

Greater Norwich Growth Board

Date: 24 Sept 2020

Time: 2:00pm

Venue: Virtual - *Microsoft Teams*

Public link to view meeting on YouTube: <https://youtu.be/rMMWc6Gh1Z4>

(Members of Committee will be sent a link by email to join the meeting)

Board members:

Norfolk County Council:

Cllr Andrew Proctor (chair)

Broadland District Council:

Cllr Shaun Vincent (vice chair)

Norwich City Council:

Cllr Alan Waters

South Norfolk Council:

Cllr John Fuller

New Anglia Local Enterprise Partnership:

Douglas Field

Officers:

Tom McCabe
Vince Muspratt

Trevor Holden
Phil Courtier
Helen Mellors

Stephen Evans
Graham Nelson

Trevor Holden
Phil Courtier
Helen Mellors

Chris Starkie

Jobs, homes and prosperity for local people



NORWICH
City Council



Norfolk County Council

NEWANGLIA
Local Enterprise Partnership
for Norfolk and Suffolk

AGENDA

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of meeting held on 19 May 2020** (Page **5**)
4. **Planning Awards partnership working category winner- the Greater Norwich Infrastructure Investment Plan & Infrastructure Investment Fund (Verbal update)**
Andrew Proctor, Leader, Norfolk County Council
5. **Greater Norwich Sports and Physical Activity Strategy** (Page **9**)
Graham Nelson, Director of Place, Norwich City Council
6. **East Norwich Masterplan Update** (Page **75**)
Graham Nelson, Director of Place, Norwich City Council
7. **Greater Norwich Media Protocol** (Page **81**)
Hellen Mellors, Assistant Director – Planning, South Norfolk & Broadland District Councils.
8. **Exclusion of the public**

The GNGB is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The GNGB will be presented with the conclusions of the public interest test carried out by the report author and is recommended to confirm the exclusion.
9. **Greater Norwich Priority Development Sites**
Trevor Holden, Managing Director South Norfolk and Broadland District Councils.

Date of Next Meeting

01 Dec 2020 at 2pm

(location will be dependent on the social distancing rules at the time)

Cranworth Room, County Hall, Norfolk County Council, NR1 2DH

or Virtual

FOR FURTHER INFORMATION PLEASE CONTACT:

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If you would like this agenda in large print, audio, Braille, alternative format or in a different language, please call Grace Burke, Greater Norwich Project Team Leader on 01603 222727 or email grace.burke@norfolk.gov.uk



Please call Grace Burke, Greater Norwich Project Team Leader on 01603 222727 or email grace.burke@norfolk.gov.uk in advance of the meeting if you have any queries regarding access requirements.

Greater Norwich Growth Board Meeting Minutes

Date: Tuesday 19 May 2020

Time: 4.20pm

Venue: Online; virtual Teams Live meeting

Present:

Board Members:

Officers:

Broadland District Council:

Cllr Shaun Vincent

Trevor Holden

Phil Courtier

Norwich City Council:

Cllr Alan Waters

Graham Nelson

South Norfolk Council:

Cllr John Fuller

Trevor Holden

Phil Courtier

Norfolk County Council:

Cllr Andrew Proctor (Chair)

Vince Muspratt

New Anglia LEP

Douglas Field

Chris Starkie

In attendance:

Hollie Adams

Committee Officer, Norfolk County Council
(clerking)

Grace Burke

Greater Norwich Project Team Leader,
Norfolk County Council

Matt Tracey

Growth and Infrastructure Group Manager,
Norfolk County Council

1. HANDOVER OF CHAIR AND APOLOGIES

Outgoing Chairman Cllr John Fuller started the meeting. He apologised as technical issues had caused the meeting to start 20 minutes late.

The Clerk introduced the Members of the Committee and Officers in attendance of the virtual meeting and noted that no apologies had been received.

Cllr Fuller had enjoyed his year chairing the Board, noting the need for concerted action across all authorities the single purpose to grow the local economy and deliver plans, and the need to be creative about finance and funding to make peoples' lives better, generate wealth and prosperity for all, especially in light of the upcoming challenges presented by future austerity.

Cllr Fuller handed over the Chairmanship of the Board to Cllr Andrew Proctor, who would Chair the group for the ensuing year. Cllr Proctor noted the challenges and changes over the past year and agreed there was a need for the Greater Norwich Growth Board (GNGB) to respond to challenges that may arise, including delivery around the economy and adapting and planning for the current situation such as reordering around the Greater Norwich Infrastructure Plan (GNIP).

1B. APPOINTMENT OF VICE-CHAIRMAN

Vice-Chairman for the Board was appointed on rotation, and this year was due to be Cllr Shaun Vincent.

Cllr Vincent queried whether this was appropriate as, the following year when he would become Chairman of the Board, he would also be Chairman of the Development Partnership. The Chairman felt it was appropriate to appoint Cllr Vincent as Vice-Chairman and make changes to Chairmanship next year if required.

Members **NOTED** and **AGREED** the appointment of Cllr Shaun Vincent as Vice-Chairman of the Greater Norwich Growth Board for the ensuing year

2. DECLARATIONS OF INTEREST

No interests were declared

3. MINUTES

The minutes of the meeting held on 17 March 2020 were agreed as an accurate record

4. GREATER NORWICH INFRASTRUCTURE PLAN

Phil Courtier, Director of Place, Broadland District Council, gave a brief introduction to the plan; it gave the revised, 2020 version of the Greater Norwich Infrastructure Plan, setting out a high-level list of infrastructure for growth in areas, and providing key information around funding. The report had been prepared prior to understanding the effects of the Covid-19/Coronavirus outbreak, therefore some of the forecasts and other information may have changed since the time of writing.

Cllr Alan Waters noted that assessments would be needed to identify how to deploy resources where they could make the most impact, noting the different landscape post pandemic and possible reduction in resources. He felt that Local Government would play a key role and therefore the GNGB's good reputation as a role model should be capitalised on.

Cllr John Fuller felt that as the plan was predicated on cashflow and plans were drawn up before the Covid-19/Coronavirus outbreak, due to the reprofiling of CIL income, it was possible that the cashflow may not be as anticipated and therefore funding should be focussed on projects with the greatest economic impact, bearing in mind that not all projects may be able to be taken forward.

Cllr Shaun Vincent agreed with the reservations raised by Cllrs Waters and Fuller.

Chris Starkie, Chief Executive, New Anglia LEP, noted that investment and infrastructure were critical to get the economy rebuilt and agreed that Government funding may need to be sought, and the plan would need to be flexed.

The Chairman suggested that the Greater Norwich Infrastructure Plan identified the key priorities to bring forward, but there may be a need to reprioritise. He asked if there was the need to realign the finances and suggested that projects be prioritised to those that support growing the economy.

Phil Courtier confirmed that infrastructure selection could be prioritised towards economic recovery. The Chairman noted that some projects may need to be reprioritised and their funding reallocated.

Grace Burke, Greater Norwich Project Team Leader, clarified that the 5-year infrastructure plan, which would be produced later in the year, would outline the financial plan and confirm the projects that had been prioritised; at that point there would be a clearer understanding of Covid-19, its impact on CIL and any legislation changes. The Board would then be able to make the decisions about which projects would be allocated CIL.

Matt Tracey, Growth and Infrastructure Group Manager, confirmed that the Greater Norwich Infrastructure Plan was part of a suite of documents including the growth prospectus and Norfolk Strategic Delivery Plan; these were being reviewed to look at the prioritisation discussed in the meeting.

The Chairman asked the Committee to note that reviewing and prioritisation of projects was to be carried out.

The Board:

- (i) **ACCEPTED** the Draft GNIP 2020.
- (ii) **NOTED** that by accepting the GNIP this will initiate the opening of the 'call for projects' for the Infrastructure Investment Fund (IIF-strategic pooled CIL).

(iii) **NOTED** that projects would be reviewed and prioritised to support economic recovery

The meeting concluded at 16:36

Greater Norwich Sport and Physical Activity Strategy
Graham Nelson, Director of Place, Norwich City Council

Summary

The 2014 indoor Sports Facility and Playing Pitch Strategy requires an update. An initial scoping exercise has been undertaken which concluded that the scope of the work should be developed beyond an assessment of built sports facilities, taking a more holistic approach. One that also considers the wider outcomes of improving physical health, mental wellbeing, reducing inequalities, improving community cohesion whilst supporting the need for Active Travel solutions following the Covid-19 outbreak.

Recommendations

- (i) Note the increased scope that is required to develop a Sport and Physical Activity Strategy.
- (ii) Agree for the Greater Norwich Sport and Physical Activity Strategy to be delivered, giving delegated authority to the Infrastructure Delivery Board to oversee its progress.
- (iii) Agree a contribution of £50,000 as match funding for the strategy. (as detailed in 4.2)

1. Introduction

- 1.1 The Indoor Sports Facility and Playing Pitch Strategies covering Norwich City, South Norfolk and Broadland district councils was published in 2014. It reflected mainly on a built facility approach to increasing participation in sports. Since then, there has been a significant shift in strategy undertaken by Sport England. The emphasis has changed significantly towards ensuring sport and physical activity focusses on outcomes that improve physical health and mental wellbeing, reduce inequalities, improve community and individual development and supports economic development. In the context of facilities and planning, this necessitates a more holistic view of the way place supports active lifestyles.
- 1.2 Sport England commissioned FMG Consulting to conduct a diagnostic brief for Greater Norwich which was conducted Feb-May 20. This consisted of a document review and meetings with Council contacts, providing a gap analysis of current work against best practice described in [Sport England's Strategic Outcomes Planning Guidance](#) (SOPG) process. The reports provided are included within the Appendix:
 - Appendix 1 is the Scoping Exercise Report which sets out a summary of the Councils' current 'state of play' and a roadmap for the way forward.
 - Appendix 2 is the Strategy Specification for the recommended future work required.
 - Appendix 3 is a review of each council's relevant policies and strategies.
- 1.3 FMG's report highlights the obsolete nature of the existing 2014 strategies, which would currently compromise the ability for Sport England to support future strategic sport and physical activity infrastructure enhancements, as well as limiting local stakeholders' ability to make informed decisions on investments which support active lifestyles. The recommendations of the diagnostic review are listed on pg18 of Appendix 1. The aim is to develop a new strategy that will cross departments and agendas, aligning priority outcomes with facilities and service interventions. These will collectively contribute to delivering key strategic objectives and support wider local

priorities. The work will be insight led, involve significant community engagement and will set key performance targets across partners.

2. Response to the Covid-19 outbreak

- 2.1 Please note that the scoping exercise (Appendix 3) commenced prior to the Covid-19 outbreak. Greater Norwich partners have more recently been working together to support the recovery from the pandemic and a number of the policies and strategies reviewed within Appendix 3 have already been superseded; The LEPs [Economic Recovery Restart Plan](#), NCCs Norfolk Delivery Plan, the newly launched [Building for a Healthy Life code](#), new higher [standards for cycling infrastructure](#), review of the [NCC Walking and Cycling Strategy](#) plus the emerging planning reforms together show the move to support the development of Active Travel solutions.
- 2.2 This fast-changing environment does not undermine the conclusions of FMGs report, rather it highlights the urgent necessity for the strategy to increase scope and adapt its approach, developing a Sport and Physical Activity Strategy that supports the Covid-19 recovery whilst providing an evidence of need that will inform future investment.

3. Greater Norwich Local Plan

- 3.1 Whilst the timing of this strategy work will not directly inform the site allocations policies within the emerging Greater Norwich Local Plan, Sport England's Strategic Outcomes Planning Guidance will assist the Greater Norwich Authorities to prepare a vision and strategy, which will help inform future production of Supplementary Planning Documents and planning decisions. Once developed, the Sport and Physical Activity Strategy will become a fundamental influence in shaping the Development Management Policies, which are due to be updated in 2021
- 3.2 MHCLGs Planning for the Future White paper published last month is setting the scene for changes to the planning system. It states: *Local Plans should set clear rules rather than general policies for development. We will set out general development management policies nationally, with a more focused role for Local Plans in identifying site- and area-specific requirements, alongside locally produced design codes.*¹ One of the thrusts of the current white paper consultation is about more effective use of 'data' and the creation of better places. This study shall provide better data about what facilities are needed and where (which could inform area-specific requirements), but also in terms of better connectivity and safe, attractive environments that promote more active lifestyles and better physical and mental health.
- 3.3 Progressing this strategy will enable Greater Norwich to clearly identify what and where facilities are needed and could help inform area-specific requirements and provide better evidence to make more informed funding decisions, the allocation of pooled CIL, and to access other funding sources

4. Funding

- 4.1 FMG consulting have estimated that the strategy work would require a budget provision in the region of £100,000 plus VAT. Initial talks are underway with Sport England to secure funding, but confirmation of the support from all Greater Norwich partner authorities is required before any commitment will be made.
- 4.2 The GNGB are requested to contribute £50,000 of funding (£12,500 from each partner authority), which could then be offered as match to other funding bodies and partners. In order for the strategy to progress within the current financial year, this amount is

¹ Paragraph 1.16, bullet point 2

recommended to be provided from the existing GNLP budget but will need to be agreed to be back filled in the forthcoming financial year.

5. Next Steps

- 5.1 Following approval, the following steps are required:
- a. Establishment of the governance arrangements. (proposed governance structure in Appendix 4)
 - b. Finalise project brief and develop the strategy specification invitation to tender. (draft prepared by FMG - Appendix 2).
 - c. Confirm budget and secure funding.
 - d. Appoint a consultant and begin strategy review.

It is expected that steps a-d will take up to 3 months and the appointed work a further 9-12 months. Anticipated completion is Autumn 2021.

6. Recommendations

- (i) Note the increased scope that is required to develop a Sport and Physical Activity Strategy.
- (ii) Agree for the Greater Norwich Sport and Physical Activity Strategy to be delivered, giving delegated authority to the Infrastructure Delivery Board to oversee its progress.
- (iii) Agree a contribution of £50,000 as match funding for the strategy.

7. Issues and Risks

Other resource implications (staff, property)

The strategy will require support from all district authorities, but this will be managed within the existing staff resource. More details are within the governance structure Appendix 4.

Legal implications

N/A

Risks

N/A

Equality

N/A

Environmental implications

N/A

Appendix's

- Appendix 1 Scoping Exercise Report
- Appendix 2 Strategy Specification
- Appendix 3 Existing policy and strategy review
- Appendix 4 Governance Structure

Officer Contact

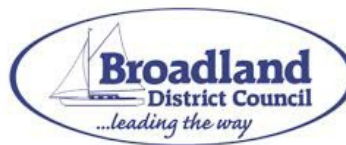
If you have any questions about matters contained in this paper please get in touch with:

Name	Telephone Number	Email address
Grace Burke	01603 222727	grace.burke@norfolk.gov.uk
Ruth Oyeniyi	01603 222125	ruth.oyeniyi@norfolk.gov.uk



STRATEGIC OUTCOMES PLANNING GUIDANCE SCOPING EXERCISE

GREATER NORWICH



NORWICH
City Council



Norfolk
County Council



Broads
Authority

A REPORT BY FMG CONSULTING LTD

JUNE 2020

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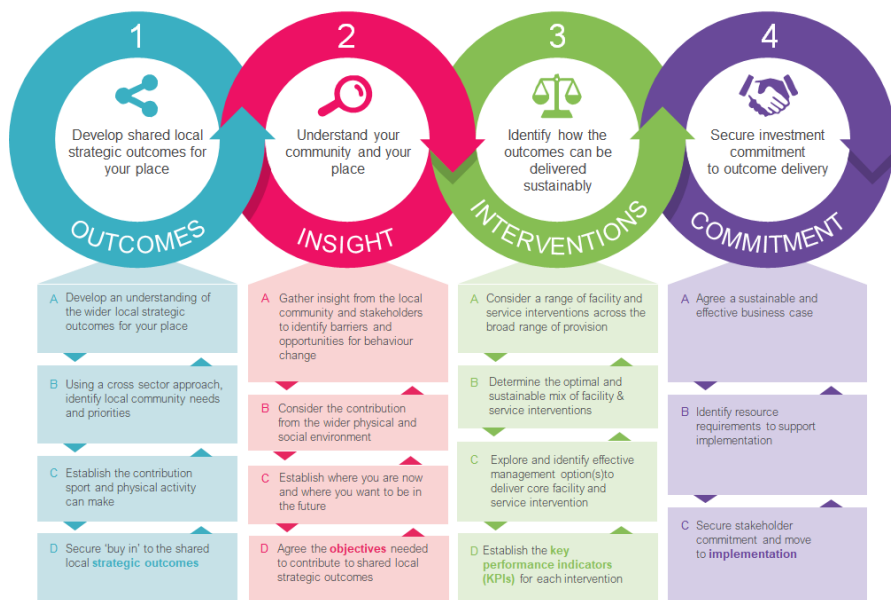
- Appendix A - Draft SPA Strategy Specification
- Appendix B – Strategic Review

Introduction

- 1.1 Greater Norwich is a partnership between Norwich City Council, South Norfolk District Council, Broadland District Council and Norfolk County Council. This partnership is overseen by two separate boards; The Greater Norwich Development Partnership (GNDP) who oversee the development of the emerging Greater Norwich Local Plan and the Greater Norwich Growth Board (GNGB) who together with the LEP oversee the strategic delivery of infrastructure that is required to support the planned growth.
- 1.2 Greater Norwich developed Indoor Sports Facility and Playing Pitch Strategies in 2014 covering the Norwich City, South Norfolk and Broadland areas. A Sports Strategy Implementation group was formed with officer representatives from the three Councils and the active partnership for the county, Active Norfolk. An update is being considered for these strategies, in order to bring them more in line with the best practice approach set out by Sport England in its 'Strategic Outcomes Planning Guidance'.
- 1.3 Sport England has commissioned FMG Consulting Ltd (FMG) to carry out a scoping exercise with the Councils which seeks to identify at a high level where the Councils sit in relation to the key elements of Sport England's new 'Strategic Outcomes Planning Guidance'.
- 1.4 Sport England has published guidance to assist Councils to take a strategic approach to maximising the contribution that sport and physical activity makes to its local outcomes. The Councils are keen to develop their strategic approach and so want to understand how they can go about doing this through the update of the existing strategy documents.
- 1.5 This report sets out a situation and gap analysis which analyses the Councils' current strategic evidence base against Sport England's best practice guidance and identifies the strengths and weaknesses and the steps that the Councils will need to take in order to develop a new strategic approach in line with the guidance.

