



Local Growth Plan: Action Plan

Norfolk Economic Strategy
2024-2029



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FOREWORD



Nick Steven-Jones

Chair of Norfolk
Business Board

Launched by the Norfolk Business Board in December 2024, the Norfolk Local Growth Plan is an ambitious economic strategy that seeks to harness Norfolk's strengths, enabling our county to play a leading role in the industries shaping the future.

From Clean Energy to Agri-Food, Financial Services to Life Sciences, Advanced Manufacturing and Engineering to Digital Technology, Norfolk is at the forefront of industries that will define both the national and global economies for years to come.

Complementing our advantages in high-growth economic sectors is Norfolk's distinctive character. We are home to over 100 miles of coastline, historic and cultural assets, rural landscapes, coastal communities, vibrant market towns and three urban centres (including the iconic medieval city of Norwich). This diverse and distinctive geography is matched by the pride, resilience and ambition of our people.

With our strengths and specialities, Norfolk can deliver the priorities outlined in the Local Growth Plan. However, it is not sufficient to merely state our aspirations, ambition alone is not enough. To realise them and create the Norfolk that we aspire to, a comprehensive Action Plan that charts an implementation and delivery course is required.

The Action Plan, overseen by the Norfolk Business Board, will not only enable partners to coordinate, plan and prioritise activities, but it will also signal to potential investors, the government and our communities that we are determined to capitalise on the opportunities presented by the modern economy and address our barriers to inclusive growth.

This is not a static plan. We will continue to update and adapt it, through subsequent iterations that will be published during the Growth Plan's 2024 - 2029 lifespan, to meet changing opportunities and challenges.

As with the drafting of the Local Growth Plan, there was extensive engagement with an array of stakeholders, including representatives from educational institutions, industry, VCSE organisations, local councils and partners from Suffolk, to determine our actions. Through

this engagement, our actions have the endorsement of not only the Norfolk Business Board, but also of a broad range of leading local economic stakeholders.

The fulfilment of our actions would have transformative effects for the county. We have plans to drive growth in our key sectors, develop infrastructure, manage our land and water resilience, invest in public transport, better align educational institutions and skills programmes with businesses and enhance business support. Underpinning these plans is our commitment to decarbonisation and sustainability, supporting rural and coastal economies and reducing inequalities. This will ensure that economic growth is not solely reflected in increased GVA but is apparent through tangible benefits that positively impact people, communities, the natural environment and preserves heritage.

It's time to capitalise on Norfolk's potential and address our challenges. Our prominence in realising national ambitions surrounding clean energy generation and food security, strengths in financial services and advanced manufacturing and engineering and our flourishing fin-tech and creative industries underlines our alignment with the government's priorities (as articulated in the Modern Industrial

Strategy) and ability to contribute to national economic growth.

The imminence of devolution provides further impetus to ensure we have the plans in place to capitalise on increases in our decision-making powers and funding. Joint engagement sessions with stakeholders from the Suffolk economy, producing numerous actions to address priorities that transcend county borders, have also provided valuable preparation for the creation of a devolved authority in May 2026. Achieving our ambitions will require a collective and continuous endeavour. It necessitates close collaboration between local and national government, educational institutions, industry, small and large businesses, research centres and wider regional partners.

The Local Growth Plan was just the start of this process, and we are determined to realise its long-term vision. This Action Plan is how we begin to build. It is essential in translating an ambitious vision into transformative change that enhances the lives of our residents and strengthens our economy.

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

Approach



Cromer

The Local Growth Plan identified our priorities to combat barriers to economic growth and capitalise on the numerous opportunities presented by our existing strengths and their alignment with the industries of the future.

Across five pillars – Key Sectors, People and Skills, Infrastructure, Climate Change and Placemaking and Communities – priorities focused not only on raising GVA levels, but furthering our aspirations to pursue decarbonisation and sustainability, support rural and coastal communities and reduce inequalities. This approach is summarised in the below logic model.

The Action Plan converts our aspirations into a comprehensive implementation and delivery strategy. As with the development of the Growth Plan, there was extensive engagement with representatives of our key economic sectors, businesses, VCSE organisations, educational institutions and local authorities to determine the actions to include within the Action Plan. This engagement included collaboration with equivalent stakeholders from Suffolk in areas of close alignment and dependencies, such as in Agri-Food, between the two counties.

Actions are listed for each pillar and are assigned either short, medium or long-term timeframes that correspond to when they are scheduled to be delivered. Our short-term actions should be delivered within one to two years, whereas our medium and long-term actions are earmarked, depending on context and funding, to be delivered in two to five years or over five years respectively.

Our short-term actions are those that are most developed and will have the earliest measurable impacts on the objectives of the Local Growth Plan. The medium and long-term actions are less established and subject to change and positive reimagining.

We are determined that the Action Plan will be a catalyst for positive change. Our desired overarching strategic impacts, aligning with numerous government priorities, are outlined in the Monitoring and Evaluation section. Each action also lists what success would look like if it were successfully delivered. Further information on this and our approach to monitoring can be found in the Monitoring and Evaluation section.

While undoubtedly an ambitious and comprehensive document, the Action Plan should not be seen as an exhaustive account of activity. Valuable local initiatives, as outlined in local authority strategies, are prevalent across the county and those schemes highlighted in the Action Plan should be seen as illustrative examples. Therefore, the Action Plan is amplified by the complementary, cumulative and co-designed nature of alignment through the pillars and priorities and is underpinned by a plethora of bespoke strategies.

Across the five-year span of the Local Growth Plan, we will adopt an adaptable approach to meet evolving challenges and opportunities, including those relating to funding which is discussed in the Funding Landscape section. The Action Plan will be an iterative document that evolves to reflect new priorities. This document should be seen as a starting point in identifying and outlining the initiatives needed to realise our ambitions.

Major Opportunities

Long standing barriers

Priorities for action

Decarbonisation and sustainability	Cross cutting theme	→	
Supporting rural and coastal economies		→	
Reducing inequalities		→	
<p>Successful clusters of future-focused sectors - clean energy, financial services and future food and agriculture, with strong research assets</p>	<p>Obstacles to growth for many businesses: commercial space, recruitment, innovation skills</p>	<p>Local Business</p>	<p>Key sectors</p> <p>Priority 1: Support businesses in high-value clusters to grow, innovate and generate more local value</p> <p>Priority 2: Ensure businesses in all places across Norfolk can succeed, prioritising growth in strategic sites and areas</p> <p>Supporting Norfolk's Businesses</p> <p>Priority 1: Grow, strengthen and future proof our business base, targeting needs of SMEs</p> <p>Priority 2: Support businesses to provide quality jobs, wages and conditions</p>
<p>Well anchored firms, with high employment, resilient business base and a high quality of life</p>	<p>Significant skills barriers, with lower qualification levels and issues accessing new skills opportunities</p>	<p>People and skills</p>	<p>Priority 1: Build the workforce and talent of the future – both people entering work for the first time, or coming back to work</p> <p>Priority 2: Inspire and enable lifelong learning and workforce development</p> <p>Priority 3: Equip and future proof our workforce to be able to take advantage of green and digital skills and opportunities</p> <p>Priority 4: Supporting collaboration, leadership and efficient and accessible delivery in the skills system</p>
<p>Growth corridors, major sites for employment space and housing investment</p>	<p>Effects of long term under-investment in infrastructure</p>	<p>Infrastructure</p>	<p>Priority 1: Ensuring the enabling infrastructure is in place to support growth across Norfolk</p> <p>Priority 2: Improving transport connectivity</p> <p>Priority 3: Sustainable development, decarbonisation and climate change adaptation</p>
<p>Vibrant communities, with a strong culture, heritage and visitor economy offer and high quality of life.</p>	<p>Health and wealth inequalities, with isolation compounding challenges for rural and coastal communities</p>	<p>Place making and communities</p>	<p>Priority 1: To support all places across Norfolk to provide a high quality of life</p> <p>Priority 2: Strengthen communities, support resident wellbeing and increase pride of place</p> <p>Priority 3: Promote Norfolk as a place to live, work, visit and invest</p>

Key Sectors, Clusters & Innovation



Hethel Engineering Centre

Norfolk is home to an array of high-growth sectors that are underpinned by vibrant clusters.

Our sectors and clusters feature innovative businesses that are capitalising on the opportunities of the modern economy. Whether it be our emerging FinTech and Digital Tech industries or our burgeoning Clean Energy sector, our pioneering Life Sciences and Agri-Food and Agri-Tech activities or our well-established Advanced Manufacturing and Engineering enterprises, Norfolk is at the forefront of the economic activity that will drive growth, both locally and nationally, in the coming years.

Not only will our key sectors be indispensable to economic growth, but they will also be essential to confronting seismic contemporary challenges. To cite just two examples, the success of our Agri-Food industry will be instrumental in bolstering the UK's food security whereas our clean energy industry will power over four million homes across the country. Emerging technology, promoted by partners at Space East, the Council for Digital Tech and Tech East, will underpin the development of our key sectors.

Norfolk has key strengths in growth-driving sectors and is well aligned with the priorities set out in the Modern Industrial Strategy. The region is in a strong position to attract

investment in its key sectors, making it a key contributor to the Government's growth agenda.

We have a range of actions, including those to foster innovation, facilitate investment and to develop our growth corridors and commercial spaces.

Equally indispensable to our economy is the resilience and growth of our foundational economy, encompassing sectors such as Construction, Culture, Heritage, Creative Industries and Visitor Economy and Health and Social Care. Our actions seek to put these sectors on a sustainable footing and to lay the foundations for future growth.

The success for many of the actions within this pillar is dependent on the progress made within the other pillars, particularly advances in combating our skills and infrastructural challenges.

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

PRIORITY 1

Support businesses in high-value clusters to grow, innovate and generate more local value.

High Growth Sectors

Clean Energy

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Construction of the Great Yarmouth Operations and Maintenance Campus.	The first of three construction phases is ongoing. Phase one will entail refurbishing the quayside, installing vessel pontoons and improving the surrounding roads. The second phase will develop the commercial land, buildings and warehouses. The concluding phase will create a Southern Terminal, accompanying the existing Northern Terminal.	Norfolk County Council (NCC). RWE. Great Yarmouth Borough Council. Government.	Short-term (henceforward denoting actions that will be delivered within two years).	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.
Support GENERATE Energy's activity and programmes, including the launch of its Supply Chain platform.	<p>GENERATE Energy is a potent tool for promoting the region's clean energy assets and opportunities.</p> <p>GENERATE's Supply Chain platform showcases Norfolk, Suffolk, and Essex's energy supply chain capabilities. By enhancing supply chain visibility and highlighting gaps in provision, it facilitates targeted inward investment. It also supports developers, Original Equipment Manufacturers and government agencies by showing the strength of the East of England's supply chain.</p> <p>The platform also features an embedded energy and infrastructure project tracker, enabling searches for major projects in Norfolk, Suffolk and Essex. Information includes project timelines, status updates, and links to relevant tender portals.</p> <p>The platform launched in 2025.</p>	GENERATE Energy (comprising of NCC, Suffolk County Council, Essex County Council, Great Yarmouth Borough Council, East Suffolk Council and the East of England Energy Group).	Short-term. Funding source: GENERATE Partnership	Greater supply chain competition. Growth in sectoral GVA. Increase in sectoral business count.

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Develop a timeline of major regional clean energy projects.	The region hosts an array of clean energy projects that provide valuable opportunities for businesses. A project timeline would enhance businesses awareness of these opportunities and enhance their ability to capitalise on them.	GENERATE. Norfolk and Suffolk County Councils' Economic Development Teams. Energy companies (e.g. RWE).	Medium-term.	Greater supply chain competition. Growth in sectoral GVA. Increase in sectoral business count.
Ensure businesses have the means to identify opportunities emanating from Clean Energy projects.	Various initiatives enable businesses, both companies within the Clean Energy sector and those outside of it, to identify opportunities to participate in clean energy projects. This includes the North Sea Transition Authority's Energy Projects Pathfinder and RWE's Supplier Transparency Engagement Programme. We will consider methods, including creating a central database detailing supply chain opportunities and using the Norfolk Ambassadors platform, to enhance the promotion of participatory opportunities in clean energy projects.	GENERATE. Norfolk and Suffolk County Councils' Economic Development Teams. Industry partners, including major contractors of renewable projects (e.g. RWE).	Medium-term.	Greater supply chain competition. Growth in sectoral GVA. Increase in sectoral business count.
The creation of a Hydrogen Hub at Bacton to help meet growing energy demands across the region.	There is close engagement with energy companies and infrastructure providers to determine the feasibility of the project, as well as supporting infrastructure (e.g. carbon storage). This engagement would inform any potential business case.	Industry partners (e.g. Bacton Gas Terminal Operators). North Norfolk District Council. East of England Energy Group. Norfolk County Council.	Long-term.	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.
Develop a sustainable decommissioning sector.	Growth opportunities in the UK's decommissioning sector, influenced by national policy, will be leveraged. There is potential to build a sustainable and exportable industry in the East of England, driven by rising demand for UK expertise in upstream decommissioning.	Late Life & Decommissioning Special Interest Group.	Long-term.	Increased investment from decommissioning companies in Norfolk. Increased in the number of county organisations contracted in decommissioning projects in Norfolk. Increase in decommissioning exports from Norfolk.

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Support the development of a resilient and long-term supply chain for the clean energy sector, by promoting the growth of key sub-sectors, like Marine Science.	The expertise brought to the region by the likes of Cefax, Gardline, Benthic Solutions, Next Geo, ERM, Venterra Group and XOcean feeds our knowledge economy and the clean energy's value chain. We will nurture their growth and increase their visibility to long-term pipeline opportunities in Norfolk's energy sector.	Energy Businesses. East of England Energy Group. Norfolk County Council.	Long-term.	Increase visibility and integration of marine science in energy pipeline.

Agri-Tech and Agri-Food

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
The establishment of a Norfolk Food Hall .	The Food Hall acts as a key showcase for local producers that give their products a route to market and supports supply chains. Having opened in 2025, it is helping to engage and educate the community on local food production, create jobs and support the region's Agri-Tourism industry.	Royal Norfolk Agricultural Association.	Short-term Funding source: Norfolk County Council, Norfolk Business Board, Private finance, Rural Shared Prosperity Fund..	Growth in sectoral GVA.
Support the Agri-Food and Agri-Tech sector to attract greater inward investment from the government and private investors.	We will lobby the government for more innovation funding, building on the successes of the Agri-Food Launchpad – a £7.5 million investment driving innovation across the East of England. This will be a catalyst to further private investment for agricultural businesses. We will also promote activities, utilise funding opportunities (such as the Local Innovation Partnerships Fund and the prospect of devolved funding) and attract investment (through the work of Inward Investment teams) to stimulate sectoral innovation. Greater levels of inward investment will enable businesses to be less reliant on grant programmes.	Norfolk and Suffolk County Councils.	Short-term Funding source: Government.	Increase in agricultural innovation investment.

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Map the farming activity underway on private and county farms in Norfolk, to build an evidence base on current practices. This will help to gauge the appetite for adopting new and innovative sustainable production practices on farms.</p>	<p>This will be part of a multi-phase programme, seeking to achieve long-term environmental and financial sustainability on Norfolk's farms.</p> <p>Mapping activity is underway in Suffolk that could generate information that is conducive to further Norfolk and Suffolk sectoral collaboration.</p>	<p>Norfolk County Council.</p>	<p>Short-term Funding source: Norfolk County Council.</p>	<p>Increased evidence base on farming activity in Norfolk's farms.</p>
<p>Address critical pressures, ranging from water shortages to skills gaps, that threaten the performance of the sector.</p>	<p>The Integrated Water Action Plan for Norfolk and Suffolk will identify a range of short-term interventions that have the potential to alleviate the pressures faced by farmers. Further information on our efforts to address infrastructural challenges, including water shortages, can be found in the Infrastructure pillar.</p> <p>Agri-Food and Agri-Tech will work closely with partners such as Space East, to harness space-tech solutions (e.g. advanced drone technology and earth observation) and reap the benefits of the emerging Space industry in the East of England.</p> <p>Barriers to technical adoption, sufficient digital skills proficiency and broader upskilling will be addressed by skills providers and through initiatives, such as the Agri-Challenge taking place in 2026. Efforts could be accelerated by the emergence of new funding, such as a potential Adult Skills Budget, that could expand existing provision or lead to the creation of new programmes. Further information can be found in the People and Skills pillar.</p>	<p>Norfolk and Suffolk County Councils. Anglian Water. Education Providers. Agri-Food Industry Council, Skills Sub-Group. Space East.</p>	<p>Medium-term</p>	<p>Increase in sectoral jobs. Growth in sectoral GVA.</p>
<p>Develop the Food Enterprise Park to encourage and support food production, processing and agriculture.</p>	<p>There are forty-six acres of land available for commercial development benefiting from Local Development Order status that is intended to support food production, processing and agriculture through the co-location of commercial enterprises. The Food Enterprise Park will be a hub that increases sectoral production, the number of high-value jobs and levels of inward investment.</p> <p>The installation of the supporting infrastructure has been completed, enabling building work to commence.</p> <p>Following the publication of the Modern Industrial Strategy, there may be opportunities for additional economic zones that could catalyse inward investment and cluster growth.</p>	<p>Broadland District Council. Hethel Engineering. Agri-Food businesses and sector stakeholders.</p>	<p>Medium-term</p>	<p>Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.</p>

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Enhance collaboration between farmers, supply chain partnerships and research institutions through collectives (combinations of organisations that include supply chain groups, business partnerships, cooperatives, joint ventures and farm clusters).</p>	<p>This will create a route to adopting and scaling innovations in farming businesses through existing networks, capitalising on trust and knowledge shared in these clusters to adopt innovative practices and products.</p>	<p>Norfolk and Suffolk Agri-Food Industry Council.</p> <p>Agricultural Cooperatives (e.g. Anglia Farmers and Camgrain).</p> <p>Agricultural Services Organisations (e.g. Fram Farmers).</p>	<p>Long-term</p>	<p>Increased adoption of innovation in farming businesses.</p>
<p>Provide business support to enable innovation adoption by farmers through fewer, but larger scale grants that enable a better route to competition and scaling.</p>	<p>This could be accompanied by a ringfenced fund for farmers looking to scope project ideas for their business. Specialist expertise could provide wraparound support (e.g. for grant applications). This could also include an upfront R&D matching service which would connect research and development to farmers.</p>	<p>Norfolk County Council.</p> <p>Suffolk County Council.</p> <p>CERES AgriTech.</p>	<p>Long-term</p>	<p>Increase in agricultural innovation investment</p>
<p>Encourage programmes and secondments for young people in the Agri-Food sector that enable entry into the sector and knowledge transfer.</p>	<p>The future of the sector is dependent on young people pursuing careers in Agri-Food. Outlining the benefits and carers available within Agri-Food to young people, through engagement with schools, is crucial to facilitating their entry into the sector.</p> <p>Knowledge transfer for young people already in the sector could be achieved through a research sponsorship initiative on the model of the Nuffield Scholars programme.</p>	<p>Norfolk and Suffolk Agri-Food Industry Council.</p> <p>Education Providers.</p>	<p>Long-term</p>	<p>Increase in research from Norfolk and Suffolk in innovative agricultural practice.</p>
<p>Establish Norfolk as a leader in agricultural education, building on existing provision by the likes of Easton College. There is an opportunity to establish a unique educational offering through specialist courses, such as livestock studies (e.g. pig and poultry), accommodating to the skills demands of a burgeoning livestock sector in the county.</p>	<p>This will retain the agricultural talent in Norfolk and establish a long-term skills pipeline for young farmers working with Norfolk's livestock. We will work with providers and businesses to retain young talent in the county, and mitigate the loss of these skills to livestock course provision elsewhere in the country.</p>	<p>Educational providers farming businesses</p>	<p>Long-term</p>	<p>Increased provision of livestock courses in the county.</p> <p>Increased enrolment of young people in livestock courses.</p> <p>Increased retention of graduate talent with skills in livestock agriculture in the county.</p>

