to support market towns and where people live; agri-tech, food, health and life sciences, lifestyle businesses; advanced manufacturing and carbon fibre businesses

Great Yarmouth

Yes, economic development has a high profile in the Council. It is a talking point for every member and central to the new Corporate Plan 2015-2020. There are no concerns about constraining growth, growth is acknowledged as being the central plank to future prosperity of the Borough, taking into account the problems and opportunities. 3 key themes:

Town Centre – has been struggling for 8-10 years, it is important as a small retail centre but has symbolism as the market place and centre of the borough. It has reached a low point and the Town Centre initiative aims to tackle the issues. Council has set aside £1m to address this through regeneration, re-defining its role. In the short term it is about brightening up the public realm and making it a venue for festivals etc, talking the place-up. Medium to long-term, the newly commissioned master planning exercise will build on planning documents already prepared to link the central area with neighbouring parts,

particularly the railway station and river frontage, to bring about regeneration.

River port and deep water harbour – big opportunity is presented by these assets; GY is a major base for operations and maintenance of the southern half of the North Sea gas and oil sector, but not enough is being made of this and industries not expanding. Smaller companies doing work for NASA and the oil industry but not much being made of this. This work will continue for a while and decommissioning of the rigs is starting up which will continue for the next 30 years or so.

Off-shore wind energy – has been developing for a number of years, the framework for licences has now been agreed with a number of the larger windfarms being developed off the coastline of GY and Lowestoft. The trigger for this taking off will be the issuing of ‘contracts of difference’ in waves. First big contract for construction has been let which will take all UK capacity but this is based in Hull. Second wave to be announced shortly which could see GY providing some capacity to meet the requirements. Main players based in Borough, the Beacon Park EZ is successful, $\frac{3}{4}$ developed within last 12 months. Predominantly existing companies consolidating or expanding, rather than inward investment, but the Council has invested £28m in speculative projects which is delivering a return. On South Denes involved with NCC in a major land assembly project to create an Energy Park – some new buildings have been developed comprising HQ premises for some companies. Collaborative project with NCC, not all off-shore energy industries, but a potential site for a ‘blade’ manufacturer which if secured will deliver 400 direct jobs and 400 indirect jobs through supply companies.

Oil and Gas LEP sector group established to address problems that have arisen over falls in price; research indicates that £18bn worth of investment will be made in the off-shore wind/oil/gas industries over the next 5 years alone.

Tourism is important to the Borough, it is bigger and more stable than perceived. Visitor numbers are holding up, with an economic impact assessed at approx. £550m pa. Visitors stay for a week or more, but a lot of the money is spent in the camps not necessarily on the local facilities, and not all within the Borough. A BID company has been established covering whole Borough which operates through a business levy. Has focussed on tv advertising and an entertainment offer to date, now moving to developing a cultural and heritage offer, with a number of projects in the pipeline to promote this

Broadland

Yes, Economic Success is the key ambition of the Council. This is borne out by partnership working with bodies such as GNGB, City Deals, LEP and other such organisations. Programme 4, Investing in Broadland, part of the Councils ‘Broadland The Business District’ document focusses on our support for inward investment, major infrastructure projects and raising the profile of the district as a place to build business and prosper. The Council has set up a joint venture company Broadland Growth Ltd to intervene directly in the housing market by building energy efficient homes for sale and shared

ownership.

County

Yes, sectoral strategy is pragmatic. Doesn't matter where or what so long as it is managed growth. Will accept lower value if that is what comes forward in anticipation that higher value uses will replace in future. Sectoral approach allows the use of limited resources in a targeted way; some sectors have the resources to grow themselves, need to focus on what added value can be given; energy sector has government's attention; agri-tech is a good entry point into NRP. Suffolk is pushing IT, Norwich is a 'tech-city' with good work being done by NUA

2. What are the most significant barriers to growth in your area? And how can we overcome them?

NNDC

Geography

Residents, town and parish councils resistance to change

Demographics – elderly population resistance to change

Local businesses may want to expand but want to remain within locality to retain workforce

Infrastructure, utilities, sewerage, highways, broadband, energy supply

Skills/education alignment with availability of jobs

No direct energy benefit to NNDC of off-shore installations

Availability of land in and around Fakenham (net importer of employees)

