

(Informal Joint) Cabinet



Forest Heath
District Council

Title:	Agenda
Date:	Tuesday 19 July 2016
Time:	<p>6.00 pm Open Forum</p> <p>At each Cabinet meeting, up to 15 minutes shall be allocated for questions from and discussion with, non-Cabinet Members in Part 1(A). Members wishing to speak during this session should, if possible, give notice in advance, Who speaks and for how long will be at the complete discretion of the person presiding.</p>
	<p>6.00 pm <i>(or at the conclusion of the Open Forum, whichever is the later)</i> Public Participation</p> <p>Members of the public who live or work in the District are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1(A) of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply.</p> <p>A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start.</p> <p>There is an overall limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.</p>
	<p>6.15 pm</p> <p>The formal meeting of the Cabinet will commence at 6.15 pm or immediately following the conclusion of the informal discussions, whichever is the later, in the Conference Chamber West.</p>
Venue:	<p>Conference Chamber West (F1R09) West Suffolk House Western Way Bury St Edmunds IP33 3YU</p>

Membership:	<p style="text-align: center;">Leader James Waters</p> <p style="text-align: center;">Deputy Leader Robin Millar</p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Councillor</u></th> <th style="text-align: left;"><u>Portfolio</u></th> </tr> </thead> <tbody> <tr> <td>David Bowman</td> <td>Operations</td> </tr> <tr> <td>Stephen Edwards</td> <td>Resources and Performance</td> </tr> <tr> <td>Andy Drummond</td> <td>Leisure and Culture</td> </tr> <tr> <td>Robin Millar</td> <td>Families and Communities</td> </tr> <tr> <td>Lance Stanbury</td> <td>Planning and Growth</td> </tr> </tbody> </table>	<u>Councillor</u>	<u>Portfolio</u>	David Bowman	Operations	Stephen Edwards	Resources and Performance	Andy Drummond	Leisure and Culture	Robin Millar	Families and Communities	Lance Stanbury	Planning and Growth
<u>Councillor</u>	<u>Portfolio</u>												
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Stephen Edwards	Resources and Performance												
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Robin Millar	Families and Communities												
Lance Stanbury	Planning and Growth												
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Quorum:	Three Members												
Committee administrator:	<p>Sharon Turner Democratic Services Officer (Cabinet) Tel: 01638 719237 Email: sharon.turner@westsuffolk.gov.uk</p>												

Public Information

Venue:	West Suffolk House Western Way Bury St Edmunds Suffolk IP33 3YU	Tel: 01638 719237 Email: democratic.services@westsuffolk.gov.uk Web: www.westsuffolk.gov.uk
Access to agenda and reports before the meeting:	<p>Copies of the agenda and reports are open for public inspection at the following address:</p> <p style="text-align: center;">District Offices College Heath Road Mildenhall Bury St Edmunds IP28 7EY</p> <p>at least five clear days before the meeting. They are also available to view on our website.</p>	
Attendance at meetings:	The West Suffolk Councils actively welcome members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.	
Public participation:	<p>Members of the public who live or work in the Borough/District are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply. A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start. There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.</p>	
Disabled access:	<p>West Suffolk House has facilities for people with mobility impairments including a lift and wheelchair accessible WCs. However in the event of an emergency use of the lift is restricted for health and safety reasons.</p> <p>Visitor parking is at the car park at the front of the building and there are a number of accessible spaces.</p>	
Induction loop:	An Induction loop is available for meetings held in the Conference Chamber.	
Recording of meetings:	<p>The Council may record this meeting and permits members of the public and media to record or broadcast it as well (when the media and public are not lawfully excluded).</p> <p>Any member of the public who attends a meeting and objects to being filmed should advise the Committee Administrator who will instruct that they are not included in the filming.</p>	

Agenda

Procedural Matters

All Members of St Edmundsbury Borough Council's Cabinet will be in attendance to enable informal discussions on the reports listed in Items 4. to 5. below to take place between the two authorities:

Councillor

Portfolio

Robert Everitt
Sara Mildmay-White
John Griffiths
Ian Houlder
Alaric Pugh
Jo Rayner
Peter Stevens

Families and Communities
Housing
Leader
Resources and Performance
Planning and Growth
Leisure and Culture
Operations

QUORUM: Three Members

On the conclusion of the informal joint discussions, the Cabinet will hold its formal meeting in the Conference Chamber West as follows:

Part 1(A) - Public

1. Apologies for Absence

2. Open Forum

(This item was undertaken at the beginning of the informal discussions, to allow Members to consider the issues raised by the non-Cabinet members in relation to Items 4. to 5. The Open Forum on Item 6. will be subject to the following rules)

At each Cabinet meeting, up to 15 minutes shall be allocated for questions from and discussion with, non-Cabinet members in **Part 1(B)**. Members wishing to speak during this session should if possible, give notice in advance. Who speaks and for how long will be at the complete discretion of the person presiding.

3. Public Participation

(Public speaking on Items 4. to 5. was undertaken at the beginning of the informal discussions, to allow Members to consider the issues raised by the members of the public. Public speaking on Item 6. will be subject to the following rules)

Members of the public who live or work in the District are invited

to put one question/statement of not more than three minutes duration relating to items to be discussed in **Part 1(B)** of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply.

A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start.

There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.

(Following the informal discussions held with St Edmundsbury Borough Council's Cabinet on Items 4. to 5. below, Members are asked to refrain from partaking in any further discussion. Separate formal meetings of both St Edmundsbury Borough Council and Forest Heath District Councils' Cabinets will then commence with Members being requested to formally resolve Items 4. to 5. below, before commencing separate consideration of Item 6.)

NON KEY DECISIONS

- 4. West Suffolk: Promoting Physical Activity** **1 - 22**
Report No: **CAB/FH/16/029**
Portfolio Holder: Andy Drummond Lead Officer: Jill Korwin
(For reference purposes, St Edmundsbury Borough Council's Report Number is CAB/SE/16/033)
- 5. Review of the Terms of Reference of the Joint Member Development Group** **23 - 30**
Report No: **CAB/FH/16/030**
Portfolio Holder: Stephen Edwards Lead Officer: Karen Points
(For reference purposes, St Edmundsbury Borough Council's Report Number is CAB/SE/16/034)

Part 1(B) - Public

KEY DECISION

- 6. A11 Growth Corridor - Feasibility Study** **31 - 52**
Report No: **CAB/FH/16/031**
Portfolio Holder: Lance Stanbury Lead Officer: Steven Wood

7. Exclusion of the Press and Public

To consider whether the press and public should be excluded during the consideration of the following items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt categories of information as prescribed in Part 1 of Schedule 12A of the Local Government Act 1972, and indicated against each item and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part 2 - Exempt

8. A11 Growth Corridor - Feasibility Study (para 3)

53 - 148

Exempt Appendix 2 to Report No: **CAB/FH/16/031**

Portfolio Holder: Lance Stanbury

Lead Officer: Steven Wood

(This exempt Appendix is to be considered in private under paragraph 3 of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial and business affairs of a particular organisation)

(No representations have been received from members of the public regarding this item being held in private)

(Informal Joint) Cabinet



Forest Heath
District Council

Title of Report:	West Suffolk: Promoting Physical Activity	
Report No:	CAB/FH/16/029	
Report to and date:	(Informal Joint) Cabinet	19 July 2016
Portfolio holder:	Councillor Andy Drummond Portfolio Holder for Leisure and Culture, Tel: 01638 751411 Email: andy.drummond@forest-heath.gov.uk	
Lead officer:	Jill Korwin Director Tel: 01284 757252 Email: jill.korwin@westsuffolk.gov.uk	
Purpose of report:	The <i>West Suffolk: promoting physical activity</i> document sets out a framework to enable and encourage people to lead active lives and increase activity levels across West Suffolk. This will lead to the development of area plans which will help identify gaps and prioritise actions in line with our, and our partners, priorities to increase opportunities for people to take part in physical activity.	
Recommendation:	It is <u>RECOMMENDED</u> that the West Suffolk: promoting physical activity framework be approved.	
<i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i>		
Consultation:	<ul style="list-style-type: none"> This framework has been developed in consultation with Councillors, Suffolk County Council, Sport England and Abbeycroft Leisure. 	
Alternative option(s):	<ul style="list-style-type: none"> Through this document West Suffolk councils are setting out their commitment to encouraging and enabling people to lead active lives. The benefits of this will create improved health and wellbeing outcomes for our communities. We are also setting out our intention to create an Open Space, Sport and Recreation Supplementary Planning Document for West Suffolk. 	

		<ul style="list-style-type: none"> The alternative is to do nothing, and to continue to make decisions on a case by case basis, with no overarching framework which could result in poorer health and wellbeing outcomes for local people. 	
Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> There are no financial implications as a result of this document. 	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any legal and/or policy implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any equality implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> The framework aims to make physical activity inclusive and accessible to all groups. More detailed equality implications will need to be evaluated as part of future work around localities and the development of the Supplementary Planning Document (SPD) for Open Space, Sport and Recreation in West Suffolk. 	
Risk/opportunity assessment:		None	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
West Suffolk councils would not have an overarching framework against which to make decisions about provision for physical activity in each locality. This could lead to piecemeal or unequal levels of opportunities for local people.	Medium	<ul style="list-style-type: none"> Use this framework to develop plans to address gaps and opportunities in localities. Development of an Open Space, Sport and Recreation Supplementary Planning Document which will be in line with our priorities relating to increasing physical activity. 	Low
Ward(s) affected:		All wards	

<p>Background papers: <i>(all background papers are to be published on the website and a link included)</i></p>	<p><u>Executive Summary - West Suffolk Sports Facilities Assessment</u> (as presented to the West Suffolk Joint Growth Steering Group on 8 February 2016)</p>
<p>Documents attached:</p>	<p>Appendix A: West Suffolk: Promoting Physical Activity – Framework Guidelines (Appendices to the Framework Guidelines:</p> <ul style="list-style-type: none"> - Appendix A – Health data for Forest Heath District Council and St Edmundsbury Borough Council. - Appendix B – Participation in Sport Across Suffolk. - Appendix C – West Suffolk’s Physical Activity ‘Offer’ - Appendix D – Checklist of how proposals might meet our desired outcomes.)

1. Key issues and reasons for recommendation(s)

1.1 West Suffolk: promoting physical activity

- 1.1.1 In October 2014 the West Suffolk Councils commissioned a joint Indoor Sports Facility and Play Pitch Strategy which was undertaken by independent consultants, 4Global. The study is a factual third-party assessment of current provision and perceived need for the major centres of population in West Suffolk.
- 1.1.2 The *West Suffolk: promoting physical activity* framework builds on the work undertaken by 4Global, to help us shape West Suffolk into a place that will achieve our aim to increase physical activity therefore improving the health and wellbeing of our residents.
- 1.1.3 Through this framework, the West Suffolk Councils set out the commitment to enable and encourage people to lead active lives thereby increasing activity levels across West Suffolk. This will lead to improved health and wellbeing for our communities resulting in less reliance on health care services. The framework also sets out the outcomes we want to see and how, with partners, we can use our role to increase participation in physical activity across West Suffolk.
- 1.1.4 Through this framework we will identify gaps and opportunities at a local level to ensure that, with our partners, we provide opportunities to take part in physical activity for all levels of ability, including formal and informal activities. This work will be supported by information contained in the 4Global assessment, together with other data and local knowledge from local councillors and West Suffolk's Families and Communities team.
- 1.1.5 In this framework we also set out our intention to develop an Open Space, Sport and Recreation Supplementary Planning Document (SPD) for West Suffolk as a whole. This will help inform how we shape the local area to support our aim to enable and encourage people to lead more active lives.



West Suffolk: Promoting Physical Activity

Guidelines for producing a framework for each locality that will enable
and encourage people to lead active lives

7 July 2016

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Appendices:

Appendix A – Health data for Forest Heath District Council and St Edmundsbury Borough Council.