Figure 1.1 - Sport England Strategic Outcomes Planning Guidance Framework

Appendix 1



- 1.6 With limited resources, changing demographics and increased pressure on essential services such as physical and mental health, adult social care and education; Councils and their partners are increasingly having to prioritise what they continue to invest in, support and, in some cases, stop doing or supporting. This is likely to become even more acute as we emerge from the current Covid-19 lockdown.
- 1.7 This is often linked to local strategic priorities which seek to tackle multifaceted issues such as educational attainment, social cohesion, obesity, social isolation and mental health issues.
- 1.8 Sport and physical activity are increasingly seen as a co-producer of local outcomes and Councils across the country are using their services, assets, partnerships and infrastructure to make a significant contribution to their residents' lives as a direct provider, commissioner, or enabler.
- 1.9 Sport England's guidance shows that having a clear, strategic and sustainable approach to sport and physical activity is essential to making effective investment into provision – both facilities and services.
- 1.10 Creating a focus and vision on local outcomes, informed by customer insight, and delivering interventions – both capital and revenue – that affect behaviour change in the target audience will ultimately deliver local outcomes for a place.
- 1.11 The Councils may have some or most of this work in place but this cannot be a 'one size fits all' approach. The intention of this report is to see what work the Councils currently have in place and what more work they need to carry out in order to update their existing strategies, focussing on local solutions informed by local insight.
- 1.12 The guidance is structured around 4 stages:
- **Stage 1 – Outcomes** – Developing shared local outcomes for your place;
 - **Stage 2 – Insight** – Understand your community and your place;

Appendix 1

- **Stage 3 – Interventions** – Identify how the outcomes can be delivered sustainably;
 - **Stage 4 – Commitment** – Secure investment and commitment to outcome delivery.
- 1.13 The structure of this report is aligned to the structure of the guidance in order to understand the Councils' positions within the strategic planning process.
- 1.14 This report sets out a summary of the Councils' current 'state of play' and a roadmap for the way forward including a Project Specification for the recommended future work required (Appendix A). Any queries relating to the contents of this report should be made to Damien Adams at damienadams@fmgconsulting.co.uk.

Stage 1 - Outcomes

Introduction

2.1 Stage 1 of Sport England's Strategic Outcomes Planning Guidance is entitled:

Develop Local Shared Outcomes for Your Place

2.2 Developing shared local strategic outcomes is the key starting point in developing an approach for sport and physical activity that can make the biggest contribution to a place.

2.3 Understanding from a cross sector perspective what the local needs and priorities are will enable the Councils and their partners to have a much wider impact on their communities. This will enable them to develop sustainable and effective interventions to meet those needs.

2.4 Taking time to define and communicate the contribution that sport and physical activity can make to wider local strategic outcomes is the key to securing political 'buy in' and support for the development of greater insight to inform the emerging approach.

2.5 The four steps within this stage are:

- **Step 1A - develop an understanding of the wider strategic outcomes for your place;**
- **Step 1B - using a cross-sector approach, identify local community needs and priorities;**
- **Step 1C - establish the contribution sport and physical activity can make;**
- **Step 1D - secure 'buy-in' to the shared local strategic outcomes.**

2.6 We have identified and reviewed the Council's key strategic documents in order to ensure that the relevant strategies are in place and to understand whether the main priorities in relation to health, sport and physical activity and opportunities for co-production of services can be clearly identified.

2.7 Appendix A summarises our review of the key strategic documents across the County Council, Greater Norwich, Norwich, South Norfolk, Broadland and the Broads Authority.

Appendix 1

- 2.8 Our high-level conclusions from the review of strategic documents are set out below.
- 2.9 The Councils have a relatively comprehensive suite of strategic documents as would be expected. Notwithstanding the fact that some are in needs of updates / in the process of being updated and replaced, they provide an understanding of the desired wider strategic outcomes across the Greater Norwich Area and there are a number of synergies in terms of strategic outcomes between the Councils' individual plans / strategies which is to be expected considering the close working arrangements through Greater Norwich. Key strategic themes include:
- developing housing and associated infrastructure (including green infrastructure);
 - enhancing the local economy (businesses, jobs, skills etc.);
 - improving connectivity and transport;
 - protecting the environment;
 - improving residents' health and wellbeing and quality of life.
- 2.10 Positively, there is a strong emphasis on health and wellbeing (both physical and mental) across the key corporate priorities for the Councils, as well as related outcomes such as quality of life, developing sustainable communities, enhancing the built and natural environment etc. A clear case can be made for the role that sport and physical activity can play as a cross-cutting enabler across a range of the wider strategic outcomes.
- 2.11 In terms of traditional 'sport and leisure' strategies, the Greater Norwich Indoor Sports Facilities Strategy for the three Councils was completed in October 2014. These strategic documents follow a comprehensive methodology and contain a number of clear recommendations however they are 'traditional' approaches to developing facilities strategies and do not follow latest SOPG thinking (due to the time when they were produced).
- 2.12 The need for this type of facilities strategy is clear however we would now expect to see it combined with an overarching physical activity / active lives strategy which looks at the wider benefits of sport, leisure and physical activity and identifies a plan to help people become more active. This will probably include an element of new facility provision solutions but will also look more widely at solutions involving programmes, initiatives, campaigns, partnership working, the active environment, health, social prescribing etc. in one holistic strategy.
- 2.13 We are aware that the three Councils have some similar documents individually however an up to date overarching strategy for Greater Norwich should be developed:
- South Norfolk has a Leisure Strategy which covers many of the above themes;
 - Broadland does not have its own strategy however has adopted South Norfolk's strategy as they are now working in partnership with a joint officer team;
 - Norwich has a Physical Activity and Leisure Development Plan from 2017/18 although we could not locate anything more up to date.

Appendix 1

- 2.14 Up to date Local Football Facilities Plans are in place across the three Councils however their Playing Pitch Strategies are outdated and need to be refreshed.
- 2.15 When looking at strategic outcomes across Greater Norwich area for the new strategy, the Councils should also look across the outcomes of key external (existing and potential) partners in order to identify synergies. With finite resources, the Councils will not be able to deliver all outcomes themselves so working with partners will be key and therefore ensuring that key partners' outcomes can be recognised within the strategic outcomes will be extremely important so that partners can see how working with the Council will also contribute to the delivery of their strategic outcomes e.g. the Sports Park, the new combined CCG, Norwich City Community Sports Foundation etc.
- 2.16 The strategy will need to identify a number of measurable KPIs which can be used to evidence the contribution that sport and physical activity can make to the delivery of wider outcomes, so as to ensure that officers can demonstrate to wider stakeholders and partners that the work being delivered has an important and tangible / measurable role in helping achieve the partners' outcomes as well as the Councils' e.g. relating to health improvements, tackling isolation, improving the environment, developing the local economy etc. There is already a strong base of local insight to help do this (see Section 3 of this report for more detail).
- 2.17 Positively, the strategies reveal that the Councils have a strong evidence base for and clear understanding of local socio-economic profiles, population trends, health trends and inequalities, social issues etc. However, a layer of more detailed primary research and consultation may be needed in order to understand more about the specific issues and barriers facing under-represented groups in the local community (see Section 3 of this report for more detail).
- 2.18 The above situation provides an **opportunity for the service(s) to develop a clear strategy that crosses departments and agendas** and, as a result:
- **enhances the prominence** of sport, leisure and physical activity in Greater Norwich area;
 - identifies a **clear direction of travel** (vision and objectives) with measurable strategic outcomes for the service, encompassing both facilities and services / programmes;
 - clearly **makes the case** for the important role that the service can play in helping the Council to deliver its strategic goals across wider agendas such as health and wellbeing, economic growth and the environment.
- 2.19 Based on discussions with the Partners, the key strategic outcomes for the next strategy are likely to be focussed around:
- a. Improving physical health and mental wellbeing;
 - b. Reducing environmental impact by contributing to the net zero carbon emissions commitment by 2030;
 - c. Economic development and reducing inequalities.

Stage 2 - Insight

Introduction

3.1 Stage 2 of Sport England's Strategic Outcomes Planning Guidance is entitled:

Understand Your Community and Your Place

3.2 Identifying current barriers and opportunities for behaviour change in a place will inform where future interventions will make the biggest sustainable impact.

3.3 Taking time to understand what contribution the wider physical environment and infrastructure in a place can make is important. This can enable more people to get active through active design.

3.4 Bringing all the elements developed to date together to identify a 'current state position' for a place will form a needs analysis that can be used by the Councils to identify where they want to be in the future.

3.5 This will enable tangible objectives to be identified that contribute towards wider local strategic outcomes in a place and provide the foundation to support the development of interventions.

3.6 The four steps within this stage are:

- **Step 2A – gather insight from the local community and stakeholders to identify barriers and opportunities for behaviour change;**
- **Step 2B – consider the contribution from the wider physical and social environment;**
- **Step 2C - establish where you are now and where you want to be in the future;**
- **Step 2D – agree the objectives needed to contribute to shared local strategic outcomes.**

3.7 From the review of strategic documents carried out under Stage 1 and consultation with Active Norfolk's Insight and Evaluation Officer, it is clear that there is a significant amount of insight sources and data available to the partners already. The Norfolk Insight and Active Norfolk Locality Planning Tool websites in particular contain data on the population, socio-economic characteristics, health, deprivation etc. and also the location of facilities and activities such as Parkrun.

Appendix 1

- 3.8 The table below summarises the primary existing insight sources for the partners. This is not an exhaustive list but evidences the wealth of data that is already in place.

Table 3.1 – Greater Norwich Insight Sources

Insight Area	Source
Local demographics and population projections	ONS, Norfolk Insight, Active Norfolk Locality Planning Tool, State of Norwich
Economic data	State of Norwich
Participation in sport and physical activity	Sport England Active Lives survey data and Local Insight tool Active Norfolk Research e.g. physical activity and long-term conditions and retirement transitions
Inactivity levels	Sport England Active Lives survey data and Local Insight tool, Norfolk Insight
Deprivation statistics	ONS, Norfolk Insight
Health statistics – physical and mental wellbeing	JSNA, Active Norfolk Locality Planning Tool and Spine Charts, State of Norwich
Level of social prescribing	Norfolk County Council, Clinical Commissioning Groups (CCGs)
Crime statistics	Norfolk Insight, Active Norfolk Locality Spine Charts
Volunteering levels	Sport England Active Lives survey data
Club membership levels	Sport England Active Lives survey data
Sports spectating levels	Sport England Active Lives survey data
Market segmentation	Sport England Local Insight tool
Education statistics	Councils, Department of Education, Norfolk Insight
Skills	Active Norfolk research into workforce training needs
Environment	Norfolk Insight, State of Norwich

Appendix 1

- 3.9 There is a significant level of insight available with strong data provided by Sport England and Active Norfolk. There are also good levels of data available on wider areas such as health, deprivation and crime etc. **The key gap is relating to primary evidence of why people locally are not taking part in sport and physical activity / are inactive, and what would help local people to be more active.** The answers may be informed by very specific local challenges in different areas.
- 3.10 It is recommended that primary research is undertaken with target groups identified from the key stakeholder consultation that takes place during Stage 1. This should be targeted in order to develop a better picture of what is happening locally and to identify the key issues, barriers and opportunities. This research can be used to inform the possible opportunities available to support behaviour change.
- 3.11 The Partners have a good level of local knowledge and understanding about these issues but it is important to consult directly with the people being targeted and not work on preconceived assumptions that may be historical (especially coming out of a Covid-19 caused lockdown period which may well radically change people's thinking, priorities and behaviours). These inactive target groups are often the hardest people to reach whereas people who are already active are much easier to consult with as they are already actively engaged.
- 3.12 Some positive insight work has already taken place during the lockdown period e.g. Norfolk County Council's AtoBetter project which gathered insight on how the health pandemic changed the way residents moved from A to B, whether for work, shopping, or leisure. This should be built on as part of the insight work commissioned through this strategy development in order to understand whether behaviour change during the lockdown period is lasting or whether people revert back to old habits once restrictions are lifted.
- 3.13 Additional research is being undertaken by service areas within the County Council (e.g. adult social care and transport) about the impact of Covid-19 on people in contact with these services. Whilst these findings will be useful when they are available, we have not been made aware of any consultation relating specifically to the physical activity habits of local people (although research by Sport England and others is available on a national level).
- 3.14 As well as focussing on the inactive and understanding their challenges and needs, it is important to help those that are already active maintain their activity levels. We noted that there is currently not a significant amount of 'customer' consultation going on across Greater Norwich in relation to existing users of facilities and services so this is an area that should not be forgotten with the focus on inactivity.
- 3.15 There are town and parish councils (within Broadland and South Norfolk) which will hold local contacts and knowledge / insight into the needs of the local communities. In addition, the Councils have community engagement teams who may be able to assist with the gathering of local insight.
- 3.16 There appears to be a big focus on the active environment and active travel within Greater Norwich. Clearly there are big differences between the urban nature of Norwich and the more rural nature of South Norfolk and Broadland however each is targeting achieving similar outcomes through different approaches.

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- 3.17 There has been significant investment into cycling infrastructure in Norwich and a focus on utilising the river and the land around it for health and wellbeing and physical activity. South Norfolk and Broadland on the other hand are much more rural areas and have a big focus on enhancing green infrastructure and connectivity between towns and villages.
- 3.18 At a county level, the County Council developed the 'Pushing Ahead, Your Journey Your Way' programme which built on AtoBetter's travel planning programme and focused on increasing cycling and walking in key growth areas. This provided a package of measures around cycling and walking based on an investment equivalent to £50 per person per year.
- 3.19 Greater Norwich has a Green Infrastructure Delivery Plan which includes a number of green infrastructure projects including developing cycleways however it is dated 2009 and so is outdated. We understand that this strategy is currently being rewritten. Linked to this, we would expect to see Open Spaces strategies for each Council but there do not appear to be up to date versions of these strategies in place (we understand that Norwich's is currently being rewritten).
- 3.20 Part of the focus of the next strategy should be how better to utilise existing open spaces and how better to encourage people to adopt active travel. This is particularly important as we hopefully move out of Covid-19 restrictions when there is the potential for people to be more interested in different ways of living their lives, changing their ingrained behaviour, travelling less / in different ways and focussing on their health. The first part of this is mapping green infrastructure which we understand is being updated.
- 3.21 The green agenda should be a big focus of the next strategy in order to strengthen and evidence the links between physical activity and the County Council's plan to achieve net zero carbon emissions by 2030.
- 3.22 There may not be significant budget in the near future for major investment into facilities so, whilst there will of course be an important facilities element to the strategy, the new strategy must look wider than purely facilities if the intention is to make a real difference to people's activity levels and health and wellbeing. The focus for the new strategy arising from this piece of work should be on activating spaces and methods of encouraging behaviour change to maximise the use of green infrastructure and active travel.
- 3.23 The Councils would then be in a position at this stage to bring this information together in a headline 'needs analysis' document. The intention is that this is a succinct, easy-to-read document that can support the communication of the developing strategic approach and present the needs-based evidence to help shape future policy decisions and investment i.e. where are we now and where do we want to be in the future?
- 3.24 This document should identify and summarise the priority areas that need to be addressed linked to the wider local strategic outcomes which sport and physical activity can contribute to. The potential opportunities highlighted in the needs analysis can be developed into a long list of draft priority areas to support addressing the barriers, issues or gaps.