Distribution of land across the district

Accessibility to Norwich – advantage where this is easier

KL&WN

Low land value

High construction costs (piling)

Proximity to Cambridge housing market (no major developers in KL)

House prices ripple effect from Cambridge

Poor accessibility in particular A10 to Cambridge

A47 currently but long term improvements in pipeline

Rail infrastructure to south – only hourly off-peak service; 4 carriages to

Cambridge limits capacity; needs junction improvement/platform extensions/level crossing work to increase frequency and length of trains to 8 carriages

Franchise uncertainty

Residents, town and parish councils against growth

Breckland

Tension between Members – some see growth as important to the future; others want to maintain status quo

Breckland not an ‘identifiable’ area – no single identity

Belief that places have taken too much development in the past

Tension between Thetford Town wanting to grow and surrounding parishes resistance to growth

Thetford and Attleborough seen as focus for growth, lack of vision for Swaffham, Dereham and Watton.

Swaffham has little to offer, distant from Norwich too close to KL

Dereham could be a successful out-commuting town given A47 connectivity

Watton not on strategic network, taking housing growth without supporting infrastructure

Members supportive of dispersal policy with small numbers to many villages

Lack of belief in need for new houses

Focus on Norwich

Norwich

Jobs

- **superfast broadband**
- **suitability and availability of move-on premises for expanding businesses**
- **surplus of medium grade office space**
- **lack of finance to support innovation/start-up loans/business angels support**
- **need to understand what is holding back growth in the health and life sciences, is it that the institutions are too focussed on research rather than business opportunities, or are time horizons unrealistic**
- **skill gaps – aviation academy will help; creative industries will also help**
- **attainment levels in education below national averages, what is the offer to inward investors?**

- Transport links to London, Cambridge and beyond – speed, reliability and quality
- Is there a genuine appetite for growth beyond the city

Housing

- Right to buy compensation barrier to re-development of the estates
- Land owners aspirations in land value/land overvalued
- Viability of developing some sites/attitude towards development opportunity
- Movement around Norwich, physical infrastructure capacity to accommodate future population and willingness to accept modal shift as preference to use of private car

SNC

- Lack readily developable land for commercial development
- Easy sites have already been developed
- New opportunities are 'greenfield' which will take time in bringing forward
- Unrealistic aspirations of land owners
- Utility issues – particularly around NRP/Longwater
- Transport connections – east-west
- Availability of superfast Broadband
- Availability of health care
- Links to education sector and capacity given changing school governance landscape

Great Yarmouth

Perception about Great Yarmouth – and the need for more positive marketing

Availability of land and infrastructure to support the off-shore energy sectors – requiring investment

Skill levels and access to skills

Roads into GY, Acle Straight and the third river crossing

Flood defences along the river constraining development potential (programme for £78m improvement project, 50% funded by EA but difficulty in identifying sources for match funding)

Low land values, flood risk, contamination, archaeology and poor ground conditions in central GY are significant barriers to growth. GY waterfront is in need of a delivery vehicle.

Broadland

Investment in major road and rail infrastructure. Support for Norwich Airport to expand flight offers. We will continue to lobby government about our needs – A47 Alliance, Rail Partnership etc. Support bids to central government from

the Airport to add local backing to funding opportunities.

Unrealistic land owner expectations. The market is a barrier. Land values have not risen sufficiently and demand for new commercial buildings is not yet sufficient to underpin speculative economic development. Furthermore, the profile of Greater Norwich is not high enough to attract significant inward investment when competing with other regional and national locations.

Broadband roll out to rural areas. Support for BT roll out. However, we still believe a significant rural area of Broadland will not be covered. We wish to look for other opportunities to assist businesses to access good broadband connectivity, however, state aid rules are prohibitive, meaning that alternative suppliers for rural areas cannot receive business grants to support roll out. Need to explore opportunities to work with other Broadband providers within the rules to ensure full coverage for those who need it in the district.

There is an ongoing debate about the skills agenda for Norfolk and how the pipeline of employees can fit the needs of employers. We see the only way to improve the situation is to work in partnership with businesses and educational establishments, improve the image of apprenticeships and linking these to 'real' jobs.