Appendix B – Participation in sport across Suffolk

Appendix C – West Suffolk’s physical activity ‘offer’

Appendix D – Checklist of how proposals might meet our desired outcomes

1. Introduction

Undertaking some form of physical activity is widely acknowledged as an important element of increasing a person's health and wellbeing. This framework builds on work undertaken by independent consultants, 4Global to help us shape West Suffolk into a place that will enable local people to take part in physical activity that will improve their health and wellbeing. The aim is to provide opportunities for all levels of ability, including formal and informal activity. Types of activity are very wide ranging. Formal activity could include being part of a sports club or going to the gym for example. Informal activity might include children playing in the park or walking to work as part of a daily routine.

Nationally, the focus is on reducing levels of inactivity across the population, the benefits of which are wide-ranging. Crucially, populations who lead active lives have been shown to have improved health and mental wellbeing and to be less reliant on health care services. We also want to see people enjoying a healthier old age; in turn saving public money. These benefits will take time to realise but it's a place we need to work towards.

2. Aim of the framework

The aim of this framework is to set out what Forest Heath District Council and St Edmundsbury Borough Council, working together as West Suffolk will do, with other partners, to enable and encourage people to lead active lives.

3. National context

Through this framework we are responding to the emerging national agenda which focuses on increasing levels of activity across the population. The information below sets out that context:

Sporting Future: A New Strategy for an Active Nation

In December 2015, central Government published a strategy to tackle the flat lining levels of sport participation and high levels of inactivity. The strategy presents a new focus on **five key outcomes**: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

The important role of local councils was discussed in the strategy. It is recognised that our understanding of communities enables us to target opportunities to encourage mass participation. Councils also play an important role in bringing together schools, voluntary sports clubs, national governing bodies of sport, health and the private sector in local areas. We need to ensure that there is a place based approach to provision, irrespective of the provider. We also need the industry as a whole to maximise provision and work together rather than providers competing against each other. It is acknowledged that getting national organisations to working together to support what happens locally can be a challenge, but this work is vital to local success and can add value especially through partnership working.

Sport England: Towards an active nation 2016-2021

In May 2016, Sport England published a strategy to set out how it, with partners, would respond to the change the Government's strategy will bring. Through the strategy, Sport England stated that it would focus on five main outcomes: physical wellbeing; mental

wellbeing; individual development; social and community development; and economic development.

In its strategy, Sport England has also stated that 25 per cent (£265 million) of its total investment over the next four years will directly benefit inactive people, including a proportion of funding for local delivery, children and young people and facilities. Furthermore dedicated funding is being directed towards getting children and young people active from the age of five. There is a shift in emphasis towards funding for people who are the least active and a sport and physical activity sector that operates in a more efficient and sustainable way. Future funding decisions will be linked to health work with councils that will encourage more generic facilities for a wide range of uses. New investment in initiatives will be more closely linked with delivering the five outcomes in the Government strategy (detailed above) thereby investing for a purpose not sport for sports sake.

Turning the tide of inactivity is a study that looks at how the issue of inactivity can be addressed through specific actions. It also talks about the positive effects of increasing activity.¹

National Planning Policy Framework (NPPF) 2012

The Framework sets out government policies for achieving sustainable development, including how planning policy can contribute to promoting healthy communities. It requires planning policies to plan positively for, amongst other things, the provision and use of shared space and community facilities such as sports venues, and it notes that “access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities.” It requires planning policies to be based on “robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision”. The NPPF translates into the Vision 2031 documents and planned Forest Heath District Council local plan documents.

Public Health Outcomes Framework 2016-2019

The indicators in this framework help Public Health England to understand trends in public health. Their vision is *‘To improve and protect the nation’s health and wellbeing and improve the health of the poorest fastest’*. Following consultation in 2015, the framework was refreshed in May 2016. The overarching outcomes are:

- improving the wider determinants of health;
- health improvement;
- health protection; and
- healthcare public health and preventing premature mortality.

Planned growth across West Suffolk

Over the period between 2001 and 2015, 3,880 dwellings were built in Forest Heath, and 4,936 in St Edmundsbury. Both councils are planning for higher levels of growth over the next fifteen years. Planning policies have been put in place for West Suffolk that require the provision of appropriate open space, recreation, play and leisure facilities to support the planned levels and distribution of growth. The strategic and larger, mixed-use sites in the towns include the provision of such facilities within the development (required to be included in masterplans and secured through Section 106 agreements), and other developments will need to either make on-site provision, or contribute towards off-site

¹ Turning the tide of inactivity, ukactive, January 2014

provision through planning conditions, developer contributions (through “s106 agreements”), or, potentially through Community Infrastructure Levy (CIL) payments. Both councils have Supplementary Planning documents (SPDs) in place that provide the evidence for requiring the provision of open space, sports, play and recreation facilities associated with new developments. The Forest Heath SPD pre-dates the NPPF and needs to be reviewed, and both SPDs need updating. This approach and the evidence used to produce it will be key to producing a West Suffolk Open Space, Recreation, Play and Leisure SPD.

4. The benefits of physical activity

As set out by Sport England, regular activity can:

- prevent ill health and reduce the number of people dying prematurely;
- enhance mental health, quality of life and self-reported wellbeing;
- delay the need for care in older adults (age 65+); and
- reduce health inequalities and improve wider factors influencing health and wellbeing².

In 2014, the Department for Culture, Media and Sport published evidence³ which showed that:

- sport participation is associated with higher wellbeing. This increase is valued at £1,127 per person per year, or £94 per person per month; and
- sports participants are 14.1% more likely to report good health than non-participants.

Physical activity delivers wider benefits too:

Economic - In 2010, sport and sport-related activity contributed £20.3 billion to the English economy – 1.9% of the England total⁴.

The contribution to employment is even greater – sport and sport-related activity is estimated to support over 400,000 full-time equivalent jobs, 2.3% of all jobs in England⁵.

Social and cultural - Published studies show the positive effects of sport on education, including improved attainment, lower absenteeism, lower numbers of students dropping-out, and increased progression to higher education. For instance, young people’s participation in sport improves their numeracy scores by 8% on average above non-participants.⁶

Other studies have found that sport programmes aimed at young people at risk of criminal behaviour can enhance self-esteem and reduce reoffending.⁷

² Source: Start Active, Stay Active. Department of Health, Physical Activity, Health Improvement and Protection – July 2011

³ Source: DCMS (1) Quantifying and Valuing the Wellbeing Impacts of Culture and Sport; and (2) Quantifying the Social Impacts of Sport and Culture

⁴ Source: Sport England ‘Economic value of sport in England’ June 2013

⁵ Source: Sport England ‘Economic value of sport in England’ June 2013

⁶ Source: CASE programme led by DCMS February 2013

⁷ Professor Fred Coalter, Department of Sports Studies, University of Stirling. January 2012.

Health and participation data for West Suffolk

Appendix A presents health data for Forest Heath and St Edmundsbury which is split down to ward level. It shows any areas for concern across a number of indicators including the percentage of children who are obese at reception age and general health.

Appendix B presents participation rates in sport across Suffolk, data for which is taken from the Active People Survey. The number of people playing sport is monitored continuously through the Active People Survey. It is carried out on behalf of Sport England which provides a picture of sport participation levels across England, at a national and local level. It also looks at who plays sport and how they participate.

5. Local context

The West Suffolk Strategic Plan 2014-2016 sets out **resilient families and communities that are healthy and active** as one of its top three priorities alongside economic growth and homes for our communities. The councils want to see:

- a thriving voluntary sector and active communities who take the initiative to help the most vulnerable;
- people playing a greater role in determining the future of their communities;
- improved wellbeing, physical and mental health; and
- accessible countryside and green spaces.

The Families and Communities team and local councillors have a critical role in understanding localities. This will be essential to understanding the gaps and opportunities that exist in terms of increasing physical activity and understanding the potential of facilities that are available.

Most Active County

In 2012 partners across Suffolk (including West Suffolk Councils) came together and created the Most Active County initiative with the objectives of:

- developing community-led participation in sport and physical activity;
- improving the use of physical assets and the environment for sport and physical activity;
- addressing sport and health inequality;
- delivering national governing body plans for an active lifestyle;
- increasing activity amongst children and young people; and
- developing Suffolk as a host for mass participation sports events.

Health and Wellbeing Board

The Suffolk Health and Wellbeing Board was established in accordance with the Health and Social Care Act 2012. The Board has a duty to "encourage integrated working" between health, care, police and other public services in order to improve wellbeing outcomes for Suffolk. The aim of the Suffolk Health and Wellbeing Board is to improve health and decrease inequalities. The Board wants to ensure that those in Suffolk live long, fulfilling and healthy lives and to see a narrowing of the health inequalities between our affluent and poorer areas. The aims are:

- every child in Suffolk has the best start in life;
- improving independent life for people with physical and learning disabilities;

- older people in Suffolk have a good quality of life; and
- people in Suffolk have the opportunity to improve their mental health and wellbeing.

6. Outcomes

Our approach will ensure that we work with partners and our communities to achieve the following **outcomes**:

Social and community

- create an environment that provides the opportunity for physical activity for all;
- encourage personal responsibility for wellbeing through education and the development of life skills and healthy habits;
- improve the quality of life and the health and wellbeing of all our communities;
- ensure that physical activity is inclusive by understanding and addressing barriers to participation;
- maximise use of local assets including sharing assets where appropriate; and
- make connections between different communities through shared activities.

Economic

- ensure we are financially efficient and responsible in a changing financial environment, in line with the councils' Medium-Term Financial Strategy;
- understand how our impact on health and wellbeing will financially benefit the whole public sector;
- target our financial support and subsidies to improve outcomes that support our strategic priorities; and
- create wider value for money.

Personal experience

- provide opportunities for physical activity that are accessible, inclusive, welcoming, nurturing and convenient;
- acknowledge that there are a range of motivations to participating in physical activity and that some people want to be competitive, whilst others don't; and
- support the provision of facilities (including shared facilities) and opportunities in locations that encourage participation and keep active people active.

Health and wellbeing

- promote initiatives that will support the Suffolk Health and Wellbeing Strategy;
- focus on activity to address preventable health issues by creating local opportunities that address local health needs, using the health data at Appendix A to this framework;
- ensure that active people remain active and that more people become active; and
- encourage natural exercise as a part of daily lives and acknowledge that this may not include traditional sport.

7. How we will achieve the outcomes

We aim to achieve these outcomes by:

- considering the information from the 4Global assessment to develop a holistic approach to local areas in order to identify current provision and gaps;
- setting out our commitment to whole place planning, so that we can make the most of all available assets and use space as flexibly as possible;
- prioritising future requests for support, in line with this framework;
- working with partners to delivery physical activity in West Suffolk; and
- acknowledging the benefits of informal activity, for example, children’s play in developing active lifestyle habits.