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- 3.25 The steering group should then consider, evaluate and prioritise a long list of potential objectives which have emerged through this work. This step does not explore solutions on how to address these issues / gaps / objectives. This will be developed in Stage 3 – Interventions.

Stage 3 - Interventions

Introduction

4.1 Stage 3 of Sport England's Strategic Outcomes Planning Guidance is entitled:

Identify how the Outcomes can be Delivered Sustainably

- 4.2 Having used insight to identify strategic objectives, the focus in Stage 3 is on identifying the interventions which will have the greatest impact on the objectives and the greatest contribution to strategic outcomes.
- 4.3 By considering a range of facility and service interventions across the broad range of provision, this stage will identify the optimal and sustainable mix of facility and service interventions. It is likely to require investment in resources, officer time and potentially external consultancy support. This up-front investment is valuable and will be recovered quickly during implementation.
- 4.4 The Councils may also wish to review the management model(s) being used to deliver their core sport and physical activity services to ensure they have the most effective and efficient models for their local areas and that they are sustainable in the future. This may be especially important when considering the financial implications for the service(s) as the Covid-19 lockdown begins to relax.
- 4.5 Finally, the development of key performance indicators (KPIs) will ensure policy makers and strategic stakeholders can monitor progress and take action when required to ensure interventions continue to have an impact over the long term.
- 4.6 The four steps within this stage are:

- **Step 3A – consider a range of facility and service interventions across the broad range of provision;**
- **Step 3B – determine the optimal and sustainable mix of facility and service interventions;**
- **Step 3C – explore and identify effective management model(s);**
- **Step 3D – establish the key performance indicators (KPIs) for each intervention.**

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- 4.7 A key task in this stage is to understand the current range of provision in order to understand where the gaps are. The Councils have some significant existing information which will be useful here including the emerging Local Plan however there are potentially still a number of information gaps which need to be addressed:
- It appears that there are not up to date open space studies (although we are aware that Norwich is updating its strategy and there is on-going work on an updated Green Infrastructure Study);
 - The Councils' playing pitch strategies were developed in 2014 and need to be refreshed;
 - The Councils' built facilities strategies were developed in 2014 and need to be refreshed.
- 4.8 In terms of updating the Playing Pitch and Built Facilities Strategies, these should be updated utilising Sport England best practice guidance (Assessing Needs and Opportunities Guidance – 'ANOG' – and Playing Pitch Strategy Guidance) and include as a minimum:
- Indoor and outdoor built facility audits encompassing public, private, third sector and education facilities;
 - Analysis of local activity levels and participation trends;
 - Update runs of Sport England's Facilities Planning Model;
 - Consultation with key groups / stakeholders including users, non-users, user-groups, facility operators, schools, national governing bodies of sport, key clubs / teams etc.
 - Assessment of supply and demand balance for a range of facility types.
- 4.9 Based on the fact that a very thorough approach appears to have been undertaken originally in 2014, we do not feel that these will need wholesale rewriting. Much of the base auditing of facilities and sites will still be useful but will need to be checked and updated. Equally, updated population projections and participation rates will need to be factored in as well as refreshed consultation.
- 4.10 The scope of the assessment should be wider than traditional sport and leisure facilities and include anywhere where sport and physical activity may take place such as community centres, schools, care homes, higher education facilities, community halls, civic spaces and places of worship etc. It should also cover less traditional sports such as climbing, skateboarding, dance and gymnastics and any spaces which people can use to be active.
- 4.11 Where possible, this should take account of any known plans in surrounding areas in Norfolk as residents generally make decisions on what they do and where they go with little focus on local authority boundaries so the Greater Norwich picture cannot be considered in isolation from the rest of Norfolk.

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- 4.12 These updated strategies should be used as base data to inform an overarching Sport and Physical Activity Strategy. It should identify shared priorities and outcomes (what do we want to achieve), key partners, inactive populations (e.g. in specific geographical locations, particular age groups, sexes, religions etc.), seek to understand why they are inactive (barriers) and what the potential opportunities are to help them become more active (behaviour change).
- 4.13 As well as refreshing the built facility picture across the area, the Councils should also develop a more detailed understanding of the sport, leisure and physical activity services that are currently being delivered by external providers. Whilst the Councils undoubtedly have a knowledge of the services and providers in the area, this should be mapped and key partners and potential gaps identified. This should include a mapping exercise of services such as events, key clubs, key community / voluntary groups, private sector businesses delivering in the local market, health referral levels etc. Active Norfolk has carried out work in this area already which will be very helpful as a starting point.
- 4.14 This will be an ideal time to update this knowledge as the physical activity landscape is likely to change coming out of Covid-19 as habits change, new groups and providers emerge and some existing groups and providers disappear.
- 4.15 This information can be overlaid with the existing information held by the Councils (e.g. green infrastructure) in order to produce a complete picture of the environment for sport and physical activity across Greater Norwich area.
- 4.16 Once this level of data is understood, a range of data can be utilised (from the consultation, the green infrastructure work, the built facilities and playing pitch work etc.) to identify 'interventions' which can be adopted to help increase activity levels and reduce inactivity. These 'interventions' might be partially facility based and partially revenue / activity based. They will not just be about investing money into infrastructure but also about identifying and working with partners (across all sectors) and developing campaigns to encourage a more active lifestyle among the local population.
- 4.17 The Councils already have some idea of potential facility changes that they believe may be required (potential for a new leisure centre in Norwich and some facility investment in South Norfolk in Diss and other towns) however any potential future investments should only be considered once the full strategic need across Greater Norwich area has been assessed and not ideally in isolation as single-facility investments. Importantly, service interventions should be considered alongside facility interventions as, in some cases, there may be a more cost-effective way of delivering an outcome through a service adjustment / enhancement rather than through a capital investment (or equally there may be a potential external partner who is already delivering in an area / to a cohort or is better placed to deliver in the future than the Councils).
- 4.18 It is crucial at this stage that the Councils have a full understanding of the condition of existing facilities as this will be a major role in informing the future viability of the current facility stock. Existing condition surveys may therefore need a refresh as they are not up to date.

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- 4.19 When considering facility adjustments / enhancements in more detail, detailed feasibility studies will be required in order to accurately assess the viability of any proposed enhancements e.g. as South Norfolk Council has developed for Diss (note – this will not form part of the scope of works for the development of the strategy but would be a follow-on stage of work).
- 4.20 It is crucial that the optimal mix of facilities and services provision is presented to the steering group to consider and agree. The optimal mix is likely to include enhancements to or better ways to utilise some, or all, of the following elements:
- active environment;
 - active design;
 - active travel;
 - placemaking;
 - open spaces;
 - playing pitches;
 - leisure facilities (across all sectors and activity types);
 - community and education facilities;
 - partnerships;
 - activity programmes;
 - development and outreach/intervention services (including social prescribing); and
 - campaigns.
- 4.21 There must be clear KPIs developed for each intervention proposed (whether facility or service based) in order to ensure that the success of the interventions and their contribution towards the agreed strategic outcomes can be clearly measured / evaluated / evidenced.
- 4.22 The final proposal presented to the steering group should be fully costed and developed in light of the Councils' Medium-Term Financial Strategies (MTFS) as the viability / deliverability of what is proposed is key. There is no point identifying major investments and / or ambitious programmes that are not financially deliverable.
- 4.23 The final step in Stage 3 is to explore and identify effective management models. This typically takes the form of a management options appraisal although a traditional options appraisal approach may not be required across the whole of Greater Norwich as Norwich has an on-going management contract with Places Leisure and Broadland does not have any formal Council-owned leisure facilities. South Norfolk is delivering services in-house at the present time and we understand it intends to continue to do so although there may be alternative options that it should formally consider, even if outsourcing is not likely to be politically favoured (e.g. the development of an authority-controlled company potentially).

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- 4.24 Management options appraisals and any feasibility studies required to be developed (if facility interventions are identified through the strategy) would be subsequent pieces of follow-on work and not be core parts of the strategy development.
- 4.25 In terms of the Councils' other major assets contributing to sport and physical activity, parks and open spaces, there is a different picture across the Councils. All three Councils have in-house parks teams however South Norfolk and Broadland have limited parks management responsibilities as the majority are managed by parish and town councils. It will be extremely important to gain buy-in from parish and town councils in these districts, both in regards to ways to increase activity utilising parks and the expenditure of the local CIL retained by town and parish councils.
- 4.26 Within Norwich, there may be an opportunity for the sport and leisure and parks teams to work more closely together on facilitating physical activity within parks and so the parks management team will be key stakeholders within the development and implementation of the new strategy.
- 4.27 With regards to sport and physical activity development services, these have been reduced and changed over recent years, a picture that is common across local authorities. Broadland has a community team of 3 staff with a health focus and South Norfolk has two staff. The approach is on facilitation and enablement of others rather than direct delivery which is understandable with the levels of resource available.
- 4.28 Similarly in Norwich, traditional sports development activities do not really take place anymore. There are some health programmes which the Council oversees (e.g. at the Norman Centre) and the leisure operator, Places Leisure, carries out some health referral type work however there is no formal structured plan in place.
- 4.29 The development of the next strategy offers an opportunity to set up a coordinated strategic approach to delivering 'outreach' work across Greater Norwich. This may have a focus on working with public health and social prescribing, although this should be determined by the outcomes that the Councils decide are most important to them.

Stage 4 - Commitment

Introduction

5.1 Stage 4 of Sport England's Strategic Outcomes Planning Guidance is entitled:

Secure Investment Commitment to Outcome Delivery

- 5.2 This stage brings together all the key outputs from previous stages into a business case that provides a holistic and comprehensive view of Greater Norwich's strategic approach. This stage will provide clarity and confidence that implementation is affordable, achievable and sustainable.
- 5.3 A key step in this stage is the identification of resources to support implementation. This could relate to external or additional internal support for project managing facility developments, commissioning services, service redesign/transformation and procurement of services.
- 5.4 This approach will enable Greater Norwich to confidently move towards implementation of its strategic approach having secured stakeholder commitment and 'buy in'.
- 5.5 The three steps within this stage are:

- **Step 4A – agree a sustainable and effective business case;**
- **Step 4B – identify resource requirements to support implementation;**
- **Step 4C – secure stakeholder commitment and move to implementation.**

- 5.6 The business case will provide a robust and evidenced approach for final review and agreement to implement the strategic vision. It needs to satisfy a case for change and optimise value for money in terms of economic, social and environmental benefits. It needs to be financially viable and needs to be achievable.
- 5.7 The business case will be informed by the work carried out in Stages 1 – 3 as set out in the previous sections of this report so is not something that the Councils need to have considered yet.
- 5.8 It will be important to ensure that the Councils' finance teams have direct involvement in the development / sign-off of the business case to ensure compliance with financial regulations and standing orders and that the necessary funding and budgets are in place.
- 5.9 The steering group must sign-off the business case, which will include a delivery plan setting out the processes and resources required in order to implement the strategy. Ultimately, it will likely be local councillors that are required to sign-off the strategy for the Councils and officers should factor in the time required to gain political sign-off through the necessary committee / Council meetings.

Summary and Recommendations

- 6.1 The Greater Norwich Partnership is considering updating existing facilities and playing pitch strategies and is interested in developing a more strategic, holistic, outcomes based plan for its sport and leisure services. This report has set out a situation and gap analysis which analyses the Councils' current strategic evidence base against Sport England's best practice Strategic Outcomes Planning Guidance and identifies the strengths and weaknesses and the steps that the Councils will need to take in order to develop a new strategic approach in line with the new guidance.
- 6.2 Our high-level conclusions from this review are as follows:
- There is a strong emphasis on health and wellbeing (both physical and mental) across the key corporate priorities for the Councils, as well as related outcomes such as quality of life, developing sustainable communities, enhancing the built and natural environment etc. A clear case can be made for the role that sport and physical activity can play as a cross-cutting enabler across a range of the wider strategic outcomes.
 - However, there is no clear, joined-up strategic approach to sport, leisure and physical activity across Greater Norwich. The Built Facilities and Playing Pitch Strategies are in need of an update which presents an ideal opportunity to develop a coordinated approach utilising principles from Sport England's SOPG guidance.
 - The Councils need to develop a vision with related objectives, strategic outcomes and measurable KPIs relating specifically to sport, leisure and physical activity. This should look at the wider benefits of sport, leisure and physical activity and identify a plan to help people become more active. This will probably include an element of new facility provision solutions but will also look more widely at solutions involving programmes, initiatives, campaigns, partnership working, the active environment, health, social prescribing etc. in one holistic strategy.
 - There is a significant level of insight available. The key gap is relating to primary evidence of why people locally are not taking part in sport and physical activity / are inactive, and what would help local people to be more active. The answers may be informed by very specific local challenges in different areas. It is recommended that primary research is undertaken with target groups identified from the key stakeholder consultation that takes place during Stage 1. This should be targeted in order to develop a better picture of what is happening locally and to identify the key issues, barriers and opportunities. This research can be used to inform the possible opportunities available to support behaviour change.
 - The update to the existing strategies should be used as base data to inform an overarching Sport and Physical Activity Strategy. It should identify shared priorities and outcomes (what do we want to achieve), key partners, inactive populations (e.g. in specific geographical locations, particular age groups, sexes, religions etc.), seek to understand why they are inactive (barriers) and what the potential opportunities are to help them become more active (interventions and behaviour change).

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- These 'interventions' might be partially facility based and partially revenue / activity based. They will not just be about investing money into infrastructure but also about identifying and working with partners (across all sectors) and developing campaigns to encourage a more active lifestyle among the local population.
 - The above provides an **opportunity for the service(s) to develop a clear strategy that crosses departments and agendas** and, as a result:
 - **enhances the prominence** of sport, leisure and physical activity in Greater Norwich area;
 - identifies a **clear direction of travel** (vision and objectives) with measurable strategic outcomes for the service, encompassing both facilities and services / programmes;
 - clearly **makes the case** for the important role that the service can play in helping the Council to deliver its strategic goals across wider agendas such as health and wellbeing, economic growth and the environment.
 - Based on discussions with the Partners, the key strategic outcomes for the next strategy are likely to be focussed around:
 - a. Improving physical health and mental wellbeing;
 - b. Reducing environmental impact by contributing to the net zero carbon emissions commitment by 2030;
 - c. Economic development and reducing inequalities.
 - The resulting strategy will be crucial in informing future Development Management Policies (to be updated in 2021, supporting the emerging Greater Norwich Local Plan which is planned to be adopted in the autumn 2022) and helping provide a strategic framework for the future CIL application / allocation process.
 - Most crucially, the landscape in the sector may look very different emerging from the current Covid-19 crisis and the timing of this new strategy affords the Councils an opportunity to fundamentally review and rethink their role (and that of their partners) within the landscape, in order to meet changing residents needs and work within (in all likelihood) even stricter financial constraints.
- 6.3 We have set out a 'roadmap' overleaf for the Councils in order to summarise the required next steps if they wish to proceed with developing a sport and physical activity strategy with a broader, more forward-thinking focus which is compliant with the approach set out in Sport England's new strategic planning guidance.
- 6.4 Following this approach will give the Councils the best possible chance to deliver on the opportunity summarised above and may potentially enable them to access external grant funding from bodies such as Sport England (if applicable - this is not guaranteed at this stage).
- 6.5 The tasks highlighted in red will not form part of the initial piece of strategic work that should be developed. The rationale for this is explained in the table. The other tasks could all be delivered under one strategic piece of work.