County

Reputation and image

Transport infrastructure and connectivity

Broadband

Combination of perception of being 'a long way away'

Educational attainment levels are poor – are students 'job ready' to meet demands of investors

3. What do you see as the key opportunities for growth, either already in place or expected? And how can we exploit them?

NNDC

IIS will help inform this. LEP see focus to be on new startup businesses and supporting existing businesses.

New clusters provide potential, entrepreneurs, SME's, tourism and life style businesses, retail

Environment is attractive to certain business types

Opportunities in Great Yarmouth related to off-shore activity higher quality jobs/better residential offer in NNDC

KL&WN

Downham Market

NORA mixed use site in KL

Enterprise Zone status for part of NORA site

Half hourly train service to Cambridge

Investment in public realm in KL

Innovation Centre under construction on NORA site

University on WNC campus

LEP investment in Construction Innovation centre

Local Plan being adopted to provide confidence

Improvements to A47

Breckland

Providing a vision for Swaffham and Dereham

A47 improvements potential for outward community to the west (Peterborough)

A11 corridor but more than just Cambridge and NRP

Tourism potentially in conjunction with a wider Norfolk offer

Food tech/agriculture connection with Lincolnshire – Breckland ties with South Holland. Norfolk a growing food county/ Lincolnshire a food processing county – agricultural machinery technology

Logistics potential of A47/A16/A17 links

Off-shore energy sector – transfer station at Necton

Norwich

NDR

Completion of the NDR

Exploiting the investment in the A11 corridor building on the Norwich

Cambridge link

Build sensibly anywhere

Norwich not as constrained as other places – opportunity to make urban area work harder – compact cities

Jarrold site by the river offers great potential

Support for expansion of universities, increase in student numbers but need to provide opportunities to retain graduates; if cannot provide own accommodation places increasing pressure on existing stock

Diverse offer of the city dependent upon growth in the wider area. Complementary.

East-west railway connection Norwich-Cambridge-Oxford

Superfast Broadband

SNC

NRP move into commercial activities benefitting from their science/research base

Hethel developing more as a technology park more than just engineering

Clustering around technological innovation

Dualling of A11 improved connectivity between Norwich and Cambridge

Cambridge overheating impacting upon SN as a location from which to commute

Future proofing of market towns, making them relevant in modern context, reason for existing

Agri-tech around NRP/food hub potential/carbon fibre

Need to identify more sites for employment growth

Relationship with offer provided by City Centre given reliance on this by residents who live outside the city

Great Yarmouth

Regeneration of the town centre

River frontage sites (potential for 1000 homes)

Off-shore energy sector

Beacon Park. EZ currently delivering commercial and residential development

with land to the east delivering 1000+ homes, new school, A12/A143 link road etc. A commercial extension to the EZ at Beacon Park, and South Denes, would be beneficial.

Smaller allocations around the built-up areas

Broadland

We need to provide the correct infrastructure (eg NDR) and environment for businesses to want to come to Broadland and to thrive when they are here. A co-ordinated approach between economic development, planning and environmental health and housing is critical to making this happen. A suggestion of a tri-partite working group of HoS and Portfolio holders could act as a catalyst for improvements across Council departments and provide a more structured response to whole district issues.

Completion of the Postwick Hub

Construction of the NDR

Extension of NDR to A47 west

Dualling of A47

New rail halt on Bittern Line at Broadland Business Park

Improved rail connections in terms of time and quality to London and Cambridge (and beyond)

Roll-out of superfast Broadband

Adoption of local plan

More collaborative working with public sector partners and others

County

Greater Norwich as a big contributor to the Norfolk economy

Planning framework in place but acknowledgment that land owners aspirations can frustrate development

Energy sector/off-shore industries offer significant potential but government uncertainty over future investment to mitigate risk