8. The principles of our approach

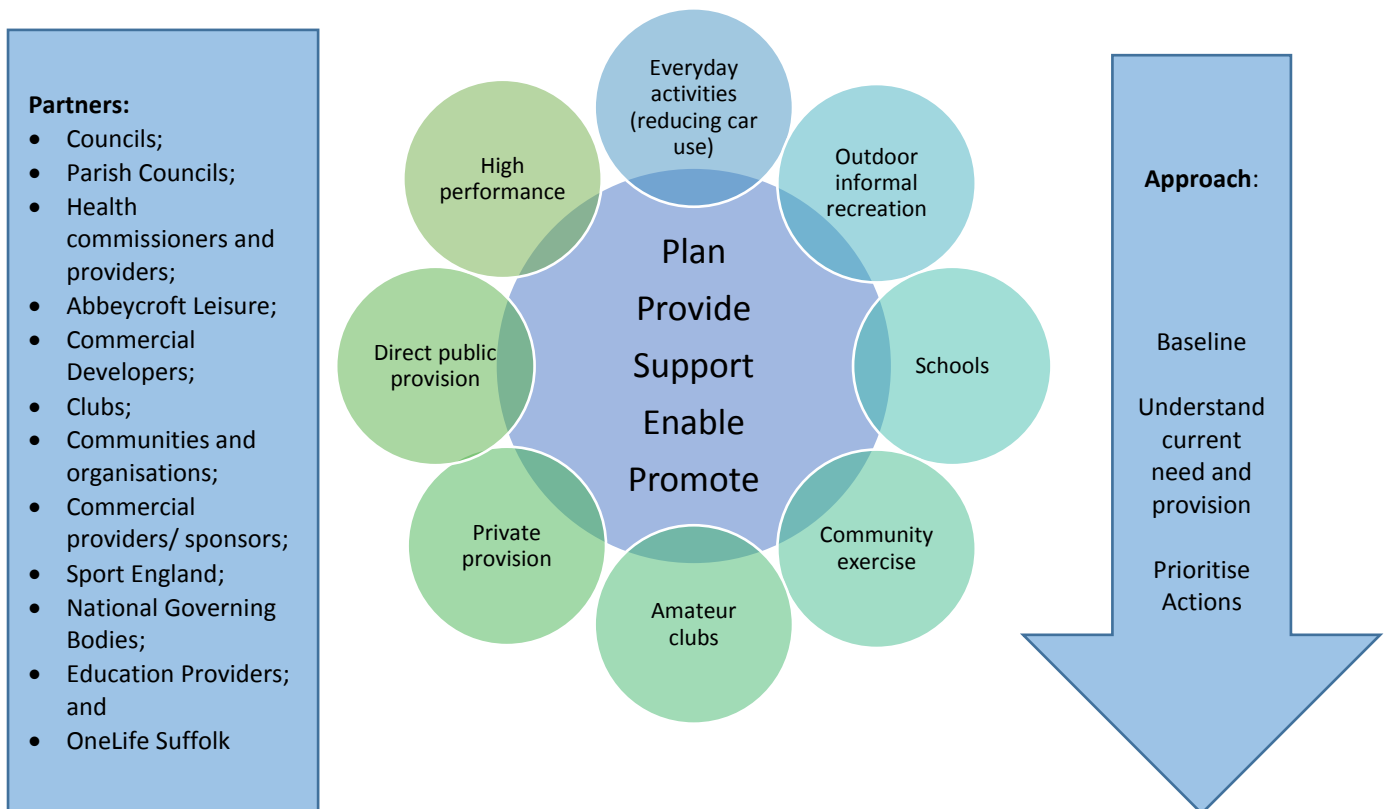
We have worked with a number of our partners to develop this approach, including Abbeycroft Leisure, Sport England and Suffolk County Council. Councillors from across West Suffolk have also contributed towards this document.

Together we have agreed to approach this using the following principles:

- taking a community based asset approach using market research and local intelligence;
- using health data at a local level to inform options and priorities;
- recognising and promoting both formal and informal activities;
- building on wider research and our and others’ experience of what works;
- taking a whole life cycle approach and focusing on the importance of physical activity in the early years of a person’s life;
- taking a whole system approach, working in partnership with statutory, voluntary and community groups;
- understanding sports and other physical activity provision holistically (including providers) and maximising what is already there;
- understanding and addressing individual barriers to access (finance, physical accessibility);
- understanding and addressing rural challenges (transport, timing of activities);
- developing a hierarchy of offer – a stepped-up approach;
- developing the breadth of offer in order to engage the maximum number of people in regular physical activity;
- making the most of digital technologies to encourage physical activity;
- developing meaningful measures to show progress against the framework; and
- exploring different financial and delivery models

9. How we will increase participation in physical activity across West Suffolk

The following diagram outlines how we will work with a whole range of partners to deliver physical activity in West Suffolk. We need local people to be able to access physical activity in a number of different ways.



The councils' role in facilitating participation in physical activity is to:

Plan: Plan for the future to ensure that we provide opportunities for people to participate in sport and physical activity at any level and maximise the impact of developer contributions.

Provide: Provide accessible parks and green spaces in the local area (as set out in priority 2 of the Strategic Plan), creating opportunities for natural exercise.

Support: For schemes and facilities that align with our priorities, explore funding opportunities for groups and organisations.

Enable: Working with partners, enable local communities and individuals to participate in sport and physical activity in a way that works for them.

Promote: Promoting opportunities at a local level through our communities and with providers.

10. Supporting initiatives that promote physical activity

Based on what the councils' role is in facilitating participation in physical activity, we have developed a set of documents that will help us to determine how and in what ways we can support initiatives that promote physical activity.

Attached as **Appendix C** is *West Suffolk's physical activity 'offer'* which sets out the ways in which we can provide support for initiatives that promote physical activity. Attached as **Appendix D** is a checklist that we will use to help assess whether an initiative would meet our desired outcomes in terms of positive, negative or neutral benefit (see section 6 of this framework).

These documents are intended to be used as tools to help start discussions with our partners.

11. Next steps

In each place, we will use the information from the 4Global assessment plus other data to look holistically at the locality, to identify gaps and opportunities and prioritise actions in line with our priorities. This work will initially be focussed around the following major centres of population:

- Brandon
- Bury St Edmunds
- Clare
- Haverhill
- Mildenhall
- Newmarket

And will include the surrounding rural areas.

Furthermore, using the 4Global assessment we will develop an Open Space, Sport and Recreation Supplementary Planning Document for West Suffolk as a whole. This will help inform how we shape the local area to support our aim to enable and encourage people to lead more active lives.

Appendix A

Forest Heath – Summary slide – area specific data

Wards	Area	Obese Children (Reception Year) (%)	Children with excess weight (Reception Year) (%)	Obese Children (Year 6) (%)	Children with excess weight (Year 6) (%)	Obese adults (%)	Deaths from coronary heart disease, all ages.SMR*	Deaths from coronary heart disease, under 75 years. SMR	% Unemployment	Long Term Unemployment - rate per 1000 of the working age population	General Health - bad or very bad %	Limiting long term illness or disability %
Brandon East	Brandon	9.2	22	24.8	42.4	26.5	114.5	100.9	3	5.1	6.6	20.1
Brandon West	Brandon		13.2	28.3	40.4	26.5	140.8	90.6	3	5.1	7.3	21.1
Great Heath	Mildenhall		17.9	17.9	33.3	24.3	90.8	119.6	2.7	5.3	4.5	16
Market	Mildenhall	6.7	20	20.8	33.3	24.3	94.3	148.5	2.7	5.3	5.2	17.7
All Saints	Newmarket		18.1	16.9	28.8	24.5	60.8	15.2	3.4	6.3	2.9	11.8
Severals	Newmarket	5.5	13.9	20.5	31.8	24.3	80.1	95.2	2.9	5.3	4.1	14.5
South	Newmarket					24.2	108.6	44.6	1.6	3	3.6	15.8
St Mary's	Newmarket	10.2	22.8	27	40.9	24.5	104	70.5	3.4	6.3	5.4	17.6
Swells and The Rows	Rural	6	12.8	16.2	29.1	20.1	110.2	106.6	1.3	3	2.3	8.8
Exning	Rural		13.1			24.3	151	118.9	2.9	5.3	4	15.9
Iceni	Rural		17.3			24.2	109.1	109.7	1.6	3	4.2	16
Lakenheath	Rural	8.6	15.2	21	35.2	19.2	94	127	1.4	3.2	4.6	18
Manor	Rural					20.5	84.8	46.7	1.3	2.9	2.9	14.4
Red Lodge	Rural	8.1	19.7		19.4	24.2	76.8	52.6	1.6	3	2.4	8.1
Forest Heath		6.6	17.3	19.1	32.6	23.4	101.9	94.4	2.4	4.5	4.3	15.1
Suffolk		8.3	21.4	16.8	30.5	24.3	95	82.2	3	7.8	4.8	17.9

Similar to Suffolk
Better than Suffolk
Worse than Suffolk

*The Standardised Incidence Ratio (SMR) is quoted as a ratio. If this is equal to 100, then this means the number of observed deaths equals that of expected cases. If higher than 100, then there is a higher number of deaths than is expected.

Data sources: Localhealth.org, What About YOUth (WAY) survey, fingertips.phe Public Health Improvement, Suffolk Observatory

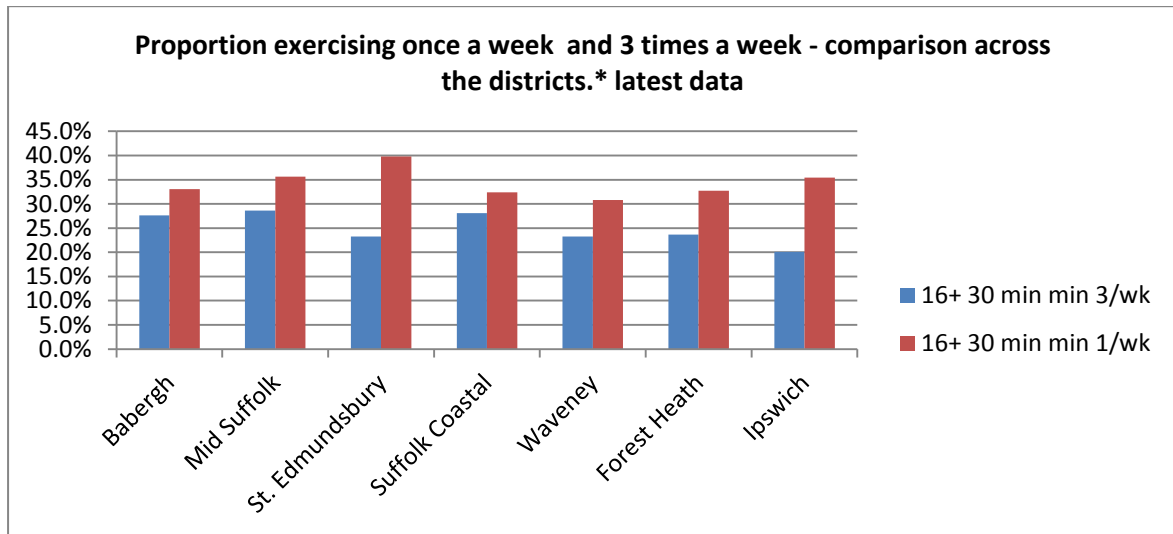
St Edmundsbury – Summary slide – area specific data