Table 6.1 – Roadmap for the Greater Norwich Partnership

Stage	Recommendations	Timeline
<p>Stage 1 - Outcomes</p>	<ul style="list-style-type: none"> • Set-up and launch a steering group for the project (Council-led action). • Finalise a project brief for a consultant to develop a sport and physical activity strategy covering the bullet points listed below. • Review the existing strategies and identify the wider strategic outcomes that have synergies with the sport, leisure and physical activity service. • Map and consult with key strategic stakeholders (both internal and external) in order to secure commitment to the process. • Carry out research into local community needs, challenges and barriers. • Map the contribution of sport and physical activity to the local strategic outcomes and develop an outcomes framework. 	<ul style="list-style-type: none"> • Months 1 – 3 - Establish a steering group and appoint a consultant. • Month 4 – 5 - Strategy commences with Stage 1 tasks. Output is the development of an Outcomes Framework.
<p>Stage 2 - Insight</p>	<ul style="list-style-type: none"> • Undertake primary research with target groups and inactive areas / 'hotspots' in order to develop a better picture of what is happening locally and what the key issues, barriers and opportunities are. • Work with existing stakeholders who have an interest in the active environment to explore specific partnership opportunities which could be incorporated within the strategy. • Develop a headline 'needs analysis' document that can support the communication of the developing strategic approach and present the needs-based evidence to help shape future policy decisions and investment. • Develop a long list of priority areas and objectives for sign-off by the steering group. 	<ul style="list-style-type: none"> • Months 6 - 9 – Complete Stage 2 tasks. Output is the development of a Needs Analysis document.

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Stage	Recommendations	Timeline
Stage 3 - Interventions	<ul style="list-style-type: none"> • Update built facilities and playing pitch strategies (to be encompassed within the overall sport and physical activity strategy). • Identify the required service and facility interventions and measurable KPIs. • Develop strategy action plan. • Develop individual feasibility studies (would only be carried out if the strategy identifies the need for new / enhanced facilities and, if required, would form part of a separate commission to specialist consultants). • Review management and delivery options (would only be carried out when the Council has a full picture of the investment and service alterations it proposes to implement). 	<ul style="list-style-type: none"> • Months 10 – 12 – Complete Stage 3 tasks. Output is the development of the Sport & Physical Activity Strategy (incorporating facility and service interventions).
Stage 4 – Commitment	<ul style="list-style-type: none"> • Agree a fully resourced business case and secure stakeholder commitment to delivery (Council-led action). 	<ul style="list-style-type: none"> • Timeline depends on the need for, and delivery of, feasibility studies, management options etc. at Stage 3.

- 6.6 We would estimate that the initial strategic piece of work (i.e. the task list excluding those highlighted in red) would take circa 9 months from commencement of the work (potentially 12 months in total, allowing time for the Council to form a steering group and commission the work) and would require a budget provision of in the region of £100,000 plus VAT. A draft specification for the Council to issue to consultants for the delivery of this strategic piece of work is included in Appendix A.
- 6.7 Further pieces of work that may come out of this strategy (e.g. feasibility studies, options appraisals etc.) would follow this initial work and are not included in the scope for the next stage of work.
- 6.8 At this stage, the Councils would be in a position to consider how best to deliver the projects (i.e. management options, procurement options, resourcing, planning applications etc.) and move to sign-off at Stage 4 of the project.
- 6.9 Any queries relating to the contents of this report should be made to [damienadams@fmgconsulting.co.uk](mailto:damenadams@fmgconsulting.co.uk).

Appendix A – Draft Sport and Physical Activity Strategy Specification

1. Introduction

Greater Norwich is a partnership between Norwich City Council, South Norfolk District Council, Broadland District Council and Norfolk County Council. This partnership is overseen by two separate boards; The Greater Norwich Development Partnership (GNDP) who oversee the development of the emerging Greater Norwich Local Plan and the Greater Norwich Growth Board (GNGB) who together with the LEP oversee the strategic delivery of infrastructure that is required to support the planned growth.

The Councils require Strategic Outcomes Planning support to develop a clear approach (determined by local priorities and outcomes) to providing effective and sustainable sport and physical activity opportunities for local communities up to 2038.

With this in mind, the Councils are seeking a consultant to develop a long-term Sport and Physical Activity Strategy (incorporating updates to existing Built Facilities and Playing Pitch Strategies) for the Greater Norwich (covering three local authority areas – Norwich, South Norfolk and Broadland).

The Councils are engaging with Sport England on this project and therefore the Strategy must follow the Strategic Outcomes Planning Guidance (SOPG) methodology.

The Contract will commence on [insert date] and must be completed by [insert date].

2. Background and Context

Whilst being three separate local authorities, the three Councils (Norwich, South Norfolk and Broadland) have long-established joint working arrangements under the banner of the GNDP and GNGB (and South Norfolk and Broadland Councils have recently moved to a shared management structure). The authorities are currently in the process of developing a joint Local Plan (to replace the current Joint Core Strategy) and have existing joint playing pitch and built facility strategies (developed in 2014 and in need of updating).

The Councils are keen to update their existing built facility and playing pitch strategies and develop an overarching Sport and Physical Activity Strategy in line with the SOPG methodology.

With limited resources, changing demographics and increased pressure on essential services such as physical and mental health, adult social care and education; the Councils are increasingly having to prioritise what they continue to invest in, support and, in some cases, stop doing or supporting. This is likely to become even more acute as we emerge from the current Covid-19 lockdown.

As we move out of Covid-19 restrictions, there is the potential for people to be more interested in different ways of living their lives, changing their ingrained behaviour, travelling less / in different ways and focussing on their health. This strategy should research, reflect and react to these emerging trends in order to ensure that the services provided by the Councils and their partners are fit for a post-Covid-19 world.

Based on discussions with the Partners, the key strategic outcomes for the next strategy are likely to be focussed around:

- a. Improving physical health and mental wellbeing;
- b. Reducing environmental impact by contributing to the net zero carbon emissions commitment by 2030;
- c. Economic development and reducing inequalities.

The strategy will be crucial in informing future Development Management Policies (to be updated in 2021, supporting the emerging Greater Norwich Local Plan which was consulted on between January – March 2020 and is planned to be adopted in the autumn 2022) and helping provide a strategic framework for the future CIL application / allocation process.

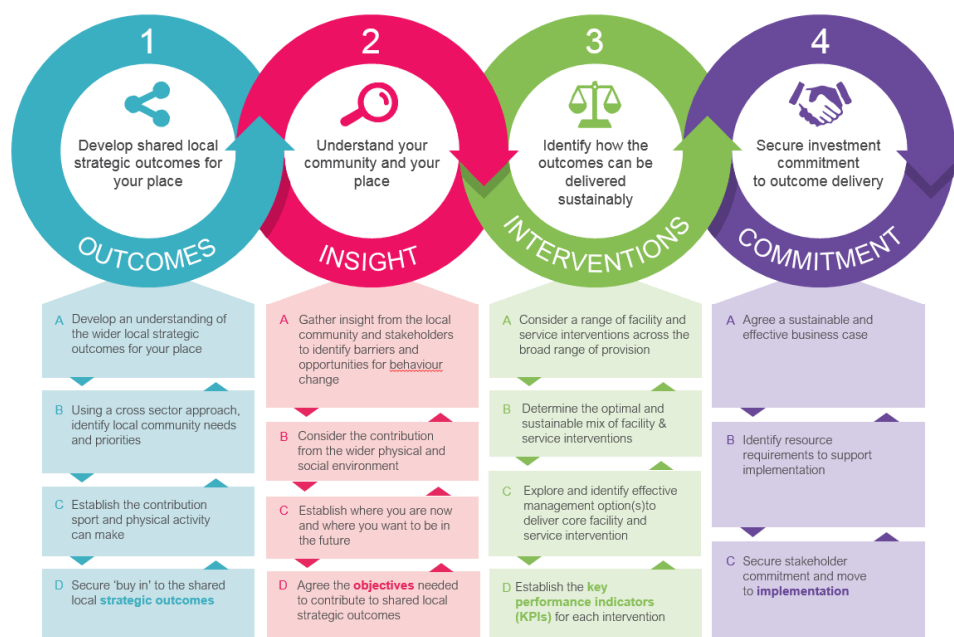
A Strategic Outcomes Planning Guidance Scoping Exercise has been carried out and is included in Appendix [A]. This document explains the information that the Councils have available to support the development of the Strategy and identifies the gaps in data which need to be filled.

3. Key Aims

- to develop a shared local strategic vision and outcomes which will drive effective investment into sport and physical activity – both facilities interventions and services.
- to understand the local community and place to create clear objectives that will contribute to shared local strategic outcomes.
- to update existing built facility and playing pitch strategies.
- to create the optimal mix of facility and service interventions with associated key performance indicators (KPIs) that will affect behaviour change in the target audience, ultimately delivering local objectives and contributing to the wider outcomes for the Councils.
- to develop a clear framework to help the Councils decide what they will continue to implement and influence, what they will no longer support or deliver and what they will support and enable others to do, often working in partnership. The framework will also drive future decisions required by the Councils in relation to the longer-term sustainability and contribution of local provision to their local outcomes.
- to set key performance targets to ensure the Councils can be held to account by the community and stakeholders in delivering key strategic objectives and contributing to wider local outcomes.

4. Methodology

The support required should follow the Strategic Outcomes Planning Model developed by Sport England and include the following key elements as a minimum requirement:



5. Scope

Stage	Scope	Timeline & Outputs
Stage 1 - Outcomes	<ul style="list-style-type: none"> Review the Council's existing strategies and identify the wider strategic outcomes that have synergies with the sport, leisure and physical activity service. Map and consult with key strategic stakeholders (both internal and external) in order to secure commitment to the process. Review existing insight in order to understand gaps. Map the contribution of sport and physical activity to the local strategic outcomes and develop an outcomes framework. Commence Playing Pitch Strategy and Built Facilities Strategy audit updates (on-going throughout the process). 	<ul style="list-style-type: none"> Months 1 - 2 - Outcomes Framework
Stage 2 - Insight	<ul style="list-style-type: none"> Undertake primary research in order to develop a better picture of the local physical activity landscape including identifying the key issues, barriers and opportunities. Develop a headline 'needs analysis' document that can support the communication of the developing strategic approach and present the needs-based evidence to help shape future policy decisions and investment. Develop a long list of priority areas and objectives for sign-off by the steering group. Playing Pitch Strategy and Built Facilities Strategy consultation updates (e.g. NGBs and Clubs). 	<ul style="list-style-type: none"> Months 3 - 6 - Needs Analysis
Stage 3 - Interventions	<ul style="list-style-type: none"> Develop built facilities and playing pitch strategy recommendations (which will be encompassed within the overall sport, leisure and physical activity strategy). Identify the required service and facility interventions and measurable KPIs. Drafting and sign-off of strategy. 	<ul style="list-style-type: none"> Months 7 - 9 - development of the Sport & Physical Activity Strategy (incorporating facility and service interventions).

Any work relating to feasibility studies and management options appraisals which may be required following the production of this strategy will fall outside the scope of this commission.

Following the development of the strategy there may be the need for future support with feasibility studies / business cases / options appraisals for and implementation of any specific recommendations.

6. Consultation

The work must be developed in consultation with key stakeholders. A wide range of parties will be involved including the Councils, local delivery organisations, schools, clubs and partners including [Councils to insert names] and further partners identified in the outcomes review.

The consultation plan will be developed in partnership with the Councils as part of this work.

7. Report

The Councils will require the report to be developed in a user-friendly format for review and comment by the Councils. Separate reports will be required for each of the three Councils with one overarching summary strategy for Greater Norwich.

The consultant will not be providing any design services and the document will be produced in Word.

The consultant should also provide a separate research paper which sets out the findings of the current state review, consultation and desktop research etc. in full. This will be an internal reference document for the Councils' use and an appendix to the strategy document.

A draft will be required for review and comment by the Councils, prior to final changes being made for sign off.

Regular update meetings/progress reports will be required throughout the contract period.

A final presentation and workshop will be required to senior officers/stakeholders outlining key findings from the work.

8. Timetable

[Councils to confirm – Circa nine months minimum from commissioning to completion].

9. Budget

[Councils to confirm - The proposed budget for this work is a maximum of £100,000 plus VAT, inclusive of all expenses].

10. Tender Submissions

Consultants wishing to submit a quote should include the following:

- Name of consultancy and any associated or partner practices to be involved including any sub-contractors
- Name of lead consultant, telephone number and email address for use in communication
- Statement of aims, principal areas of activity, experience and capability of the practice(s)
- An explanation of the proposed methodology
- Quotes should include a detailed breakdown of time allocated to the specified areas of work
- Quotes must specify and detail the consultants who will be specifically dedicated to this project
- An indicative timetable and work programme showing the level of involvement of proposed team members
- Details of similar work undertaken elsewhere, along with referees
- Details of the project team including CVs
- Details of approach to quality assurance
- Details of professional indemnity insurance cover.

An electronic quote must be sent to the Councils at [insert contact] by [insert date and time].

The evaluation criteria is set out within the accompanying ITT documentation [assuming the Council will use a standard Council ITT template document with this brief as one of the sections / appendices].

Clarification questions should be sent to [insert contact] and must be submitted before [insert date and time].

11. Procurement and contractual requirements

See the Invitation to Tender (ITT) documentation.

[Note – The ITT documentation must clearly translate the list of Tender Submission Requirements into specific ITT evaluation questions along with the details of the evaluation criteria weighting and scoring].

Appendix B - Key Greater Norwich Partnership Strategic Documents

Partner	Document	Commentary
Greater Norwich	Greater Norwich Local Plan	<p>The Greater Norwich Local Plan (GNLP) will build on the long-established joint working arrangements for Greater Norwich, which have delivered the current Joint Core Strategy (JCS) for the area. The JCS plans for the housing and jobs needs of the area to 2026 and the GNLP will ensure that these needs continue to be met to 2038.</p> <p>Like the Joint Core Strategy, the GNLP will include strategic planning policies to guide future development and plans to protect the environment. It will look to ensure that delivery of development is done in a way which promotes sustainability and the effective functioning of the whole area.</p> <p><i>Adoption is not expected until 2022.</i></p>
	Greater Norwich Development Partnership – Joint Core Strategy for Broadland, Norwich and South Norfolk 2008-2026	<p>The Joint Core Strategy for Broadland, Norwich and South Norfolk is the key planning policy document for the Greater Norwich area. It sets out the broad vision for the growth of the area and containing strategic policies.</p> <p>The strategy identifies culture, leisure and entertainment as a key priority.</p> <p><i>It is encouraging that culture, leisure and entertainment has been identified in the strategy, highlighting it is a key part of the Council’s visions for the future. Development is expected to be provided for local cultural and leisure activities within the Strategy, including new or improved built facilities to provide for a range of activities.</i></p>
	The Great Norwich City Deal (2013)	<p>Aim</p> <p>To bring an additional 13,000 jobs and 3,000 homes to the area, as well as 6,000 jobs in construction.</p> <p>There are three strands to the City Deal:</p> <ul style="list-style-type: none"> • Enterprise; • Skills; and • Infrastructure. <p>Upfront funding for onsite infrastructure is seen as one of the biggest barriers to the creation of new jobs and homes. Through the establishment of a Local Infrastructure</p>

Appendix 3

Partner	Document	Commentary
		<p>Fund City Deal partners are able to borrow up to £20m from the PWLB at a discounted rate and to use this to provide loans to developers for site specific help to enable housing sites to be delivered quickly.</p> <p>The outcome of the City Deal will not only help Greater Norwich meet its planned growth but will also serve as a catalyst for the delivery of the additional homes and jobs in the area.</p> <p><i>The impact of growth in the area will have an impact on the requirement for future built facilities (including the active environment) and services (impacted by a growing population and potential changes to the demographic profile of the Borough).</i></p>
	<p>Greater Norwich Growth Programme</p>	<p>The programme is drawn together from the Joint Five-Year Infrastructure Investment Plan and identifies schemes to be prioritised for delivery and development within each financial year.</p> <p>The Growth Programme is assessed and approved annually and sets out the financial implications for income and expenditure for the forthcoming year and the cumulative financial impact of funding decisions on the Programme given funding and borrowing commitment from earlier years. It takes account of the long-term financial implications for the end of the programme period i.e. 2026.</p> <p><i>Key developments will be included in the investment plan in the future.</i></p>
	<p>Greater Norwich Infrastructure Plan (GNIP)</p>	<p>The GNIP concentrates on the funding and delivery for the key infrastructure requirements that support:</p> <ul style="list-style-type: none"> • The Joint Core Strategy for Broadland, Norwich and South Norfolk. • Local economic strategies • Greater Norwich City Deal • The Norfolk and Suffolk Economic Strategy (produced by the New Anglia Local Economic Partnership) <p>To help co-ordinate and manage the delivery of strategic infrastructure to support growth, a high quality of life and enhanced natural environment.</p>