Life Sciences

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Ensure the continued investment in our pioneering research and innovation centres, universities and hospitals to capitalise on the UK High Potential Opportunity for Norfolk's Agri-Biotech and Life Sciences sector.	<p>The Norwich Research Park (NRP) attracts significant public and private sector investment, including the UKRI Biotechnology and Biological Sciences Research Council's strategic investments, totalling £163.9 million to 2028. The development of two 'Grow-on Buildings' is attracting substantial private investment and will provide space to enable more businesses to locate to the park.</p> <p>We will seek to capitalise on opportunities to leverage investment for emerging research and technology.</p>	<p>Life Sciences sector (innovation and research active centres and businesses).</p> <p>Anglia Innovation Partnership.</p>	<p>Short-term</p> <p>Funding source: GB1 and GB2 funding derives from Vengrove (investor), Enterprise Zone retained rates, NRP. The Halo Programme is funded by venture capital (private sector), NCC and SCC.</p>	<p>Increase in sectoral jobs.</p> <p>Increase in sectoral business count.</p> <p>Growth in sectoral GVA.</p>
Facilitate collaboration between research-active entities and businesses to support the commercialisation of research.	<p>The UEA, Norfolk and Norwich University Hospital and research institutes at the NRP play an important role in supporting spinouts. Together, with Anglia Innovation Partnership, they support individuals based at the park to develop their ideas into fully-fledged companies.</p> <p>There is also an opportunity to build on successful pilots, like the UEA's NR4 ward, that aid the development of successful spinouts.</p>	<p>Life Sciences sector.</p> <p>Anglia Innovation Partnership.</p>	<p>Short-term</p> <p>Funding: NRP</p>	<p>Growth in sectoral GVA.</p>
Support the groundbreaking work undertaken by the Life Sciences sector that targets key contemporary challenges.	<p>The sector specialises in addressing key contemporary challenges, including work to bolster nutrition and crop resilience and combat diseases. Examples include the UEA's discovery of a diabetes drug that could support the recovery of cancer patients and a finding by the John Innes Centre of a biological mechanism that could lead to a reduction in the use of fertilisers in agriculture. The annual 'Innovation Hothouse Competition', focused on Norwich Research Park activity, is just one platform that showcases the innovative activity taking place within the sector.</p> <p>Public and private partners will continue to lobby for these innovations to be scaled through partnerships and investment.</p>	<p>Research-active institutions (e.g. UEA and other institutes at the NRP).</p> <p>Anglia Innovation Partnership.</p>	<p>Medium-term</p>	<p>Increase in sectoral jobs.</p> <p>Increase in sectoral business count.</p> <p>Growth in sectoral GVA.</p> <p>Increase in innovation funding.</p>
Attract greater numbers of businesses to the NRP to maintain the site's pre-eminence within the Life Sciences sector.	<p>NRP stakeholders promote and host opportunities to convene businesses and research-active entities.</p> <p>Activities include showcasing the strengths of the NRP, including 'Enterprise Tuesday' events, and hosting delegations to attract businesses to the NRP.</p>	<p>NRP Institutes.</p> <p>Anglia Innovation Partnership.</p> <p>Connected Innovation.</p>	<p>Medium-term</p>	<p>Increase in sectoral jobs.</p> <p>Increase in sectoral business count.</p> <p>Growth in sectoral GVA.</p> <p>Increase in innovation funding.</p>

Financial and Professional Services

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Launch a talent attraction campaign to bring skilled workers into Norwich's financial and professional services sector.</p>	<p>Norwich BID will undertake the campaign under the Work in Norwich (WIN) brand, working with FIG Norwich and local firms. The campaign aims to encourage skilled professionals to relocate or return to Norwich by highlighting the city's excellent work-life balance and affordable property costs.</p> <p>The Norfolk Business Board will support this campaign and Norwich's financial services firms.</p>	<p>Norwich BID, in partnership with FIG Norwich members, Norfolk Business Board.</p> <p>University of East Anglia (UEA) and Norwich University of the Arts (NUA).</p> <p>Utilisation of key cultural assets (e.g. Norwich City Football Club, Norwich Castle, Sainsbury Centre).</p>	<p>Short-term 2025/26</p> <p>Full values will be finalised but approximately £7,500 of funding from Norwich BID will be matched by FIG Norwich, Norfolk County Council, and, potentially, FIG member firms.</p>	<p>Engagement with the campaign that results in the relocation of talent to Norwich.</p> <p>Awareness of Norwich as a centre of excellence for financial and professional services and its growth potential.</p> <p>Increase in FIG Norwich's membership.</p> <p>Increase in inward investment.</p>
<p>Building on Norwich and East Norfolk's recognition as a Financial Services cluster in the Modern Industrial Strategy, we will continue to attract further Financial Services businesses to the county.</p>	<p>Norwich's well-established general insurance, financial and professional services, and growing FinTech sectors, present an enticing environment for Financial and Professional Services businesses. Broadland Gate Business Park has also been a catalyst for sectoral growth, due to its key location and proximity to Norwich and key transport networks and is likely to continue to attract Financial Services businesses.</p>	<p>Sector stakeholders, including FIG Norwich, the Norfolk Business Board and Norfolk County Council.</p>	<p>Medium-term</p>	<p>Increase in sectoral jobs.</p> <p>Increase in sectoral business count.</p> <p>Growth in sectoral GVA.</p>
<p>Promote Norwich's Financial Services sector as a key high-growth sector and driver supporting the growth of other industries across Norfolk.</p>	<p>We will help key stakeholders, and industry leaders to understand the multiplier effect of the sector, and how it will benefit Norfolk's growth.</p> <p>We will also actively lobby government and increase awareness of Norfolk's strengths to ensure that we can capitalise on opportunities that may arise.</p>	<p>Sector stakeholders, including FIG Norwich, the Norfolk Business Board and Norfolk County Council.</p>	<p>Medium-term</p>	<p>Increase in sectoral jobs.</p> <p>Increase in sectoral business count.</p> <p>Growth in sectoral GVA.</p>
<p>Ensure existing businesses can remain and expand in Norwich.</p>	<p>Key barriers to retaining businesses include the quality and affordable commercial space, transport, digital connectivity, and business support. We will address these to retain a current cohort and grow a future base of Financial Services organisations by refining these key pull factors.</p> <p>Mapping competitor locations will enable us to understand what provisions are in place to achieve growth.</p>	<p>Connected Innovation.</p> <p>Sector businesses.</p> <p>Sector stakeholders.</p> <p>FIG Norwich.</p> <p>Norfolk County Council.</p>	<p>Medium-term</p>	<p>Increase in sectoral jobs.</p> <p>Increase in sectoral business count.</p> <p>Growth in sectoral GVA.</p>

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Raise awareness of Financial and Professional Services career pathways , leading to more young people aspiring to succeed in the sector.	We will collaborate with providers to change perceptions about the significance and appeal of Norwich's Financial and Professional Services cluster with the aim of establishing a larger cohort of young entrants to the sector.	Sector businesses. Sector stakeholders (e.g. FIG Norwich). Norfolk County Council. Educational providers.	Medium-term	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.
Develop the Norfolk FinTech Cluster, including the creation of a new entity that will form a part of the national network of FinTech clusters.	Norfolk is home to a burgeoning FinTech sector. The Norfolk FinTech Report 2024 emphasised the importance of developing a coherent strategy to further grow the sector. We will enable the delivery of these actions, and will encourage and support our start-ups and scale-ups, create a FinTech directory (following the launch of FinTech East website), and share success stories. Progressing the report's recommendations will require stakeholders to take ownership of specific actions. Connected Innovation will play a key convening role.	Connected Innovation. Sector businesses. Sector stakeholders (e.g. FIG Norwich and FinTech East).	Medium-term	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA. Baseline and measure the increase for metrics in the Norfolk FinTech Cluster report 2024.

Digital Technology

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
The creation of a Digital Hub workspace at Townshend House, Norwich.	The Digital Hub was launched in May 2025. It will act as a focal point for the sector, create start-up and grow-on space for digital businesses and underline Norwich's centrality to the digital technology sector. Further sector-specific space will be required to accommodate this expanding sector.	The hub is operated by the International Workplace Group.	Short-term Norwich City Council secured £25million of Town Deal funding to deliver the project.	Increase in sectoral jobs. Increase in sectoral business count.
Capitalise on the opportunities presented by the games sector, including building on the impressive talent pipeline from games industry accredited courses at Norwich University of the Arts, and seek to develop a Norwich Games Hub.	A range of undergraduate and postgraduate games courses are on offer at Norwich University of the Arts and the UEA, producing a significant talent pipeline. Capitalising on the opportunities arising from the Creative East: Create Growth programme , Connected Innovation is collaborating with Game Anglia and games businesses, and supporting businesses with marketing (including facilitating participation in international conferences) to pursue growth. Norwich Games Festival is another important outlet for the industry. Norwich University of the Arts-led findings, outlined in a May 2025 executive summary of a forthcoming report, emphasised the potential importance of a Games Hub and the positive impact the sector could have in a diverse range of areas, including in healthcare.	Connected Innovation. Sector businesses and sector groups (e.g. Norfolk Game Developers and Game Anglia). Educational institutions (e.g. UEA, Norwich University of the Arts).	Short-term Funding source: Department for Digital, Culture, Media & Sport.	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Develop a local innovation ecosystem with stronger connections between experienced entrepreneurs and the next generation of regional technological start-ups.	Akcela, Hethel Innovation, UEA Enterprise Centre and Enterprise House (Norwich Research Park) are supporting the incubation of early-stage tech companies and providing access to early-stage support. For example, the Future Tech Programme , delivered by Akcela, supports underserved early-stage tech founders to reach Minimum Viable Product stage and connect with investors. These activities are complemented by established developer networks such as 'Sync the City' and 'Nor(Dev)'.	Support organisations (Akcela, Hethel Innovation, UEA Enterprise Centre and Enterprise House). Sector organisations (e.g. Norfolk Game Developers). Connected Innovation.	Medium-term	Increased sectoral business count. Increase in innovation funding.
Integrate Digital Technology innovations to the wider economy to ensure innovations can be applied across sectors.	Greater exposure to innovations could be achieved by dedicating additional resources to sign-posting businesses to suitable innovations and best-practice or creating a central repository of information. Access to funding will be central to businesses ability to adopt innovations. Additionally, the prevalence of space technology innovations across a range of industries, including Advanced Manufacturing and Engineering and Clean Energy, exemplifies the transformative effects that technological innovations can have across sectors. By working with regional partners, such as Space East, we can harness these opportunities across our key sectors.	Connected Innovation. Research-active institutions (e.g. Norwich University of the Arts). Space East.	Medium-term	Increase in innovation funding.

Advanced Manufacturing and Engineering

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Deliver the Made Smarter Adoption programme to drive innovation adoption among manufacturing and engineering businesses.	During 2025/26, the Made Smarter Adoption programme will support SMEs' adoption of Industrial Digital Technologies (IDT) through impartial advice and guidance, a digital readiness roadmap, intensive IDT support and leadership and management development programmes to upskill the workforce. Additionally, the programme provides a limited number of match-funded grants up to the value £20,000. A new team, consisting of a Programme Manager, Project Officer and Claims Officer, will deliver the programme.	NCC is the accountable body for the Made Smarter East of England programme.	Short-term The £2.4million programme is funded by the Department for Business and Trade.	Growth in sectoral GVA. Increase in innovation funding.

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Build on the success of existing sector groups, such as NAAME, and assets to ensure confidence in existing networks and capabilities continues to grow.	<p>NAAME, the leading sector group for manufacturing and engineering businesses in Norfolk and Suffolk, will continue its leading role in connecting businesses to facilitate knowledge-sharing and partnership-building and supporting innovation by facilitating access to leading research and programmes. It will refresh its strategy to facilitate greater inward investment, innovation and collaboration in the region, and rekindle networks in the region that have become less active. NAAME will also seek to expand its influence beyond the region.</p> <p>Productivity East, a regional hub hosted by the UEA, enables engineering and technology businesses to work alongside world-class researchers to create innovative products. Both NAAME and Productivity East will continue to support access to further support and funding that can have transformative effects for businesses.</p> <p>Hethel Engineering Centre also acts as an important hub for the sector, whilst cross-sectoral partnerships with Space East will connect innovators to exchange knowledge and deepen innovation.</p>	NAAME. Productivity East. Hethel Engineering Centre. Space East.	Short-term Funding source: NAAME is funded by NCC and SCC. Productivity East is funded by the UEA and Hethel Engineering Centre.	Growth in sectoral GVA. Increase in innovation funding.
Identify new methods to support businesses that complement the activity of existing networks.	<p>NAAME will develop a resource that will act as a central source of information and support for businesses.</p> <p>Creating a network of sector 'champions' will also be explored. These will be comprised of prominent local industry figures who will share their expertise and advise emerging businesses.</p>	NAAME.	Medium-term	Growth in sectoral GVA.
Ensure critical skills gaps are identified, addressed and filled.	NAAME will seek to comprehensively chart sectoral skills and lecturer gaps. This will be aided by the development of a database that details workforce information, including apprenticeship numbers. Efforts will also be made to ensure that the sector is referenced to a greater extent in strategic documents such as Local Skills Improvement Plans. Adjusting and capitalising on the opportunities presented by technological adoption will be important considerations for businesses that skills providers and support networks will need to address.	NAAME. Skills Team (Growth and Investment, Norfolk County Council). Education Providers.	Medium-term	Increase in sectoral jobs. Growth in sectoral GVA.

Cross-sector

Action	How will this be taken forward?	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
The Connected Innovation programme will continue to drive innovation by progressing the development of a fully connected innovation cluster and, alongside the Norfolk and Suffolk Innovation Board, deliver and build upon the Innovate UK Action Plan.	The Connected Innovation programme expands clusters, facilitates innovation activities, drives collaboration between clusters and leads bids to secure innovation funding. Events, such as the Innovate Local: East of England conference, will also drive efforts to increase innovation. The Norfolk and Suffolk Innovation Board, alongside Connected Innovation, is working to implement the Innovate UK Local Action Plan through an established delivery plan.	Connected Innovation. See also Innovation Grant Mentoring Project (Supporting Businesses pillar).	Short-term Funding source: NCC and SCC.	Increase in innovation funding.
Ensure the continued alignment of our high growth sectors with those prioritised by the government, as outlined in their Modern Industrial Strategy (MIS), to ensure they are ideally situated to leverage investment.	Norfolk has significant strengths in the eight growth-driving sectors identified in the MIS and is well-placed to capitalise on the investment opportunities arising from it. We will continue to encourage this alignment and work closely with the government so that these industries can further national priorities. We will also champion innovation that goes beyond the outlines articulated by government.	High growth sector groups and businesses.	Long-term Ensuring alignment with government priorities will be a continuous focus throughout the lifespan of the Local Growth Plan.	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.
Ensure Norfolk and Suffolk businesses capitalise on the opportunities emanating from the construction of Sizewell C.	The construction of a project on the scale of Sizewell C will create significant supply chain opportunities for an array of regional businesses across multiple sectors. For example, local Agri-Food businesses will benefit from the target of sourcing 80% of Sizewell C workers food from within the region. The eclectic demands resulting from the construction of Sizewell C are also likely to stimulate business diversification. We will support businesses to capitalise on these opportunities.	Norfolk and Suffolk County Councils. Growth Hub. Sizewell C.	Short-term.	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.

Foundational Economy

Culture, Heritage, Creative Industries and Visitor Economy

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Establish a Creative Industries Board, formalising a creative cluster across Norfolk and Suffolk.	A Creative Industries Board would have a leading role in determining and promoting priority areas for change and innovation. Through collaboration with the Norfolk and Suffolk Local Visitor Economy Partnership (LVEP) Board and the Norfolk and Suffolk Culture Board, it would establish a strong voice to lobby to regional bodies and national government and help to meet Norfolk's and Suffolk's aspirations for the sectors.	Norfolk and Suffolk Culture Board. LVEP. Norfolk County Council. Suffolk County Council.	Short-term Funding source: this would be resourced by board members' time. Further funding to support the longevity of a prospective future Creative Industries Board would be sought.	Increase in lobbying power of the Cultural sector to government. Increased delivery of strategic priorities for the Visitor, Creative, Heritage and Culture Economies.
Deliver the Creative East programme to support creative industries to thrive in the county.	In 2025/26, the programme will continue to leverage investment and support creative businesses to scale and innovate across Norfolk and Suffolk. The programme consists of two investment readiness cohorts, each of which are geared towards high growth potential. Norwich University of the Arts and the University of East Anglia (UEA) are also developing a Creative Industries Clusters Programme bid that, if successful, would bolster creative industries in the county.	The programme is led by Connected Innovation and delivered by the UEA. Partners include Norwich University of the Arts.	Short-term Funding derives from the Department for Culture, Media and Sports.	Growth in sectoral GVA.
Continue to nurture and attract creative talent through our dynamic, independent, cultural and creative sector.	Undertake a review of cultural and creative workforce development needs and build a programme that is innovative, sector-led and nationally significant. The programme should be delivered by the sector and deploy creative and cultural skills to drive talent, growth, community development, and wellbeing, using a wide range of tools and approaches.	Norfolk & Suffolk Culture Board to lead a regional workforce development programme, with national partners.	Medium-term Prospective financial support from NCC and SCC, Arts Council England, NHS and Skills funding.	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Draw on the reputation of our leading educational institutions and assets to establish a long-term pipeline of creative talent.</p>	<p>Prestigious institutions such as the UEA and Norwich University of the Arts as well as valuable Further Education and apprenticeship courses are developing and attracting creative talent. The UEA's 'CreativeUEA' programme collates the university's creative activities to initiate transformative approaches to pressing local and global challenges, drive cultural policy and generate economic growth. Norwich University of the Arts specialises in industry leading research and innovation, is home to unique and nationally leading assets such as the pioneering Immersive Visualisation and Simulation Lab and will host a Virtual Production Studio, developed in partnership with Sony, launching in Autumn 2025. It has also recently launched two Research and Knowledge Exchange Institutes, Creative Technology and Sustainable Worlds, to attract expert knowledge and develop international partnerships.</p>	<p>Educational Institutions (e.g. UEA and Norwich University of the Arts).</p>	<p>Short-term Funding source: UEA and Norwich University of the Arts.</p>	<p>Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.</p>
<p>Develop Norfolk's film sector through a Norfolk Film Office pilot and the talent emanating from our educational institutions.</p>	<p>A two-year pilot of a Norfolk Film Office is ongoing. The Film Office undertakes a variety of activity to promote the county as a film and TV destination. This includes providing an incoming production enquiries service, marketing activity, enhancing sectoral support activities and supporting cluster development. Activity is also ongoing to determine the feasibility of establishing a more diverse range of funding sources for the Film Office.</p> <p>Norwich University of the Arts and the UEA's leading courses and facilities will also be instrumental in developing the county's film sector. The former's Virtual Production Studio will generate inward investment from international screen production businesses, increase the availability of advanced technology to regional screen businesses and create highly skilled graduates.</p>	<p>Norfolk Screen. Economic Development (Growth and Investment, NCC). Educational institutions (e.g. UEA, Norwich University of the Arts).</p>	<p>Short-term Funding source: NCC.</p>	<p>Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.</p>

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Undertake the short-term projects outlined in the Norfolk and Suffolk Local Visitor Economy (LVEP) Partnership Destination Management Plan (DMP).	The DMP outlines a series of ambitious short-term projects to support Norfolk and Suffolk's visitor economy. These include Norwich Castle Plus and the Brecks Regenerative Tourism National Character Area . A business start-up fund for the latter could have a transformational impact for the project.	Visit East of England. Visit Norfolk. Norfolk and Suffolk LVEP Board. Norfolk and Suffolk Culture Board.	Short-term Funding source: LVEP board. Actions in the DMP will be funded by a variety of sources.	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.
Deliver a comprehensive, high quality Creative Health offer that is supported and valued by the Cultural and Health sectors.	There is ongoing work to capitalise on the mutual benefits that the Cultural and Health sectors can derive from each other and our national prominence in this area. This includes developing and securing an ambitious ACE Place Partnership Fund, worth up to £2 million, to deliver the regional creative health zone programme. The region's annual cultural summit acts a forum for knowledge exchange and seeks to build awareness of culture's role in enhancing sustainable wellbeing.	Norfolk and Suffolk Culture Board.	Short-term	Cross-cutting sectoral and societal benefits.
Ensure continued alignment with LVEP's DMP.	Alignment will be maintained with the DMP by supporting its four priorities to: <ol style="list-style-type: none">1. Raise awareness of Norfolk and Suffolk's visitor economy offer.2. Develop our rich and natural products.3. Support resilient and engaged businesses.4. Ensure effective destination management. We will also champion key aspirations of creating the infrastructure needed to host large scale events, supporting the regeneration of deprived areas and enhancing transport links.	Visit East of England. Visit Norfolk. Norfolk and Suffolk LVEP Board. Norfolk and Suffolk Culture Board.	Medium-term	Increase in sectoral jobs. Increase in sectoral business count. Growth in sectoral GVA.
Maximise the Cultural sector's ability to innovate and create change.	The sector's intrinsic value across the economy and society means that it has significant potential to create change. To support this, collaboration between key partners, such as the Norfolk and Suffolk Business Boards, local authorities and the Norfolk and Suffolk Culture Board, and the government and Arts Council England will be essential. Where feasible, we will invest in sectoral assets that drive inclusive growth in the sector.	Norfolk and Suffolk Culture Board. Norfolk and Suffolk Business Boards. Local Authorities. Government. Arts Council England.	Medium-term.	Increase in sectoral jobs. Growth in sectoral GVA. Increase in innovation funding.