Wards	Area	Obese Children (Reception Year) (%)	Children with excess weight (Reception Year) (%)	Obese Children (Year 6) (%)	Children with excess weight (Year 6) (%)	Obese adults (%)	Deaths from coronary heart disease, all ages.SMR	Deaths from coronary heart disease, under 75 years. SMR	% Unemployment	Long Term Unemployment-rate per 1000 of the working age population	General Health - bad or very bad %	Limiting long term illness or disability %
Abbeygate	Bury	7.4	24.7	9.7	23.6	20.9	110.7	60.1	2.7	5.7	4.8	18.9
Eastgate	Bury					22	71.2	42	2.3	4.2	6.7	24.9
Minden	Bury	12.9	24.3	20.5	35	24.9	78.4	95.4	2.3	5.2	4.8	19.1
Moreton Hall	Bury	5.4	15.2	9.8	23.3	21.6	98.7	95.7	1	1.3	1.7	7.8
Northgate	Bury	7.2	21.6	18.2	29.5	28.4	83	107.5	3.6	7.2	5.6	21.2
Risbygate	Bury	4.7	19.7	13.4	33	19	110	145.2	2.8	6	4	15.9
Southgate	Bury	11.3	28.6	15.4	29.9	22	72.2	53.2	2.3	4.2	3.7	16.3
St Olaves	Bury	6.1	26.5	20.8	34.2	28.4	100.8	111.9	3.6	7.2	5.4	17.9
Westgate	Bury	6.8	16.1	16.2	28.8	23.9	62.5	25.1	2.3	4.9	4	19.7
Haverhill East	Haverhill	9.1	21.5	18.9	35.1	28.4	89.9	75.6	4.2	9.1	4.9	15.1
Haverhill North	Haverhill	6.2	17.9	17.4	32.4	29.6	100.3	60.2	3.5	6.5	5.5	17.2
Haverhill South	Haverhill	13.5	22.6	14.1	33.2	28.6	89.5	42.1	3.8	8.5	5.4	16.2
Haverhill West	Haverhill	6.8	21.6	17.2	32.8	29	95.6	60	3.2	7.6	3.4	12.4
Backwell	Rural		12.3	18.9	26.7	23.7	72.1	33	1.6	3.2	3.6	14.2
Barningham	Rural		11.1	17.7	35.4	23.9	58	97.4	2	3.4	4.3	18.4
Barrow	Rural	8.1	23		20.3	22.6	59.4	16.4	1.2	2.5	3.7	15.5
Cavendish	Rural					21.8	51.7	33.7	1.8	4.2	3.8	17.4
Chedburgh	Rural				13	22.6	96.8	84.9	1.2	2.5	4.4	16.4
Clare	Rural		19	14.5	27.3	21.8	104.2	102.8	1.8	4.2	4.3	21.4
Fornham	Rural					22.3	71	34.2	1.6	2.8	4.6	22.9
Great Barton	Rural				25	22.3	56.5	62.2	1.6	2.8	3.8	16.8
Horringer and Whelmetham	Rural		11.1	18	27.9	22.6	89.9	87.6	1.2	2.5	3.8	16.3
Hundon	Rural		15.2		21.6	24.9	93.1	30.8	1.3	1.9	5.4	17.5
Ixworth	Rural		21.7		18.9	23.6	79.3	40.8	1.3	2.9	4.1	18.1
Kedington	Rural		18.5	24.5	41.5	24.9	98.9	38.4	1.3	1.9	4.7	18.6
Pakenham	Rural	7.5	19.6	20.8	28.6	23.6	102.6	131.1	1.3	2.9	2.4	9.9
Risby	Rural		27.3		25	22.6	80.6	79.2	1.2	2.5	3.3	16.5
Rougham	Rural		15.5	13.8	29.3	22.3	108.5	99.4	1.6	2.8	3.8	16.5
Stanton	Rural		30.9	18.8	33.3	23.9	73.5	86.9	2	3.4	4.9	20
Wickhambrook	Rural					21.8	66.6	66.2	1.8	4.2	4.1	16.7
Withersfield	Rural					24.9	86.4	37.9	1.3	1.9	3.8	14.8
St Edmundsbury		7.3	20.1	15.3	29.4	24.4	84.8	69.1	2.4	4.9	4.3	16.4
Suffolk		8.3	21.4	16.8	30.5	24.3	95	82.2	3	7.8	4.8	17.9

Similar to Suffolk
 Better than Suffolk
 Worse than Suffolk

Participation data

The following table presents participation rates in sport across Suffolk⁸:



⁸ Active People Survey 10: April 2015 to March 2016

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West Suffolk's physical activity 'offer'

Appendix C

West Suffolk councils are committed to providing appropriate support to a wide range of initiatives that promote physical activity. The chart below describes the type of engagement that is most suitable for different kinds of initiative. The list is not exhaustive but aims to provide a starting point for discussions.

Plan

Most suitable for:

- shaping new developments to ensure they promote physical activity (walkable communities etc)
- ensuring new developments contribute to the overall balance of sports and physical activity facilities across the area, in line with evidence of need and local planning policies

Provide

Most suitable for:

- amenities or activities that are not commercially viable (e.g. parks and open spaces) and/or require a subsidy (i.e. addresses market failure)
- amenities or activities that offer access to the broadest possible range of people

Support

Most suitable for:

- providing a catalyst for new initiatives which meet our strategic objectives but which require, for example:
 - *pump priming* (through loan funding) before becoming self-sustaining; or
 - *subsidy to overcome barriers to access* (through grant funding e.g. locality budgets)
- activities which will create a saving to the public purse elsewhere in the system (e.g. NHS)

Enable

Most suitable for:

- all types of activity (commercial or voluntary) that promote physical activity
- In particular:**
- local groups looking to develop facilities or activities in their local area
 - local businesses who provide opportunities for physical activity but are looking to develop / expand

Promote

Most suitable for:

- activities that would benefit from being promoted to a wider audience
- broad-based and accessible physical activities

Least suitable for:

- the provision in new developments of facilities where there is little evidence of need or necessity to fulfil local planning policies

Least suitable for:

- facilities or activities that are commercially viable without subsidy
- facilities or activities that are not accessible to the broadest range of people

Least suitable for:

- facilities or activities that are commercially viable without subsidy
- facilities or activities that are not accessible to the broadest range of people

Least suitable for:

West Suffolk councils are keen to have a discussion with any partner involved in promoting physical activity in West Suffolk.

Least suitable for:

- activities that conflict with the councils' advertising or sponsorship policies

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**Check list of how proposals might meet our desired outcomes
(Positive/Neutral/No obvious benefit)**

Outcomes	West Suffolk Evaluation
<p><i>Social and community</i></p> <ul style="list-style-type: none"> • create an environment that provides the opportunity for physical activity for all; • encourage personal responsibility for wellbeing through education and the development of life skills and healthy habits; • improve the quality of life and the health and wellbeing of all our communities; • ensure that physical activity is inclusive by understanding and addressing barriers to participation; • maximise use of local assets including sharing assets where appropriate; and • make connections between different communities through shared activities. 	
<p><i>Economic</i></p> <ul style="list-style-type: none"> • ensure we are financially efficient and responsible in a changing financial environment, in line with the councils' Medium-Term Financial Strategy; • understand how our impact on health and wellbeing will financially benefit the whole public sector; • target our financial support and subsidies to improve outcomes that support our strategic priorities; and • create wider value for money. 	
<p><i>Personal experience</i></p> <ul style="list-style-type: none"> • provide opportunities for physical activity that are accessible, inclusive, welcoming, nurturing and convenient; • acknowledge that there are a range of motivations to participating in physical activity and that some people want to be competitive, whilst others don't; and • support the provision of facilities (including shared facilities) and opportunities in locations that encourage participation and keep active people active. 	
<p><i>Health and wellbeing</i></p> <ul style="list-style-type: none"> • promote initiatives that will support the Suffolk Health and Wellbeing Strategy; • focus on activity to address preventable health issues by creating local opportunities that address local health needs, using the health data at Appendix A of the 'West Suffolk: promoting physical activity' framework; • ensure that active people remain active and that more people become active; and • encourage natural exercise as a part of daily lives and acknowledge that this may not include traditional sport. 	

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(Informal Joint) Cabinet



Forest Heath
District Council

Title of Report:	Review of the Terms of Reference of the Joint Member Development Group	
Report No:	CAB/FH/16/030	
Report to and date:	(Informal Joint) Cabinet	19 July 2016
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Karen Points Head of HR. Legal and Democratic Services Tel: 01284 757015 Email: karen.points@westsuffolk.gov.uk	
Purpose of report:	The Cabinet is asked to consider tasking the Joint Member Development Group to review their Terms of Reference (and make any necessary amendments) to reflect the evolving role of Members, as Leaders, in the current and future challenging and changing times.	
Recommendation:	It is <u>RECOMMENDED</u> that Cabinet requests the Joint Member Development Group to review their Terms of Reference and programme to reflect the evolving role of members as Leaders in challenging and changing times, based on the structure outlined below.	
Key Decision: (Check the appropriate box and delete all those that <u>do not</u> apply.)	Is this a Key Decision and, if so, under which definition? Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i>		
Consultation:	<ul style="list-style-type: none"> • Not applicable 	
Alternative option(s):	<ul style="list-style-type: none"> • Not applicable 	

Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
The Group becomes complacent and does not provide an effective support mechanism for Members	Medium	Regular review of the role of the Group and its Terms of Reference to ensure that it remains 'fit-for-purpose'	Low
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		<i>(Please list any appendices.)</i> Appendix A - Current Terms of Reference of the Joint Member Development Group Appendix B - Current Member Development Programme 2016	

1. Key issues and reasons for recommendation(s)

1.1 Background

1.1.1 The LGA has commenced work on the changing role of the '21st Century Elected Member', having recognised that we are living through very fluid and challenging in Local Government. Whilst the outcome of this piece of work will be of interest to us, our Members are already working with change on a significant scale. Impending and current Council challenges are likely to include understanding the impact of the East of England devolution package, including the most appropriate delivery model for local governance across West Suffolk, working across the wider Suffolk system with budgets and partner organisations to deliver services in a joined up and coherent strategy, whilst working as effective community politicians with local communities.

1.1.2 The Joint Member Development Group (JMDG) has provided a programme developed in part from a training needs analysis completed annually that aims to equip and develop members for their roles. This offer has been recognised as being successful and effective at the time of the joint award of the Charter for Elected Member Development in September 2014. The Assessors found the following particular strengths:

- ◆ Top political managerial/leadership in driving and supporting the Member Development Agenda.
- ◆ Joint Learning and Development Policy in place across both local authorities with a strong emphasis and reference to Member Development.
- ◆ Comprehensive Joint Member Development Programme in place across both authorities that is linked to corporate priorities and supports Members in achieving their future corporate ambitions.
- ◆ Joint Member Development Group had high calibre officer support available from both Human Resources and Democratic Services to support Members and Member Development.

1.1.3 However, given that this was two years ago we must not be complacent in the offer; and we aspire to continuous improvement in the work we do.

1.1.4 Feedback and evaluation of the current programme has been very positive (average 4.6/5 for the 2015/16 programme) albeit that attendance at sessions is very low at times (average 17% of Members in attendance) and it appears that often it is the same Members who attend. This has led the Group to consider how best to continue with effective member development that meets the needs of the widest group of members and increases participation and value.

1.2 Review of Terms of Reference

1.2.1 The Learning and Development Team have given some thought on the evolving needs of the members following the 2014-15 programme, whilst considering the views and attendance of members, along with discussions that have taken place with Members, both at the JMDG meetings and informally.

This has prompted the question – what else can be done in Learning and development terms to help Members with the challenges they face over the next three years.

1.2.2 The JMDG has been involved in new ways of supporting Members over the last two years. The 'Front-line Member Events' enabled Members to meet their colleagues at the partner Council, build their networks and working relationships, share intelligence and work together on joint issues. The work done on the shared priorities now in the Corporate Plan further developed the partnership. Core skills training sessions are always welcomed by those who attend – for example 'Understanding Local Government Finance' or working on the Scrutiny, DC or Licensing Committees.

1.2.3 It is clear now that there are four strands to the learning and development requirements of members. Members need to be skilled as:

- Community Leaders in their wards,
- Effective members and partners with outside bodies and partner organisations
- Robust decision makers and effective committee members to ensure good governance, scrutiny and decision making within legal and constitutional frameworks
- Confident and competent members, able to use a range of core skills in order to work smartly within time and priority pressures and be accessible active and effective in the role.

1.2.4 The Joint Member Development Group is tasked and given a budget (c£8000 joint per annum) to provide the necessary programme. The Terms of Reference have not been reviewed since December 2013 and Cabinets are therefore asked to consider tasking the JMDG to review their Terms of Reference (and make any necessary amends), and the strands detailed above with a view to supporting the development of a new offer directly linked to the structure and associated skills as listed above.

Joint Member Learning and Development Group

Introduction

The Joint Member Learning and Development Group (JMLDG) is an informal working group of councillors that complies with the standards expected in the Charter for Elected Members Development.

Membership and attendance

The Joint Member Learning and Development Group will make recommendations to Cabinet with regard to the effective learning, support and development of councillors. Meetings will be held bi-monthly, agreed in advance. Meetings may be scheduled more frequently should it be required to support project work and development initiatives. The Group will make recommendations to Cabinet at each Council.