Appendix 3

Partner	Document	Commentary
		<p><i>This document informs the prioritisation of investment and delivery in the Joint Five-Year Infrastructure Investment Plan, and current delivery in the Annual Growth Programme. While mainstream funding provides the primary support for new infrastructure, contributions from new development such as Section 106 legal agreements and Community Infrastructure Levy are also important.</i></p>
	<p>Greater Norwich Green Infrastructure Delivery Plan</p>	<p>The study area for this Delivery Plan focuses on two key geographical areas, South West and North East Norwich and how they connect into Norwich City. These reflect the main areas for proposed growth as identified in the emerging Joint Core Strategy.</p> <p>Four complementary green infrastructure themes have been identified:</p> <ul style="list-style-type: none"> • Theme 1 – Sustaining and Enhancing the Character and Local Distinctiveness of Riverscapes, Landscapes and Townscapes • Theme 2 – Making Space for Wildlife • Theme 3 – Providing a High Quality, Multi-functional and Connected Network of Accessible Greenspaces for People • Theme 4 – Adapting to Climate Change through Sustainable Planning and Design. <p>The plan lists and costs a number of priority green infrastructure projects including cycle ways.</p>
	<p>Greater Norwich Sports Facilities Strategies</p>	<p>The Greater Norwich Indoor Sports Facilities Strategy for Broadland District, City of Norwich Council and South Norfolk District was completed in October 2014. It follows Sport England’s ANOG methodology and consists of the following documents:</p> <ul style="list-style-type: none"> • An overarching strategy • A needs assessment looking at the profile of the population • Separate needs assessments for sports halls, swimming and indoor sports • Separate action plans for each of the Authority areas for indoor bowls, tennis, sports halls and swimming

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Partner	Document	Commentary
		<p>In addition, an overarching Playing Pitch Strategy was also produced for the GNP, as well as a playing pitch needs assessment and area action plans for each of the three local authorities.</p> <p>All documents follow a comprehensive methodology and contain a number of clear recommendations however they are 'traditional' approaches to developing facilities strategies and do not follow latest SOPG thinking (due to the time when they were produced). In particular, there appears to be very little or no public consultation carried out in order to understand what local people want and need. These documents are now in need of updating.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Norfolk County</p>	<p>Together for Norfolk – NCC County Plan 2019 – 2025</p>	<p>Seeks to drive inclusive, economic growth that benefits all people in the County. Focus on:</p> <ul style="list-style-type: none"> • Focusing on inclusive growth and improved social mobility. • Encouraging housing, infrastructure, jobs and business growth. • Developing the workforce to meet the needs of the sectors powering the local economy. • Reducing impact on the environment. <p><i>Lots of specific aims are identified which the sector can play an important part in helping to address e.g. helping people with physical and mental disabilities, raising educational attainment, developing skills and jobs, raising independent living for vulnerable people (ageing population), increasing social connections, health and wellbeing, joining up services (e.g. health and social care), working with community and voluntary groups, early help for families, increasing apprenticeships, protecting the environment etc.</i></p> <p><i>Significant growth in homes and jobs anticipated and therefore the infrastructure will be required to support this.</i></p> <p><i>There is also a link between life expectancy and health inequalities highlighted in the document.</i></p> <p><i>There is a focus on cultural and heritage facilities but disappointing the lack of reference to physical activity, sport, leisure and the role the sector can play in helping achieve the outcomes.</i></p>

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Partner	Document	Commentary
	<p>Norfolk County Council Environmental Policy 2016</p>	<p>Supports the government’s goals within its Environmental Plan:</p> <ul style="list-style-type: none"> • Clean air for the population • Ensuring a clean and plentiful water supply • Encouraging a thriving plant and wildlife community • Reducing the risk of harm from environmental hazards such as flooding and drought • Using resources from nature more sustainably and efficiently • Enhancing beauty, heritage and engagement with the natural environment • Mitigating and adapting to climate change • Minimising waste • Managing exposure to chemicals • Enhancing biosecurity <p>In enacting these goals, the supporting key policy aims are:</p> <ul style="list-style-type: none"> • Using and managing land sustainably • Recovering nature and enhancing the beauty of landscapes • Connecting people with the environment to improve health and wellbeing • Increasing resource efficiency, and reducing pollution and waste • Securing clean, healthy, productive and biologically diverse seas and oceans • Protecting and improving our global environment <p><i>Sport, leisure and physical activity can contribute towards these aims. Using green spaces is an important part of increasing the activity of the population, and exposure to these environments may result in higher levels of activity. Promoting use of green spaces and sustainable travel options are highlighted under the health and wellbeing policy aims.</i></p>

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Partner	Document	Commentary
		<p><i>There is also an opportunity for leisure sites to contribute to the reduction of carbon with more energy efficient technologies, as well as more energy efficient buildings.</i></p>
	<p>Norfolk’s Joint Health and Well Being Strategy 2018-2022</p>	<p>Norfolk’s Health and Well Being Strategy has identified three strategic priorities from its joint need assessment in order to create the vision and key priority of ‘a single sustainable system’s.</p> <p>The intention is to achieve the vision and:</p> <ul style="list-style-type: none"> • A single sustainable system – Health and Wellbeing Board partners taking joint strategic oversight of the health, wellbeing and care system – leading the change and creating the conditions for integration and a single sustainable system. • Prioritising prevention – A shared commitment to supporting people to be healthy, independent and resilient throughout life. Offering our help early to prevent and reduce demand for specialist services. • Tackling inequalities in communities –Providing support for those who are most vulnerable in localities using resources and assets to address wider factors that impact on health and wellbeing. • Integrating ways of working – Collaborating in the delivery of people centred care to make sure services are joined up, consistent and makes sense to those who use them. <p><i>The Strategy is all about how the partners all work together as system leaders to drive forward improvement in the health and wellbeing of people and communities, given the unprecedented challenges facing the health, care and wellbeing system.</i></p>
	<p>Norfolk’s Living Well – A Public Health Strategy for Norfolk 2016 - 2020</p>	<p>Public Health Strategic Framework</p> <p>“Help the people of Norfolk live in health places; promote healthy lifestyles; prevent ill health; and reduce inequalities”.</p> <ul style="list-style-type: none"> • Promote health living and health places <ol style="list-style-type: none"> 1. Work with Norfolk’s district, borough and City councils to deliver joint programmes and policies that will make a positive impact on health.

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Partner	Document	Commentary
		<ul style="list-style-type: none"> 2. Develop and commission a 'workplace health offer' to reduce sickness absence and improve productivity in Norfolk. 3. Deliver health improvement and prevention services and campaigns as part of a healthy living pathway. 4. Public health campaigns for Norfolk. 5. Road safety. • Protect communities and individual from harm. <ul style="list-style-type: none"> 1. Work with partners. 2. Drugs and alcohol services. 3. Mental health. 4. Tobacco control and stop smoking. 5. Emergency planning, protection and resilience. 6. Domestic abuse, sexual abuse and safeguarding. • Provide services that meet community needs. <ul style="list-style-type: none"> 1. Children and Young People services. 2. Sexual health services. 3. Health and Social Care services. • Work in partnership to transform the way we deliver services. <ul style="list-style-type: none"> 1. Norfolk Health and Wellbeing Board and Strategy 2. Joint Strategic Needs Assessment and Pharmaceutical Needs Assessment 3. NHS Commissioning. 4. District public health offer.

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Partner	Document	Commentary
		<p>5. Development of Public Health skills and knowledge.</p> <p>6. Supporting our partners.</p> <p><i>There is an increasing need to work on a collaborative basis across local authorities including sectors such as leisure, health, social care, public services etc. There will be opportunities for the leisure sector to work with Public Health, NHS, CCG's etc to develop a coordinated approach, including through co-location of services.</i></p> <p><i>There is also clear reference to the opportunities to increase physical activity and the use of local leisure facilities, parkland and open spaces and other assets to increase the health of the residents.</i></p>
	<p>Norfolk's Transport Plan 2011-2026</p>	<p>The County Council are currently refreshing the Local Transport Plan so that it covers the period 2020-2036.</p> <p>Norfolk's Transport Vision</p> <p>A transport system that allows residents and visitors a range of low carbon options to meet their transport needs and attracts and retains business investment in the county.</p> <p>Strategic Aims</p> <p>Six strategic aims underpin the vision, they are:</p> <ul style="list-style-type: none"> • maintaining and managing the highway network; • delivering sustainable growth; • enhancing strategic connections; • reducing emissions; • improving road safety; and, • improving accessibility. <p><i>With a need to reduce emissions and non-essential travel, there will be opportunities to grow the active transport network, providing healthier travel options.</i></p>

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Partner	Document	Commentary
	<p>Market Town Network Improvement Strategies</p>	<p>Local plans have identified a large amount of planned housing and employment growth around many of Norfolk’s market towns. County Council members have agreed a programme of studies looking at the transport impacts of growth in market towns. This allows the County Council to identify and plan interventions ahead of the growth.</p> <p>The scope is to understand current transport problems and issues, understand the future situation (growth proposals and their impacts on transport) and develop an implementation plan.</p> <p><i>Consideration of the current and future networks and how they can be utilised to improve the activity of the residents will be included in the work.</i></p>
	<p>Active Norfolk 2016-2021 Strategy</p>	<p>Mission</p> <p>To make Norfolk an active, healthy and successful sporting county.</p> <ul style="list-style-type: none"> • To increase participation in sport and physical activity • To improve health and well-being by reducing physical inactivity • To improve lives by establishing and increasing sport and physical activity’s contribution in creating stronger, more sustainable and prosperous communities. <p>The Locality Plan Approach</p> <p>Aim: to identify and work together with partners and organisations that are best placed in each district to realise opportunities that sport, and physical activity can offer to help improve the lives of Norfolk residents.</p> <p>The approach seeks to:</p> <ul style="list-style-type: none"> • Provide a more robust and holistic understanding of localities. • Focus priorities with regard to resource allocation. • Highlight resource gaps to address identified priorities in each locality. • Provide a clear rationale for engagement with local and national stakeholders around achieving shared objectives, achieving efficiencies, and attracting additional resource.

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Partner	Document	Commentary
		<ul style="list-style-type: none"> • Enable analysis of existing resource commitments and where efficiencies can be made. <p><i>There will be direct links between the Active Norfolk strategy and the proposed strategic plan for Greater Norwich. Collaboration with Active Norfolk will be required to increase participation, improve health and wellbeing and improve lives.</i></p>
	<p>Norfolk Strategic Planning Framework</p>	<p>Norfolk’s Local Planning Authorities (including Norfolk County Council) have a long track record of working together to achieve shared objectives. In early 2015 they, working through its strategic planning member forum, agreed to formally cooperate on a range of strategic cross-boundary planning issues through the preparation of the Norfolk Strategic Planning Framework (NSPF).</p> <p>The documents proposed spatial vision is:</p> <p>“By the middle of the 21st century Norfolk will be increasingly recognised nationally for having a strong and vibrant economy providing high quality economic opportunities for residents in urban and rural areas. Its settlements and key infrastructure will be physically resilient to the impacts of climate change. The natural, built and historic environments will be enhanced through the regeneration of 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. The County will be better connected by having good transport links to major cities in the UK and Europe and excellent digital connectivity. A good relationship between homes and jobs will minimise the need to travel and residents will have choice about how they meet their demand for local travel.”</p>
	<p>Norfolk Strategic Infrastructure Delivery Plan</p>	<p>This strategic infrastructure delivery plan (SIDP) pulls together information on the key infrastructure needed to deliver economic growth in Norfolk. It is a working document that will be reviewed on a regular basis as information becomes available and projects progress through to delivery. The Plan will help Norfolk County Council and partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities.</p> <p>The SIDP sets out the Norfolk wide high-level strategic infrastructure priorities for the next 10 years. It therefore mainly focusses on large housing, transport, utilities etc. type projects rather than smaller sport, leisure and recreation facilities.</p>

Partner	Document	Commentary
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Norwich City Council</p>	<p>Norwich City Council Corporate Plan 2019-22</p>	<p>Vision</p> <p>Make Norwich a fine city for all.</p> <p>Mission</p> <p>Put people and the city first.</p> <p>Three Corporate Priorities</p> <ul style="list-style-type: none"> • People living well <ol style="list-style-type: none"> 1. Support people in Norwich to feel safe and welcomed. 2. Provide means for people to lead healthy, connected, fulfilling lives, particularly those who are most vulnerable. 3. Ensure there is a range of cultural, leisure and social opportunities and activities for all. 4. Tackle homelessness and rough sleeping. • Great neighbourhoods, housing and environment <ol style="list-style-type: none"> 1. Maintain a clean and sustainable city with a good local environment that people value 2. Ensure our services mitigate against any adverse effects of climate change and are efficient to reduce carbon emissions. 3. Build and maintain a range of affordable and social housing. 4. Improve the quality and safety of private sector housing. 5. Continue sensitive regeneration of the city that retains its unique character and meets local needs. • Inclusive economy <ol style="list-style-type: none"> 1. Mobilise activity and investment that promotes a growing, diverse, innovative and resilient economy.

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Partner	Document	Commentary
		<p>2. Address barriers to employability and enhance social mobility.</p> <p>3. Improve the quality of jobs, particularly in low pay sectors.</p> <p>4. Increase the impact of our assets and purchasing power on reducing inequality.</p> <p><i>Sport, leisure and physical activity can contribute to all of the corporate priorities. There is a clear drive to improve the health of the City and ensure there are suitable facilities for the population, both now and in the future.</i></p>
	<p>Norwich 2040 City Vision</p>	<p>Vision</p> <p>The vision for Norwich will continue to develop as more people become involved and priorities shift. The world has changed so much in the last 10 years, it may well be that our vision has to be adapted too. It is clear, however, that if the whole city unites to deliver a brave and ambitious vision for the Norwich of 2040, anything is achievable.</p> <p>Themes</p> <p>A Creative City</p> <ul style="list-style-type: none"> Norwich is a place where culture and creativity play an important part in how the city feels about itself and others perceive it. In 2040, Norwich will be world renowned for its creativity – a leader in innovation, culture, education and invention. <p>A Liveable City</p> <ul style="list-style-type: none"> The city takes pride in being a place with a great local environment that people value. We are committed to shifting to clean energy by 2040 (carbon-neutral by 2050). We will support and promote sustainable living – where today’s citizens meet the needs of the present without compromising future generations. <p>A Fair City</p> <ul style="list-style-type: none"> Norwich is a place where many already enjoy a great quality of life. By 2040, the health, wellbeing and life chances of all our citizens will be improved. We will remove barriers to achievement and a high standard of living will be enjoyed by everyone.