Construction

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Continue Norfolk's Environmental Credits Nutrient Development programme to enable the construction industry to pursue development while meeting nutrient neutrality standards.	The Nutrient Development programme enables developers to purchase environmental credits that can allow them to pursue projects while supporting designated schemes that reduce pollution in Norfolk's rivers. The Nutrient Positive Programme invests in projects that reduce the nutrient load in Norfolk's rivers which can lead to them becoming financially viable.	Norfolk Environmental Credits (a not-for-profit venture between Breckland, Broadland, North Norfolk, Norwich City and South Norfolk Councils). Construction sector.	Short-term Initial funding derived from MHCLG, but the programme is now self-sustaining through the revenue that is generated.	Growth in sectoral GVA.
Promote procurement weighting for local businesses to retain talent and ensure regional investment benefits local firms.	There are significant contracting opportunities available for regional organisations, with the establishment of the supply chain for Sizewell C and over a dozen Nationally Significant Infrastructure Projects (NSIPs) across Norfolk and Suffolk. This can be done by giving a greater weighting to local companies to reduce the export of high-value contracts outside of the region, to counterparts in Leeds, Manchester and London.	Government. Local government. Procurement for NSIPs and Sizewell C, amongst others.	Medium-term	Increase in the number of large and high-value contracts awarded to regional construction businesses.
Promote construction careers to improve sector appeal and attract young talent.	Launch a coordinated campaign with local authorities and businesses to showcase diverse, high-value roles in construction. Use schools, colleges, and social media to challenge misconceptions and highlight career pathways beyond traditional trades. Aim to increase enrolment in regional construction courses and raise awareness of progression routes.	Local government. Businesses. Government.	Long-term	Increased participation in the sector by young people.
Build a peer-learning network to drive digital adoption in construction.	Create a peer-learning network where SMEs share real examples of digital tools improving efficiency and profitability. Use case studies and workshops to demonstrate practical benefits and dispel myths about high integration costs. Focus on low-cost, scalable solutions suitable for smaller firms.	Construction businesses.	Long-term	Increased appetite to adopt digital solutions amongst micro businesses and SMEs in the construction sector.
Counter the cost challenges of using digital tools in construction (e.g. creating a Building Information Modelling (BIM)-compliant project) and enable companies to roll out software licenses more widely, by subsidising the cost of licenses.	Introduce financial incentives or subsidies to reduce the cost of digital tools, such as BIM software, for SMEs. This will help smaller firms adopt technology at scale, improve efficiency, and compete with larger businesses.	Local government. Businesses.	Long-term	Increased adoption of software licenses amongst construction SMEs.

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Support the development of a local and sustainable materials supply chain to ensure that the construction sector can sustainably meet demand.	There is a broad recognition of the importance and need to develop this and efforts to progress this would be encouraged.	Construction sector. Supply chain partners.	Long-term	Increase in sectoral jobs. Growth in sectoral GVA.

Health and Social Care

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Support the construction of phase two of the Nursing School at the College of West Anglia (COWA) and a new Dentistry School at the University of East Anglia (UEA).	<p>The Nursing School at COWA was established in 2021. COWA has been progressing plans for a second phase of construction in 2025/26 to expand the facilities and range of training that can be provided, including dentistry. Partners are working to raise funds to enable the completion of this final stage.</p> <p>The UEA is hoping to launch a Dentistry School in September 2026. This would provide a pipeline of dentists to address the lack of dentistry provision in Norfolk. Government support is essential for the viability of the school.</p>	COWA. UEA. Government.	Short-term Funding source: Nursing School is funded by MHCLG, COWA and NCC. The Dentistry School: UEA, Greater Norwich Growth Board, Town Deal funding.	Increase in sectoral jobs.
Work to strengthen the organisations that deliver health and social care.	<p>NCC annually invests £450 million in commissioning adult social care services, supporting a wide range of independent and council-owned businesses.</p> <p>NCC's Promoting Independence (see People and Skills pillar) and Workforce strategies outline ambitious plans to support the sector.</p> <p>Fee benchmarking and market sustainability strategies support care provider viability.</p> <p>Long-term government funding settlements and social care reform are essential for the sector.</p>	Adult Social Services (NCC). Public Health. Norfolk and Waveney Integrated Care Board. Government.	Long-term	Increase in sectoral jobs.

PRIORITY 2

Ensure businesses in all places across Norfolk can succeed, prioritising growth in strategic sites.

<p>Ensure the sustainability of economic growth plans.</p>	<p>NCC's Climate Strategy prioritises a green economy. Wide ranging plans include promoting green skills and apprenticeships and supporting sustainable tourism – see Climate Change pillar.</p> <p>Sectors such as Clean Energy and Life Sciences will be instrumental in furthering the sustainability of our growth plans.</p> <p>Connected Innovation encourages its cluster partners to collaborate and take a holistic approach to growth plans. This has resulted in collaboration between the Advanced Manufacturing and Engineering and Clean Energy sectors that has furthered sustainability in the former.</p>	<p>The Climate Strategy is led by Norfolk County Council. It will be delivered and funded by a broad range of partners from the public and private sectors.</p> <p>Businesses. Sector groups. Connected Innovation.</p>	<p>Medium-term</p>	<p>See Climate Change pillar.</p>
<p>Continue to identify and support growth opportunities in our growth corridors.</p>	<p>Through the activity of our networks and sector groups and in collaboration with local authorities, we will continue to support and promote opportunities in our growth corridors. Opportunities can be found within the A47 Growth Corridor, the Cambridge-Norwich Tech Corridor (along the A11 Growth Corridor) and the Clean Growth Coast.</p>	<p>Networks (e.g. Connected Innovation). Sector groups and businesses. Local authorities.</p>	<p>Medium-term</p>	<p>Increase in GVA per capita. Increase in business count.</p>

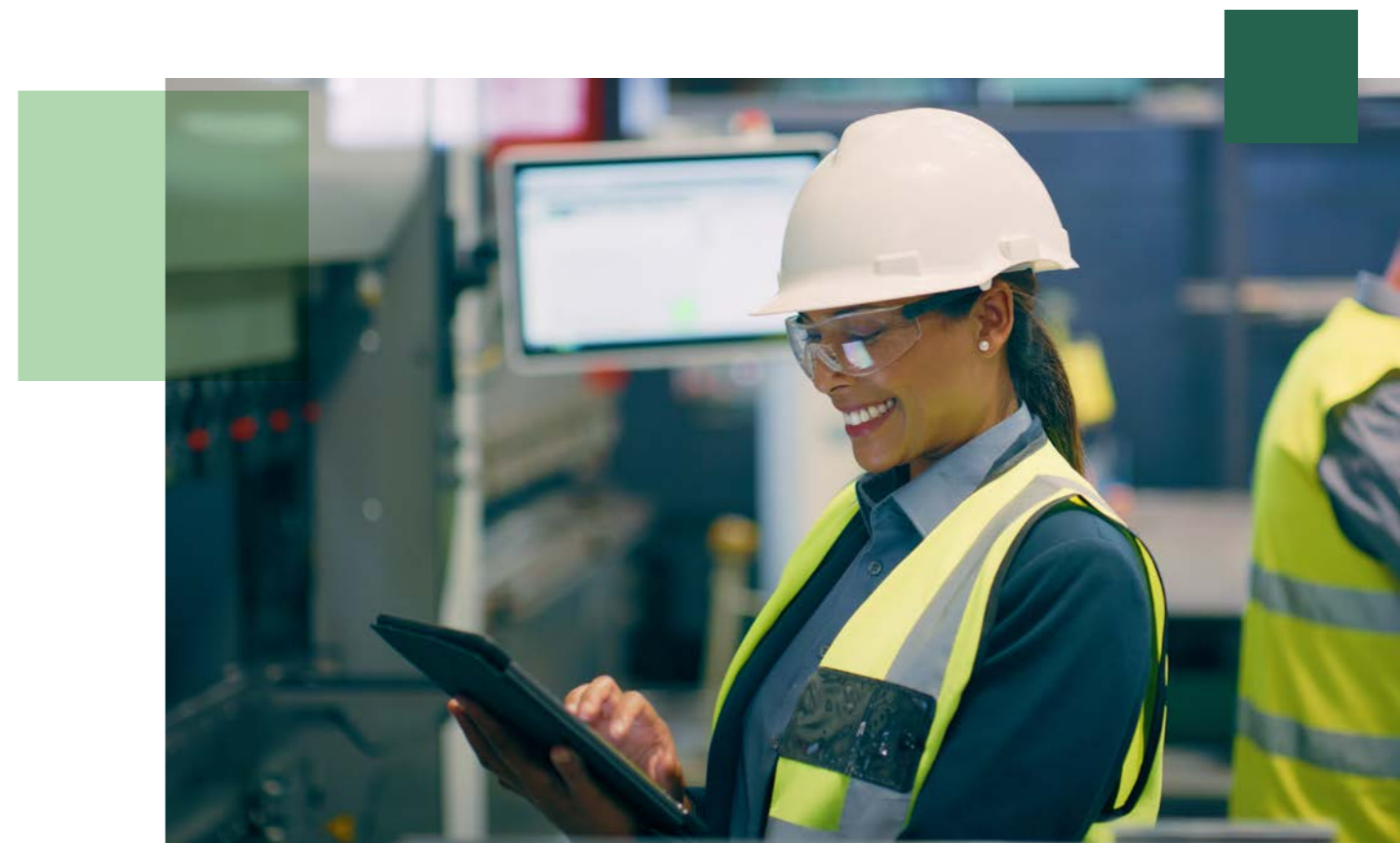
Identify suitable opportunities to unlock land for commercial space and, where appropriate, support the development of existing spaces.

Suitable opportunities will be identified through existing channels and progressed according to merit and available funding. There are plans to develop Hethel Engineering Centre, Scottow Enterprise Park, King's Lynn Enterprise Park, Snetterton Commercial Hub and the Norwich Research Park. The East Norwich regeneration project (see the Placemaking and Communities pillar) and the South Denes Masterplan are transformational schemes that would revitalise their respective local areas and draw substantial investment.

Local Authorities.
Government.
Sector groups.
Businesses.

Long-term

Increase in GVA per capita.
Increase in business count.



Downham Market



Supporting Businesses

To address pressing contemporary challenges, including stagnant productivity and wage levels, and capitalise on the opportunities of the modern economy, Norfolk requires resilient and dynamic businesses.

Norfolk businesses (99.7%) are predominantly SMEs and maximising the potential of these will be instrumental to our aspirations.

Fundamental to the success of many businesses and, consequently, our key sectors, is effective business support. The Growth Hub provides free, fully funded, impartial support and advice to businesses that have been trading for over twelve months. In the last decade, the Growth Hub has supported over 14,000 businesses and delivered more than 74,000 hours of support.

Puddin Cakery, Thetford



Supplementing the county's business support provision is a variety of business support providers that offer a range of general and specialist programmes.

Our actions aim to strengthen these services so that they can provide the most effective support possible, enhancing businesses prospects to scale-up and innovate.

Reflecting evolving priorities, including net zero and digital transformation, our business support offer will adapt to continue to meet the needs of businesses.

PRIORITY 1

Grow, strengthen and future-proof our business base and target the needs of SMEs

Short-term Actions (to be delivered within two years)

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Continue and enhance the support provided by the Growth Hub.	<p>The Growth Hub is Norfolk County Council's (NCC) primary business support service. It engages with businesses across the county, performs the functions previously delivered by the LEP and is expanding its activity into multiple tranches that target:</p> <ol style="list-style-type: none">1. Business growth.2. Business support.3. High growth service, coaching and mentoring.4. High street and retail businesses.5. Rural businesses. <p>A Clean Growth Adviser will be employed to enhance the decarbonisation support offered to businesses.</p>	The Growth Hub (Growth and Investment, NCC).	<p>Short-term</p> <p>The Growth Hub is funded through a variety of sources including the UK Shared Prosperity Fund (UKSPF), Department for Business and Trade (DBT) and NCC.</p>	Number of businesses supported and hours of support provided.

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Provide support to SMEs for digital transformation.	<p>NCC's Go Digital Programme supports SMEs to undertake digital transformation. Ambitious plans for the programme in 2025/26 include:</p> <ol style="list-style-type: none"> 1. Delivering 450 one-to-one digital assessments and consultancy services to SMEs. 2. Providing 350 grants to SMEs totalling £175,000 through a streamlined application process. 3. Hosting networking events to provide forums for SMEs and to share best practice. <p>Additionally, the Growth Hub will deliver workshops on a range of themes associated with digital transformation, including AI, cyber security and digital skills.</p>	The Growth Hub (Growth and Investment, NCC).	<p>Short-term</p> <p>The Go Digital programme is funded through the UKSPF and NCC.</p>	Number of businesses supported and hours of support provided.
Provide start-up support to encourage an enterprising culture in Norfolk.	<p>The Business and Intellectual Property Centre (BIPC) Norfolk provides support to aspiring entrepreneurs and start-ups, including free or low-cost access to business intelligence, workshops, business skills courses and intellectual property support.</p> <p>Business Support providers also provide start-up support e.g. Menta's Business Start-up Support Programme.</p> <p>The British Bank's Start Up Loan scheme, with support from the Norfolk and Waveney Enterprise Service (NWES), offers loans to eligible start-up businesses.</p> <p>Sector-specific schemes, including the Future Tech Programme (see Key Sectors pillar), also support start-ups.</p>	<p>BIPC Norfolk (NCC).</p> <p>Business Support Providers (e.g. Menta).</p>	<p>Short-term</p> <p>Funding source: NCC.</p>	<p>Increase in the number of new businesses.</p> <p>Number of businesses supported and hours of support provided.</p>
Nurture Norfolk's scale-ups, by providing support to scale and develop high-growth opportunities across key sectors.	<p>The Growth Hub proactively identifies and contacts businesses that are well-positioned to scale up. Suitable businesses are provided support through the Scale Up & High Growth programme, which includes one-to-one coaching across a range of themes. This is a bespoke programme that is conducive to supporting businesses across a range of sectors. Workshops will be held to complement existing scale up support.</p> <p>The Growth Hub will also refer businesses to suitable, there is a variety of specific sector schemes, external scale up programmes.</p>	<p>The Growth Hub (Growth and Investment, NCC).</p> <p>Business Support Providers (e.g. Akcela, Hethel Innovation and NWES).</p>	<p>Short-term</p> <p>Funding source: The Growth Hub is funded through UKFPS, NCC and the Department for Business and Trade (DBT).</p>	Number of businesses supported and hours of support provided.

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Support better access to finance for SMEs.	The Growth Hub signposts and, alongside programmes such as the Innovation Grant Mentoring Project , advises businesses on how to capitalise on available funding opportunities. The Norfolk Business Growth Grant offers support of between £5000 - £50,000 to businesses to enhance productivity and innovation, facilitate diversification and leverage further investment. The Growth Hub will also refer businesses to external opportunities.	The Growth Hub (Growth and Investment, NCC).	Short-term In addition to grants provided by national governmental bodies and local government, the private sector will be an important source of finance for SMEs.	Number of businesses supported and hours of support provided.
Provide innovation support for SMEs to address productivity challenges and unlock funding for research and development.	The Innovation Grant Mentoring Project promotes, hosts webinars and workshops and provides specialist mentoring and bid writing coaching to businesses seeking innovation funding opportunities. Engagement across the innovation ecosystem ensures appropriate early-stage and scaling businesses are identified for support. A target of seventy businesses registering to the project has been set for 2025/26. The Growth Hub also signposts businesses to applicable innovation funding opportunities such as Horizon Europe.	The Innovation Grant Mentoring Project Team (Growth and Investment, NCC). The project operates across Norfolk and Suffolk. The Growth Hub (Growth and Investment, NCC).	Short-term The Innovation Grant Mentoring Project is funded by Norfolk and Suffolk County Councils.	Number of businesses supported to innovate and grow.
Deliver the Norfolk High Streets Matter programme.	The programme enhances business support to high street businesses. It encompasses a Retail Excellence scheme that will support 100 retailers in eight pilot towns, consisting of a mix of locations including both coastal and rural areas, to upskill; a follow-up High-Growth programme for twelve businesses to accelerate their growth; a Retail Web Toolkit; the Love Your Market Town Conference to facilitate knowledge-sharing between stakeholders.	The Growth Hub (Growth and Investment, NCC).	Short-term Funding source: NCC and UKSPF.	Increase in business survival rates.