The group will consist of a minimum of 6 and maximum of 8 members across the political parties to consist of the respective Portfolio Holders and three members from each authority. An officer from the Learning and Development team will be part of the group and will take note of actions agreed. A Councillor will be elected to chair the group.

Terms of Reference

- to act as champions of learning and development and inform peers of opportunities and ways to access learning and development for Members.
- to assist and contribute in the development and evaluation of Member learning and development opportunities and initiatives to ensure that needs at a local level are addressed while recognising the need to consider and include national standards and initiatives where appropriate
- to identify priorities for learning and development support for members which supports authority and individual needs, while fulfilling the standards of the Charter for Elected Member Development
- to consider the evaluation of the quality and effectiveness of interventions and development programmes and to monitor attendance at events and development opportunities.
- To operate in a transparent manner and promote best practice in the provision of development opportunities for Members.

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Appendix B

Member Development Programme 2016		
WSH: 5.30 - 7.30pm	FHDC: 6 - 8pm	
Date	Location	Topic
26th May	West Suffolk House CRE	Licensing and Regulatory
22nd June	Forest Heath CC	Effective Member/ Officer Relations - Mark Mower EELGA
18th July	West Suffolk House CRE	Development management - the West Suffolk Way
20th July	West Suffolk House CRE 2.30-3.30pm	Prevent (prior to Overview and Scrutiny)
28th July	Forest Heath CC	Development management - the West Suffolk Way
8th September	West Suffolk House CRE	Development management - external Lewis Hebert
28th September	Forest Heath TR 4-5pm	Prevent (prior to Full Council)
17th October	Forest Heath CC	Planning Committee Practice & Probity Lewis Herbert
17th October	Forest Heath CC	Development management - external Lewis Herbert
15th November	Forest Heath CC	Housing - Planning and Growth
10th January	West Suffolk House CRE	local government Finance update 2017-2018 - TBC
16th February	Forest Heath CC	local government Finance update 2017-2019 - TBC
22nd March	West Suffolk House	Families and communities
18th April	Forest Heath CC	Sustainability environmental issues and conflicts - TBC
30th May		
To be agreed		
Safeguarding		

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(Informal) Joint Cabinet



Forest Heath
District Council

Title of Report:	A11 Growth Corridor – Feasibility Study	
Report No:	CAB/FH/16/031	
Report to and date:	(Informal Joint) Cabinet	19 July 2016
Portfolio holder:	Councillor Lance Stanbury Portfolio Holder for Planning & Growth Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk	
Lead officer:	Steven Wood Head of Planning & Growth Tel: 01284 757303 Email: steven.wood@westsuffolk.gov.uk	
Purpose of report:	To present the findings of the feasibility study into the delivery of an A11 Growth Corridor and to seek authority to continue work, in partnership with other relevant Local Authorities, towards its establishment.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that Members of Cabinet:</p> <p>(1) Members note the work undertaken to date to develop an A11 Growth Corridor project; and</p> <p>(2) Endorse the key findings of the Feasibility Study; and</p> <p>(3) Delegate authority to the Head of Planning & Growth, in consultation with the Portfolio Holder, to enter into legal agreements to establish suitable governance for the project and to work with Partners to bring the project forward.</p>	
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(a) A key decision means an executive decision</p>	

	<p>which, pending any further guidance from the Secretary of State, is likely to:</p> <p>(i) be significant in terms of its effects on communities living or working in an area in the Borough/District; or</p> <p>(ii) result in any new expenditure, income or savings of more than £50,000 in relation to the Council's revenue budget or capital programme;</p>
<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i></p>	
<p>Consultation:</p>	<ul style="list-style-type: none"> • The Feasibility Study was produced as an internal document to evaluate certain sites. The company who undertook the study consulted with and interviewed landowners/agents for all of the relevant sites and also other interested Stakeholders such as the LEPs, County Councils etc.
<p>Alternative option(s):</p>	<ul style="list-style-type: none"> • Alternative options are: - <ul style="list-style-type: none"> ○ To ignore the findings of the study and do nothing i.e. allow the sites to come forward naturally as and when the market develops. This option is not recommended as other areas in the UK are either already developing similar projects e.g. the London Stansted Cambridge Corridor or are looking to do so in the near future. ○ Accept the findings of the study but not look to develop in Partnership with other Local Authorities i.e. utilise our own resources and work within those limits independently to develop our own sites. This option is not recommended as it does not take advantage of the added value and potential shared costs of collaborating with Partners to deliver outcomes that will benefit all Partners and raise the profile of the "Corridor" by working together.
<p>Implications: The Feasibility Study suggests that all of the Local Authorities and LEPs along the A11 Growth Corridor will need to collaborate in some way on a 'joint venture' to deliver the aspirations of the Growth Corridor.</p>	
<p>Are there any financial implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • The Feasibility Study suggests a total of £70 million of Public Sector

		<p>support may be required from Government and/or other Funding Agencies to deliver the aspirations for the Growth Corridor between now and 2031.</p> <ul style="list-style-type: none"> • There are no specific requests for further finance at this stage. Further reports will be brought to Members as and when necessary in the future. 	
<p>Are there any staffing implications? If yes, please give details</p>		<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • Further officer time will be required to take the findings of this study forward. 	
<p>Are there any ICT implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Are there any legal and/or policy implications? If yes, please give details</p>		<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • It is highly likely that a Memorandum of Understanding between the Local Authorities supporting an A11 Growth Corridor will need to be developed and agreed. 	
<p>Are there any equality implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Risk/opportunity assessment:</p>		<p><i>(potential hazards or opportunities affecting corporate, service or project objectives)</i></p>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
One (or more) Partner Councils does not agree to support the project going forward (e.g. refuses to agree with a Memorandum of Understanding, cannot provide adequate officer time etc.	Low	Meetings have already taken place at Senior Member and Executive levels to ensure all Partners are supportive of the Growth Corridor.	Low
Insufficient Funding is made available to deliver the desired outcomes – jobs and housing.	Medium / High	As above, plus discussions have taken place to ensure LEPs (as a possible Funding Partner) are fully engaged with the project and its outcomes (which also support strategic objectives of both partner LEPs). Political Leadership across the Growth Corridor area is fully	Medium

		aware of and engaged with the project vision and its outcomes.	
All Key sites in the Growth Corridor are in private sector ownership so there is a risk that landowners or their agents will not co-operate with the project	Medium	Close relationships will need to be developed with landowners and their agents as soon as the project moves into an active phase, so that they fully understand the role of the project. They will need to be included in the future development of the project as much as is sensible for the project to gain their support.	Low
Ward(s) affected:		Potentially all Wards within the District	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		Appendix 1 – A11 Growth Corridor Feasibility Study Summary (Exempt) Appendix 2 – A11 Growth Corridor Feasibility Study – Final Report (Full Version)	

1. Key issues and reasons for recommendation(s)

1.1 Background Information

- 1.1.1 The original concept of an A11 Growth Corridor was the result of some joint working between Breckland and South Norfolk Councils. Forest Heath subsequently became aware of this work after the brief for the feasibility study had been developed but prior to the Tender process being initiated. Forest Heath, in line with the duty to cooperate (created in the Localism Act 2011), agreed to join in with the study at short notice to ascertain the feasibility of establishing an A11 Growth Corridor that included Forest Heath employment sites/land.

The feasibility study was therefore commissioned early in 2015 by South Norfolk District Council (SN) on behalf of itself, Breckland District Council (B) and Forest Heath District Council (FH) as an internal or confidential report. The initial phase of work was to look at the ways in which the area could optimise the economic opportunity of the £120m infrastructure investment to dual the final section of the A11 trunk road. Forest Heath's financial contribution (£15k) was signed off by the Portfolio Holder for Economic Development & Growth in December 2014 on the basis that Members would take further decisions on subsequent phases of work. The report, now complete, contains commercially sensitive information and so a redacted executive summary is attached as Appendix 1 along with the full version of the report as Appendix 2.

- 1.1.2 When commissioned, the aim of the feasibility study was to ascertain the viability of creating a specialist economic growth corridor between the Norwich Research Park and Cambridge which could secure an aspirational growth figure of 10,000 new Jobs by 2031.

If taken forward, this growth corridor initiative has the potential to deliver 708,000 sq m of industrial and commercial floor space, circa 14,900 gross (9,000 net) additional jobs and £905m of private sector investment along the whole of the corridor.

- 1.1.3 At a local level the concept of supporting an A11 Technology Growth Corridor would be in line with priority 1 of the West Suffolk Strategic Plan 2014-16 to "Increase opportunities for economic growth."

- 1.1.4 At a sub national level, the A11 Technology Growth Corridor has been identified as one of four 'Growth Corridors' within New Anglia's Strategic Economic Plan (See figure 1 below) which has ambitions to deliver 95,000 new jobs, 10,000 new businesses, 117,000 new houses and improved productivity levels for New Anglia by 2026.

- 1.1.5 The concept of the A11 Technology Growth Corridor provides a framework to realign and enable more effective partnerships under the 'Duty to Cooperate'. The geography of the A11 Technology Growth Corridor incorporates a number of District Council areas, the counties of Norfolk and Suffolk and two LEP areas making it an ideal initiative to enhance collaboration for effective economic growth and infrastructure

and site development.

- 1.1.6 In addition, the A11 Technology Growth Corridor initiative has the potential to build on and benefit from discussions on devolution as there is likely be scope to better realign service delivery including business support and engagement activity as well as inward investment promotion on alternative geographic levels.

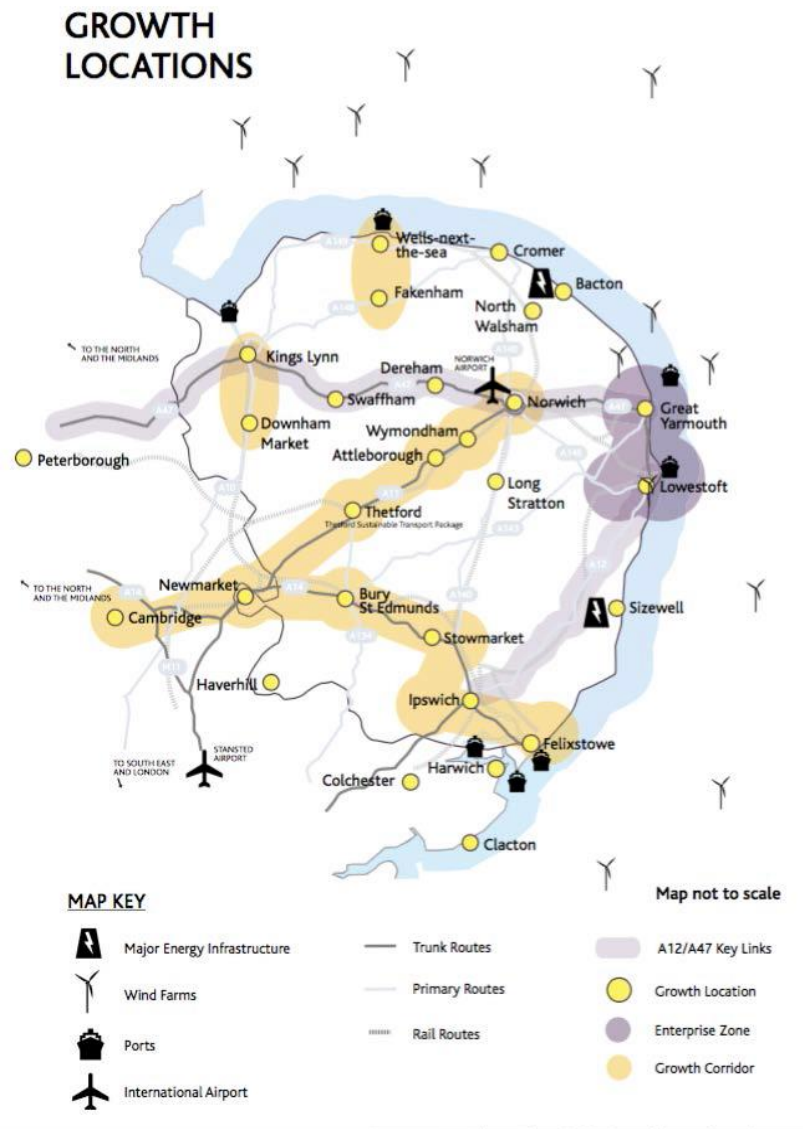


Figure 1 : New Anglia local Enterprise Partnership, Strategic Economic plan Growth Locations

1.2 Key Findings of the Feasibility Study

1.2.1 As part of the scope of the Feasibility Study, the three Councils proposed 25 potential sites along the A11 for the consultants to evaluate. These were assessed on a “multi-criteria basis” including:

- **Deliverability** – how easy is it to develop the site given existing constraints assuming delivery timescales for B1 (*Business e.g.: Offices, research & light Industry*), B2 (*General Industrial*) and B8 (*Storage and distribution*) employment space over the following timeframes:
 - o Short term (2015-21)
 - o Medium term (2021-26)
 - o Long term (2026-31)
 - o Beyond 2031.
- **Suitability** – is the site suitable for development?
- **Achievability** – will the site be developed, has it got planning permission, is it readily available for immediate occupation
- **Contribution to the A11 Corridor vision** - will the site help to transform the Corridor to meet the draft Vision?