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Partner	Document	Commentary
		<p>A Connected City</p> <ul style="list-style-type: none"> At the heart of any good city is how well it connects with both its citizens and the world at large. In 2040, Norwich will have a modern transport system, be at the forefront of digital connectivity and create opportunities for all residents to link with each other. <p>A Dynamic City</p> <ul style="list-style-type: none"> Today Norwich has two successful universities and thriving life sciences, creative, tech, leisure and retail sectors. In 2040, Norwich will be a place where entrepreneurs, social enterprises, national and global companies choose to provide good jobs, prosperity and success. <p><i>Physical activity can contribute to the vision for Norwich. There is key emphasis in the vision to improve the health and wellbeing of residents, as well as create a thriving and leading leisure sector and provide an attractive outdoor environment.</i></p> <p><i>Utilisation of open spaces effectively can improve the health and wellbeing of the residents, reducing health inequalities. There is also an opportunity for leisure sites to contribute to the reduction of carbon with more energy efficient technologies, as well as more energy efficient buildings. There will also be opportunities to improve active transport, with a focus on cycling and walking.</i></p>
	<p>Norwich City Site Allocations and Site Specific Policies</p>	<p>The Site Allocations Plan sets out detailed policies and proposals for 73 sites in Norwich where new development and change is expected between now and 2026.</p> <p>The Joint Core Strategy for greater Norwich requires enough land to be identified in Norwich to deliver a minimum of 8,592 new dwellings between 2008 and 2026. Some of this housing has already been built and many housing sites already have planning permission. This plan allocates sites for 3,000 of these homes.</p> <p>The plan also provides for employment and mixed use development on key sites to support growth and regeneration.</p> <p>It includes spatial planning objectives such as 'Objective 11: to encourage the development of healthy and active lifestyles'. The planning of new developments and the infrastructure linked to them will be a crucial part of attempts to help people live</p>

Appendix 3

Partner	Document	Commentary
		<p>healthier lifestyles e.g. by encouraging the use of sustainable transport options and open spaces through planning policy.</p>
	<p>Norwich City Development Management Policies</p>	<p>The Development Management Policies Local Plan (DM policies plan) sets out detailed planning policies to help guide and manage change and development in Norwich until 2026.</p> <p>The policies apply across the whole city, as well as in designated areas. This includes areas which will generally be protected from being developed (such as open spaces and river valleys) and areas which will be reserved for certain kinds of development such as shopping and business.</p> <p>The DM policies plan builds on and supports the sustainable growth strategy for the wider area set out in the adopted Joint Core Strategy. It also closely follows national planning requirements for sustainable development and positive, community based planning.</p> <p>It includes spatial planning objectives such as 'Objective 11: to encourage the development of healthy and active lifestyles'. The planning of new developments and the infrastructure linked to them will be a crucial part of attempts to help people live healthier lifestyles e.g. by encouraging the use of sustainable transport options and open spaces through planning policy.</p>
	<p>Norwich City Supplementary Planning Documents</p>	<p>Supplementary planning documents (SPDs) are produced by the city council to give more detail about how particular Local Plan policies should be interpreted or applied in practice and provide further information to guide the council's planning decisions on planning applications. SPD is 'supplementary' to adopted planning policy and must be consistent with it – it cannot create new policies.</p> <p>Norwich City currently has 5 SPDs, including one for open space and play. The SPD is aimed at developers, planners, practitioners concerned with the design and maintenance of open spaces and play areas, play area users and user groups and other stakeholders. It has been prepared to enable cost effective and efficient implementation of adopted Norwich Local Plan policy relating to open space and playspace in new development.</p> <p>Other SPDs include landscape and trees, heritage interpretation, affordable housing and main town centre uses and retail frontages.</p>

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Partner	Document	Commentary
	<p>Norwich River Wensum Strategy</p>	<p>A new partnership has been established to develop a strategy to revitalise the River Wensum. The River Wensum Strategy Partnership (RWSP) is led by Norwich City Council working alongside the Broads Authority, Norfolk County Council, the Environment Agency, and the Wensum River Parkway Partnership.</p> <p>The RWSP has consulted with other stakeholders and the public to help it shape a 10 year strategy and a 3 year action plan.</p> <p>The strategy covers the River Wensum corridor from the city council boundary at Hellesdon in the west to Whitlingham Country Park in the east. The vision is to:</p> <p>‘Breathe new life into the river by enhancing it for the benefit of all and in-creasing access to, and greater use of, this important asset. An enhanced river corridor, with its unique natural and historic environment, will once again play an important part in the growth and vitality of the city, strengthening the visitor economy and helping to give the city a competitive advantage in attracting in-ward investment’.</p> <p>A key strategy theme is increasing access to the river corridor, including enhancing connectivity with the Norfolk Trails network, and encouraging greater leisure and commercial use of the river itself.</p>
	<p>Norwich City Local Football Facilities Plan</p>	<p>The LFFP for Norwich identifies opportunities to accurately target investment in football facilities across the local area. The plan has identified the following projects:</p> <ul style="list-style-type: none"> • 2 Full size 3G FTPs; • 21 Improved grass pitches; • 3 Changing rooms / pavilions/ clubhouses; • 5 Small sided facilities.

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Partner	Document	Commentary
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Broadland District Council</p>	<p>Broadland Business Plan 2019 – 2023</p>	<p>Key ambitions:</p> <ul style="list-style-type: none"> • Delivering growth and prosperity for all • Delivering environmental excellence • Improving health and wellbeing and quality of life • Supporting residents and businesses to stay safe • Increasing financial resilience and capacity in collaboration with South Norfolk Council <p>Health and wellbeing levels in Broadland are above average but related aims are to reduce health and wellbeing inequalities and reduce carbon emissions. The Council runs its own programmes of prevention and early intervention.</p> <p><i>A number of objectives are identified, more economic than health and wellbeing related but the sector will have a role to play in helping to achieve these economic and societal objectives.</i></p>
	<p>Broadland Growth Triangle Area Action Plan 2016</p>	<p>The Joint Core Strategy identified the Growth Triangle as a focus for sustainable development.</p> <p>Some of the challenges include delivering a minimum of 7,000 new homes by 2026, rising to 10,000 thereafter, protecting the amenity and identity of existing communities and ensuring there are good walking, cycling, public transport and road links, delivering the new services and facilities that will be needed by the new residents and the working population and providing new roads and public transport, walking and cycling links which ensure excellent accessibility to jobs, services and facilities across the Growth Triangle.</p> <p><i>The requirement for leisure facilities and open spaces will be identified in the Growth Triangle through this work. It will consider the growth in the area as well as the requirement for new services and links, including how active transport through walking and road links can be supported.</i></p>

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Partner	Document	Commentary
	<p>Broadland Neighbourhood Plans</p>	<p>The National Planning Policy Framework (NPPF) and Localism Act 2011 gives local communities the ability to create local planning policies within what is called a Neighbourhood Plan.</p> <p>Neighbourhood Plans are produced by the local parish or town council or, in cases where there is no such body, a properly constituted neighbourhood forum. Neighbourhood Plans allow local people to influence future changes in their area by setting out policies to help get the right type of development for their community but the plans must still meet the needs of the wider area.</p> <p>Broadland has 14 areas with adopted neighbourhood plans and a further 7 areas where the plans are in progress.</p> <p>We have reviewed these plans. They do not generally contain significant detail on sport and leisure facilities beyond general policies to maintain and increase access and some specific small local facility development schemes. There are lots of related local policies that link into opportunities for people to lead a more active life e.g. through making areas more bike and pedestrian friendly and increasing public transport.</p> <p>The importance of increasing transport and connectivity and retaining local community facilities such as community halls is apparent in these documents.</p>
	<p>Broadland Development Management DPD</p>	<p>This document guides planning officers and applicants on how planning is decided upon in Broadland.</p> <p>The Recreation and Leisure section sets out a commitment to providing sporting and recreation facilities as well as a multi-functional green infrastructure network. Developing healthy lifestyles through walking, cycling and access to green spaces and the countryside comes through as a key theme.</p>
	<p>Broadland Site Allocations DPD</p>	<p>This document identifies areas of land in Broadland for specific types of development. For example, housing, employment, retail and recreation.</p>

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Partner	Document	Commentary
	<p>Recreational Provision in Residential Development SPD</p>	<p>This document enables developers and landowners to calculate the requirement for recreational space in new developments. A standard is set of 2.02 hectares per 1,000 population which equates to 20.2sqm of formal recreational space per person. This is broken down into 3.4sqm of children’s play space and 16.8sqm of sports provision. In respect of informal recreational provision, 4 hectares per 1,000 population is set or 40sqm per person.</p>
	<p>West Broadland Green Infrastructure Project Plan</p>	<p>This Project Plan identifies opportunities to enhance and develop ‘green infrastructure’ in the western area of Broadland, for the benefit of residents and wildlife.</p> <p>The aim is to identify a series of green infrastructure project opportunities across the western area of Broadland District which will enhance local recreational opportunities for residents of the area and provide enhanced habitats and connectivity for local wildlife populations.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Establish new, accessible green spaces at a local level, for the benefit of local residents and wildlife. • Enhance existing local green spaces, in terms of their recreational offer and their biodiversity value. • Enhance connectivity between green spaces and settlements by establishing and enhancing green corridors. • Contribute to the development of the network of strategic, secondary green corridors that branch off from the Marriott’s Way Primary GI Corridor. • Reduce visitor pressure on regional, European-designated sites by providing attractive, local recreation opportunities. <p>The projects identified are mainly focussed on the creation and protection of green corridors and greenways.</p>

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Partner	Document	Commentary
	<p>East Broadland Green Infrastructure Project Plan</p>	<p>This Green Infrastructure (GI) study and project plan focuses on the East Broadland area, primarily between Great Plumstead and Acle and the surrounding settlements within the Broadland District Boundary.</p> <p>To address the existing and growing requirements for housing in the Norfolk area, in particular the Norwich Policy Area (NPA), the 2026 Housing Commitment for the Broadland District area agreed by the Greater Norwich Development Partnership (GNDP) has been set for 12,704-13,094 new homes (JCS, 2014), in which a proportion falls within the East Broadland area. As a result, green infrastructure has a vital role in providing for and enhancing the new and existing links and green spaces for people and wildlife.</p> <p>It includes 16 potential projects including walking trails and cycle loops.</p>
	<p>Broadland Local Football Facilities Plan (LFFP)</p>	<p>The plan has identified the need for:</p> <ul style="list-style-type: none"> • 5 full size 3G Football Turf Pitches (FTP) • 28 improved grass pitches • 4 changing rooms / pavilion / clubhouse new builds or improvements • 1 small sided facility. <p>When each priority project is in a position to proceed, pre-application support will be provided by the Football Foundation and the Norfolk County FA.</p> <p><i>This identifies football demand led capital projects developed by the Football Foundation and the Norfolk FA that will be incorporated into any updated strategy.</i></p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">South Norfolk</p>	<p>South Norfolk Leisure Strategy 2018 - 2021</p>	<p>Vision</p> <p>In order to get more residents of South Norfolk more active more often, to improve health and well-being and reduce health inequalities, a particular focus is required on promoting the inactive to become active, and therefore a whole systems approach is required focussing more on the needs of individuals and communities rather than any particular type of activity.</p> <p>Strategic Overview</p>

Appendix 3

Partner	Document	Commentary
		<p>Three key aims:</p> <p>Aim 1 - <u>Health, Well Being and Early Help</u></p> <p>Over the next 3 years we will:</p> <ul style="list-style-type: none"> • Maximise engagement in leisure services via Community Connectors, Social Prescribing and Early Help Hub. • Focus on improving health priorities; low level mental health issues and dementia; falls prevention; worklessness and obesity. • Identify partnership working to increase inactivity and potential regional and national funding opportunities. <p>This will be by:</p> <ul style="list-style-type: none"> • Targeting services to support key areas of the district and communities who suffer from the ill effects of an unhealthy and inactive lifestyle • Developing services to help support some of our most vulnerable residents and communities who suffer long term conditions, to help maintain independence • Engagement and collaboration with partners to deliver health and wellbeing initiatives <p>Aim 2 - <u>Economic Growth, Productivity and Prosperity</u></p> <p>Over the next 3 years we will:</p> <ul style="list-style-type: none"> • Review all suppliers and renegotiate/re-tender where appropriate to obtain best value • Identify opportunities to avoid membership saturation either through widening marketing opportunities once the local market is saturated or removing barriers due to infrastructure (i.e. car parking) via partnership working and re-design of existing premises • Ensure leisure opportunities are reflective of housing growth and business development.

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Partner	Document	Commentary
		<p>This will be by:</p> <ul style="list-style-type: none"> • Generating an operational return to SNC to contribute to wider SNC priorities. <p>Aim 3 - <u>Place, Communities and Environment</u></p> <p>Over the next 3 years we will:</p> <ul style="list-style-type: none"> • Develop and make sustainable satellite operations e.g. High Schools in the District, Ketts Park in line with our financial principles. • Work with schools, town and parish councils and other partners across the district to maximise utilisation, access and profitability of existing community assets, where it meets our strategic objectives. • Work with regional and national partners to develop opportunities for South Norfolk residents to access national and regional sporting events i.e. UEA Sports park. <p>This will be by:</p> <ul style="list-style-type: none"> • Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community • SNC will work with partners to aim to ensure that there is a Leisure offer appropriate proportionate to communities across SNC, to help as many of our population become active. In doing this, our order of priority of preference will be: <ol style="list-style-type: none"> a. Steer the community towards existing provisions and work with partners to make sure they is accessible b. Develop capacity in the community sector to help establish self-sustaining leisure solutions. c. Where there is a gap in the market, look at options to provide. • We will work with partners to ensure that a leisure offer is a consideration of any major development or population growth in the district.

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Partner	Document	Commentary
		<p>Continual improvement of health and safety protection for all staff and residents both within the leisure centres and the community to ensure we meet legal compliance to support strategic and operational management of activities.</p> <p><i>A key document that will contribute towards the plan, this outlines South Norfolk's leisure strategy to improve health and well-being and reduce health inequalities. Positively, there is a clear vision towards the current thinking around health and wellbeing and not just a focus on the requirements for built leisure facilities. There is a clear key drive to work collaboratively with partners, especially creating links with health colleagues.</i></p>
	<p>SNC Corporate Plan 2016 – 2020</p>	<p>Vision</p> <p>To retain and improve the quality of life and prosperity of South Norfolk, for now and future generations, to make it one of the best places to live and work in the country.</p> <p>Ambition</p> <p>To be recognised as a respected and ambitious local authority, innovating to help communities thrive by actively shaping services to meet today's and tomorrow's need.</p> <p>Corporate Priorities</p> <p>There are three corporate priority areas where they will focus their resources and efforts:</p> <ul style="list-style-type: none"> • Economic Growth, Productivity and Prosperity - Providing the conditions to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities. • Health, Well-being and Early Help - Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents • Place, Communities and Environment - Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages. <p>The key aims under the health, wellbeing and early help priority are:</p>

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Partner	Document	Commentary
		<ul style="list-style-type: none"> • Encouraging our residents to live healthy and active lives. • Supporting those people in our communities who need our help the most • Working as part of communities to proactively provide early help. • Helping our older and vulnerable residents to stay independent and in their own homes for longer. <p><i>Specific focus areas include investment in leisure centres, reducing childhood obesity, early age exercise, dementia, carers and independent living. There is also a key drive to increase prevention of poor health at an early stage.</i></p> <p><i>The sector and related services can also play a key role in delivering the aims under the other two corporate priorities e.g. developing businesses, jobs and skills, apprenticeships, supporting market town viability, reductions in crime and anti-social behaviour, increase in use of open spaces, reducing environmental impact and working with the voluntary sector.</i></p> <p><i>A series of KPIs associated with the measurement of the delivery of these priorities and outcomes would have enhanced the plan.</i></p>
	<p>South Norfolk Corporate Plan - Annual Business Plan 2019-20</p>	<p>Corporate Theme - Health Well Being and Early Help</p> <p>Encouraging our residents to live healthy and active lives</p> <ul style="list-style-type: none"> • H1 – Reducing Health Inequalities - Explore best use of South Norfolk community assets and data/intelligence to increase the levels of residents who are physically active. • H2 - Develop Community Leisure Offering – Continue to develop a framework to provide or run leisure services at community facilities such as schools and community centres, where the opportunities arise, and commercial and social value is demonstrable. • H2 - Develop Community Leisure Offering – Advertise to all local clubs and the local community to create awareness of opportunities and range of options to build a viable and sustainable programme of activities at community centres. Liaise with Schools to enhance community access and use. Utilise current Leisure Centre

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Partner	Document	Commentary
		<p>programme demands to kick start demand and delivery with cross bookings and contacts.</p> <ul style="list-style-type: none"> • H4 - Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings - Ensure the centres and services are extensively marketed to encourage residents to utilise the facilities reaching as many people as possible, by ensuring we develop a targeted marketing and delivery strategy to support the wider leisure strategy. • H4 - Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings - Monitor the fitness classes and swim programmes to maximise usage, balancing the programme to ensure there is something for all ages and abilities, making changes when demand reduces. This will ensure that as many people participate in activity as is possible and helps maintain the viability of the Centres. • H4 - Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings - Enhance the membership packages with new benefits and changes to price, package and added value to compete as a market leader. Increasing the effectiveness of the learn to swim programme getting more children / adults swimming as soon and as often as possible. • H5 - Development of the Leisure Portfolios Offering - Encourage participation from all parts of our community to encourage residents to keep fit and healthy. Work closely with Broadland District Council Officers to encourage both good practice and positive health and leisure initiatives and outcomes for residents of both Districts. • H5 - Development of the Leisure Portfolios Offering - Continue to develop targeted offers to support those with dementia and to contribute towards falls prevention, social isolation and maximising resident independence. • H5 - Development of the Leisure Portfolios Offering - Continue to build links with the Help Hub through the development and delivery of projects which seek to engage with and provide services to customers who do not access our existing leisure offers. <p><i>Linked to the Corporate Plan, there is clear identification of the need to invest in the local leisure services in order to improve the health and reduce inequalities in South Norfolk and this is positive for the District. There is also contributions towards prevention in the area.</i></p>