Availability of broadband

Improved rail infrastructure

Teaching hospital/links to University and NRP

Proximity to Cambridge

Financial service industries
4. Does your authority recognise housing as a key driver of economic growth?
NNDC Yes, housing is a key sector in terms of value and job creation
KL&WN Yes, KLWNBC building homes for sale with rent as a fall back position if market stalls. Major contribution to targets
Breckland No. Housing growth not seen as an economic growth driver; construction jobs encourage migrant labour
Norwich Yes, but not in isolation. Need to see jobs and homes in balance. Growth in villages without supporting jobs growth could draw in retirement migration, not benefiting economic growth aspirations but adding to demand on public resources
SNC Yes, but housing needs to be in the right places Growth is more than just planning
Great Yarmouth Yes, housing is being found by well-paid staff but not necessarily within the Borough. Need for exec-style housing in the borough to enable senior executives to put roots down in the town and keep them here. The local core strategy seeks to support balanced growth and is due to be adopted Nov 15 (and is NPPF compliant)
Broadland Any planned growth should be seen as a benefit and will undoubtedly increase opportunities for partnership working and sharing of good practice/knowledge transfer. The GNGB and the partnership working across the neighbouring authorities in the Greater Norwich area means that high levels of jobs and housing growth are an opportunity. Unplanned expansion at Scottow is potentially a threat, and need a better understanding of the potential offered by Great Yarmouth, the off-shore and energy sector industries. Unplanned growth contrary to agreed strategy is a potential threat to the successful delivery of the JCS.
County

An opportunity
5. Does your authority see high levels of jobs and/or housing growth in neighbouring authorities as an opportunity or a threat? If so why? How could these issues be overcome or managed?
NNDC Need to consider the functional economic area, but growth beyond NNDC is recognised as an opportunity and this could be supported with investment if seen to be beneficial to NNDC residents.
KL&WN Proximity to high growth area is seen as an opportunity; can provide better job opportunities for residents and raise aspirations for children to gain qualifications etc; outward commuting not seen as a threat; house price ripple effect
Breckland Opportunity as it reduces pressure on Breckland; but continued expansion of Norwich is seen as a threat as it heightens focus on the city
Norwich Housing growth is seen as an opportunity but jobs growth dependent upon the type. Office and retail growth on periphery could jeopardise/weaken city centre vitality; digital and creative businesses want to be located in the city centre
SNC Opportunity, already working in the Greater Norwich context A11 corridor presents another opportunity to share growth Need to develop a maturity around this partnership approach, journey has been started
Great Yarmouth Housing seen as an opportunity within 20 mile radius Jobs growth elsewhere not seen as a threat, benefits the wider economy and thorough collaborative work with Waveney DC is seen as an opportunity.
Broadland Any planned growth should be seen as a benefit and will undoubtedly increase opportunities for partnership working and sharing of good practice/knowledge transfer. The GNGB and the partnership working across the neighbouring authorities in the Greater Norwich area means that high levels of jobs and housing growth are an opportunity. Unplanned expansion at Scottow is

potentially a threat, and need a better understanding of the potential offered by Great Yarmouth, the off-shore and energy sector industries. Unplanned growth contrary to agreed strategy is a potential threat to the successful delivery of the JCS.

County

An opportunity

6. Could we achieve higher levels of growth by working more closely with neighbours on delivery? If so how?

NNDC

Yes, off-shore industry link with Great Yarmouth, complementary offers in terms of tourism; supply change important in the context of how this may be support development in other areas – need to understand the connectivity

KL&WN

Happy to work with others, housing enabling role with Breckland and SHDC; offering support to small builders

Breckland

No discussions with Suffolk neighbours, no real appetite for growth; Breckland has resources available to support growth elsewhere; opportunity for better pooling of resources

Norwich

Yes, looking further afield to Cambridge; need to understand the potential for growth in the energy sector at Great Yarmouth; joint delivery team across a wider area working to a single plan would be seen as beneficial

SNC

Already signed up to this approach, but relationships still need to mature; need to acknowledge the ‘whole’ rather than the individual parts

Great Yarmouth

Yes, natural area for growth of the off-shore industries (GY/Lowestoft/Norwich Airport/Broadland Business Park/A11 corridor

Broadland

Yes. At the strategic level the structure of the GNGB encourages and enables close partnership working across the greater Norwich authorities. More detailed examples are : joint working with SNC on the Food Enterprise Zone and joint work with Norwich City Council on the Airport industrial estate. Explore opportunities with NNDC and GYBC, possibly East Suffolk given