1.2.2 The outcome of this evaluation was that 11 sites (as set out in **(Exempt)** Appendix 2) were shortlisted to make a significant contribution to economic growth along the A11 (see Table 1 below) with 3 sites comprising Kings Warren – Red Lodge (FH), Thetford Enterprise Park (B) and Browick Road, Wymondham (SN) likely to make a very significant contribution to the overall criteria. In addition Kings Warren – Red Lodge (FH), Thetford Enterprise Park (B) and Hethel Engineering Centre, Wymondham (SN) should be developed as ‘Technology Hubs’ see Table 1 below;

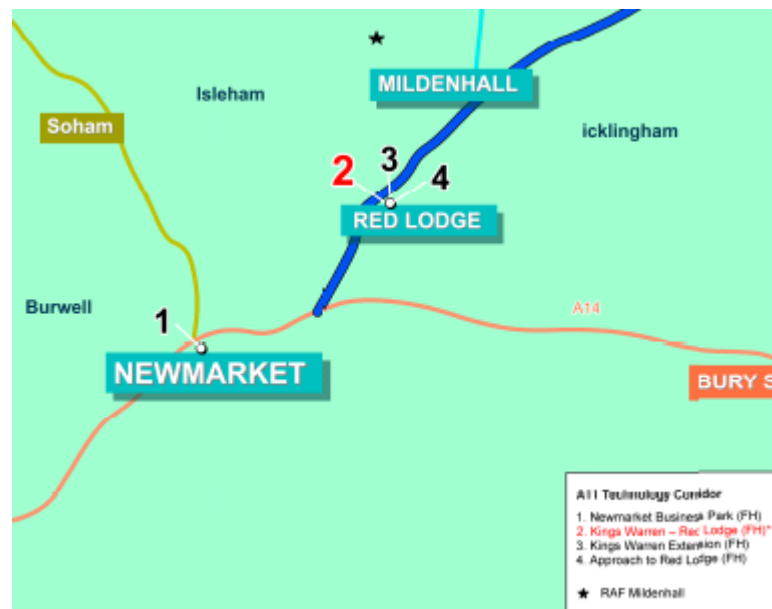
<input type="checkbox"/> <input type="checkbox"/> Newmarket Business Park (FH)	<input type="checkbox"/> <input type="checkbox"/> Snetterton Heath (B)	<input type="checkbox"/> <input type="checkbox"/> Norwich Research Park – South (SN)
<input type="checkbox"/> <input type="checkbox"/> Kings Warren – Red Lodge (FH)	<input type="checkbox"/> <input type="checkbox"/> Hethel (SN)	<input type="checkbox"/> <input type="checkbox"/> Thetford Enterprise Park (B)
<input type="checkbox"/> <input type="checkbox"/> Kings Warren extension (FH)	<input type="checkbox"/> <input type="checkbox"/> Browick Road – Wymondham (SN)	<input type="checkbox"/> <input type="checkbox"/> Thetford Urban Extension (B)
<input type="checkbox"/> <input type="checkbox"/> Approach to Red Lodge (FH)	<input type="checkbox"/> <input type="checkbox"/> Norwich Research Park – North (SN)	

Table 1 -Extract from A11 feasibility study depicting 11 strategic sites.

1.2.3 The feasibility study findings suggest that the allocated employment sites in the 11 identified sites offer the potential to deliver 708,000 sq m of industrial and commercial floor space and 14,900 gross (8,700 net) additional jobs and £905m of private sector investment. In addition the wider identified land resource has the potential for 836,100 sq. m, indicating that other opportunities may arise as the prospect of windfall sites is not precluded.

1.2.4 To deliver the Corridor, the consultants identified possible public sector support/interventions as follows:

- **Planning Framework/Masterplans** - a supportive planning framework to give investors greater certainty to the concept of the Corridor the individual sites and a focus for sector-led activity;
- **Site infrastructure** – support for initial investment in site infrastructure to kick start development activity;
- **Development activity support** - support for development to address viability issues in certain sites;
- **Business support** - additional support, where appropriate, to encourage business investment and recruitment and training activity;
- **Marketing and promotion** – active marketing of the Corridor, with appropriate information and promotional material, with the focus on a 'Technology Corridor'.
- **Project costs** – in outline terms, the consultants suggested that gross public sector indicative costs would be in the order of £70m supplemented by £905m (based on the Gross Development Value of the eleven proposed sites) from the private sector. It is estimated that £1.4m of public sector funding would be required for the 4 key sites identified in Forest Heath (see diagram below).



1.2.5 The consultant also considered where funding could come from and focused in particular on "traditional" opportunities for UK Government funding through LEPs, European Regional Policy (ESIF and Interreg), Joint ventures, LEP and local authority sources. It should be noted that this assessment was undertaken before the announcement was made about the abolition of uniform business rates or local discussion on

devolution and more recently the Referendum on Britain's membership of the European Union. Details of the funding requirements are included within the executive summary attached as Appendix 1.

1.3 **Development of an A11 Concept**

1.3.1 To breathe life into the concept of the A11 Technology Growth Corridor, following receipt of the study, a draft vision has been developed and shared amongst all of the Partners. This comprises the following statement: -

'By 2031, the Cambridge <-> Norwich Technology Growth Corridor will be a destination of choice for global technology including engineering, agritech and advanced manufacturing companies. Attracted by excellent infrastructure, reasonably priced land and adjacency to the cities and universities of Cambridge and Norwich, investors will create an additional 9,000 well-paid jobs and will add £558 million to the regional economy'.

We will achieve this vision in the following way:

- We will create a model that balances the enormous growth potential of the City of Cambridge with relatively low cost employment space along the Cambridge <-> Norwich Technology Corridor. This will be accomplished through a combination of New Anglia's successful Growth Locations strategy, and Greater Cambridgeshire's pioneering approach to enabling business-to-business networking, supply-chain linkages and cluster support. The outcome will be 'breathing space' for Cambridge through complementary and connected high value-added employment growth along the road and rail corridor to Norwich.*
- We will facilitate and encourage collaboration between the Universities of Cambridge and Norwich, using ESIF and other funding to enable the application of technology to new product development, and the commercialisation of research and innovation.*
- We will cooperate with each other and will work collaboratively with land-owners and developers, using planning powers and (where appropriate) public resources to create suitably serviced and accessed employment land at 11 agreed locations along the Technology Corridor.*
- We will ensure that the Ely North railway junction is upgraded, with a view to facilitating half-hourly train services on the Downham Market and Thetford routes, as well as improved cross country and freight services. This enhancement will contribute a regional economic uplift of £220 million. The upgrade will also facilitate the Wisbech to Cambridge Science Park line that is critical to the development of up to 10,000 new homes in and around Wisbech.*
- Using planning powers, we will facilitate the delivery of an additional 10,000 homes to complement the planned growth in high value-*

added employment.

- *We will develop a strong brand for the (provisionally named) Cambridge <->Norwich Technology Corridor that reflects our agreed Vision and that will be used to market investment opportunities on the 11 strategic commercial sites.*

1.3.2 To deliver the ambitious outcomes at pace, a collaborative approach at officer level by the three "Partner" District Councils and other relevant stakeholders (e.g. LEPs, County Councils) has been adopted in order to try and add value in the following ways:

- removing barriers to growth by promoting the A11 Technology Growth Corridor as a single key growth initiative for the New Anglia and Greater Cambridge Greater Peterborough LEP;
- increased scope to attract local, national and Foreign Direct Investment by offering planning certainty through a jointly agreed planning framework for the A11 Technology Growth Corridor;
- increased "weight" and negotiating leverage with Cambridge University, the Cambridge Cluster, and the Norwich Research Park to endorse and actively support the A11 Technology Corridor; and
- potential savings in terms of set up, joint marketing and promotion of the corridor, compared to each of us ploughing our own furrows.

1.3.3 To assist with the development of the concept and, in particular, with the marketing and branding element of the proposed Growth Corridor a total of £80K has been secured from Pooled Business Rates funding (£40K from Suffolk and £40K from Norfolk) to deliver this element. A procurement exercise, led by Breckland DC has been undertaken and a supplier selected, a partnership between MADE (Norwich based) and Milner Strategic Marketing (Ipswich).

1.3.4 The Cabinet are therefore asked to support and endorse the findings of the feasibility study as summarised in the report and agree to embark on the next delivery stage of bringing the project, as described, to life. The Leaders of both South Norfolk and Breckland District Councils have indicated their support for the findings of the study and have agreed to move towards a partnership phase, committing officer time to the project. Conversations have also been progressing with East Cambridgeshire District Council and Cambridge City Council to see whether they would support the establishment of an A11 economic growth corridor. East Cambridgeshire DC has now committed some officer time to assist with the development and the progress of the project.

(Please note that at time of writing this report the full implications of the result of the Referendum vote on 23 June 2016 have yet to be fully understood and, if necessary, this matter may need to be reviewed as and when this position is clarified. It is possible, at the current time, that

some existing European Funding may be targeted by the project for support in the future).

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Final Report

A11 Growth Corridor – Feasibility Study
Summary

**Delivering the Economic Growth
Potential of the A11 Corridor**



SUMMARY

1. STRATEGIC OVERVIEW

1.1 Introduction

Bruton Knowles, with the support of AMION Consulting, was appointed by South Norfolk Council, Breckland Council, and Forest Heath Council ('the Councils') to prepare a Feasibility Study to inform the establishment and delivery of the A11 Growth Corridor project, on the basis that it would consolidate, analyse, and assess existing and emerging data in order to:

- confirm whether the location, scale, and remit of projected growth is achievable within the timescale and other constraints;
- highlight any additional opportunities in addition to those already identified;
- describe and appraise a number of delivery options which deliver the scale of anticipated growth; and
- develop key aspects of a business case to take the project forward.

This summary provides an outline of the final report.

The A11 Growth Corridor project will draw together the three districts of South Norfolk, Breckland, and Forest Heath, in order to develop a major new initiative that will establish a location for new economic investment activity with a focus on developing new technology-related employment, capitalising on the significant improvements in accessibility arising from the £120 million investment in the dualling of the A11 and other important existing assets.