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Partner	Document	Commentary
	<p>Development Management Policies</p>	<p>This document forms part of a set of documents that together constitute a Local Plan for the future development of the area. The Development Management Policies determine how the Council carries out its development management responsibilities to promote sustainable development and how it determines planning applications.</p>
	<p>Site Specific Allocations and Policies Document</p>	<p>The Site Specific Allocations and Policies Document is part of the South Norfolk Local Plan. Guided by the Joint Core Strategy, it designates areas of land to deliver housing, employment, recreation, open spaces and community uses. Together with the other documents that make up the Development Plan it is used to assess planning applications and guide development proposals to ensure the delivery of high quality sustainable developments across South Norfolk.</p> <p>The main South Norfolk growth areas identified are:</p> <ul style="list-style-type: none"> • Wymondham: at least 2200 dwellings and related elements • Hethersett: at least 1000 dwellings and related elements • Cringleford: at least 1200 dwellings and related elements • Long Stratton: at least 1800 dwellings to ensure the delivery of a Long Stratton bypass, and other related elements • Easton/Costessey: depending on capacity expansion of the A47 Longwater junction, at least 1000 dwellings and enhanced local services (and other related elements).
	<p>Wyndham Area Action Plan</p>	<p>Area Action Plans (AAP's) provide the planning framework for places where significant change or conservation is needed. South Norfolk Council has prepared an AAP for Wymondham because of the amount of new development that will take place in the town between 2008 and 2026.</p> <p>The JCS identifies Wymondham for growth of at least 2,200 new houses, up to 20 hectares of employment land and improved services and facilities including expansion of the town centre, enhanced public transport and new education provision. The JCS also refers to retaining the open land to the north and north-east of the town towards Hethersett, protecting the historic setting of the town and abbey and providing extensive levels of green infrastructure to create a 'Kett's Country' pastoral landscape.</p>

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Partner	Document	Commentary
		<p>There are a number of recreation objectives around improving the health, wellbeing and quality of life of local residents including improving the accessibility of open space and the countryside and providing more sport and recreation facilities.</p>
	<p>Long Stratton Area Action Plan</p>	<p>The JCS identifies Long Stratton for growth of at least 1,800 new dwellings and employment opportunities, and importantly states that the development in Long Stratton is required to deliver a new bypass for the village, alongside other infrastructure. The JCS also refers to the need to enhance the centre of the village, with environmental improvements, traffic management and expanded services, in order to raise the perception of Long Stratton from a large village to a small town.</p> <p>In terms of recreation objectives, the health, wellbeing and quality of life of local residents will be improved and the sense of community that already exists within the village will be maintained and enhanced by protecting existing public open space and providing new recreation and community facilities to support existing and new development. Walking and cycling routes within the new developments will link with existing networks and provide access to both the town centre and surrounding countryside.</p>
	<p>South Norfolk Neighbourhood Plans</p>	<p>Only three areas (Cringleford, Easton, Mulbarton) have adopted Neighbourhood Plans although seven others areas are working towards this aim. The neighbourhood plans are mainly limited in scope with regards to sport and leisure facilities although do highlight the importance of local village / community halls and outdoor sports facilities.</p>
	<p>South Norfolk Open Space SPD</p>	<p>This Supplementary Planning Document (SPD) sets out guidance for the provision, adoption and future maintenance of outdoor recreational facilities directly needed as a result of new residential development across South Norfolk. This space includes children’s playspace as well as formal and informal recreational open space for older children and adults.</p> <p>Developments proposing 15 residential units or more will be expected to provide play and recreation space and informal recreational space in accordance with the criteria set out within this SPD.</p>
	<p>South Norfolk Place-Making Guide SPD</p>	<p>The purpose of the South Norfolk Place-Making Guide Supplementary Planning Document (SPD) is to promote and secure high quality design in new development</p>

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Partner	Document	Commentary
		<p>within South Norfolk. It also makes clear what the Council expects when deciding planning applications.</p> <p>The guide is applicable to all new development with the exception of alterations and extensions to existing properties, and design in the historic environment (listed buildings and conservation areas). It sets out a number of design principles based on recognised best practice and explains the key requirements that the Council will take into consideration when assessing proposals for new development.</p> <p>Community Facilities and Public Spaces are covered in this document which play an important role in helping people to get active.</p>
	<p>South Norfolk Health and Well Being Strategy 2018-2021</p>	<p>The four priority areas identified and how the Council will support relevant to leisure are identified below.</p> <ul style="list-style-type: none"> • Frailty and falls - We will work with partners to identify our older and frail residents, many of whom are at risk of a fall to make sure they have access to all available support. We will develop and deliver preventative supervised activities that will work to reduce the number of falls in the district and help our population maintain independence, reducing the need for health and social care services. <ul style="list-style-type: none"> - Using our Leisure Service GP Referral Scheme to enable access to suitable leisure activities to maintain health and mobility - Using our leisure services, communities’ teams and community spaces to keep adults of working age healthy and active, helping prevent ill health in later life. • Employment and Aspirations - Recognising the health and wellbeing benefits of being in employment, we will support our residents to sustain employment and inspire our young people to achieve. We encourage and support businesses to offer opportunities in South Norfolk such as employment, apprenticeships and training which will foster a strong labour market and workforce. We will lead by example by promoting health and wellbeing in our own workforce, in addition to working with partners such as Public Health and Active Norfolk in local and national workplace health initiatives. <ul style="list-style-type: none"> - Increasing employment opportunities and apprenticeships by increasing economic activity across South Norfolk

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Partner	Document	Commentary
		<ul style="list-style-type: none"> - Continuing to develop job and career opportunities through our Economic Development team by attracting business into the South Norfolk area • Activity and Health Living - Using strategic and operational data to identify how active our population are and how well they are living allows us to ensure all our residents are supported to be active in their communities. We will work within our own services and with our partners to create resilience within our communities to enable them to be able to self-manage their health and wellbeing where possible, with the knowledge of where to escalate issues that require more support when necessary. <ul style="list-style-type: none"> - Close working between the Early Help Hub and leisure services to identify opportunities to encourage children and families to increase their levels of activity in the community - Continuing and building upon our leisure services targeted at younger people, such as Kids Camp and Swim School, to encourage younger people into activity - Increasing the levels of community provision through both informal and formal methods of activity including roaming leisure classes, active trails and playground equipment - Improving access to leisure services, in line with the SNC Leisure Strategy. - Working with our local and national sports organisations to increase participation in sport. • Mental Wellbeing - Mental wellbeing has a significant impact on our residents' wellbeing and demand for our services. As a council we see the impact poor mental wellbeing can have on our residents and how easily mental health issues can escalate to crisis. Through our various services, we are able to identify residents at risk of poor mental wellbeing, such as residents in debt or victims of antisocial behaviour and noise complaints. Our strength is dealing with low-level mental health issues preventing escalation and signposting more clinical mental health issues to partners who specialise in this area of support. <ul style="list-style-type: none"> - Providing agreed alternatives to medication for professionals to refer into, e.g. leisure classes, walking groups, etc

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Partner	Document	Commentary
		<ul style="list-style-type: none"> - Increasing the number of social prescribing interventions relating to mental health. <p><i>A refresh of this strategy may be required in the near future; however, this document identifies links with the leisure strategy with the four priority areas, showing positive signs of collaborative working in South Norfolk.</i></p>
	<p>South Norfolk Economic Growth Strategy 2016-2021</p>	<p>Aims</p> <ul style="list-style-type: none"> • Address key economic and labour market issues impacting on economic growth within South Norfolk and Greater Norwich. • Provide the right conditions, support and infrastructure to allow businesses to start-up, grow and invest. • Create more employment and training opportunities for local people. • Leverage greater levels of funding and investment into South Norfolk. • Maximise economic and community benefits to South Norfolk residents as a result of growth. <p><i>Any future facilities or assets will contribute to boosting the local economy. There is likely to be a role for sport, leisure and physical activity in the economic growth of South Norfolk.</i></p>
	<p>South Norfolk Local Football Facilities Plan (LFFP)</p>	<p>The plan has identified the need for:</p> <ul style="list-style-type: none"> • 4 full size 3G Football Turf Pitches (FTP) • 32 improved grass pitches • 4 changing rooms / pavilion / clubhouse new builds or improvements • 1 small sided facility. <p>When each priority project is in a position to proceed, pre-application support will be provided by the Football Foundation and the Norfolk County FA.</p>

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Partner	Document	Commentary
		<i>This identifies football demand led capital projects developed by the Football Foundation and the Norfolk FA that will be incorporated into any updated strategy.</i>

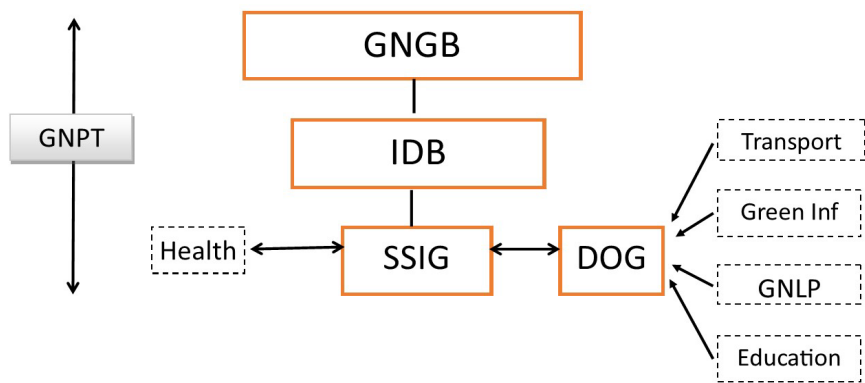
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">The Broads Authority</p>	<p>Local Plan for the Broads 2015 - 2036</p>	<p>The Broads Authority was set up in 1989 as a statutory body with a duty to manage the Broads, a member of the UK national parks family. The designated Broads Authority Executive Area covers parts of Norfolk and North Suffolk.</p> <p>The vision is that by 2036 the Broads will be a place where:</p> <ul style="list-style-type: none"> • The natural environment and the beneficial goods, services and cultural values it provides, from food and energy to landscape character and recreation, are in good condition, are used fairly and sustainably, and are valued by society. In particular, the precious nature of clean, fresh water as a fundamental resource is understood and respected by all. • The past and present importance of the waterways for navigation, biodiversity and recreation is recognised and cherished, and the asset is protected, maintained and enhanced. Wildlife flourishes and habitats are maintained, restored, expanded and linked effectively to other ecological networks. Land and water are managed in an integrated way, with local and landscape scale management creating resilience and enabling flexible approaches to meet changing environmental, economic and social needs. • This living, working, 'big skies' landscape is notable for its natural beauty, distinctive local character and historic significance. People of all ages, abilities and circumstances experience and enjoy it as a place of escape, adventure, enjoyment, work, learning and tranquillity, and as a source of national pride and identity. Sustainable living can be seen in action and there is a buoyant rural economy. Local communities are taking an active part in decisions about their future and are known for having been pivotal in the transformation to a low carbon, 'climate-smart' society. • The Broads National Park will be forever recognised as fundamental to our prosperity and to our mental and physical health and wellbeing. It will be forever treasured as a place that provides a "breathing space for the cure of souls". <p>Development that would result in the loss of existing sport, recreational, allotment or amenity open space will only be permitted if it can be demonstrated:</p> <p>i. There is an excess of recreational or amenity open space in the catchment area (in and out of the Broads) and the proposed loss will not result in a current or likely shortfall during the plan period; or</p>
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Partner	Document	Commentary
		<p>ii. The proposal is for ancillary development on an appropriate portion of the open space which enhances the recreational facilities and their setting; or</p> <p>iii. The open space which would be lost as a result of the proposed development would be replaced prior to the commencement of the development by an open space of equivalent or better quality and equivalent or greater quantity, in an equally accessible and convenient location subject to equivalent or better management arrangements which continue to meet the needs of the existing community; and</p> <p>iv. The proposal would not cause significant harm to the amenity or biodiversity value of the open space.</p> <p>In terms of new provision, the Broads Authority will have regard to the approach and/or standards set by the relevant constituent district council. Any contribution will need to be towards a specific deliverable scheme, in consultation with the relevant parish or district council and having regard to the developer contributions policy in this document. The contribution will be required to name a specific scheme (site and type of provision). Open space provision may also be required to reduce recreation pressure on sensitive designated wildlife sites.</p> <p>Sustainable transport, green infrastructure, tourism, sustainable development, sailing and protecting the environment are key themes as would be expected.</p> <p><i>Consideration for the impact of sport, leisure and physical activity including the development of any new facilities must be in line with the Local Plan.</i></p>

Greater Norwich Sport and Physical Activity Strategy

Governance Structure



- GNGB- Greater Norwich Growth Board
- IDB- Infrastructure Delivery Board
- DOG- Delivery Officers Group
- SSIG- Sports Strategy Implementation Group
- GNPT- Greater Norwich Project Team
- GNLP- Greater Norwich Local Plan

(FMG- Consultants who undertook the initial scoping of works exercise)

1. Summary

The decision-making process for this strategy work will sit within the existing groups and governance structure that support the GNGB. The FMG report suggests the establishment of a specific Steering Group to direct this work, but Greater Norwich already has an established cross authority decision making structure. Enhancing these pre-existing governance arrangements will be less resource heavy and will also add greater value, because partnership working is established.

The FMG report highlights that a clear case can be made for the role that sport and physical activity can play, as a cross-cutting enabler across a range of the wider strategic outcomes. The outputs of this strategy work will be:

- Framework of cross thematic outcomes.
- Needs analysis- to include an update to the existing playing pitch and built facilities strategy.
- Greater Norwich Sport and Physical Activity Strategy- which will incorporate facility and service interventions.

2. Membership

Membership of the GNGB, IDB and DOG will continue as already established.

Greater Norwich Sport and Physical Activity Strategy

Governance Structure

The SSIG will continue to be chaired by Active Norfolk and include both thematic and planning officers but will benefit from the addition of a senior health professional to support the widening breadth of the strategy work.

Membership can change as the work progresses.

3. Roles and Responsibilities

GNGB

- Review the scope of the strategy work and instruct its delivery.
- Agree the GNGBs funding contribution.

IDB

- Present the proposal for a comprehensive review of the sport and physical activity strategy to the GNGB.
- Refine and approve the tender specification draft as prepared by the SSIG.
- Instruct the appointment of a consultant, as recommended by the SSIG.
- Encourage broad collaboration and participation in the strategy review.
- Have oversight of the SSIG.

SSIG

- Develop the tender specification draft, as prepared by FMG.
- Progress and oversee the tender process.
- Collaborate with and support the appointed consultant.
- Review progress in accordance with the strategy review delivery plan.
- Report Progress directly to the IDB and DOG.

DOG

- Input to and support the strategy work.

GNPT

- Facilitate the progression of the strategy work and meetings of all groups.
- Support the appointed consultant.

4. Frequency of Meetings

The GNGB, IDB and DOG will continue with their pre-arranged meeting schedules.

The Sports Strategy Implementation Group will meet at least six times a year, aligning with the required decision points in the strategic review.

East Norwich masterplan update
Graham Nelson, Director of Place, Norwich City Council

Summary

To update the GNGB on progress with the East Norwich masterplan, including the creation of the East Norwich Partnership and commencement of the procurement process. The report also identifies potential risks that might arise from landowner funding issues.

Recommendations

- (i) To note the contents of this update report and in particular the current funding position and its possible implications for procurement.

1. Background

The Carrow Works site has recently become available for redevelopment following its vacation by Britvic / Unilever. This presents a major opportunity to unlock development on the wider East Norwich sites, including the long term vacant and heavily constrained Deal and Utilities sites, by significantly increasing the scale of development that can be achieved, with the potential to attract significant public sector investment in the infrastructure needed to ensure delivery.

Norwich city council has been committed to maximising the regeneration potential of East Norwich for many years. Much work has been carried out to date to investigate barriers to opportunities for redevelopment of the allocated (in the current adopted Local Plan) Deal Ground site and Utilities site, including evidence studies and information produced to support planning application proposals. Despite this activity, the Deal Ground consent for mixed use development which was issued in 2013 and has not been implemented to date. The Council bid unsuccessfully for Housing Infrastructure Funds to assist with delivery in 2018. With regard to the Utilities site, no planning consent exists. A significant scale proposal for a renewable energy led redevelopment was withdrawn undetermined in 2016.

There are a number of significant challenges to delivery on the East Norwich sites. These include restricted access, flood risk, site contamination and heritage, and the limited capacity of the strategic road network in this part of the city to accommodate significant additional traffic generation. Key infrastructure requirements include roads and bridges, sustainable transport links, green infrastructure, potentially a marina (to justify a fixed bridge over the Wensum), and social / community infrastructure potentially including a new primary school.

The emerging planning framework for Greater Norwich – the Greater Norwich Local Plan (GNLP) - identifies the 'East Norwich Strategic Regeneration Area' which includes the three sites, and stipulates that proposals must meet the requirements of an area-wide masterplan with potential for a minimum of 2,000

homes in a mixed use development. The plan proposes that the policy is supported by a supplementary planning document for the strategic regeneration area.