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Work with partners, such as the Department for Business and Trade and the Norfolk Chambers of Commerce, to support overseas trade opportunities.	<p>The Growth Hub collaborates extensively with the Norfolk Chambers of Commerce, hosting joint workshops on areas including overseas trade opportunities, working to ensure there is minimal duplication of activity in the support provided by the two organisations and operating, alongside the Federation of Small Businesses and the Institute of Directors, a joint referral system.</p> <p>The Growth Hub also provides specialist advice to businesses seeking to enter export markets, including helping organisations ascertain their readiness for international trade, providing market research assistance and introductions to the local International Trade Adviser.</p>	<p>The Growth Hub (Growth and Investment, NCC).</p> <p>Partners include the Norfolk Chambers of Commerce, Federation for Small Businesses and the Department for Business and Trade (UK government).</p>	<p>Short-term</p> <p>Funding source: DBT, Norfolk Chambers of Commerce, NCC.</p>	Increase in exports.
Launch the Norfolk Ambassadors programme.	The Norfolk Ambassadors Programme will consist of business partners from across the county and include both private and public sector representatives. The programme will enable the Ambassadors to enhance the profile of Norfolk, share business concerns and ideas with local and central government, raise awareness of business support schemes and impart their knowledge to businesses.	Norfolk Business Board.	<p>Short-term</p> <p>Funding source: NCC.</p>	Increased profile and platform for businesses.
Provide dedicated and tailored business support for rural businesses.	<p>The Growth Hub will develop a business case for a rural business support programme with a dedicated rural business adviser. The rural adviser will support rural businesses, particularly small and mid-sized organisations, to navigate challenges surrounding the multi-agency planning system and exporting process, and to capitalise on funding opportunities such as the Adopt grant-funding programme.</p> <p>Business support will be targeted and adapted according to evolving pressures and guidance from sector groups such as the Country Land Association and the National Farmers Union.</p> <p>As with previous rural funding programmes, the Growth Hub would seek to use further such funding to enhance the business support offered to rural businesses.</p>	Norfolk County Council	<p>Short-term</p> <p>Funding source: Government, Norfolk County Council.</p>	Number of businesses supported and hours of support provided.

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Deliver the Business Builder Programme in South Norfolk and Broadland.	South Norfolk and Broadland Councils' business growth programme supports investments made by businesses towards their business growth and, consequently, aids wider local economic growth. The service also provides funds, advice and training to support SME's business growth.	South Norfolk and Broadland District Councils.	Short-term Funding source: South Norfolk and Broadland Council's UKSPF.	Number of businesses supported and hours of support provided. Increase in business survival rates.

Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Continue the simplification of the business support landscape.	The Growth Hub will continue to simplify the business support landscape. It will continue to signpost businesses to appropriate schemes and partners, thus reducing the onus on businesses to navigate the support and funding landscape. Copilot has been integrated into operations to enhance the customer journey. There is also an aspiration, subject to funding, for the Growth Hub to develop an app that would enable businesses to conveniently access information pertaining to business support.	The Growth Hub (Growth and Investment, NCC). Business Support providers.	Medium-term	Number of businesses supported and hours of support provided.
Enhance the accessibility of business support programmes.	The Growth Hub hosts in-person and online workshops, pitched at different levels of competence, on a variety of topics. The Growth Hub will design and implement activity that will target and boost engagement with organisations that have previously proven difficult to engage with.	The Growth Hub (Growth and Investment, NCC). Business Support providers.	Medium-term	Number of businesses supported and hours of support provided.
Explore partnerships with private sector organisations to fund business support programmes and/or grants to businesses to develop growth, research and development or diversification schemes.	The Growth Hub currently partners with the Royal Bank of Scotland (RBS) and a service provider that has developed a methodology for quantifying intangible assets. Based on this assessment of intangible assets, RBS offers loans to businesses which is complemented by low-level match funding from the Growth Hub. There are aspirations to deepen this collaboration and to extend the offering. Providing match funding through growth grants to SMEs could be another mechanism for SMEs to access private sector investment.	The Growth Hub (Growth and Investment, NCC).	Medium-term	Increased access to finance.

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Support businesses to embed the Net Zero transition into their operations.	<p>NCC's Climate Strategy (see Climate Change pillar) emphasises the importance of supporting businesses to reach net zero. Various plans include working with local networks to support SMEs on their journey to net zero, developing an industry-led Agri-Food decarbonisation roadmap, promoting green apprenticeships and determining the feasibility of establishing a solar consortium within the Norwich Business Improvement Area.</p> <p>Norfolk is also a part of the Climate Charter that provides guidance, support, and recognition to small and medium sized businesses that take positive action towards net zero.</p>	<p>For the Climate Strategy, see Climate Change pillar.</p> <p>The Carbon Charter is delivered by Groundwork East and overseen by the Environment Agency and Suffolk County Council.</p>	Long-term	Number of businesses supported to decarbonise.
Increase engagement and enhance business support for VCSE organisations.	<p>Community Action Norfolk engages with the VCSE sector and provides a communications hub, networking, training and events and a partner exchange service.</p> <p>The Norfolk and Waveney VCSE Assembly supports equitable partnering and engagement with the sector as part of the Integrated Care System, embedding the sector's voice into planning and decision making processes.</p> <p>Organisations such as FUSE Network enable the development and growth of social enterprises and connects them to other businesses, charities, local authorities and anchor institutions.</p> <p>The Growth Hub will continue supporting trading VCSEs and seek to enhance their collaboration with partners in this area.</p>	<p>Representative groups such as Community Action Norfolk and the Norfolk and Waveney VCSE Assembly.</p> <p>Partners and Business Support providers (FUSE Network, BIPC Norfolk).</p> <p>The Growth Hub (Growth and Investment, NCC).</p>	Long-term	Enhanced business support for VCSE organisations.
Enhance engagement and collaboration with large organisations to ensure that local SMEs can benefit from their activity.	The Growth Hub will explore the feasibility of establishing a professional network to connect large organisations to SMEs to facilitate collaboration (e.g. assisting SMEs to benefit from supply chain activity). Existing industry groups will also play a prominent role in connecting local businesses to corporate organisations.	<p>The Growth Hub (Growth and Investment, NCC).</p> <p>Industry Groups (e.g. Financial Industry Group).</p>	Long-term	Increased collaboration between large organisations and SMEs.

PRIORITY 2

Support businesses to provide quality jobs, wages and conditions

Short-term Actions (to be delivered within two years)

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Promote the visitor economy shoulder seasons to enable businesses to maintain jobs across the year.	<p>LVEP's Destination Management Plan prioritises the development of cultural offers, destinations and experiences to reduce seasonality and maintain and enhance jobs in the sector. Activities to support the shoulder season include exploring further out of season cultural activity and events and collaborating with the Norfolk and Suffolk Culture Board to increase investment and develop the cultural economy.</p> <p>The Love Your Market Town Fund issues grants to community groups and businesses in Norfolk that undertake projects which generate footfall in town centres.</p> <p>District council plans, such as North Walsham's High Street Heritage Action Zone and the King's Lynn Cultural and Heritage Strategy, aspire to enhance visitor numbers and economic activity.</p>	<p>LVEP is managed by Visit East of England.</p> <p>Norfolk and Suffolk Culture Board.</p> <p>In collaboration with the relevant district councils, the Love Your Market Town programme is managed by the Economic Development Team (Growth and Investment, NCC).</p> <p>District councils.</p>	<p>Short-term</p> <p>Funding source for the Love Your Market Town fund: NCC and UKSPF.</p>	<p>Increase in business survival rates.</p>

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
<p>We will use the opportunity afforded by the Procurement Act 2023 to engage SMEs and social enterprises in the bidding for contracts.</p>	<p>NCC's Procurement Team will support the delivery of this action by:</p> <ol style="list-style-type: none"> 1. Reviewing NCC's website to explore ways to improve the information that details how to access council procurement opportunities and produce effective bids. 2. Creating internal guidance on ensuring that procurement processes are SME-friendly. 3. Evaluating NCC's categories of spend to identify the best opportunities for SME participation and consider how these opportunities can be made more accessible. 4. Reviewing, when procuring major NCC contracts with sub-contracting opportunities, how bidders ensure these opportunities are accessible to the local supply chain. 	<p>Procurement and Sustainability (Finance Department and Climate Hub, NCC).</p>	<p>The first three points are short-term activities. Activity addressing the last point is ongoing and a completion date has yet to be determined.</p> <p>Funding source: NCC officer time.</p>	<p>More effective access to procurement opportunities.</p>
<p>Create more sector specific co-working spaces, to enable business support, knowledge transfer and the expansion of networks.</p>	<p>Buildings such as Rouen House offer flexible office space, a co-working suite and business solutions provided by a resident NWES team.</p> <p>Norwich Unity Hub supports VCSE organisations to access suitable premises. Carrow House provides a hub for VCSE organisations and will provide a collective space for artists.</p> <p>The expansion of the Connected Innovation network has been instrumental in the creation of sector specific spaces for high growth industries. In addition to well-established sites such as Hethel Engineering Centre, further spaces include the Digital Hub at Townshend House and will include an Aviation Innovation Development Zone at Norwich Airport.</p>	<p>Partners (e.g. NWES and Norwich Unity Hub).</p> <p>Connected Innovation. Sectors and Innovation (Growth and Investment, NCC).</p>	<p>Short-term</p> <p>Funding source for Carrow House: NCC and Norwich City Council. Mix of voluntary organisations.</p> <p>Connected Innovation: NCC and SCC.</p> <p>Rouen house: mixture of funding, including the private sector.</p>	<p>More effective working environments.</p>

Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward or delivered	Who is taking this forward?	Timeframe & known funding sources	What does success look like?
Support culture, heritage and visitor economy businesses to increase trade and provide better quality jobs.	LVEP's Destination Management Plan prioritises the success of profitable, resilient and engaged businesses. Activity to support this includes providing an integrated programme of advice and support for businesses and continuing and expanding existing recruitment and skills development under the VENI+ project .	The Norfolk and Suffolk LVEP is managed by Visit East of England. Norfolk and Suffolk Culture Board. The Growth Hub (Growth and Investment, NCC).	Medium-term	Increase in average wage levels. Increase in business survival rates.
Promote and support good employment practices, particularly in our foundation sectors.	The Growth Hub does not provide grants to organisations that operate zero-hour contracts. The Business Growth Grant seeks to prioritise businesses that provide above average wage levels. The Norfolk Carers Charter outlines a range of principles that supports employees with caring roles. NCC, through strategies (e.g. the Adult Social Care Workforce Strategy), will continue to advocate and support good employment practices. The Procurement Team will review categories of spend to identify those that require specific focus on employment practices and will work with the Employment and Skills Team to recognise opportunities to promote training and skills development through council contracts.	Procurement and Sustainability (Finance Department and Climate Hub, NCC). Growth Hub (Growth and Investment, NCC).	Long-term	Increase in average wage levels.



Apprenticeships Levy
Celebration Event

Panel Discussion

- Host: Katy Dorman
~ Sophie Gray, Aviva
~ Nick Green, University of East Anglia
~ Estee Ross, Warren Services
~ Jessica Tyson, YMCA Norfolk

Apprenticeships
Norfolk

People and Skills

We want to ensure that future economic growth directly benefits all our residents.

This will help to reduce health inequalities and improve wages. To achieve this, we will support all our communities and age groups to gain the skills they need and support access to employment across all sectors.

Norfolk is in a unique position. It is home to multiple leading higher and further education providers, such as the University of East Anglia, Norwich University of the Arts, East Coast College, City College Norwich, the College of West Anglia and Easton College. These stakeholders, alongside an array of businesses, charitable organisations, sector skills groups and government partners, shaped the action plan to ensure that it has the potential to increase skills, employment and wages.

To realise this vision, we need to consider both aspirational and actionable activities which we can work with partners across the county to deliver.

Whilst we are ambitious, we recognise that certain challenges require government intervention. Engagement with the sector highlighted stagnant vocational tutor remuneration resulting in chronic tutor shortages, and the need to increase capital funding to further and higher education providers to address skills challenges. We will work with government to meet these obstacles and lobby for wider action on barriers which diminish opportunities in Norfolk and beyond.

PRIORITY 1

Build the workforce and talent of the future – whether people are entering work for the first time or returning to work.

Short-term Actions (to be delivered within two years)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Strengthen the work readiness and employability elements of community-based learning and training.</p>	<p>Continue alignment with the Local Skills Improvement Plan (LSIP), a Department for Education initiative that sets out the key priorities to make technical education and skills provision more responsive to the changing needs of employers and businesses. The LSIP will be delivered in 2025 and includes an emphasis on soft skills. For example, LSIP research identifies teamwork, communication and problem solving as the most pressing soft skills training needs.</p>	<p>Skills Hub. LSIP. Education Providers. Sector Skills Groups. District/Borough Skills and Employability Groups. VSCE.</p>	<p>Short-term LSIP funding source: Norfolk Chambers of Commerce.</p>	<p>Increased employment for economically inactive residents. Specific or embedded curriculum reducing employability skills gaps. Increased resident work-readiness. Increased resident employment.</p>
<p>Promote and deliver support to those with long-term health conditions and disadvantages so that they can attain sustainable employment.</p>	<p>Maximise participation across Working Well Norfolk and ensure a seamless transition into Connect to Work. Working Well Norfolk increases workforce participation for people with disabilities and health conditions who face health and social barriers to work. This will be continued through Connect to Work, part of the Government's Get Britain Working strategy, aiming to support 4,300 Norfolk residents with disabilities, long-term health conditions and other complex barriers into employment by March 2030.</p>	<p>Get Norfolk Working Local Plan. NCC (Adult Social Services and Skills Team). Norfolk Public Health. Integrated Care Board (ICB). NCC Employment/Employability programmes.</p>	<p>Short-term Funding source: Department for Work and Pensions.</p>	<p>Increase access to skills provision for those from the economically inactive cohort. Increased employment for economically inactive residents. More support to those who are economically inactive due to long-term health conditions.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Increase access to skills provision in economically deprived areas and raise the profile of new sites, including The Place in Great Yarmouth and the King's Lynn Library and Learning Centre , that address this.	<p>Promoting the use of community-based educational facilities will help to uplift deprived communities and reduce chronic inequalities.</p> <p>For example, The Place, a £17 million university, library and learning centre, is aiming to upskill the people of Great Yarmouth and beyond to gain a degree qualification. This will be operational in 2025 and will be a base for East Coast College and the University of Suffolk to provide outstanding teaching to a community undergoing social and physical regeneration.</p>	<p>The Place: Great Yarmouth Borough Council, NCC, East Coast College, University of Suffolk.</p> <p>The following will help to promote and connect communities with these centres: District/Borough Councils and Skills and Employability Groups, The College of West Anglia, East Coast College, NCC Adult Learning Service and Employment/Employability programmes, Independent Training Providers, VCSE organisations.</p>	<p>Short-term</p> <p>Funded by Government Town Deal, East Coast College, University of Suffolk and NCC.</p>	<p>Increase access to skills provision for those from the economically inactive cohort.</p> <p>High initial impact/participation in areas of low skills attainment, unemployment and economic inactivity.</p>
Better connect community and VCSE networks to skills and employability platforms.	Ensure broad membership of these platforms from councils, skills bodies, the Department for Work and Pensions (DWP), VCSE Assembly, and the Norfolk Business Board.	Local Authorities VCSE Assembly Norfolk Business Board.	Short-term Funding sources to be confirmed.	VCSEs are fully engaged in shaping skills and employability platforms, leading to fewer NEETs and stronger pathways into work and training.
Improve skills and development investment in the VCSE sector.	Voluntary Norfolk is working with Apprenticeships Norfolk and City College Norwich on bespoke training for VCSE leaders. An ambition is to establish a course akin to the Help to Grow Management Course (taught at the University of East Anglia), which helps SME leaders to increase productivity, seize investment opportunities and grow businesses. There is an appetite to establish a counterpart specific to the needs of VCSE organisations.	VCSE Partners. Apprenticeships Norfolk. Further and Higher Education institutions.	Short-term Funding source: Apprenticeship Levy and Higher Education	VCSE employees and leaders are better equipped and supported, with stronger retention, less burnout, and improved succession planning.
In collaboration with stakeholders, determine and adopt lessons from previous support programmes in advance of future funding opportunities.	Evaluate current, past or emerging employability inventions aligned to county and placed-based objectives to collectively identify best practice provision with maximum impact. This includes research of national best practice and obtaining collective stakeholder buy-in to deliver programmes such as Boost and Tech Skills for Life countywide.	NCC Skills Team and Employment/Employability programmes. District and Borough Councils and Skills and Employability Groups. VCSEs and Community Services.	Short-term Funding source: Boost is UKSPF for King's Lynn and West Norfolk and Breckland. Tech Skills for Life initially funded by NCC and seeking further funding opportunities.	Proactive readiness for future funding mechanisms. Best practice provision and avoidance of duplication supporting return on investment.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Increase the number of businesses accessing existing apprenticeship interventions, including Apprenticeships Norfolk's Apprenticeship Levy Share .	The Apprenticeship Levy Share is a highly successful programme, enabling SMEs to access apprentices and provide more apprenticeship opportunities. The programme has delivered £3 million of levy transfers from unspent levy funds from over thirty partner organisations, supporting over 150 Norfolk businesses and 320 apprenticeship starts.	Apprenticeships Norfolk.	Short-term Funding source: Apprenticeship Levy.	Increased apprenticeship and employment opportunities.
Bring partners together in the Norfolk and Waveney Health and Work Strategy Group to develop solutions across health, social care, public and private businesses .	The Norfolk and Waveney Health and Work Strategy Group (NWHWSG) are supporting the development of the Get Britain Working (GBW) local plans and Working Well Connect to Work. The group also reports to the ICS Living and Working Conditions group. The group are bringing together the GBW local plan and Working Well leadership to develop a combined offer that includes health.	Members include: Norfolk and Waveney ICB. Government (DWP and the Department for Health and Social Care). NCC (Active Norfolk) and SCC. VCSEs (Business in the Community and Norfolk Citizen Advice). Representative organisations (Federation of Small Businesses and Norfolk Chambers of Commerce).	Short-term Funded by: NWHWSG group.	More support to those who are economically inactive due to long-term health conditions. Increased employment for economically inactive residents.
Improve the quantity and impact of Careers Education, Information, Advice and Guidance for young people through the Careers Hub.	The Careers Hub works directly with schools, colleges, apprenticeships providers and employers to continually improve careers education provision for young people. Enhancement will be achieved by developing wider support from employers and facilitating better connections with schools and colleges. This will also include supporting the development and awareness of local opportunity across enterprise advisors, careers leaders, teachers and parents/carers. Norwich Business Improvement District's 'Work in Norwich' campaign could be used in efforts, or inform future efforts, to enhance the impact of careers engagement with young people. Norfolk County Council aspires to evolve and develop an all-age careers service offering. This is a long-term objective.	NCC Careers Hub.	Short-term Funding source: The Careers & Enterprise Company and The European Social Fund (EFS).	Increase information available to young adults and adult learners.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Expand the provision of impactful programmes such as Boost and Tech Skills for Life, enabling residents across Norfolk to benefit from their activities.</p>	<p>The Boost project supports people aged 16-30 in West Norfolk and Breckland with skills to become work ready. It helps young people to build confidence, gain new skills, or find a job. Over the past three years, it has helped almost 800 young people overcome barriers to learning and employment.</p> <p>Tech Skills for Life works with VCSE partners to provide free support to elderly and disadvantaged groups, granting access to laptops, tablets and internet data. Tech coaches then teach skills that make technology easier to use, boosting confidence to use the internet safely. This helps connect and support elderly residents and supports new skills and employment opportunities for disadvantaged groups.</p>	<p>Boost - Borough Council of King's Lynn & West Norfolk and Breckland District Council, Norfolk County Council.</p> <p>Tech Skills for Life: Digital Services, Norfolk County Council.</p>	<p>Short-term</p> <p>Funding source: Boost is UKSPF for King's Lynn and West Norfolk and Breckland.</p> <p>Tech Skills for Life was initially funded by NCC and is seeking further funding opportunities.</p>	<p>Increased resident work-readiness.</p> <p>Increase careers information available to young adults and adult learners.</p>
<p>Reduce inequalities in life expectancy and life outcomes through Active NoW, an exercise-referral scheme for people with long-term health conditions, which aims to connect to those not in employment or education (NEETs), to create routes to employment and improved health resilience.</p>	<p>Active NoW has been in operation since January 2023, successfully delivering over 10,000 referrals. Of these 65% have gone on to take up regular physical activity. New pathways have been added as the scheme has grown, including musculoskeletal conditions, hypertension, diabetes and mental illness.</p> <p>The ambition for the scheme is to increase the number of referrals and to scale create health and wellbeing uplift, at the same time as creating better outcomes through employment.</p> <p>This activity feeds into the Get Britain Working Local Plan, in which a prominent priority is the reduction of health-related economic inactivity.</p>	<p>Integrated Care Board.</p> <p>South Norfolk and Broadland District Councils.</p> <p>Active Norfolk.</p>	<p>Short-term</p> <p>Funding source: Integrated Care Board</p> <p>South Norfolk and Broadland</p> <p>Active Norfolk</p>	<p>Reduction in the number of people that are not in employment or education (NEET).</p> <p>Higher volume of support to the economic inactive with long-term health conditions.</p>

Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward?	Who is involved in taking forward?	Timeframe & known funding sources	What does success look like?
<p>Prioritise and support the objectives of District and Borough Skills and Employability Groups to represent their places and voice the needs and opportunities for employment, training and skills in their communities.</p>	<p>Raise the profile of these groups towards recognition that they are the key mechanism for placed-based intelligence generation and dissemination.</p> <p>With knowledge of opportunities and challenges, better connect them across relevant county mechanisms to support the shaping of skills and employability provision that is funded at local level.</p> <p>Utilise the groups to maximise local participation across skills and employability provision.</p> <p>Support the collective and collaborative intent to deliver placed-based skills and employment activities and ensure membership is representative of wider stakeholders.</p>	<p>District and Borough Councils.</p> <p>NCC (Skills Team and Adult Learning Service).</p> <p>DWP.</p> <p>LSIP.</p> <p>Representative organisations (sector skills groups, Norfolk Chambers of Commerce and the Federation of Small Businesses).</p> <p>Further and Higher Education Providers (e.g. City College Norwich, East Coast College, College of West Anglia, University of East Anglia and Norwich University of Arts).</p> <p>Independent Training Providers.</p> <p>Schools.</p> <p>VCSEs.</p>	<p>Medium-term</p>	<p>Decrease the percentage of the population with no qualifications or have only achieved at NVQ level 1.</p> <p>A simplified skills and employability network, reducing navigational complexity and duplication for stakeholders.</p> <p>Improved outcomes across District, Borough and County priorities.</p>
<p>Shape and deliver the right Skills Bootcamps provision and maximise participation across the county.</p>	<p>Capture local intelligence to safeguard the needs of Norfolk by facilitating effective bootcamps that are accessible in the right places.</p> <p>Ensure programmes meet the needs of current and emerging skills gaps with evidenced destination guarantees.</p> <p>Maximise awareness of the wave six offer across workplaces and communities.</p>	<p>Sector Skills Groups.</p> <p>Skills Hub.</p> <p>Skills Team.</p> <p>ERBs and Employers.</p> <p>LSIP.</p> <p>District and Borough Skills and Employability Groups.</p>	<p>Medium-term</p>	<p>Increased employment for economically inactive residents.</p> <p>Increase the number of new entrants into work and upskill the existing workforce across foundation & growth sectors.</p> <p>Ensure provision is aligned to place-based opportunities.</p>

Action	How will this be taken forward?	Who is involved in taking forward?	Timeframe & known funding sources	What does success look like?
Facilitate key stakeholder events specifically addressing known barriers preventing effective collaborative engagement.	Facilitate action-based events directly aimed at overcoming commonly noted barriers, such as Clean Energy Hackathon (East of England Energy Group, EEEGR) and the Careers Conference.	EEEGR. Anchor employers. Post-16 Education Providers. Careers Hub. Cornerstone Employers. Skills Team.	Medium-term	Increased engagement with the local skills system and less reliance on out of county provision. Maximise opportunity of employer support with education. Less risk of student and employer migration between local providers. Increased Gatsby Benchmark outcomes.
Targeted employment support for the most vulnerable and disadvantaged groups in our communities.	Strengthen relationships and support for community mechanisms serving vulnerable and disadvantaged cohorts. Develop more effective referral and visible pathways between support programmes.	Get Norfolk Working Local Plan. NCC (Adult Social Services and Employment/Employability programmes). Health partners (Public Health and ICB). ICB Health Inequalities. VCSEs and Community Services. Boost.	Medium-term	Reduction in the number of people that are not in employment or education (NEET). Increased inclusivity and accessibility for marginalised and disadvantaged residents into work and skills.

Action	How will this be taken forward?	Who is involved in taking forward?	Timeframe & known funding sources	What does success look like?
<p>Maximise participation in existing projects and interventions that support employability.</p>	<p>Encourage and nurture cross-stakeholder collaboration to maximise return on investment on currently planned and delivered projects.</p> <p>Tie together interventions from different stakeholders for collective promotion, including all related UKSPF and emerging Neighbourhood Plans.</p>	<p>Get Norfolk Working Local Plan. NCC (Adult Social Services and Employment and Employability programmes). Health (Public Health and ICB). ICB Health Inequalities. VCSEs and Community Services. Boost. District and Borough Councils and Skills and Employability Groups. DWP. Education Providers.</p>	<p>Medium-term</p>	<p>Reduction in the number of people that are not in employment or education (NEET).</p> <p>Greater provision for residents and employers, higher participation rates and more resources focused on delivery rather than marketing.</p>
<p>Support school systems to deliver an enhanced careers service, aligned to local opportunities, with parity for technical skills pathways.</p>	<p>Increase the quality and capacity of school enterprise advisers; create regular webinars and forums to nurture existing enterprise advisers and develop their knowledge of opportunities and aligned skills pathways.</p> <p>Deliver employer encounters and wider careers guidance to key influencers including careers leads, teachers, parents and carers.</p> <p>Support Apprenticeships Norfolk and Children's Services to increase apprenticeship starts.</p>	<p>Careers Hub. Cornerstone Employers. DWP. Apprenticeships Norfolk. NCC (Children's Services, Skills Team). District Assemblies.</p>	<p>Medium-term</p>	<p>Decrease the percentage of the population with no qualifications or have only achieved at NVQ level 1.</p> <p>Better career outcomes for residents within priority sector workforces.</p> <p>Leverage of experienced local expertise including retirees.</p>

Action	How will this be taken forward?	Who is involved in taking forward?	Timeframe & known funding sources	What does success look like?
Increase the capacity, range and quality of employer engagement with both schools' careers services and adult provision.	<p>Create a portfolio of placed-based employer support aligned with a range of support practices beyond existing networks.</p> <p>Raise the profile of Cornerstone Employer activity to encourage peer action; focus on return on investment and social responsibility.</p> <p>Focus on SMEs for bite-sized support practices to compliment large organisations offering comprehensive packages.</p> <p>Better connect the competitive landscape for employer engagement to drive collaboration to increase the portfolio of employer engagement.</p>	<p>Careers Hub.</p> <p>Skills Team.</p> <p>DWP.</p> <p>Cornerstone Employers.</p> <p>Schools.</p> <p>Sector Skills Groups.</p>	Medium-term	<p>Improved Gatsby Benchmark performance and outcomes for employability projects.</p> <p>Increased capacity for support across all careers and employability services.</p>
Deliver an all-age careers service.	Replicate mechanisms and activities of the Careers Hub into tailored opportunities for all age profiles.	<p>Skills and Employability team.</p> <p>DWP.</p> <p>Employers.</p>	Long-term	Inclusive careers guidance for all profiles.
Support preventative action, as outlined in our Promoting Independence strategy and through the work undertaken by Public Health, to ensure people remain healthy for as long as possible and can access and maintain careers.	<p>The Promoting Independence Strategy is a 5-year strategy that drives the overarching goals, including orienting towards community-based, preventative models, of NCC's Adult Social Services. Fundamentally, it aims to support people to be independent and well.</p> <p>Its actions derive from three priorities: prevention and early help; becoming, being and staying independent; and living with multiple and complex needs.</p> <p>Norfolk's Joint Health and Wellbeing Strategy also prioritises prevention and addressing health inequalities.</p> <p>Elements of the strategy will also be taken forward by schemes referenced elsewhere in the Action Plan, such as Connect to Work, Working Well Norfolk and the Get Norfolk Working Local Plan.</p>	<p>Adult Social Services, NCC.</p> <p>Norfolk and Waveney Integrated Care System.</p>	Long-term	<p>Examples measure of success from the Promoting Independence strategy include:</p> <p>The proportion of people who use services who report having control over their daily life.</p> <p>Measure in development: number of people in independent living options.</p>

PRIORITY 2

Inspire and enable lifelong learning and workforce development

Short-term Actions (to be delivered within two years)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Building on successful examples from elsewhere in the country, such as the Ageing Well policies in Hackney, we aim to support people over the age of 50 in building digital skills. Our schemes include Tech Skills for Life and the Skills Workforce Initiative pilot which hires and retains skilled vocational teaching staff to target local and national skills challenges.</p>	<p>Tech Skills for Life has supported over 9,340 people since July 2023, 1000 of those being aged 50 or older. Community Tech Coaches offer tailored support to develop skills and enable access to devices and data. Both programmes support those aged 50 or over who are seeking to return to employment or education.</p>	<p>Partnership led by NCC which is working with the NHS, VCSE and local community groups.</p>	<p>Short-term Funding source: Current funding will see programme through until September 2025, actively searching for other sources (external and internal).</p>	<p>Increase the proportion of older adults in work.</p>
<p>We want to invest in the skills infrastructure of our Further Education and Higher Education providers, with the objective of increasing provision in our key foundational and growth sectors. Examples of this include investing in the College of West Anglia School of Nursing, and the UEA's School of Oral Health.</p>	<p>The School of Nursing aims to expand the delivery of programmes for health and social care and boost the local health and social care economy by supporting recruitment, contributing to the development of the existing workforce and improving graduate retention in Norfolk.</p> <p>The School of Oral Health will enable the development of a local pipeline of dental professionals, who will plug a chronic gap in dentists in the region. When completed, the school will provide capacity for 40 undergraduate students per year.</p>	<p>College of West Anglia University of East Anglia</p>	<p>Short-term Funding sources: King's Lynn and West Norfolk Towns Fund, College of West Anglia, Norfolk County Council. University of East Anglia, Greater Norwich Growth Board.</p>	<p>Increase the proportion of the adult population (aged 16-64) achieving a level3+ qualification.</p> <p>Increased engagement with the local skills system and less reliance on out of county provision</p>

Support carers to maintain careers and encourage employers to adopt carer-friendly practices.

The **Norfolk Carers Charter** outlines measures to enable carers to maintain careers, remain in education or pursue training in combination with their caring responsibilities. It also lists a series of carer friendly practices that employers should implement to ensure they support employees who are also carers.

Respite services, replacement care and carer breaks support carers with their responsibilities and ability to maintain their careers.

NCC Adult Social Services.
Carers Matter Norfolk.
Care Providers.

Short-term.
Funding source:
Norfolk County Council.
Government.

Increase in support offered to carers to remain in employment.
Reduction in carer breakdowns.

Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward?	Who is involved in taking forward?	Timeframe & known funding sources	What does success look like?
Promote training pathways for business and new upskilling opportunities, building upon the success of The Employer Training Incentive (ETIP) scheme.	Deliver more modular courses aligned to employer expectation and needs. Support through mechanisms such as the Growth and Skills Levy could be possible with reform. Adult Skills Fund to target the workforce in growth and foundation sectors, applying flexible training methods to increase access.	NCC Employment and Skills. Adult Skills Funding.	Medium term	Percentage of people aged 16-64 educated to degree level or level 4.
Promote wider participation across higher education.	Maximise opportunities such as the launch of the Lifelong Learning Entitlement and Growth and Skills Levy to support course financing.	Education Providers. Universities. Employers. District and Borough Skills and Employability Groups.	Medium-term	Percentage of people aged 16-64 educated to degree level or level 4.
Increase ability across basic skills - Digital, Mathematics, and English Language.	Increase the accessibility and engagement with basic skills. Identify placed-based sites to widen accessibility. Utilise funding mechanisms to support wider participation.	District and Borough Skills and Employability Groups. Education Providers. NCC (Skills Team and Adult Learning Service). Adult Skills Fund.	Medium-term	Percentage change in people aged 16-64 with no qualifications. Increased opportunity of employment. Increased opportunity for residents to upskill through higher level pathways.

Action	How will this be taken forward?	Who is involved in taking forward?	Timeframe & known funding sources	What does success look like?
Retain those at risk of falling out of employment through factors including health, low skills attainment and displacement.	Build on existing mechanisms, such as Get Norfolk Working Local Plan , for more robust preventative interventions, enabling people to remain within the existing workforce. This includes those in work with no training.	Get Britain Working Local Plan. NCC (Adult Social Services, Skills Team and Employment/ Employability programmes). Health partners (Public Health and ICB). District Skills Assemblies.	Medium-term	Reduction in the number of people that are not in employment or education (NEET). Preventative interventions to futureproof retention in the existing workforce. Increased employment retention.
Provide additional support for employers to increase opportunities for disadvantaged cohorts within the workforce.	Increase levels of disability confidence and inclusive employment practice; develop wider mechanisms to educate and support employers to create opportunities for those often left behind. Create bespoke experiences of the workplace for disadvantaged young people including SEND and children in and from care.	Get Britain Working Local Plan. NCC (Skills Team, Employment/ Employability programmes). Health partners (Public Health and ICB). Careers Hub. Cornerstone Employers.	Medium-term	More support to those who are economically inactive due to long-term health conditions. Reduction in the number of people that are not in employment or education (NEET). Increased number of disability confident employers. Equal opportunities for marginalised groups. Support for children with limited careers opportunities.
Better identify current and emerging sector specific workforce needs and related skills gaps (new entry and upskilling).	Facilitate collaborative sector intelligence to identify current, emerging and long-term skills gaps . Provide more accurate data on the type and volume of future vacancies. Pinpoint employer entry requirements and recruitment. Deliver activity which captures a wider reach of employer intelligence, particularly SMEs, with projects like Future Skills Now .	LSIP. Skills Hub. Sector employer representatives. UKSPF recipients.	Medium-term	Increase in local support and guidance provided for local career opportunities.

Action	How will this be taken forward?	Who is involved in taking forward?	Timeframe & known funding sources	What does success look like?
Support programmes that help people over the age of 50 gain and retain work, including the use of tools like the government's digital Midlife MOT.	Collaboration with trailblazing local employers including Aviva to extend best practice across strategies with proven results.	Skills Team. Employers.	Long-term	Increase the proportion of older adults in work.

PRIORITY 3

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

Short-term Actions (to be delivered within two years)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Development of digital skills at a basic level (across all ages) to ensure digital inclusion for all.	Maximise accessibility and participation across basic workforce digital skills through programmes like Go Digital (see Supporting Businesses pillar). Tech Skills for Life also plays an important role in helping people to access the hardware needed to enable digital practice and literacy.	NCC (Skills Team, Go Digital and Tech Skills for Life programmes). Adult Skills Fund. District skills Groups. Skills providers.	Short-term Funding source: Go Digital is funded through UKSPF and NCC.	Increased basic digital skills attainment for support into work and in-work progression.
Establish a Retrofit Taskforce.	Create a cross-functional taskforce to assess current activity and outline future pathways. Better connect internal departments working across similar objectives and wider initiatives at District and Borough level. Mitigate the risk of multi-department and placed-based initiatives delivering duplication.	NCC Skills Team. District and Borough Councils. Green Networks. Norfolk Climate Change Partnership. Net-Zero Board.	Short term Funding source: NCC, districts and partners.	Increase in skills and preparedness (individuals and businesses) for working in the emerging Net Zero economy.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Stimulate both supply and demand for Green Apprenticeships, with focus on opportunities directly supporting our Net Zero industries.</p>	<p>Green apprenticeship actions are embedded throughout the NCC Apprenticeships Strategy 'Operational Delivery Plan'. Activities include mapping existing provision and exploring opportunities for increasing this; promoting opportunities to increase awareness; delivering enhanced incentive grants to SMEs recruiting new 'dark green' apprentices (focusing on carbon reduction and environmental sustainability); and undertaking primary research to understand local business awareness, demand and barriers.</p>	<p>Apprenticeships Norfolk.</p>	<p>Short-term (2023 –2025) Funding source: Mix of core funding, UKSPF and growth funds.</p>	<p>Increase in skills and preparedness (individuals and businesses) for working in the emerging Net Zero economy.</p> <p>Increased knowledge and understanding of potential barriers to offering green apprenticeships (by local employers and training providers).</p> <p>Collaboration with local providers offering green apprenticeship provision, to ensure a clear provision offer in Norfolk.</p> <p>Increased Apprenticeship and employment outcomes.</p>
<p>Simplify and promote apprenticeship schemes, including green apprenticeships, by improving business awareness, clarifying benefits, and offering practical and financial support.</p>	<p>Businesses have fed back that there are difficulties in understanding the full scope of apprenticeships available and understanding the terminology around green apprenticeships. The awareness raised by Apprenticeships Norfolk, alongside practical and financial support, will be foundational to bigger commitment to apprenticeships from the business community and will enable greater confidence amongst SMEs when investing in apprenticeships.</p>	<p>Apprenticeships Norfolk Norfolk County Council Businesses</p>	<p>Short-term Apprenticeships Levy</p>	<p>Increase in the number of green apprenticeships provided by SMEs across Norfolk.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Deliver the pledges agreed during the EEEGR Energy Hackathon, developed by stakeholders across local government and business to shape and improve the skills landscape in East Anglia's energy industry. This aims to engage people to enter a career pathway in energy and influence policymakers, industry and education providers to meet the needs of the industry.	<p>Pledges include mapping training, apprenticeships and student pipelines to support recruitment; for providers to co-design and deliver training and provide employer-led spaces for training and collaborative events. The group also committed to offering a two-week placement for Inspiration Trust and local high schools and to develop interview skills with seven Norwich-based employers.</p> <p>The full pledges and monitoring are overseen by EEEGR, with the ambition to deliver this by mid-2026.</p>	<p>EEEGR</p> <p>Steering Committee including Suffolk County Council, Norfolk County Council, Essex County Council, East Coast College, ECITB, Proeon, Great Yarmouth Borough Council, REAGIT, Obsidian Global Sourcing, Inspiration Trust, ICANBEA, The Mason Trust, the Department for Work and Pensions.</p>	<p>Short-term</p> <p>Funding source: EEEGR and member organisations (through working group time).</p>	<p>Increase the engagement of residents across East Anglia with training, skills and jobs in the energy sector.</p>

Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Design a sector recognised technical workforce digital (non-negotiable) programme.	<p>A local employer led curriculum of non-negotiable digital skills distributed amongst all provider types and related stakeholders.</p>	<p>Sector Skills Group.</p> <p>Education Providers.</p> <p>Tech Educators.</p> <p>NCC (Skills Team and Tech Skills for Life programme).</p>	<p>Medium-term</p>	<p>An employer endorsed set of basic digital skills for all provider types, including schools, to deliver across the emerging and current workforce.</p>
Expand our STEM skills network.	<p>Raise awareness and collaboration amongst education, employers and wider stakeholders of careers destinations and related technical education routes.</p>	<p>NCC Skills team.</p> <p>Careers Hub.</p> <p>Regional STEM network.</p> <p>Sector Skills Groups.</p>	<p>Medium-term</p>	<p>Increased education providers in the STEM network, expanding STEM teaching and tutor training opportunities.</p> <p>Increased participation across STEM provision.</p>
Develop and connect a county-wide green skills provider network.	<p>Connect the current portfolio of green skills delivery for an inter-provider network.</p> <p>Encourage and enable providers to collaborate to address skills shortages, sharing data, cohorts, and resources (including people) where required.</p>	<p>Further Education Colleges.</p> <p>NCC (Skills Team and Adult Learning Service).</p> <p>Independent Training Providers.</p> <p>Retrofit Taskforce.</p>	<p>Medium-term</p>	<p>Increase in skills and preparedness (individuals and businesses) for working in the emerging Net Zero economy.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Create a Norfolk Green Skills Virtual Hub platform.	<p>Develop a comprehensive green skills platform that is accessible to residents, employers and the wider sector. NCC has commissioned a feasibility study for a net zero training provider network, or the establishment of a net zero academy focussed on increasing green skills training.</p> <p>This has been informed by a Skills Gap Analysis, finding that, for example, there will be a skills gap of 334 FTE insulation installers in 2036.</p>	<p>NCC Skills Team. Education Providers. Retrofit Taskforce. Green Networks. Norfolk Climate Change Partnership. Net-Zero Board.</p>	<p>Medium-term This project will seek further funding to establish the virtual hub.</p>	<p>Increase in skills and preparedness (individuals and businesses) for working in the emerging Net Zero economy.</p>
Shape and promote a wider and accessible skills system specifically for AI transformation.	<p>Develop data on specific pathways relevant to the employer AI journey and demand to accelerate employer AI transformation.</p> <p>Include AI within non-negotiable workforce digital programmes.</p>	<p>Sector Skills Group. LSIP. Education providers. Skills Team.</p>	<p>Medium-term</p>	<p>Increased engagement and stronger adoption of AI across all sectors.</p>
Accelerate responsible AI adoption across organisations and businesses.	<p>Create accessible awareness and education opportunities focused on return on investment including productivity, efficiency and growth.</p> <p>Collective market awareness and opportunity.</p>	<p>Sector Skills Group. LSIP. Skills Team. District and Borough Skills and Employability Groups.</p>	<p>Medium-term</p>	<p>Increased engagement and stronger adoption of AI across all sectors. Developed data to inform the skills system of relevant provision.</p>
Embed soft skills and user etiquette into digital training at all levels.	<p>An employer shaped and endorsed expectation criteria for those entering, and progressing within, the workplace.</p>	<p>Sector Skills Groups. Tech Educators. Providers. Tech Skills for Life. Skills Team.</p>	<p>Medium-term</p>	<p>Increased basic digital skills attainment for support into work and in-work progression.</p>
Apply creative and accessible ways to format digital training including gamification and problem solving.	<p>Tailored delivery methods to suit the learning styles and preferences of specific cohorts. This includes events and ensuring schools are engaged in extra-curricular opportunities.</p>	<p>Providers. Sector Skills Groups. Skills Team.</p>	<p>Medium-term</p>	<p>Increased basic digital skills attainment for support into work and in-work progression.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Adopt or develop a universal Digital Skills Framework.	Validate skills through assessments and digital passports and badges.	Sector Skills Groups. Education Providers. NCC (Skills Team and Tech Skills for Life programme). District/Borough Skills and Employability Groups.	Long-term	Increased basic digital skills attainment for support into work and in-work progression. Recognised and employer endorsed level of digital competency for new applicants and existing workforce.
Scale green apprenticeship training across Norfolk and Suffolk.	Promote the provision of green apprenticeships across all providers in Norfolk and Suffolk, to tackle the challenge of insufficient demand.	Further Education and Independent Training Providers	Long-term	Increase in the volume and breadth of green apprenticeship training.
Drive community and employer engagement and action across green transformation.	Identify and bid for external funding opportunities. Utilise internal funding mechanisms to enable incentive schemes. Support VCSEs to engage with and educate targeted communities.	Retrofit Taskforce. Green stakeholder networks. NCC (External Funding and Skills Teams). VCSE network.	Long-term	Increase in skills and preparedness (individuals and businesses) for working in the emerging Net Zero economy. A market that can accelerate green transformation. Increased green 'culture' across Norfolk businesses. Support and incentive mechanisms to drive action.

PRIORITY 4

Supporting collaboration, leadership and efficient and accessible delivery in the skills system.

Short-term Actions (to be delivered within two years)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Support delivery of the Local Skills Improvement Plan (LSIP) increasing business representation in sector skills groups and the Norfolk skills eco-system.	The Skills Hub is working closely with Suffolk County Council, proving a successful partnership with an effective working relationship. The LSIP is a wider partnership with a Memorandum of Understanding in place.	LSIP. NCC (Employment and Skills) and Suffolk County Council. Norfolk and Suffolk Chambers of Commerce.	Short-term LSIP funding source: Norfolk Chambers of Commerce.	Increased employer and SME business engagement. Increased training outcomes for Norfolk businesses & workforce.
Support a skills system in which providers and stakeholders collaborate closely, moving from competition to coordination.	Develop the Strategic Skills Group , ensuring that key educational providers consider the challenges and opportunities within Norfolk's provision.	NCC (Skills Team and the Adult Learning Service). Skills Hub. District or Borough Employability Groups. Further and Higher Education Providers (e.g. City College Norwich, East Coast College, College of West Anglia, Norwich University of the Arts, University of East Anglia). Independent Training Providers.	Short term Funding source: Member organisations.	Increased coordination and alignment in the development of training provision. Improved learner progression pathways.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Develop, alongside the Department for Work and Pensions, a Redundancy Advice Network that offers support to individuals made redundant due to their employer entering administration.	The service will be developed in DWP/NCC partnership, seeking to provide expedited employment support to residents affected.	NCC (Skills Team, Employment/Employability programmes). DWP. Anchor Employers.	Short-term LSIP funding source: NCC and DWP officer time.	Decrease in the unemployment rate.
Drive industry engagement in provision and delivery, including supporting the out of work and low qualified into the labour market, improving social mobility, through delivery of programmes such as Skills Bootcamps .	Skills Bootcamps, part of the Government's Lifetime Skills Guarantee, help participants, at no cost to themselves, gain skills. Norfolk and Suffolk County Councils secured £4 million to support 1,345 learners through Skills Bootcamps from April 2025 to March 2026. Driven by employers' needs, the bootcamps bridge skills gaps and address recruitment needs by providing flexible, intensive training programmes. The duration of bootcamps vary and fit around learners' commitments. Individuals are better placed to gain employment or progress their careers.	Norfolk County Council and Suffolk County Council.	Short-term Funding source: Department for Education.	Increase access to skills provision for those from the economically inactive cohort. Increased employment opportunities.

Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe	What does success look like?
Ensure that the skills system engages with disadvantaged and skills deprived people.	Ensure employment and skills programmes are visible, targeted and accessible for disadvantaged cohorts, including low skilled communities and isolated areas.	NCC Employment/Employability programmes. Department for Work and Pensions. Adult Skills Fund. Education Providers. Health partners (Public Health and ICB). District/Borough Skills and Employability Groups. Skills Hub. VCSEs.	Medium-term	Increased access to employment & skills support for residents of highest need. Increased resident skills and qualification levels (entry level to level 2). Increased resident employability. Increased employment for economically inactive residents.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe	What does success look like?
Align supported employment services and education provision, reducing fragmentation and producing a coherent system.	Create a visible and accessible pathway from training to employment, creating a referral system that will match and signpost to opportunities. Utilise training programmes to drive employment for economically inactive groups.	Department for Work and Pensions. Education Providers. NCC (Skills Team, Employment/ Employability programmes). Adult Skills Fund. District/Borough Skills and Employability Groups. Skills Hub. VCSEs.	Medium-term	Increased training outcomes for Norfolk businesses & workforce. Increased resident skills & qualification levels (Entry to Level 2). Increased resident employability. Increased employment for economically inactive residents.
Promote a diverse and inclusive Cultural sector workforce.	Wage pressures and employment opportunities, which often drive people to self-employed work, limit the inclusivity of the sector. These issues will continue to be highlighted, and we will seek to support ameliorative actions. A series of sectoral summits will be held in 2025 that focus on themes including self-employed work, co-production and inclusion. The creation of a Norfolk and Suffolk Creative Industries Board will enable greater advocacy that, alongside promoting opportunities, can seek to redress current sectoral challenges.	Norfolk and Suffolk Culture Board. Arts Council England.	Medium-term	Increased employment opportunities.
Target chronic challenges in Further Education lecturer recruitment and retention.	Multiple activities are taking place to counter this prominent industry challenge. For example, City College Norwich and Construction East have developed a strategy that will see industry experts deliver courses with Educator, using hybrid tutoring methods. This is part of an initial pilot, the results of which will inform future phases. Additionally, Norfolk County Council is proposing a scheme to increase lecturer retention and remuneration focused on increasing the generic talent pool and enhancing salary in a specific high technical curriculum area.	Hybrid tutoring: Construction East and City College Norwich. Lecturer recruitment/retention: Norfolk County Council County-wide Further Education providers.	Medium-term Funding source: Construction East and City College Norwich; grant funding is currently sought.	Reduce lecturer turnover Increase the median annual wage for a specific cohort of hard to recruit Further Education lecturers.



Norwich Housing

Infrastructure

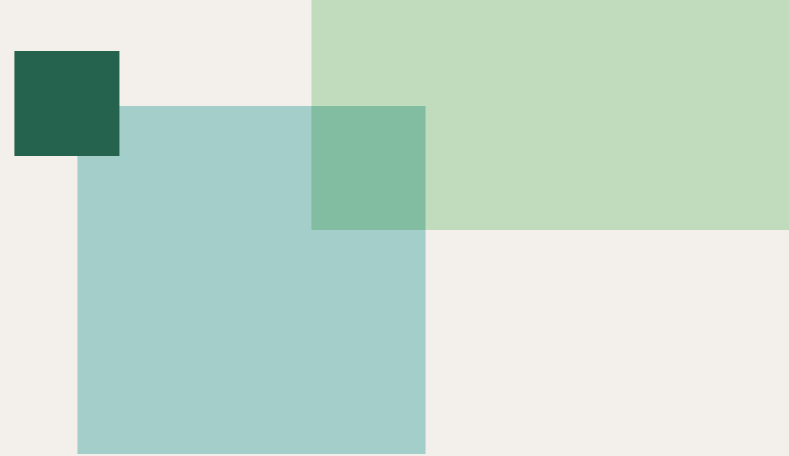
Our infrastructure needs to provide the connections, protection and utilities that will enable Norfolk’s people and businesses to thrive. With chronic underinvestment, our infrastructure has struggled to keep pace with modern challenges.

Norfolk’s economic prospects are closely tied with its infrastructure. There are opportunities for green development and retrofitting old housing stock, dualling of parts of the A47 (a key cross-county growth corridor), transitioning to renewable energy, delivering our green infrastructure through the Local Nature Recovery Strategy, and eliminating digital cold spots in the rural and coastal areas. However, businesses face significant challenges without sufficient water infrastructure, and strategic interventions that connect areas of high-value economic activity, such as the Norwich Research Park, to urban centres and rural and coastal locations.

This action plan summarises the approach and major actions that various partners have committed to. Much of the detail of transport, housing and infrastructure plans, including housing numbers and employment land allocation, is set out in a range of other documents. These include local plans, the Norfolk Local Transport Plan, the Norfolk Strategic Infrastructure Delivery Plan, and the Greater Norwich Infrastructure Plan. Therefore, the actions listed in this chapter are not exhaustive.

Our short-term actions should be delivered within one to two years, whereas our medium and long-term actions are earmarked, depending on context and funding, to be delivered in two to five years or over five years respectively.

PRIORITY 1



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

Housing

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Explore viable approaches to retrofit, improving energy efficiency of the existing housing stock where achievable.	<p>This is being delivered through the following district-led schemes:</p> <p>The Norfolk Warm Homes grant, a partnership programme led by Broadland District Council, which aims to increase household energy efficiency across Norfolk. They offer fully funded grants for eligible households, for solid wall insulation, loft and cavity wall insulation, air source heat pumps and solar panels.</p> <p>Norwich City Council's Energy Company Obligation (ECO) and the Great British Insulation Scheme and Solar Together (group buying scheme).</p>	District councils.	<p>Short-term and ongoing, depending on funding.</p> <p>Funding sources: Districts and private partners; some match funding by residents (dependant on the scheme).</p>	Retrofitting of existing housing stock.
Sustainably deliver the right mix of tenures, location, quantity, and quality of housing to meet the needs and future aspirations of our communities.	District authorities will deliver housing, as detailed in their Local Plans, across the county. Consequently, over 90,000 homes will be delivered by 2036.	<p>District councils.</p> <p>The Greater Norwich Development Partnership (GNDP).</p>	<p>Medium-term</p> <p>Funding source: mixed – including local authorities and government.</p>	The delivery of new housing as set out in Local Plans.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Tap into the opportunities to unlock development sites to meet our housing needs.</p> <p>Major housing growth sites have been identified close to centres of employment and business expansion, in our market and coastal towns. This includes brownfield and grey belt sites that present sustainable development opportunities.</p> <p>These sites, and others like them, may require proportionate public sector intervention where viability gaps are created by issues such as contaminated land.</p>	<p>There are partnership arrangements between organisations and authorities to tap into development sites, to meet housing needs. For example, Homes England and regeneration planning in East Norwich, and Anglia Square. Norfolk County Council is not a lead authority but is involved strategically.</p> <p>Other brownfield sites will be identified as part of future Local Plans with organisations like Homes England helping to unlock funding opportunities. There are ongoing conversations between Homes England and districts to unlock land, especially those with specific constraints which align with Homes England funding opportunities. HE and local officers work continuously on opportunities.</p> <p>There are further opportunities to unlock land in King's Lynn and Great Yarmouth. E.g. North Quay Regeneration Project.</p>	Districts and Norfolk County Council.	<p>Medium-term</p> <p>Funding source: Homes England.</p>	<p>Number of new houses built.</p> <p>Development sites unlocked for residential and commercial purposes, near centres of employment.</p>

Power

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>We will develop a Norfolk and Suffolk energy plan in collaboration with partners to ensure energy security and resilience.</p>	<p>The plan will identify constraints particularly in housing and economic growth areas. It will also help inform the Regional Energy Strategic Plan (RESP) and UK Power Networks (UKPN) of the infrastructure required to meet future growth needs. The evidence base will explore alternative energy solutions and develop a pipeline of projects to attract both public and private sector funding.</p>	Norfolk County Council and Suffolk County Council.	<p>Short-term</p> <p>Funding source: NCC and SCC.</p>	<p>Unlocking energy in growth areas where there are energy constraints.</p> <p>Developing medium and long-term actions.</p> <p>Developing a pipeline of projects through the energy plan with options for investment for delivery.</p> <p>Influence the Regional Energy Strategic plan (RESP) and UKPN business investment plan.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
We will deliver a community energy programme with partners to develop local energy solutions that directly benefit residents. This will aim to create positive perceptions and trust within communities and will identify adoption challenges.	<p>The programme will equip communities with the knowledge to make informed decisions on local energy solutions projects and deliver them.</p> <p>Feedback from recent projects has informed the conception of this programme.</p>	Growth and Investment, Norfolk County Council.	<p>Short-term</p> <p>Funding sources are currently being identified to deliver a community energy programme.</p>	<p>Increase community knowledge to make responsible choices with climate, nature and energy use and how they are all connected</p> <p>Increase the understanding of the social value of community energy and nature initiatives.</p>

Water

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Develop the Norfolk and Suffolk Integrated Water Action Plan that adopts a whole system approach, incorporating documents such as the Norfolk and Suffolk Energy Plan and the Local Nature Recovery Strategy, to address common challenges.	<p>This will be a partnership between Norfolk and Suffolk. The scope of the document is being developed, further detail to be added on completion.</p> <p>The Integrated Water Strategy will be published by Summer 2026.</p>	Norfolk County Council Strategic Planning and Environment Teams. Suffolk County Council.	<p>Short-term</p> <p>Funding sources: NCC, SCC and Reclaim the Rain.</p>	<p>Publication of the Integrated Water Strategy by Summer 2026.</p> <p>Solutions to limited access to water and waste management for new developments and businesses.</p> <p>Improve environmental resilience and help mitigate risk from flood and drought.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
We will work together with developers to ensure all new developments include sustainable drainage systems (SuDS) and seek opportunities to reduce existing flood risk, where appropriate, with sustainable flood risk management.	In 2015, Norfolk County Council, as Lead Local Flood Authority (LLFA) , became a statutory consultee to the Local Planning Authorities and is required to respond to all planning applications for major developments that have flood risk implications. The LLFA will be important in ensuring all new developments include SuDS through their role in the statutory consultation process. The council also offers a paid advice service where developers can arrange to consult the LLFA for advice. Since 2015, policies and decisions on planning applications relating to major development must ensure that SuDS are used for the management of surface water.	Norfolk County Council Lead Local Flood Authority (LLFA) team.	Short-term Funding source: Norfolk County Council.	Improve resilience to flooding and drought. Reduction of flood risks for developments.
We will deliver the Norfolk Strategic Flood Alliance's priorities, working to enable countywide and cross-agency responses to flooding.	A joint project between Norfolk and Suffolk County Councils which will develop new ways to reduce flooding in small, rural communities . It aims to promote and improve resilience to both flooding and drought in six selected case study communities (including Woodton, Thompson and Watton in Norfolk) across both counties. The project is exploring ways of managing surface water and how it can be utilised rather than being treated as a waste commodity. It will also drive innovation in flood and coastal resilience and climate change adaption.	Norfolk County Council and Suffolk County Council.	Medium-term The project will end in March 2027.	Improve resilience to flooding and drought. Reduction in flood risk in developments.
The Fens Reservoir will be progressed as a Nationally Significant Infrastructure Project (NSIP). It is due to be constructed in Cambridgeshire but will have benefits for Norfolk, through a water pipeline from the reservoir site to a service level reservoir to Bexwell near Downham Market.	This NSIP is in development, with Phase 3 consultation commencing in Autumn 2025. Anglian Water plan to submit the proposals to the Secretary of State by 2027/2028. Depending on the decision, the reservoir could begin in 2029/2030 and be operational in 2036.	Anglian Water.	Long-term	Increase in the regional water supply to Norfolk's houses and businesses (quantities to be determined).

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
We will establish a new Norfolk Water Fund and, as part of The Norfolk Water Strategy Programme, develop a partnership between Norfolk County Council, Water Resources East, Anglian Water, and The Nature Conservancy. This will focus on implementing nature-based solutions to improve water quantity and quality in the Wensum, Bure, Ant, and Yare catchments.	The next phase of the Norfolk Water Strategy will build on existing partnerships and enable a wider base of them to overcome barriers in delivering nature-based solutions for water security, allocate funding more efficiently and ensure multiple economic and environmental outcomes are delivered.	Norfolk Water Partnership Core Partners (WRE, The Nature Conservancy, and Norfolk County Council).	Long-term Funding sources: Water Strategy Programme - Norfolk Strategic Fund, Norfolk County Council, Anglian Water, The Nature Conservancy and WWF. Water Fund - in addition to possible revenues from environmental markets, funding for the scale-up phase will need to come from a blend of public and private sources.	Increase in the regional water supply to Norfolk's houses and businesses (quantities to be determined). The Norfolk Water fund is aiming for a £30 million portfolio of nature-based solutions for improved water security.