It will provide a link between the ambitions of the partners of the Greater Norwich City Deal - to enable knowledge-based industries to grow and develop and turn world-class knowledge and ideas into world-class jobs - and those of the Cambridge City Deal which seeks to enable a new wave of innovation-led growth by investing in the infrastructure, housing, and skills that will facilitate the continued growth of the Cambridge Phenomenon. In addition, it will support the aims of the Strategic Economic Plans of the New Anglia and Greater Cambridge Greater Peterborough LEPs as well as the growth strategies of Norfolk and Suffolk County Councils.

The report provides a preliminary assessment of the potential of the A11 Corridor to support economic growth, but requires further detailed consideration, not least in terms of planning considerations, in order to achieve a fully developed business case.

1.2. Aims

The ambition of the three districts is to play a full role in the wider achievement of economic growth, rebalancing the economy, and meeting the needs of current and future populations. The key aims of the A11 Growth Corridor project are:

- **to secure substantial economic growth within the A11 Corridor with a focus on advanced manufacturing & engineering and agri-tech, together with wider target sectors and other opportunities of importance to the local economy;**
- **to align employment growth with a significant increase in housing accommodation within the A11 Corridor to meet increased population needs;**
- **to support the ambitions of the Growth Deals for Greater Norwich and Cambridge, and the wider growth policy framework, including opportunities for capturing spillover effects where this will increase overall economic benefits; and**
- **to make the A11 Corridor a recognised location for investment activity in order to support and add value to the wider sub-regional offer.**

Economic analysis and consultation has confirmed the initial views of partners that there is a market appetite and opportunities for business growth in particular in engineering activities associated with a number of important

sectors (including advanced manufacturing and agri-tech) within the Corridor that could complement knowledge-based growth in Norwich and Cambridge and wider sector initiatives within the broader area.

1.3 Future Requirements

The focus of the initiative over a period of some 15 years will be to meet the needs of businesses and the local community and to address market failures by:

- providing for essential additional local infrastructure requirements and support to construction activity to enable the creation of new employment opportunities through the development of significant new additional employment floorspace;
- ensuring that existing and new businesses are able to access support for business investment and requirements for workforce recruitment and training in order to maximise the potential benefits of investment decisions;
- commercialising world class research; and
- creating an identity for the A11 Corridor as a location for investment (including FDI) that will help to attract new and additional economic activity to the area.

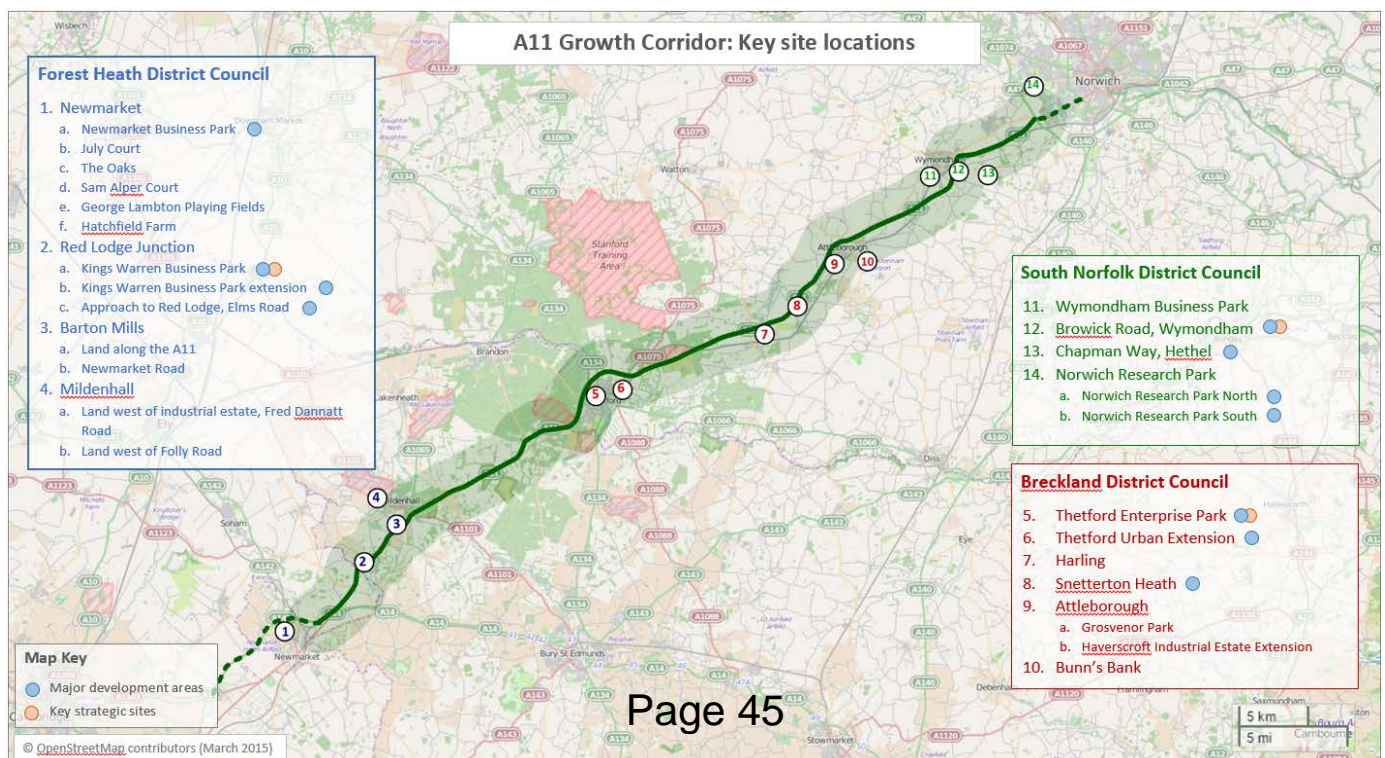
1.4 Locations for new growth

In South Norfolk, the focus will be on **Norfolk Research Park** (North and South) to provide a major cluster of vibrant businesses in the agri-tech and environmental sciences sectors, as identified in the Norwich City Deal in relation to the potential for 3,000 new high value jobs. In addition, the A11 Corridor report identifies the potential for a Technology Hub at **Hethel** (focussed on the automotive and engineering sector) together with high value business activity at **Wymondham** (Browick Road).

In Breckland, **Thetford Enterprise Park** is identified as having the potential to meet general industrial needs including provision for high technology businesses, while the **Thetford Urban Extension** provides a key location for high value office, skilled engineering, and research-related employment. In addition, **Snetterton Heath** offers significant potential to serve skilled technical employment as well as a range of wider industrial and logistics uses which are important to the sub-regional economy.

In Forest Heath, **Kings Warren and the Kings Warren Extension** are identified as having potential for the establishment of a Technology Hub, while the **Approach to Red Lodge** site offers opportunities for office (including research-related) employment and more general manufacturing and engineering uses. In addition, there is an opportunity to strengthen **Newmarket Business Park** as a key location for general employment and logistics uses.

These and other potential targeted sites are marked on the following map:



- some 14,900 gross and 8,700 net additional jobs, including those in high value employment sectors such as advanced manufacturing & engineering, agri-tech, and other LEP target sectors, as well as wider sectors of importance to the economy;
- an estimated 5,320 person years of temporary construction employment;
- an estimated £558 million in net additional annual GVA;
- almost £905 million in private sector investment in construction activity; and
- space for 20,000 new homes.

By 2031, a substantial proportion of these overall benefits could potentially be achieved, including 10,500 gross and 6,100 net additional jobs.¹ This would be consistent with the aspiration in the initial A11 prospectus.

1.6 Costs and funding

The current indications of public sector funding requirements are in the order of £70 million (gross) towards the costs of initial infrastructure requirements, targeted business support, and operational costs (including marketing and promotion and supporting delivery arrangements with the private sector). Funding will potentially be sought from the New Anglia Growth Deal, the New Anglia and Greater Cambridge Greater Peterborough LEPS, European Funds and site cross funding. It is proposed that the Councils should also consider investigating an innovative TIF-style arrangement using rates retention to underpin funding arrangements.

1.7 Delivery and accountability

It is proposed that the three districts will work together in a collaborative arrangement in relation to the delivery of the A11 Growth Corridor initiative, on the basis that joint arrangements can provide for better co-ordinated, and more effective, efficient, and economical delivery.

Specific benefits of working collectively include:

- **greater potential to attract private investment by promoting the A11 Technology Corridor which has the “buy in “ of all local partners and the critical mass to generate investment confidence;**
- **greater leverage with Government and the LEPS to attract public funding to remove the barriers to growth;**
- **increased scope to attract FDI and local investment by offering planning certainty through a jointly agreed planning framework for the A11 Technology Corridor;**
- **increased “weight” and negotiating leverage with Cambridge University, the Cambridge Cluster, UEA, and the Norwich Research Park to endorse and actively support the A11 Technology Corridor; and**
- **potential savings in terms of project delivery, joint marketing and promotion.**

Delivery arrangements will need to align with the requirements of existing and proposed wider governance arrangements within the sub-region, including the Greater Norwich Growth Board.

1.8 Competition with other areas

In addition to the intensive competition in terms of FDI investment, there is considerable competition in the domestic market. The establishment of LEPS and the development of local growth strategies set out in each Strategic Economic Plan (SEP) – together with devolution of responsibilities and budgets in relation to key economic development issues in certain areas through City Deals and Growth Deals – is currently spawning significant and widespread proposals for economic growth. While much of the emphasis is on cities and city regions, rural areas of the country are equally pursuing growth strategies based on their individual circumstances in terms of needs and demands. The approach currently being followed by the LEP in Leicestershire and Leicester, is based around eight key sectors. Other areas are developing skills strategies directly related to key sectors

¹ Net additional jobs are adjusted to take account of job displacement, multiplier effects and deadweight.

through their LEPs, demonstrating a basis on which areas are shaping ways in which to address future skills requirements.

In terms of property and development other areas, such as Haverhill and Alconbury, are already able to offer a range of readily available and serviced sites, in direct competition to the A11 Technology Corridor. It will be important therefore for the A11 Technology Corridor to raise its profile, identify areas of competitive advantage and to match the offer of its rivals.

Two key issues are particularly pertinent for the A11 Technology Corridor: firstly, that comparable areas are 'upping their game' in terms of creating growth strategies on a similar basis to that being considered through the A11 Technology Corridor proposals; and, secondly, this illustrates that certain areas are moving ahead rapidly in terms of developing 'action plans' in relation to comparable sectors and skills needs to those in the A11 Corridor.

This suggests that competition at the UK level is likely to increase significantly as these strategies and plans are rolled out with the greater certainty of the resource and powers base through to at least 2020. In addition, it seems likely that areas that do not similarly establish coherent and inclusive strategies for economic growth may well lose out relatively in comparison with other areas from the benefits that economic growth. Timing is critical and the Local Authorities and their partners should aim to drive forward the proposals for the A11 Technology Corridor at the earliest opportunity.

1.9 Skills

An adequately-sized pool of labour with appropriate skills is one of the critical success factors in attracting inward investment, and is equally of importance to businesses considering expansion and growth. The development of the A11 Growth Corridor proposals will need to include work to ensure that the strategies and action plans take into account the potential impact of the proposals, in particular with regard to target sectors, and that appropriate data and intelligence is available to support actions in relation to securing positive investment decisions.

1.10 A Growth Corridor focussed on technology

The A11 Corridor already provides an important base for a wide range of advanced manufacturing & engineering and agri-tech companies with considerable growth potential.