Sizewell project
<p>County</p> <p>Growth in Cambridge is an opportunity, challenge is to draw the development from Cambridge into Greater Norwich and then down to Ipswich</p> <p>Need to consider implications of potential relocations from Greater London area; what types of people/businesses do we want</p>
<p>7. Is there merit in explicitly branding, and working to deliver growth, in identifiable cross boundary areas? NB this does not necessarily mean joint statutory plans; and areas can overlap. Some possible examples:</p> <ul style="list-style-type: none"> • A Norwich area wider than existing Greater Norwich (how extensive?) • Norwich, Gt Yarmouth and Lowestoft • A11 corridor (Norwich to Thetford and beyond) • A47 corridor (where to where?) • North Coast
<p>NNDC</p> <p>Yes, particularly in relation to Broadland and Great Yarmouth. Functional economic area is relevant. Land has been allocated in the eastern part of the district to support GY business potential, tourism links with GY which has a complimentary offer</p>
<p>KL&WN</p> <p>Wisbech fringe affords potential as Fenland is seeking to grow the town</p> <p>A47 Peterborough to Great Yarmouth critical to east-west communications</p>
<p>Breckland</p> <p>No, moving away from ‘branding’ as such, more about delivery and this is place-based and dependent upon locality.</p> <p>3 strong brands in county ‘Norfolk’, ‘Norwich’ and ‘Norfolk Broads’</p>
<p>Norwich</p> <p>Greater Norwich works; dependent upon target audience; Norwich and Norfolk strong brands; branding should relate to what lies at the end of any corridor not the corridor itself otherwise has limited meaning. Ability to break down barriers/isolation and build in complementary offers</p>
<p>SNC</p> <p>Yes, already doing this in Greater Norwich; SN promotes itself as part of GN</p> <p>A11 corridor potential</p> <p>Could do more of this, see advantages of promoting what is already here as</p>

<p>part of the broader offer than just a specific location</p>
<p>Great Yarmouth</p> <p>Yes, supportive of this particularly in respect of the energy sector and the opportunity presented in the A11-A47-A12 corridor.</p> <p>We already have very strong collaboration between GY and Waveney on inward investment, marketing and promotion in the offshore context, but there is still scope to integrate it more, perhaps brand it differently and possibly create unified leadership.</p>
<p>Broadland</p> <p>Yes, when the specific project warrants this. Developers, businesses and visitors do not see boundaries and a co-ordinated approach from one organisation in these cases is the most pragmatic way forward. Norfolk, Norwich and Greater Norwich are recognised brands beyond Norfolk, need to build and focus on these.</p>
<p>County</p> <p>Branding can help people focus their minds/attention</p> <p>A11 corridor offers great potential</p> <p>Greater Norwich</p> <p>Energy coast</p>
<p>8. New towns and garden cities. These are years in the planning and if we went for one it would be very unlikely to deliver much growth until the early 2030s. Although this suggests that, if this is an option for the longer term, planning needs to start as early as possible.</p> <p>Is a new town or garden city an attractive option for Norfolk? Is there a location in your district that should be investigated?</p>
<p>NNDC</p> <p>Scottow Enterprise Park could provide an opportunity and should be the subject of a feasibility study; need to consider impact on Aylsham and North Walsham. In terms of future strategy NNDC will probably need to accommodate 10k new homes, in the absence of focussed growth will be considering more in villages (dispersal) and re-visit the market towns.</p>
<p>KL&WN</p> <p>No opportunity identified in KLWN, objective is to grow what there is, focus on KL with an eye to Downham Market. Can live with focus elsewhere, rail connection will assist growth in KLWN as growth permeates along the line</p>