Community and Green Infrastructure

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Support the delivery of new facilities to ensure that as new communities emerge and grow, they have the facilities that they need to provide a high quality of life, such as new community infrastructure in the North East Growth Triangle. This will help attract new workers to the region.	Norfolk District Councils and the County Council publishes an annual Infrastructure Funding Statement (IFS) , which reports annually on S106, S78 and S38 agreements signed by the local authorities and provides a summary of all financial and non-financial developer contributions, including the number of projects delivered across Norfolk. The annual Greater Norwich Infrastructure Plan (GNIP) identifies the infrastructure required to support growth, and the five-year Infrastructure Investment Plan (5YIIP) outlines which projects will be funded by the Infrastructure Investment Fund.	NCC Strategic Planning Team. District Councils. Greater Norwich Project Team.	Ranging from the short to longer-term (most developer contributions will be spent across 10-years or more). Funding source: Developer Contributions, including S106, CIL and the Greater Norwich Infrastructure Investment Fund.	Annual publication of: District Council IFSs. NCC's IFS. GNIP. Greater Norwich 5YIIP.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Encourage the creation of spaces which support and encourage our residents to lead active and healthy lifestyles, such as supporting a Marmot Places approaches in King's Lynn. This also supports preventative methods to address the county's health inequalities.</p>	<p>The Norfolk Local Transport Plan, Norfolk Walking, Wheeling and Cycling Strategy, Countywide Local Cycling and Walking Infrastructure Plans, the Greater Norwich Physical Activity & Sports Strategy, and localised Local Cycling and Walking Infrastructure Plans set the strategic direction for delivery.</p> <p>For example, the Countywide Local Cycling and Walking Infrastructure Plan aims to improve network connectivity to enhance access to green spaces. Each proposed network contains priority routes that connects people to green spaces and other amenities. Accessing green spaces is a central consideration of the strategic network.</p>	<p>Norfolk County Council.</p>	<p>Short-term</p>	<p>Increase in active travel network access and use (source: Countywide LCWIP).</p> <p>Across its 8 thematic objectives, the NAIP includes the following targets by 2029:</p> <p>Increase the number and length of all abilities routes connecting people and places by 10 routes and 100 kilometres by 2029.</p> <p>Increase the number of visitors by 20% in a sustainable way, targeting locations and times of year to maximize the potential to local businesses. It is envisaged that this could generate an extra visitor spend of £2m.</p> <p>(Source: NAIP)</p>
<p>Encourage diversification of the use of existing community buildings, helping to safeguard their future financial viability, particularly in rural locations where access to wider ranges of services and facilities is limited.</p>	<p>Active Norfolk is part of an England-wide Active Partnership network. They work alongside districts across Norfolk to improve physical activity levels and improve the health and wellbeing of the county's communities and residents. Their regional officers work with schools to encourage them to rent facilities to the public out of school hours, particularly sports halls (such as Framlingham Earl) and swimming pools, which in turn improves their viability.</p>	<p>Active Norfolk.</p>	<p>Short-term</p>	<p>Safeguarding and protecting existing facilities for future use, to ensure long term benefits for communities.</p>

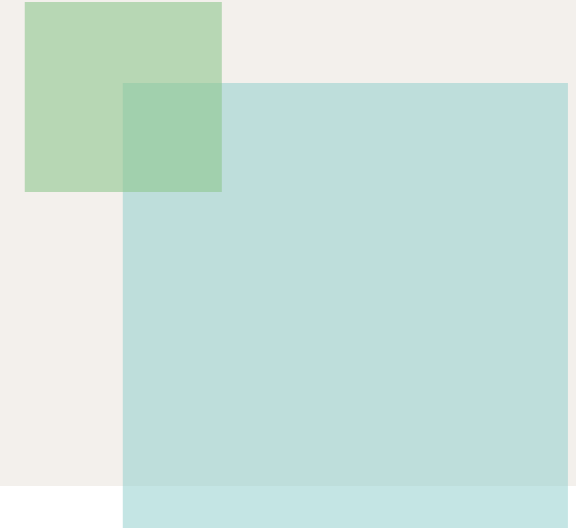
Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Support businesses to deliver Biodiversity Net Gain, and contribute to Norfolk's Local Nature Recovery Strategy, and other biodiversity enhancements.	<p>Local Nature Recovery Strategy (LNRS) will provide a blueprint for how local communities, landowners, land managers, local authorities, private companies and government bodies can collaborate to broaden protection for nature in the planning system and restore and recover it on the ground.</p> <p>The LNRS will play an important role in bringing green investment into the county from national and international funding sources, creating local opportunities for Norfolk businesses and Green Tourism to achieve their environment and social governance (ESG) objectives.</p> <p>Mapping will inform where new nature-based projects would be most effective and likely to receive funding support. Potential nature-based solutions have been embedded into the mapping.</p>	Norfolk County Council and Suffolk County Council.	Short-term Funding source: Defra.	The LNRS needs to contribute to the national environmental objectives and targets introduced in the Environment Act (2021). For example, restore or create more than 500,000 hectares of wildlife-rich habitat outside of protected sites by 2042, compared to 2022 levels. Further details of outputs will follow.
Ensure infrastructural developments are environmentally sustainable, positively addressing considerations such as climate change and biodiversity.	<p>Strategies such as the Norfolk Green Infrastructure Recreational Avoidance Mitigation Strategy (GIRAMS), Greater Norwich Green Infrastructure Strategy (GNGIS) and Local Nature Recovery Strategy (LNRS) aim to ensure that developments are environmentally sustainable.</p> <p>For example, the LNRS will inform planning by listing areas that are most conducive for new habitats and, consequently, should not be sites for infrastructural development. Tools such as this will help to realise targets surrounding Biodiversity Net Gain.</p>	<p>GIRAMS – Norfolk's eight local planning authorities in conjunction with NCC.</p> <p>LNRS – NCC and SCC.</p> <p>(GNGIS) – Greater Norwich Growth Board (GNGB).</p>	Medium-term.	The number of S106 agreements which secure a contribution towards GIRAMS.
Champion targeted place-based interventions to ensure that our communities are not left behind by the growth and economic opportunities that occur around them, such as public realm enhancements in Watton Middle Street and Swaffham Heritage Action Zone.	The High Street Heritage Action Zone (HSHAZ) Partnership, incorporating Breckland Council, Historic England, Swaffham Town Council and the Swaffham Cultural Consortium, was awarded a further £1 million following the successful completion of the four-year HSHAZ project up to 2024. The additional funding will enable the delivery of heritage and community projects to continue in Swaffham.	Breckland Council.	Medium-term Funding source: Historic England, The National Lottery Heritage Fund.	Increase in place-based heritage and community projects.

Digital

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Improve mobile coverage and internet access in rural areas through innovative programmes, such as Streetwave, which maps signal across the county, charting and monitoring the most disconnected areas of Norfolk. This will be complimented by data sharing and collaboration with the government, mobile network operators and internet providers.</p>	<p>The 'Streetwave' Mobile Mapping Service uses bin lorries to map mobile signals across every household and business from all four network operators. The data collected shows comprehensive mobile coverage data and performance across the county.</p> <p>In phase 1, Streetwave have installed equipment into fourteen bin lorries, one fire service vehicle and one mobile backpack. These sensors continually gather mobile coverage data which is available to NCC and the public via an online portal.</p> <p>Phase 2 is extending this to additional bin lorries, to cover more of the road network.</p>	Digital Services, Norfolk County Council.	<p>Short-term</p> <p>The proposal to extend the service by a further year has been approved, with the end date now being April 2026.</p> <p>Focus will be on a single district council at a time, installing the survey equipment into all their bin lorries to cover more of the road network.</p> <p>Funding source: Norfolk County Council as part of the Better Broadband for Norfolk programme. Further funding sought to continue programme post April 2026.</p>	<p>Reduction in gigabit, superfast and ultrafast broadband cold spots.</p> <p>Increase 4G coverage in rural and coastal areas.</p> <p>95% of the county's public road network surveyed.</p>
<p>Strive to eliminate remaining cold spots within the county to ensure that every person and business, whether in an urban area, the countryside or a coastal location, has access to reliable digital connectivity.</p>	<p>A Long-Range Wide Area Network (LORAWAN) has been created across Norfolk and Suffolk to accelerate Internet of Things (sensor network) innovation across the region.</p> <p>The network is in use and supports council services, businesses, private individuals, and the wider public sector. Anyone can use Internet of Things sensors on the network to sense, monitor, manage and report.</p>	Digital Services, Norfolk County Council (in partnership with The Things Network).	<p>Short-term</p> <p>Funding source: Norfolk County Council.</p>	<p>Number of services and users of the IoT network across Norfolk.</p>
<p>We will deliver central Government investment of £128 million in Norfolk, to improve Gigabit fibre broadband across the county.</p>	<p>6 drawdown phases are planned to implement the project. 7,000 premises completed to date. Additional funding of £18 million to increase the scope of the project to include King's Lynn and West Norfolk, and North Norfolk. Total premises covered will be over 80,000.</p> <p>Project Gigabit investment is in addition to the roll-out of broadband by commercial providers, which means there is very significant overall investment in deployment of gigabit broadband across Norfolk.</p>	Digital Services, Norfolk County Council (working alongside CityFibre).	<p>Medium-term, project to be completed in late 2027.</p>	<p>Reduction in gigabit, superfast and ultrafast broadband cold spots.</p> <p>Installation of gigabit fibre broadband across 80,000 premises in Norfolk.</p>

PRIORITY 2

Improving transport connectivity



Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Delivering the Bus Service Improvement Plan (BSIP) across Norfolk. This will deliver more frequent services and improvements to bus stops and stations.</p>	<p>The Norfolk BSIP has five key aims: enhancing accessibility, reliability and punctuality, developing an integrated transport network, enabling environmental sustainability and community engagement and feedback. This includes the delivery of further travel hubs in market towns, comprising upgraded shelters, real-time information, cycle parking, wayfinding information and links to walking and cycling routes.</p>	<p>Norfolk County Council and bus operators.</p>	<p>Short-term Funding sources: Norfolk County Council, Department for Transport, housing developers and businesses.</p>	<p>Decarbonising the transport network in Norfolk.</p> <p>Increase the reliability of bus services to 99.5% by 2027.</p> <p>Increase the punctuality of bus services starting their journeys on time to 95%, by 2027.</p> <p>Increase the proportion of buses that are Euro VI or zero emission to 50% by 2027.</p> <p>(Source: Travel Norfolk BSIP Progress Summary Report 2024)</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Developing major employment and housing sites so that they are integrated into the transport network in a way which supports multi-modal travel (whether by public transport, active travel or car club vehicles) and utilises new transport hubs (where multiple modes of transport are provided at a single location).	The Norfolk Local Transport Plan is addressing this challenge through its core objectives. The Local Transport Plan - Implementation Plan has eight policy targets and emphasises partnership-working to shape development plans, including working with district councils, developers and other partners on reviews of Local Plans, pre-planning application discussions and as a statutory consultee on planning applications.	Strategic Transport, Norfolk County Council.	Short-term Funding source: Developers, core and competitive funding from government, Norfolk County Council.	The strategy has 8 policy targets, including: Increasing the number of developments with good access to sustainable travel with an active Travel Plan in place to 94% by 2027. Improving journey reliability on the Primary and Main distributor Network above 58.6%. (Source: Local Transport Plan Implementation Plan 2022)
Building on the success of Beryl in Norfolk. Beryl offers users both pedal bikes, e-bikes and e-scooters as part of the scheme.	NCC's Highways Team has commissioned WSP to determine the feasibility of the expansion of the Beryl scheme. New areas will be considered according to potential uptake.	Highways, Norfolk County Council.	Short-term Funding sources: government grant funding, commercial funding.	Increase micromobility services across Norfolk's urban centres and market towns.
We will support the delivery and development of major transport projects , including the dualling of the A47 Easton to Tuddenham and A140 Long Stratton Bypass.	The dualling of the A47 between Easton and Tuddenham (finishing 2027 and completing the dual carriageway between Norwich and Dereham) and Blofield and Burlingham (finishing 2026 - 27) is ongoing. Long Stratton Bypass , a major project within the Local Transport Plan, aims to enhance local and national connectivity and facilitate housing growth. The project is underway and is due to be completed by late 2025.	Highways, Norfolk County Council.	Short-term Funding sources: mixed, including National Highways, developers and local authorities.	Delivery of major highways projects. Reduced travel times between centres of economic activity (e.g. Norwich and Dereham). Reduction in accidents. Increased traffic flow between urban centres and housing developments.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
<p>Delivering Norfolk's Walking, Wheeling and Cycling Strategy and Local Cycling and Walking Infrastructure Plans to enable increased levels of cycling, walking, and wheeling (using a wheelchair or mobility aid) across the county.</p>	<p>Norfolk's Walking, Wheeling and Cycling Strategy aims to create a healthier and greener county by enabling people to walk, wheel and cycle more often. This will contribute to meeting the Government's target for 50% of town and city journeys being undertaken by walking, wheeling and cycling by 2030. The Countywide Local Cycling and Walking Infrastructure Plans and the Norfolk Access Improvement Plans (NAIP) are key delivery arms for the strategy.</p>	<p>Highways, Norfolk County Council.</p>	<p>Medium-term</p>	<p>Increase in active travel network access and use (source: Countywide LCWIP).</p> <p>Across its 8 thematic objectives, the NAIP includes the following targets by 2029:</p> <p>Increase the number and length of all abilities routes connecting people and places by 10 routes and 100 kilometres by 2029.</p> <p>Increase the number of visitors by 20% in a sustainable way, targeting locations and times of year to maximize the potential to local businesses. It is envisaged that this could generate an extra visitor spend of £2m.</p> <p>(Source: NAIP)</p>
<p>Delivering priority projects from our Transport for Norwich Strategy and Market Town Network Improvement Strategies, as well as from key programmes such as the Transforming Cities Fund programme.</p>	<p>Norwich successfully secured a place in the Government's Transforming Cities programme, securing £61 million in early 2019 and a further £32 million since. The Transport for Norwich strategy guides future transport policy and investment in and around the city.</p> <p>Work is underway to develop and deliver projects. For example, funding is sought and feasibility studies are progressing for the Norwich Castle Meadow project.</p>	<p>Strategic Transport, Norfolk County Council.</p>	<p>Medium-term</p> <p>Funding source: Transforming Cities programme.</p>	<p>Outcomes derive from the Norfolk Local Transport Plan including the strategy has 8 policy targets, including:</p> <p>Increasing the number of developments with good access to sustainable travel with an active Travel Plan in place to 94% by 2027.</p> <p>Improving journey reliability on the Primary and Main distributor Network.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Achieve better integration of transport across all parts of Norfolk, including coastal and rural communities.	<p>Create mobility hubs in suitable areas, such as in Great Yarmouth, to accommodate multiple modes of transport.</p> <p>Further details and plans for multi-modal transport integration will be announced in the Norfolk Rail Prospectus and the Bus Service Improvement Plan.</p> <p>Additionally, the Parking Guidelines for new developments in Norfolk provide guidelines on parking provisions for bicycle storage across new developments in Norfolk.</p>	Great Yarmouth Borough Council Norfolk County Council Highways	Medium-term	Increased integration of public transport services.
Further improvements are also needed on the Major Road Network along the A10, A134, A140 and A146, A1065 and a much-needed extension of the A1270 to meet the A47 via the Norwich Western Link.	<p>Some roads have schemes identified and in preliminary development.</p> <p>The Norwich Western Link remains a priority project for the county council. Decisions about the next steps will be recommended to Cabinet in the summer following withdrawal of the planning application in early 2025.</p>	Strategic Transport, Planning, Highways – Norfolk County Council.	<p>Medium-term</p> <p>Funding source: council, government and developer funding will be sought.</p>	Delivery of major highways projects.
We will secure funding and deliver strategic transport schemes, to improve network functionality, infrastructure and safety.	<p>The Thickthorn Roundabout Junction upgrade, underpinned by £200 million of investment, is scheduled to begin in 2025/26 and to be completed in 2028/29 following government approval.</p> <p>National Highways is completing preliminary planning work on A11 junction improvements for the Thetford Bypass.</p>	<p>Strategic Transport, Planning, and Highways – Norfolk County Council.</p> <p>National Highways.</p>	<p>Long-term</p> <p>Funding sources: National Highways, Major Road Network Fund (Long Stratton) and local contributors, including contributions from the Community Infrastructure Levy.</p>	<p>Delivery of major highways projects.</p> <p>Long Stratton bypass Release up to 1,800 houses.</p> <p>Reduced congestion and better reliability on the A140 Norwich-Ipswich Major Road.</p> <p>Thetford: Reduced congestion.</p> <p>Better reliability on the A11.</p> <p>Mitigation for the 6,000 planned houses.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
As part of decarbonising Norfolk's transport system, we will improve our understanding of freight and seek to support its future.	Complete an evidence base on the state of freight in the county. Set the ambition for the future of freight in the county and identify long-term solutions, in the form of a freight strategy, which will contribute to the decarbonisation agenda of our transport systems. As part of this, we will continue to engage with a wide range of stakeholders to ensure a cohesive and holistic direction is set for freight in the county which also supports Norfolk's ambitions for transport decarbonisation.	Strategic Transport, Norfolk County Council.	Long-term Funding source: Officer time.	Engagement with stakeholders through workshops, development of an emerging evidence base. Decarbonising the transport network in Norfolk.
Deliver priorities within the Norfolk Electric Vehicle Strategy . These include accelerating charge point deployment (funding is needed), collaborating with local council partners via an Electric Vehicle forum that explores measures to increase uptake among residents, visitors, businesses and county council employees.	To help meet national targets on the sale of petrol and diesel cars, the Norfolk Electric Vehicle Strategy sets out six priorities to support the uptake of electric vehicles including the provision of suitable charging infrastructure. NCC will establish a plan to install charge points on its own estates, including at County Hall, satellite offices, highway depots, fire stations, museums and libraries, to meet its second strategic priority of reviewing its fleet of vehicles.	Highways – Norfolk County Council.	Long-term	Increase in the number of Electric Vehicle Charging Points across the county (all public charge points, as published by Department for Transport). Increase in the uptake and usage of chargers.
Enhancements to the rail network are required. These include upgrades at Ely and Trowse, development of East West Rail and station accessibility improvements at Wymondham, Great Yarmouth and Thetford. Work is ongoing to ascertain the feasibility of expanding the rail network to accommodate housing and economic growth. Further projects can be found in the Norfolk Rail Prospectus.	Plans to deliver rail network enhancements are underway. Upgrades at Trowse are part of an aspirational pipeline scheme (feasibility completed by Network Rail). Ely network enhancements are a regional priority, with plans to be established in the future. East West Rail is a long-term project receiving government funding. The line will indirectly connect Norwich to Bedford, Oxford and Bristol via Cambridge . We aspire for this line to be directly connected to Norwich. Great Yarmouth and Thetford feasibilities studies are likely to be undertaken in the future.	Strategic Transport, Norfolk County Council. Network Rail. For Ely network improvements, the Ely Task Force.	Long-term Funding sources: Many of the schemes are aspirational with no funding committed. Funding would derive from government or Network Rail. East West Rail - government funding with a special delivery vehicle (East West Rail company). New stations would require funding from Access for All.	Average journey times to centres of employment.

Climate Change



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

The actions in this pillar explore climate actions undertaken by Norfolk County Council, through the Climate Change Strategy. This provides a strategic framework for tackling climate change locally and building resilience to its effects. It outlines how we aim to meet our commitment to reach net zero across our estate by 2030, will collaborate with our partners to work towards a carbon neutral Norfolk, address important issues such as the decline in biodiversity, support nature recovery (which benefits water and air quality) and equip Norfolk with the skills to harness the opportunities of the green economy. Additionally, we have explored how partners across our key sectors can take part in the climate transition. Norfolk and Suffolk are increasingly recognised for being the UK's largest clean energy provider, and our industries are increasingly active in the transition to a net-zero

economy. Equally, our places are at risk to climate change, with coastal erosion and seasonal drought prevalent across Norfolk's coastal and rural communities. We recognise the scale of the challenge and have recognised that actions mitigating and adapting to climate change are a starting point – one our businesses, communities and local authorities will develop going forward.