The rationale for the focus on technology with regard to the A11 Corridor is its ability to complement the world-class academic and research capabilities of Cambridge, centred on the University of Cambridge and a cluster of around 1,000 technology and biotechnology companies, and Norwich, based on the University of East Anglia and a thriving community of science and technology based businesses co-located with four life science research institutes and a teaching hospital with a clinical trials facility at Norwich Research Park. The barbell-type effect of the corridor between these economic hubs has the potential to enable important connections to be made and exploited within the corridor, enhanced by the improved accessibility, journey times, and reliability provided by the upgrading works to the A11. This offers, among other things, the potential for spillover and other benefits to be created based on:

- fostering wider collaboration and links between the academic and research communities and businesses;
- further supporting the area's international leadership in research, innovation, and technological application in key sectors;
- adding to the ability to accommodate the concentration of a highly-skilled workforce with scientific, technological, and engineering expertise;
- offering further potential opportunities to attract additional research funding to meet national challenges and to advance sub-regional and wider successes;
- providing a lower cost business location to enable a broader business base to be developed and to succeed;
- enabling wider aspects of technology transfer and entrepreneurship to potentially take place and allowing ideas to be turned into new products and services;

- offering affordable living for a variety of family groups in an attractive environment with a range of appealing amenities;
- enhancing further the ability of the area to attract the talent of tomorrow in an area with a high quality of life; and
- developing a broader offer as a location for investment within a fast-growing business area.

2. KEY FINDINGS

2.1 The allocated employment sites in the seven major development areas offer the potential to deliver 708,000 sq m (7.62m sq ft) of industrial and commercial floorspace and 14,900 gross and 8,700 net additional jobs. The wider identified land resource has the potential for 836,100 sq. m (9.1 million sq.ft), indicating that other opportunities may arise, and in addition the prospect of windfall sites is not precluded. If the Local Authorities wish to increase their employment “target” this may require a further review of employment land allocations. **Total private investment in development activity could exceed £900 million. However the investment market is extremely competitive and other areas are more advanced than the A11 Corridor in terms of site availability, key growth sectors and their business support framework, including support for supply chains. It will therefore be important for the Client Group and local partners to pro actively drive forward transformational change.**

2.2 Five of the 11 sites in the seven major development areas are currently identified as requiring major infrastructure improvements to remove various barriers to growth, including access improvements and deficiencies in energy supply. This may potentially require public sector support in the order of £30 million, although these costs are indicative at this stage. Development of an A14 / A11 south to east link road will also be required to help unlock the potential of the A11 Corridor.

2.3 A further £40m may be required to cover the cost of business development, training, marketing and promotion and to achieve project viability, particularly for B1 and B2 development in the central zone. These costs are based on currently available estimates and will need to be refined through further assessment.

2.4 It is anticipated that the estimated £70m (gross) required to remove these constraints may need to be funded by the public sector using a range of grants and loans from the EU, Central Government, the LEPs and Local Government sources. Delivery may also involve Joint Venture arrangements. Potentially, repayment of loans could reduce the current estimate of net public sector cost to £55m. These funds would be drawn down on a phased basis, during the lifetime of the project. However there will need to be considerable “front loading” in terms of marketing, attracting anchor tenants and delivering “early wins.”

2.5 If the public sector decide to “do nothing,” based on current forecasts and constraints this could potentially reduce the amount of new employment floorspace in the period to 2031 to 149,000 sq.m (1.60m sq.ft) and the creation of around 2,800 gross jobs.

2.6 The area has a strong local economy and it is anticipated that employment will grow substantially in South Norfolk, Breckland and Forest Heath in the period to 2031. In addition the proposed release of the **USAFE base at Mildenhall** could potentially deliver around 5000 new homes and 100,000 sq.m (1 million sq.ft) of employment floorspace - this represents a potential “**game changer**” for the A11 Corridor and the situation will need to be closely monitored to ensure that the wider proposals for the A11 are future- proofed. Sizewell C also offers the prospect of 700 permanent jobs and significant supply chain opportunities.

2.7 Advanced manufacturing & engineering and agri-tech are, and will remain, important sectors for the A11 Corridor. However on their own, based on current forecasts, they are unlikely to deliver the Council’s 10,000 employment aspiration. Analysis of sector growth prospects and feedback from local property professionals, the New Anglia and Greater Cambridge Greater Peterborough LEPs, and the Norfolk and Suffolk Chambers of Commerce suggest that **other sectors, particularly ICT, life sciences, energy and logistics should also be targeted.**

2.8 The agri-tech/agri-food research facilities available at the Norwich Research Park offer scope in the longer term to develop national and international markets – although this is currently unquantified - and NRP will need to actively pursue opportunities as they arise to help realise this potential.

2.9 The selected case studies provide a range of valuable pointers for the A11 Corridor, particularly the need to take a long-term view on economic growth and recognise the importance of “project champions”. In addition it needs to establish a clear vision and business plan which has the “buy in” of all the partners, a coherent planning

framework and a dedicated team. Furthermore it needs to establish “pioneer occupiers” and anchor tenants, marketing and branding to create an identity, readily available sites, financial incentives, flexibility in sector targeting, high level skills and to integrate the role of academic institutions as key drivers of change.

2.10 The A11 Technology Corridor needs to develop a **strong identity** in order to attract public and private investment. **The engineering sector is well represented in the A11 Corridor and over 100 companies in the automotive, precision engineering and composite sectors are based in the immediate catchment area of Norfolk and Suffolk. The sector also offers the potential for employment growth of nearly 40% in the period to 2031. Research and consultation has indicated a strong appetite for business growth in advanced engineering to support manufacturing and also potentially the agri-tech sector and this should therefore form the primary focus for the re-branded A11 Technology Corridor.** In order to create investment confidence it is crucial that the three Local Authorities jointly develop a coherent and comprehensive approach to delivering the vision for the A11 Technology Corridor, particularly on planning and economic development.

2.11 **The A11 Technology Corridor has a range of key assets and USPs which need to be actively promoted to create an identity for the area.** These include a good stock of property and development sites and proximity to the “overheating” commercial property market in Cambridge and the Cambridge cluster of science parks. The A11 Corridor offers significantly lower property values, Norwich Research Park (NRP), Lotus, Hethel Innovation Centre, easy access to Europe through Felixstowe, high level skills available in the area and good links to Norwich and Stansted Airports. The Research and Development opportunities at Hethel, NRP and links to Cambridge University and UEA, are particularly important and should be developed further and actively promoted.

2.12 **Timing is critical** and the Local Authorities will need to drive forward the project while the A11 dualling improvements are fresh in people’s minds. There is a window of opportunity of perhaps three to five years to get ahead of the game, given the competing centres at Alconbury and Haverhill and to take advantage of the likely disruption caused by the proposed A14 improvements.

2.13 The market for inward investment (FDI) is extremely competitive and the A11 Technology Corridor should align itself with the **Cambridge brand** to improve its chances of success. More generally the “overheating” Cambridge property market offers considerable scope for collaboration on planning and economic development which should be actively pursued at the earliest opportunity.

2.14 **Most of the sites in the A11 Technology Corridor are in private ownership and it will be important for the Client Group to actively engage with private landowners and developers through both formal and informal channels. Consideration should be given to the setting up of a broadly based Partnership Board and Investment Group to secure the “buy in” of key partners, supported by a small dedicated core team, led by an Executive Director with a proven track record in delivering transformational change. The annual revenue cost for a core team of five professional and support staff is likely to be in the order of £350,000 (staffing, supplies and services, excluding accommodation). This cost could be reduced through secondments and access to shared services.**

2.15 Agri-tech East, NAAME and both the Norfolk and Suffolk Chambers of Commerce will need to be actively involved in the project to encourage and direct **new and expanding local companies** to invest in the A11 Technology Corridor.

2.16 It needs to be emphasised that the proposals are at an early stage of development and detailed development of the business case will need to be carried out.

3. KEY RECOMMENDATIONS

3.1 Promote the corridor as the **A11 Technology Corridor**, with a **primary focus** on advanced manufacturing & engineering and agri-tech and a **secondary focus** on wider target sectors of energy, ICT and life sciences together with logistics.

3.2 Amend the initial **vision statement** to reflect this change in emphasis and future market prospects. Ensure that the vision is both aspirational and achievable and “owned” by local partners and not imposed on them.

3.3 Develop a **Northern Technology Growth Hub at Hethel** linked to the Norwich Research Park / University of East Anglia and a **Southern Technology Growth Hub at Kings Warren - Red Lodge** linked to the Cambridge Science Parks/University of Cambridge (the Cambridge Cluster). In addition develop a **Central Technology Hub** in

the **Thetford** area to complement other centres as part of the wider growth agenda. The growth hubs would provide specialist support, including R&D and incubation/expansion space for the target sectors.

Establish a detailed Action Plan and Delivery Structure that will enable the incremental implementation of the strategy as follows:

3.4 Set up an unincorporated **Partnership Board** for the A11 Technology Corridor comprising the three District Councils, two County Councils, the New Anglia and Greater Cambridge Greater Peterborough LEPS, HE sector, New Anglia Advanced Manufacturing and Engineering (NAAME), Agri-tech East and both the Norfolk and Suffolk Chambers of Commerce to drive forward delivery of the vision for the A11 Corridor by directing public sector funding and support. This is expected to involve collaboration and partnership agreements established with the LEPS, Universities, Colleges, training providers and major landowners to ensure “buy in” to the vision for the A11 Corridor.

3.5 In parallel with the above, set up a **Local Authorities Accountable Bodies Group** to endorse the financial implications of the Board’s decisions.

3.6 Establish an **Investment Group** of landowners, agents, developers and key local businesses linked to the A11 Technology Corridor Partnership Board to deliver the core development opportunities and to promote new inward investment and indigenous growth by local companies.

3.7 Establish a dedicated **Joint Local Authority Team** to co-ordinate delivery of the vision for the A11 Technology Corridor, including inward investment and marketing specialists. The Team would service the Board, the Accountable Bodies Group and the Investment Group.

3.8 Agree a **Business Plan and Delivery Strategy** with major funders and private owners /developers, based on further development and refinement of the current outline proposal to establish a range of readily available, masterplanned and serviced sites in the seven major development areas over an agreed timescale. This would consider viability issues, phasing and preferred approaches to remove major barriers to growth, including necessary public sector financial support and planning / mixed use options.

3.9 Develop **Joint Venture** delivery arrangements on key development sites involving the appropriate public sector bodies – Local Authorities and the LEPS. The public sector would help to facilitate the removal of the site constraints as their contribution to the Joint Venture, including support to achieve project viability, where necessary.

3.10 Prepare a **Marketing and Promotion Strategy** including brand guidelines for the A11 Technology Corridor to raise its market presence. This should emphasise the stock of property and development sites, proximity to the “overheating” commercial property market in Cambridge and the Cambridge cluster of science parks. In particular, it should stress the advantages of the A11 Technology Corridor in terms of significantly lower property values, Norwich Research Park, Lotus, Hethel Innovation Centre, easy access to Europe through Felixstowe, high level skills available in the area and good links to Norwich and Stansted Airports.

3.11 Prepare an **Investment Prospectus** setting out the vision, the development sites, employment targets, delivery timescales and funding commitments from the partners. The Prospectus would emphasise the commitment of public and private sector partners to deliver the vision and refer to national and international examples of best practice in delivering economic growth along highway corridors. The Prospectus would be launched locally to regionally based investors and developers and to a selection of national developers and investors at a London venue, such as the Palace of Westminster. This would add value to the Norfolk Growth Group’s aims to bring forward “stalled” employment sites in Norfolk and Suffolk and complement the Locate Norfolk Prospectus.

3.12 Establish a coherent **planning and development framework** for the A11 Technology Corridor setting out a range of sites specifically allocated for employment uses and those sites where mixed uses, particularly residential would be allowed to facilitate the provision of key site infrastructure and to address viability issues, where appropriate. **Special consideration should also be given to establishing Local Development Orders and designating the A11 Technology Corridor as an Enterprise Zone.** Of paramount importance is the requirement for the three Local Authorities to establish a robust 5 year housing land supply capable of withstanding challenge in order to protect the employment land. In addition, masterplans, development briefs and design codes should be prepared and approved by the relevant local planning authority for each of the major development sites. The report has taken into account current planning policy, but has not been necessarily constrained by this in setting

out the vision for the A11 Technology Corridor. The emphasis on establishing a coherent planning and development framework recognises that this will require further detailed examination.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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