<p>from Cambridge as house prices rise</p>
<p>Breckland</p> <p>Supportive of principal – Thetford offers potential, more as an opportunity to reduce pressure elsewhere in the district.</p>
<p>Norwich</p> <p>Yes, but as a satellite for Greater Norwich; consider where infrastructure is being provided to maximise investment</p>
<p>SNC</p> <p>Yes, the numbers needed suggest this should be a consideration;</p> <p>Mangreen presents an opportunity</p> <p>Expansion of Diss, especially if working in partnership with Suffolk</p> <p>Need to ensure sustainability of location</p>
<p>Great Yarmouth</p> <p>No potential in GY due to significant environmental constraints, so the pattern of growth historical is urban extensions which will continue.</p>
<p>Broadland</p> <p>Potentially for Norfolk given scale of growth anticipated but needs to utilise existing infrastructure or be in a location where this can be strengthened. Proximity to main line offers a starting point (Diss, Downham Market)</p> <p>No potential within Broadland for a settlement of 10k plus given growth already being planned for.</p>
<p>County</p> <p>Yes; Badersfield (Scottow) at the right time</p> <p>Downham Market/Kings Lynn</p>

Appendix 2 – See attached RSS and Structure Plan objectives

See separate attachment

Cambs and Peterborough Vision and Objectives

Spatial Vision

By 2031 Cambridgeshire and Peterborough will:

Offer attractive homes, jobs and a high quality of life in a range of distinctive urban and rural communities. This will provide opportunities for all residents and workers to achieve their maximum potential, and will facilitate healthy and sustainable lifestyles.

Have grown sustainably by locating new homes in and close to Cambridge and Peterborough and to other main centres of employment, including through planned urban extensions, and along key dedicated public transport routes, while avoiding dispersed or isolated new development which can increase unsustainable travel and restrict access to key services and facilities.

Be acknowledged as a world leader in innovation, new technologies, and knowledge-based business and research: yet more diverse in its economy across the area; including the expansion of appropriate-scale manufacturing and low carbon technologies, within and close to the main urban areas and at the Enterprise Zone at Alconbury.

Support the educational attainment and skills needed to realise the area's economic potential, via improved provision for further and higher education. In particular, the universities in Cambridge and Peterborough will have maintained and enhanced their reputations at national and international level as providers of high quality education and training.

Benefit from integrated transport networks, including being served by frequent high quality public transport within and between Cambridge, Peterborough and the market towns and district centres. There will be a closer relationship of homes to jobs and services, access to high quality routes for cycling and walking and good links to the countryside. A new station to the north of Cambridge and an enhanced east coast mainline will increase public transport accessibility, including to London.

Be an exemplar of low carbon living, efficient use of resources, sustainable development and green infrastructure; founded on Peterborough's eco-cluster and environment capital aspirations, Cambridge's emerging clean-tech cluster, the retention of Cambridge as a compact city, the development of Northstowe and the sustainable expansion of market towns and district centres with close links to village communities.

Be outstanding in the conservation and enhancement of its urban, rural and historic environment including vibrant city centres, attractive market towns, spacious fen landscapes, river valleys and a high degree of biodiversity.

Be well prepared for the impact of climate change and highly adapted to its effects, especially in the extensive low lying areas.

Spatial Objectives

Development and growth

Plan for an overall level of growth that will support the economic, social and environmental needs of the area and result in sustainable patterns of development. Growth will need to be supported by:

- a) Making best use of existing transport and other infrastructure (including ICT)
- b) Future investment in transport and other necessary infrastructure to be provided by developer contributions and other identifiable resources. A strategic infrastructure plan will identify key priorities across the area together with likely sources of funding.

Transport investment will be focussed on facilitating sustainable modes of travel or improving essential access in growth areas to make optimum use of the resources likely to be available.

Housing

Provide for a level and quality of housing growth to support the economic prospects and aspirations of local areas. Contribute to sustainable patterns of development across Cambridgeshire and Peterborough, including improving the alignment between homes and jobs, and to the health and well-being of communities.

Support the delivery of a high proportion of affordable homes, including homes of various sizes, types, tenures and costs to provide for the diversity of the area's housing and economic needs. The aim is to support the creation of mixed, balanced and cohesive communities.

Economic Development

Economic prosperity will be promoted throughout the area. New development will be encouraged that:

- supports the growth of a sustainable low carbon economy in Cambridgeshire and Peterborough;
- strengthens Peterborough and

Cambridge's environment clusters, and both areas' high technology and knowledge-based clusters; and is in locations that improve the alignment between jobs and homes.