Vision

In 2018 the council commissioned a study to explore the opportunities presented by the availability of the Carrow Works site: 'A Vision for East Norwich' (5th Studio, 2018). This [study](#) forms the basis for the emerging vision for East Norwich, to be refined and tested through masterplanning. It identifies the release of Carrow Works as presenting a 'once in a generation' opportunity to address the challenges of the three sites strategically, and sets out a vision for East Norwich as a new productive quarter for the future growth of the city. It envisages that the quarter, which extends to around 50 ha in size, could provide up to 4,000 new homes and 100,000 sq m of employment space, accommodating up to 6,000 new jobs. The scale of the vision has helped stimulate Homes England's interest in East Norwich, given its remit to accelerate housing delivery, and underlines the potentially national significance of this opportunity. Due to the limited evidence of delivery available when written the draft version of the GNLP published for consultation earlier in the year took a cautious approach on the potential scale of development envisaged in the Vision document. Additional evidence developed through the masterplan may justify a more ambitious level of growth than currently envisaged in the plan and support its policies at examination.

Unlocking the full development potential of the sites relies on the provision of new infrastructure which will allow for sustainable growth to be focused in this location. There is therefore a need to further develop and refine the vision, by identifying and costing the significant infrastructure investment required, and identifying an appropriate delivery mechanism to oversee infrastructure investment and delivery of development. The resulting development will help to drive housing and employment growth in Norwich, and complement existing strategies and initiatives such as the emerging Greater Norwich Local Plan and Town Investment Plan.

The comprehensive redevelopment of the sites has the potential to create a highly sustainable new quarter for the city, linking the city centre with the Broads, delivering exemplar design and creating a highly attractive location for living and working. The riverside regeneration potential of the sites should be maximised to create a distinctive sense of place, and the development has potential for enhanced connectivity with high quality pedestrian and cycle links, and creation of blue and green infrastructure routes and biodiversity net gain.

The need for a masterplan is highlighted by the current Planning White Paper consultation document which states that government will legislate to require that a masterplan and site-specific code are agreed as a condition of permission in principle which is granted by virtue of a site's inclusion in a plan 'growth area' (such as East Norwich). In addition, the implications for Greater Norwich of the government's current consultation on changes to the standard method for assessing housing need, makes East Norwich's potential housing contribution to the plan, and the ability to deliver this, all the more crucial.

2. Progress to date

In early 2020 Norwich City Council officers met with key East Norwich stakeholders to explore their involvement in a proposed local authority led partnership to procure and steer the development of a masterplan. A new public-private partnership was established in May 2020, led by the city council. Membership comprises Homes England, New Anglia LEP, Norfolk County Council, South Norfolk Council and the Broads Authority and the landowners of the Deal Ground /May Gurney, Utilities sites, Carrow Works and Carrow House.

The first meeting of the Partnership took place in May 2020 and agreed a Terms of Reference (TOR) for the partnership and a draft masterplan brief. The purpose of the Partnership as set out in the TOR is to steer preparation of a deliverable masterplan for the regeneration of East Norwich, and to seek to resolve any barriers and blockages to delivery, both through the Partnership itself and through engagement with other relevant public and private sector bodies.

Norwich City Council's Cabinet meeting on 10 June approved the TOR and brief as the basis for procurement of a masterplan.

The cost of a masterplan is anticipated to be in the region of £0.5m, including the cost of a dedicated project manager. This would cover stages 1 and 2 of the masterplan, with stage 1 involving production of a high level masterplan identifying infrastructure requirements and a high level viability assessment, and stage 2 the provision of detailed viability assessment and production of a supplementary planning document. Stage 3 (to advise on appropriate delivery mechanisms) will be is dependent on stages 1 and 2 and may not be required.

Procurement of the masterplan commenced in late June using Homes England's Multidisciplinary Framework panel. The initial Expression of Interest stage attracted a high level of interest with 18 expressions of interest received out of a 20 strong panel. The next stage – a sifting brief - was published in late July with the aim of whittling down the initial expressions of interest to around 4 or 5 potential suppliers. Thirteen submissions were received by the deadline. The final stage will be the Invitation to Tender stage, inviting the submission of tenders for the masterplan commission. This stage has not yet commenced as explained below.

The masterplan forms a key project within Norwich's Town Deal, submitted to government at the end of July. The development of a comprehensive masterplan for East Norwich is considered essential to ensure that the new urban quarter becomes a high quality addition to the city and provides a basis for the long term growth of Norwich and the Greater Norwich area. A decision on the Town Deal is expected by the end of September.

3. Funding

The TOR anticipates contributions of £275k from public sector partners and £225 from the landowners (£75k for each of the 3 sites), totalling £500k. The council will not proceed with procuring the masterplan unless it has had written confirmation of the willingness to fund phase 1 in full. In practice, it was considered appropriate to proceed with the early stages of the procurement process to keep the momentum going on this project, but not to proceed to formal invitation to tender stage until all contributions are committed.

The table below sets out the level of public sector funding sought and what has been confirmed to date. It also highlights funding which is anticipated but not yet confirmed.

Public sector funding	Funding confirmed to date	Funding not yet confirmed
Norwich City Council	£100k	
Norfolk County Council	£50k	
Broads Authority	£5k	
Homes England		£75k
Town Deal		£100k
TOTAL	£155k	£175k

If all public sector funding is confirmed, this brings the total of public sector funding to £330k.

In relation to private sector funding, some contributions have been confirmed by landowners but at this stage the required £225k funding has not been confirmed in full.

Given the uncertainty regarding some landowner funding, the decision was taken in late August not to proceed to the Invitation to Tender stage of procurement at this stage.

A Partnership meeting is planned for the end of September / early October to discuss progress and to address the funding issues, which may involve considering alternative funding approaches, such as proceeding with some but not all landowner funding, or proceeding with a public sector only partnership.

Clearly the preferred approach is continuing with the current plan, with landowners' involvement as key funding partners. However, it is important to explore other options in the event this does not materialise in order to keep momentum going on the project.

Despite the current uncertainty over funding there is a commitment on the part of the city council and key partners to keep the momentum going to enable the masterplan to be procured and commenced within the next few months. The picture should be much clearer by the end of September / early October as we would expect to get confirmation or otherwise of the outstanding landowner contributions by then, and agreement on a way forward from the Partnership meeting. Assuming landowner funding is confirmed, then it will be possible to proceed with procurement: it is considered that the earliest that consultants could be appointed is December 2020, with completion of Stage 1 of the masterplan by August – September 2021.

4. Other issues

Ongoing discussions are taking place with Network Rail in relation to the planned improvements to the Trowse Rail Bridge. This bridge, which is the only single track part of the Great Eastern mainline between Norwich and London not only acts as a significant barrier to East-West movement within the area covered by the masterplan and limits access options for the Utilities Site and Deal Ground, but is also a key pinch point on the rail network. It currently limits the capacity and resilience of the rail network serving Norwich and if not improved will significantly limit the possibility for further enhancement of the mainline and the ability to run enhanced services to Cambridge and beyond following the construction of the East-West rail project.

New Anglia LEP has formed a working group of local partners who are engaging with Network Rail to progress the case for improvement to the Trowse Rail Bridge. The City Council is participating in this initiative alongside the County Council, Broads Authority (who have a particular interest as the

current single track bridge opens to allow access to the historic port of Norwich) and Greater Anglia.

Following agreement of the partners to the approach being taking the LEP wrote to Network Rail to seek their active support in progressing the matter. Network Rail responded in August. The response recognised that doubling the track and remodelling Trowse junction will increase the reliability of services to and from Norwich and that it could provide a building block for future capacity across the network. They are shortly to publish a Capacity and Reliability Report on Trowse and are looking for funding to take forward detailed performance modelling to assess the benefits of a double track bridge.

Network Rail also indicated a willingness to support sustainable development across their network and an intention to develop a land strategy for the Norwich & Trowse area in conjunction with the East Norwich Partnership's wider regeneration plans. They recognise that doubling the track over the bridge and the associated remodelling of the junction could provide an opportunity enhance their property holdings in the area.

Discussions with Network Rail are continuing to ensure that engagement in the East Norwich Partnership. They are not currently a member of the East Norwich Partnership but given the relationship of this project with the East Norwich sites it is hoped that Network Rail will commit to involvement in the Partnership and masterplan process in due course.

Experience elsewhere shows the value of effective partnership working and ensuring that key stakeholders are committed to the process. It was recently announced that York Central regeneration project (where Homes England and Network Rail are key partners alongside York City Council) has been awarded £77m of infrastructure funding by the government to support the development of up to 3,700 new homes in a complex city centre regeneration site. This underscores the need to maintain momentum on this strategically important regeneration opportunity.

Alongside work on rail issues, Norfolk County Council are undertaking further work on access options in the area. They have secured pooled business rates funding to complete initial work looking at access solutions to open up the sites. This will consider the buildability of potential options, for general traffic as well as dedicated sustainable transport routes, including links across both the railway and the river. This work will help to inform the masterplan work and is programmed for completion by the end of the year.

5. Recommendations

- (i) To note the contents of this update report and in particular the current funding position and its implications for procurement.

6. Issues and Risks

Failure to get commitment to masterplan funding from all landowners will result in reduced funding for the masterplan and may mean that only Stage 1 of the masterplan can be delivered.

Further delay in getting clarity on landowner funding will further delay the procurement and commencement of a masterplan.

Lack of landowner funding for the masterplan will mean less influence and involvement from landowners in the appointment of masterplan consultants and in the masterplan preparation process.

Other resource implications (staff, property)

Need to appoint project manager once funding is confirmed.

Legal implications

N/A

Equality

N/A

Environmental implications

N/A

Officer Contact

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Greater Norwich Media Protocol
Hellen Mellors, Assistant Director
Planning, South Norfolk & Broadland District Councils

Summary

This paper introduces the Greater Norwich Media Protocol which seeks initial agreement on the basic principles of dealing with media communications and activities, creating a foundation upon which further communications drafts can then be developed.

Recommendations

- (i) Agree to adopt the Greater Norwich Media Protocol.
- (ii) Instruct the Infrastructure Delivery Board to develop further Greater Norwich communications protocols to support the partnership working of the Greater Norwich Growth Board (GNGB).

1. Introduction

The Greater Norwich Media Protocol introduces basic principles and a sign off process for all media messages and activities in relation to GNGB collaborative work.

2. The protocol introduces the practice of identifying a Lead Member Organisation who will be granted principle operational responsibility for each project or area of work.

Acceptance Process

3. The media protocol is being presented by Norfolk County Councils communications team as the current GNGB supporting authority, but the communications leads from all five Greater Norwich partners have agreed to the implementation of this protocol.
4. Adopting this protocol will confirm each partners media responsibility and will enable a clear and quicker sign off process for all quotes and press releases in relation to the GNGB.

5. Recommendations

- (i) Agree to adopt the Greater Norwich Media Protocol.
- (ii) Instruct the Infrastructure Delivery Board to develop further Greater Norwich communications protocols to support the partnership working of the GNGB.

7. Issues and Risks

Other resource implications (staff, property)

Legal implications

N/A

Risks

If all partners do not agree to the protocol there is a risk of missed or incorrect media messages being published.

Equality

N/A

Environmental implications

N/A

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Greater Norwich Growth Board Media Protocol

Introduction

This Protocol identifies a manner in which Greater Norwich Growth Board (GNGB) communications, both proactive and reactive, can be drafted and shared in a consistent manner across the whole scope of the GNGB, maintaining a consistency of spokespeople and sign off processes.

This document is not a Communications Strategy and does not seek to identify a long term communications plan at this stage, rather concerning itself with the drafting and sharing of information concerning GNGB projects and any other communications the Members of the GNGB consider to be part of their partnership work.

Recognising that the GNGB is a partnership between five organisations and does not possess its own dedicated communications resource, this Protocol does not seek to establish the principles to be observed in communicating the work of the GNGB, but trusts that employees of Member Organisations will act with the communication principles of their employer in mind.

Definitions

Definition: GNGB Project:

This protocol concerns messaging on GNGB projects, which are defined as a project which is adopted within the Greater Norwich Growth Programme

Definition: Lead Member Organisation (LMO):

The Member Organisation with principal operational responsibility for a project/area of work. For example:

- For a project being delivered in Mulbarton which is project managed by South Norfolk District officers or their partner, South Norfolk District Council will be the Lead Member Organisation.
- For investment in highways or long-distance trails (not under Highways England remit), Norfolk County Council will be the Lead Member Organisation.
- For development of new infrastructure in Aylsham, Broadland District Council will be the Lead Member Organisation.

In the event that a project is being delivered across multiple districts, the Lead Member Organisation will be that which is leading the planning decision.

The Lead Member Organisation will take responsibility for drafting both proactive and reactive communications on projects/areas of work in which they have principal operational responsibility.

Where no Member Organisation has principal operational responsibility, the Lead Member Organisation will be the Member Organisation whose GNGB Board Member currently holds the Chair.

This has been abbreviated to “LMO” in this document.

Definition: Lead Member Organisation GNGB Member:

The Greater Norwich Growth Board Member representing the Lead Member Organisation on the Board.

- In the case of District, Borough and County Councils, this is currently the Leader of the Council
- For the NALEP, this is currently the Chair of the NALEP

Spokespeople

1. In interviews and briefings, the spokesperson for a project will be:
 - a. the LMO’s GNGB Member.
 - b. Where there is no single LMO, the spokesperson will be the GNGB Chair, with supplementary statements from other GNGB Members where appropriate.
2. In written communications, the spokesperson will be the GNGB Chair, with supplementary statements from other GNGB Members, principally the LMO’s GNGB Member, where appropriate.
3. Where a written communication is time sensitive and neither the LMO’s GNGB Member nor the GNGB Chair are available, statements will be issued on behalf of “A spokesperson for the Greater Norwich Growth Board”

Proactive Communications

1. Communications on GNGB funded projects will be led by the LMO’s Communications Team.
2. All proactive communications on GNGB funded projects must:
 - a. Reference GNGB involvement
 - b. Include, in body of release or appropriate annex (e.g. ‘Notes to Editor’), a link to the GNGB website <https://www.greaternorwichgrowth.org.uk/>
 - c. If direct communication on behalf of a named individual (e.g. letters), they will be signed by the LMO’s GNGB Member
 - d. If a written media piece, quotes will be included from both the GNGB Chair and the LMO’s GNGB Member
3. All written communications will include the following description of the GNGB to provide full context to the communication (this may be provided under ‘Notes to Editor’ or similar appropriate place):

“The Greater Norwich Growth Board is a partnership comprising Broadland District, Norwich City, South Norfolk and Norfolk County Councils together with the New Anglia Local Enterprise Partnership. The Partners have established the GNGB in order to work together, delivering homes, jobs and infrastructure in the area.”

Sign Off process for Proactive Communications

1. Proactive Communications will follow the Sign Off process of the LMO
 - a. The GNGB Board Member of the LMO will also have sight of the draft during sign off

2. Once LMO Sign Off is obtained, the draft will be shared with the comms lead of the GNGB Chair's Member Organisation. The comms lead will share this draft with the Chair and Project Team Leader for final sign off
3. Where other Member Organisations are quoted in the Communications, or have their work extensively referenced, their comms lead and GNGB Board Member may also be consulted wherever possible

Media Audience for Proactive Communications

1. Any media communications produced will be circulated to media organisations covering the entirety of the GNGB area, not only those media outlets solely focused on a specific part of the area. For example, communications on a GNGB project in Chedgrave would be shared with the Norwich Evening News and Diss Express as well as other appropriate media.

Reactive Communications

1. Media enquiries relating to specific projects will be directed to the LMO's Comms Lead
2. Draft responses will be shared with the GNGB Project Team Leader and GNGB Chair's Comms Lead prior to issue
3. Spokesperson for responses will be LMO's GNGB Board Member
 - a. Where the GNGB Board Member is unavailable, spokesperson can be relevant Cabinet Member of Spokesperson on behalf of LMO

Sign Off process for Reactive Communications

1. Reactive Communications will follow the Sign Off process of the LMO
2. The GNGB Board Member of the LMO will also have sight of the draft during sign off
3. Once LMO Sign Off is obtained, the draft will be shared with the comms lead of the GNGB Chair's Member Organisation. The comms lead will share this draft with the Chair and Project Team Leader for final sign off
 - a. Where the GNGB Chair is not available, sign off will be provided by the GNGB Project Team Leader