Sustainable economic regeneration will be encouraged, particularly in Peterborough city centre, northern Cambridgeshire (for example, in the Nene port area), the rural areas and the urban centres of market towns.

Transport

Sustainable transport opportunities will be required as a key component of new development.

All growth and infrastructure investment is to be planned to minimise the need for unnecessary travel. Where travel and mobility is beneficial or essential, the use of public transport or cycling and walking is to be given priority.

Home working, remote working and IT developments that reduce the need to travel are to be facilitated, including through Broadband.

Other infrastructure

The Connecting Cambridgeshire project (including Peterborough) will support economic growth and reduce the digital divide by providing superfast broadband access to at least 90% of existing premises, and better broadband to the rest, by 2015.

Take a coordinated and forward-looking approach to energy, including generation, distribution and use. Renewable energy opportunities will be proactively identified and delivered. New development will achieve high energy efficiency standards, and opportunities for on-site energy generation will be considered where relevant

Water

Take a co-ordinated approach to water through water cycle studies to address water supply, quality, wastewater treatment and flood risk. High standards of water efficiency should be achieved in new development and flood risk assessments should be used effectively to ensure

development is located appropriately.

Community and cultural infrastructure

Development should promote opportunities for a high quality of community life, including access to work opportunities, community facilities, safe walkable streets and a network of open spaces and green infrastructure. Cultural diversity, recreation and the arts are an integral part of existing and new communities and relevant facilities should be provided through new development. Priority will be given to regeneration and renewal in disadvantaged or declining communities.

Community involvement will be essential to the design and implementation of all new communities and major developments.

Climate Change

Ensure that the overriding need to meet the challenge of climate change is recognised through the location and design of new development, ensuring that it is designed and constructed to take account of the current and predicted future effects of climate change. This includes achieving the highest possible standards in reducing CO₂ emissions in the built environment and transport choices.

The Natural Environment

To conserve and enhance the environment of Cambridgeshire and Peterborough in relation to:
landscape and water resources (including the Cam, the Great Ouse and Nene and associated Washes)
habitats and species (biodiversity)
public access to and enjoyment of the County's environmental assets in urban and rural areas (green infrastructure)
minimising waste and pollution.

Extract from the SEP

Our Ambition

We are ambitious to transform the economy of Norfolk and Suffolk and establish the New Anglia area as a centre of global business excellence. Our Strategic Economic Plan (SEP) sets out our ambition to harness our distinct sector strengths and our natural assets to deliver more jobs, new businesses and housing.

Our plan commits us to work with government and local partners to deliver:

- 95,000 more jobs: In 2012 there were some 760,000 jobs in the New Anglia area. The East of England Forecasting Model predicts that continuation of pre-existing investment plans will see this grow by 63,000 by 2026. Our Strategic Economic Plan will significantly increase this business as usual number by 50 per cent to 95,000
- 10,000 new businesses: Small businesses are the lifeblood of our economy – accounting for more than 95 per cent of businesses in the area. By 2026 we will create a further 10,000 businesses. This equates to an average increase of 1,000 per year compared with an average increase of 516 per year between 2004 and 2008 and an average decrease of 615 per year between 2009 and 2011
- Improved productivity: Gross Value Added (GVA) per job in the area was £36,244, some 10% below the UK average of £40,007. The East of England Forecasting Model predicts that pre-existing investment plans will see this gap remain. Our Strategic Economic Plan will enable us to extinguish the gap by 2026 when gross added value per job will equal the national average
- 117,000 new houses: Our local authorities have set ambitious house building targets to support economic growth. By 2026 we will have delivered at least 117,000 new houses in the New Anglia area – key local plans have the flexibility to deliver more if the demand arises. This equates to a 32% increase in delivery compared with the period 2001-12.

The New Anglia area has strengths in many of the sectors with the greatest potential for growth – advanced manufacturing and engineering, agri-tech, energy, ICT and digital creative, and life sciences. Our area is also fortunate in its natural and cultural assets, making it a very attractive place to live and work. But we are at a tipping point.

To unlock the potential in our key sectors and to create new jobs and businesses requires focussed investment by local partners and Government to improve the area's infrastructure and ensure business has a supply of skilled workers and the right support to grow.

We have made good progress already in partnership with Government with the signing of City Deals for Greater Norwich¹ and Greater Ipswich and the development of our Enterprise Zone in Great Yarmouth and Lowestoft.

In addition our Growing Places Fund (GPF) is investing £16m in kick-starting homes and business infrastructure across the New Anglia area, and our Growing Business Fund (GBF), supported by £12m from the Regional Growth Fund, will create 600 jobs and lever in £48m of private sector funding by the end of 2014.

Investment by the Government in the A11 in Suffolk and Norfolk, the A14 in Cambridgeshire and the Northern Distributor Road around Norwich will also unlock more jobs and growth.

But we have the ambition and potential to go much further, to capitalise on this investment and deliver more jobs, businesses and homes.

Pooling of business rates by authorities in Norfolk and Suffolk shows the appetite for local authorities to work across boundaries and to invest in growth.

The decision of Norfolk and Suffolk County Councils plus the New Anglia Local Enterprise Partnership to invest in the A14 outside their areas shows a commitment to provide local funding for national schemes.

Appendix 3 – Extract from UK Strategy for Sustainable Development

Guiding principle and shared priorities for UK action taken from the UK government strategy for sustainable development 2005

Guiding principles

The following is the set of shared UK principles that we will use to achieve our sustainable development purpose. These have been agreed by the UK Government, Scottish Executive, Welsh Assembly Government and the Northern Ireland Administration. They bring together and build on the various previously existing UK principles to set out an overarching approach, which the four separate strategies can share.

Living Within Environmental Limits

Respecting the limits of the planet's environment, resources and biodiversity – to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations.

Ensuring a Strong, Healthy and Just Society

Meeting the diverse needs of all people in existing and future communities, promoting personal wellbeing, social cohesion and inclusion, and creating equal opportunity for all.

Achieving a Sustainable Economy

Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (polluter pays), and efficient resource use is incentivised.

Promoting Good Governance

Actively promoting effective, participative systems of governance in all levels of society –
engaging people's creativity, energy, and diversity.

Using Sound Science Responsibly

Ensuring policy is developed and implemented on the basis of strong scientific evidence, whilst taking into account scientific uncertainty (through the precautionary principle) as well as public attitudes and values.

These principles will form the basis for policy in the UK. For a policy to be sustainable, it must respect all five of these principles, though we recognise that some policies, while underpinned by all five, will place more emphasis on certain principles than others. Any trade-offs should be made in an explicit and transparent way. We want to achieve our goals of living within environmental limits and a just society, and we will do it by means of a sustainable economy, good governance, and sound science.

Shared priorities for UK action

As a result of the consultation the priority areas for immediate action, shared across the UK are:

Sustainable Consumption and Production – Sustainable consumption and production is about achieving more with less. This means not only looking at how goods and services are produced, but also the impacts of products and materials across their whole lifecycle and building on people's awareness of social and environmental concerns. This includes reducing the inefficient use of resources which are a drag on the economy, so helping boost business competitiveness and to break the link between economic growth and environmental degradation.

Climate Change and Energy – The effects of a changing climate can already be seen. Temperatures and sea levels are rising, ice and snow cover are declining, and the consequences could be catastrophic for the natural world and society. Scientific evidence points to the release of greenhouse gases, such as carbon dioxide and methane, into the atmosphere by human activity as the primary cause of climatic change. We will seek to secure a profound change in the way we generate and use energy, and in other activities that release these gases. At the same time we must prepare for the climate change that cannot now be avoided. We must set a good example and will encourage others to follow it.

Natural Resource Protection and Environmental Enhancement – Natural resources are vital to our existence and that of communities throughout the world. We need a better understanding of environmental limits, environmental enhancement and recovery where the environment is most degraded to ensure a decent environment for everyone, and a more integrated policy framework.

Sustainable Communities – Our aim is to create sustainable communities that embody the principles of sustainable development at the local level. This will involve working to give communities more power and say in the decisions that affect them; and working in partnership at the right level to get things done. The UK uses the same principles of engagement, partnership, and programmes of aid in order to tackle poverty and environmental degradation and to ensure good governance in overseas communities.