We have three main objectives:

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

Short-term Actions (to be delivered within two years).

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Deliver the Norfolk Climate Strategy and develop a new Environment Strategy to support Norfolk's transition to a greener and more resilient county, enabling residents to benefit from an enhanced environment and quality of life.	<p>The Norfolk Climate Strategy sets out how the council can address its own carbon footprint and its role in supporting Norfolk's transition to become a greener and more resilient county.</p> <p>Its accompanying action plan is used to deliver the strategy, across 147 actions. These are split across seven focus areas, such as Green Economy, Nature Recovery and Climate Adaptation.</p>	Procurement, Norfolk County Council.	Short-term; the action plan will be refreshed in 2026.	<p>Reduction in carbon emissions from County estates.</p> <p>Reduction in indirect emissions from County assets.</p> <p>Increased engagement and collaboration on climate initiatives.</p> <p>Promoting a green, resilient economy.</p>
Deliver the emerging Local Nature Recovery strategy . This sets out a comprehensive plan for restoring and enhancing biodiversity and natural habitats across Norfolk and Suffolk. It will be achieved by mapping habitat and opportunity areas and developing biodiversity priorities to safeguard ecological resilience to extreme weather events.	<p>The strategy aims to create ecological networks, enhance biodiversity, access to green spaces, sustainable land usage, community and partner engagement, climate change mitigation and adaptation and provide opportunities for education.</p> <p>This action is referenced in the Climate Action Plan (CAP) under Focus Area 6, which aims to ensure that nature has space to recover and grow.</p>	Local Nature Recovery, Environment, Norfolk and Suffolk County Councils.	<p>Short-term</p> <p>Funding source: the Department for Environment, Food and Rural Affairs (DEFRA).</p>	<p>Increase in biodiversity and nature recovery.</p> <p>The LNRS needs to contribute to the national environmental objectives and targets introduced in the Environment Act (2021). For example, restore or create more than 500,000 hectares of wildlife-rich habitat outside of protected sites by 2042, compared to 2022 levels. Further details of outputs will follow.</p>
Through the Norfolk Strategic Flooding Alliance, we will work to ensure Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts. Work is already underway on numerous sites.	<p>The Norfolk Strategic Flooding Alliance's (NSFA) strategy will be delivered through an action plan that identifies measures for members of the alliance to address the risk of flooding.</p> <p>Norfolk County Council has also investigated opportunities to improve network resilience by considering the potential impacts of extreme weather and climate change. For example, NCC's Digital Services team has proactively installed flood sensors in Welney Wash. These IoT-enabled sensors detect rising water levels and issue early warnings through electronic signage, alerting drivers to deep water and safeguarding lives and property.</p>	Norfolk Flood Alliance. Digital Services, Norfolk County Council.	<p>Short-term</p> <p>Funding source: NSFA group.</p>	Improved countywide, multi-agency responses to flooding.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Develop a Norfolk and Suffolk energy plan in collaboration with partners to ensure energy security and resilience, whilst also contributing to the decarbonisation ambitions in our climate action plan.	The Climate Action Plan references several workstreams in the Norfolk and Suffolk Energy Plan that commit to delivering climate ambitions such as climate adaptation. Engagement, including workshops, with communities will inform the delivery of priorities. We are working with partners to develop community energy pathways to enable communities to contribute towards decarbonisation targets.	Growth and Investment, Norfolk County Council.	Short-term Funding source: NCC and SCC.	Increase in clean energy generation from a mix of renewable energy sources.
Deliver the Greater Norwich Green Infrastructure Strategy (GNGIS).	The GNGIS is an updated strategy that adopts a cross-boundary approach to guide development and the enhancement of green spaces across Greater Norwich . Priorities have been identified through evidence and stakeholder feedback. It has six key objectives, including enabling access to nature and healthy lifestyles, harnessing productive landscapes, and supporting nature recovery. The strategy, approved in March 2025, launched in May 2025.	Greater Norwich Growth Board.	Short-term Funding source: GNGB.	Increase in biodiversity and nature recovery. Further outputs to be added on launch of the strategy.
Build resilience to the impacts of climate change across rural and coastal communities.	<p>We will harness cutting-edge technology from across industries to tackle coastal erosion. By partnering with Space East to embed Earth Observation Satellite technology in the East of England, we can better monitor changes along Norfolk's coastline - helping communities and planners respond quickly and appropriately to coastal risks.</p> <p>Separately, North Norfolk District Council is delivering Coastwise as part of the Environment Agency's Coastal Transition Accelerator Programme. This is a £12 million initiative to prepare and support the transition of coastal communities affected by coastal erosion.</p> <p>The programme will work with individuals, communities, businesses, infrastructure owners, government and others to explore and demonstrate how coastal places can plan and take actions to prepare and transition in the face of coastal erosion.</p>	North Norfolk District Council. Space East.	Short-term Funded by DEFRA and the Environment Agency. Space East.	<p>Number of properties and facilities replaced at immediate risk of coastal erosion.</p> <p>Improvement and replacement of damaged community infrastructure.</p> <p>Repurposing land in coastal erosion zones.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Recognise, enhance and invest in culturally led environmental work.	Establish a collaborative cultural environmental responsibility 'road map' for the region. This would draw on national best practice, create a shared lexicon, map existing practice across scales and disciplines and outline opportunities and strategies which support practical environmental actions and values the Culture sector's role in creating public awareness and behaviour change.	Norfolk and Suffolk Culture Board. Arts Council England.	Short-term	Increased engagement and collaboration on climate initiatives.

Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Interventions that help the culture, heritage and visitor economy sector become more sustainable, such as supporting the development of an Electric Vehicle network around tourist hotspots.	A key aim of the Local Visitor Economy Partnership (LVEP)'s Destination Management Plan is to grow the visitor economy in a sustainable way. It identifies sustainable and regenerative tourism, incorporating initiatives such as active travel and locally sourced produce, as important to sustainable growth in Norfolk and Suffolk. There are also plans to promote medium-long distance walking routes and close gaps in the walking network.	LVEP. The action referred will be delivered by Norfolk and Suffolk County Councils, Local Authorities in partnership and National Landscapes Management Teams.	Medium-term	Reduction in carbon emissions. Increase in biodiversity and nature recovery. Increase awareness in Norfolk and Suffolk as a tourist destination.
Create a better and wider understanding of the 'green economy' and carbon literacy . This will enable consistency of language which, in turn, will enable a wider group of businesses to participate in the climate transition.	Educate businesses on the language around the green economy through business support services, like the Norfolk Growth Hub.	Growth Hub, Norfolk County Council.	Medium-term	Number of businesses supported to decarbonise.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Building on regional best practice, such as the Passivhaus social housing developments on Goldsmith Street (Norwich), promote and develop a minimum place-based standard for new developments which incorporates environmental sustainability, renewable energy and climate adaptation into the developments.	Looking to neighbouring examples of BREEAM and London's LETI , these standards will uplift the quality and sustainability of housing developments and improve the housing stock.	We will work with partners across districts and developments to establish a regionally adopted standard.	Long-term	Reduction in carbon emissions.
Based on current challenges with water scarcity, we need to match practicalities with planning and protecting our environment.	Promote the capture and reuse of water amongst businesses through rainwater harvesting and reuse of grey water. There is an opportunity to recognise businesses which do so through promotional campaigns, such as window stickers for businesses recognised to reuse and recycle used water.	We will work with businesses to develop the tools to recognise businesses operating sustainably.	Long-term	Increased engagement and collaboration on climate initiatives.



Place Making and Communities

Our communities have a strong sense of pride and place, distinctiveness and local identity.

Many are at the forefront of changes in climate, technology and working patterns, facing both challenges and opportunities. We will continue to support and invest in our places and the social, natural and physical capital they need to continue to thrive.

Placemaking and communities is perhaps the most visible pillar in the Local Growth Plan, we all associate with our places and communities to varying degrees. Actions will face scrutiny to ensure they are delivering positive change not just for one place or community but for Norfolk as a whole. We want to amplify and extend best practice and create a culture that strives for success but not through competition where one place and community wins and another loses, rather from celebrating our unique opportunities to improve the county for all.

PRIORITY 1

To support all places across Norfolk to provide a high quality of life

Short-term Actions (to be delivered within two years)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Regenerating Great Yarmouth's historic townscape.	<p>The selective enhancement of key heritage assets through the restoration and sustainable repurposing of vacant historic buildings to support culture and tourism and drive wider local regeneration features in various strategies and investment plans. Projects include 160 King Street (completed), Northwest Tower (completed), and St John's Church (in progress).</p> <p>Great Yarmouth Winter Gardens will be preserved and future proofed. A new interpretation designer and main contractor have been appointed to the project.</p>	Great Yarmouth Borough Council (in partnership with the Great Yarmouth Preservation Trust).	<p>Short-term</p> <p>Funding sources: £12 million of National Lottery Heritage Funding was secured for the Great Yarmouth Winter Gardens project.</p> <p>Towns Fund.</p> <p>High Street Heritage Action Zone scheme through Historic England.</p>	<p>Increase in volunteering.</p> <p>Increase in visitor numbers to the county.</p>
Encourage innovation and entrepreneurialism on the high street through 'meanwhile uses' programmes, such as The Meanwhile Project in Breckland.	<p>The Meanwhile Project is a grant funding scheme for businesses and community groups looking for commercial space in Breckland, and for entrepreneurs looking to introduce their business to the local market.</p> <p>Breckland Council offers grants of up to £10,000 to help drive growth activities in businesses. Support also includes providing up to six months of rent and help with set-up costs.</p>	Breckland District Council.	<p>Short-term</p> <p>Funding source: UKSPF.</p>	<p>Rural and coastal journey times to centres of employment.</p> <p>Increase in the number of VCSE organisations accessing business support.</p> <p>Number of new community facilities.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Development of Diss Leisure Centre.	This project will deliver a new, two-storey 870 square metre dry-side leisure facility and 500 metre squared of public realm improvements. The site will be operated by South Norfolk District Council and will include a gym, cafe, dedicated spin studio, multi-use studio and changing area. The current designs for the new leisure building include air-source heat pumps, PV (solar) installation and works to achieve BREEAM Excellent standard.	South Norfolk District Council.	Short-term Funding sources: Greater Norwich Growth Board. Further sources to be identified (TBI).	Number of new community facilities. Reduction in health inequalities.
Encourage innovation and entrepreneurship on the high street as championed by the Norfolk's High Streets Matter programme.	Norfolk's High Streets Matter (see Supporting Businesses pillar).	Norfolk County Council and Growth Hub.	Short-term Funding source: Norfolk County Council.	Increase in visitor numbers to the county.
Direct support for rural and coastal communities.	Rural England Prosperity Fund (REPF) supports district councils with their bespoke rural programmes. Focus differs by local authority, but examples of support include farming diversification and tourism support.	Councils in Kings Lynn and West Norfolk, North Norfolk, Breckland, Great Yarmouth, South Norfolk and Broadland have allocations – some are delivered in partnership with the Growth Hub.	Short-term Funding source: Government.	Rural and coastal journey times to centres of employment. Number of new community facilities.
Investing in Norfolk's places in a way that promotes health and wellbeing, as exemplified by the Marmot Places approach in King's Lynn, Buckenham Ancient Woodland Project and the redevelopment at Broadland Country Park.	Norfolk County Council is working with the Borough Council of King's Lynn and West Norfolk (and with potential collaboration from the DWP and businesses) on a two-year Marmot Place Programme , utilising work from University College London's Institute of Health Equity, to reduce health inequalities through system change. Findings will be reported in Autumn 2026. The Broadland Country Park redevelopment will include a new visitor centre, car park extension, DDA-compliant footpaths, and EV infrastructure, making it more accessible and increasing its potential to enhance health and wellbeing. Following the purchase of part of Buckenham Woods , a community group will protect and manage the woodland, allowing wildlife to thrive and ensuring that the local community continues to benefit from the ancient green space.	Norfolk County Council. District Councils (e.g. Borough Council King's Lynn and West Norfolk, Broadland District Council). Partners (e.g. Greater Norwich Growth Board).	Short-term Funding source: mixed, including districts and partner organisations referenced.	Reduction in health inequalities. Increasing the health and wellbeing of residents in Norfolk. Number of new publicly accessible green spaces. Number of new community facilities. Increase in visitor numbers to the county.

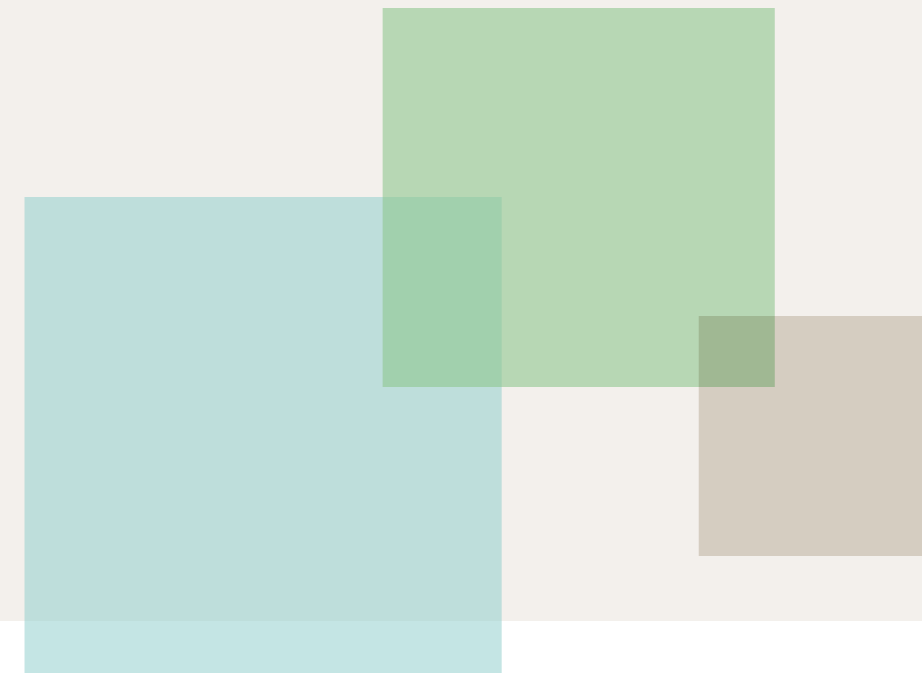
Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Regenerating Cromer's Sustainable Visitor Infrastructure.	Cromer Clifftops , conceived of as an £8 million project, is scalable and could be split and delivered in phases. This could include realisation or enhancement of the Clifftops and active or sustainable travel opportunities (including links to the railway station and bus station).	North Norfolk District Council.	Medium-term	Number of new publicly accessible green spaces. Increase in visitor numbers to the county. Increase in volunteering.
Undertake Riverside Regeneration in Thetford , a regeneration scheme scoped in the Town Centre Delivery Plan.	A multi-phased Town Centre regeneration scheme delivering a new shared services hub and wider residential and leisure offer. Development commenced in 2015. The latest Town Delivery Plan (2021-2031) states that this will deliver new pedestrian and cycling routes along the river, new leisure facilities, a pop-up space, and mixed-use developments at key river front locations.	Breckland District Council.	Medium-term Funding sources: Plan for Neighbourhoods.	Increase in visitor numbers to the county. Number of new publicly accessible green spaces. Increase in volunteering.
Repurposing town-centre assets as co-working and community centres, such as Attleborough Railway Innovation Hub.	Numerous examples could be cited such as Attleborough Railway Innovation Hub , a new innovation centre and collaborative space on the Cambridge Norwich Tech Corridor.	Breckland Council. Greater Anglia.	Medium-term Funding Sources: Breckland District Council (through fundraising).	Number of new community facilities.
New medical centres to support growing communities.	Medical centres will be a key contributor to the healthcare infrastructure in rural and urban communities. For example, planned centres in Diss and Hethersett will help to reduce health inequalities and serve their growing populations.	South Norfolk District Council.	Medium-term	Reduction in health inequalities.
Interventions in the public realm to increase vibrancy and extend trading opportunities.	Projects are planned across Norfolk. For example, the Wymondham public realm regeneration is a series of planned public realm projects seeking to maximise the appeal of the historic conservation town. It will extend the trading day, further the commercial viability of the town and improve access to the town centre.	South Norfolk District Council. Wymondham Town Council.	Medium-term	Increase in visitor numbers to the county.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Deliver innovative solutions to improve access to services in market towns, such as MIND Hub Dereham.	<p>Breckland Council, in partnership with Norfolk & Waveney MIND (and other statutory and VCSE agencies), is establishing a multi-agency mental health support hub in Dereham. This has been developed at Breckland Business Centre and will serve as a centralised and collaborative platform bringing together various agencies, organisations, and healthcare professionals to provide holistic mental health support and wider community-based services to the public.</p> <p>As part of the second phase of the project, the initiative will also provide new specialist and priority needs housing.</p>	<p>Breckland District Council. Norfolk & Waveney MIND.</p>	Long-term	<p>Reduction in health inequalities.</p> <p>Position, in comparison to other counties, for equalities outcomes.</p> <p>Number of new community facilities.</p>
Developing a best practice approach, such as the Future Breckland programme, to strategic placemaking and public realm investment.	<p>Future Breckland could act as an example for other areas to follow. It is a 10-year roadmap which sets out the priorities, underpinned by community engagement, for each of Breckland's five Market Towns and their surrounding areas. The programme outlines the major investment required to undertake fifty projects.</p>	Breckland District Council.	Long-term	<p>Reduction in health inequalities.</p> <p>Position, in comparison to other counties, for equalities outcomes.</p> <p>Increase in visitor numbers to the county.</p> <p>Number of new publicly accessible green spaces.</p> <p>Increase in volunteering.</p>
Deliver the Market Towns Programme .	<p>The programme is based on the government's Town Deal, Future Towns and other long-term funds but at a suitable scale for market towns and rural needs. It is initially focussing on Fakenham due to hollowing out in its town centre.</p>	North Norfolk District Council.	Long-term	<p>Increase in visitor numbers to the county.</p> <p>Reduction in health inequalities.</p>

PRIORITY 2

Strengthen communities, support resident wellbeing and increase pride of place



Short-term Actions (to be delivered within two years)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Provide long-term funding streams for VCSEs.	Norfolk County Council is developing a strategic framework stating the key objectives and outcomes of Social Impact for Growth and Networks (SIGN), against which it will tender for a partner to deliver these. A consultation was held in June 2025 with multiple stakeholder groups, including VCSEs. It will work with interested organisations, including FUSE Network and social enterprises, to support wider networks and partnerships in the VCSE sector and beyond.	Norfolk County Council. VCSE organisations. Industry Partners.	Short-term Funding sources: Social investment funds. Norfolk County Council.	Clearer co-production with VCSEs with access to long-term, flexible funding that reduces inequalities, improves health outcomes, and grows organisational sustainability. More VCSEs accessing relevant and effective business support and accessing routes to market.
Deliver a community resilience grant programme that encourages bottom-up solutions.	The Norfolk Community Fund will launch a programme, through the Crowdfunder platform, designed to support grass-roots community improvement projects in July 2025.	Norfolk County Council.	Short-term Funding source(s): Norfolk County Council. Donors to Crowdfunder.	Number of new publicly accessible green spaces. Increase in the number of VCSE organisations accessing business support. Increase in volunteering.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Undertake programmes and projects that raise ambition in deprived communities and promote economic inclusion.	The Creating Communities initiative provides guidance on services, facilities and activities in King's Lynn and West Norfolk. The West Norfolk Rural Communities Fund supports the Go Green for Communities Fund, Go Digital West Norfolk, Rural Business Capital Grants, Business Transition to Net Zero, and the business hub at The Place.	King's Lynn and West Norfolk Borough Council.	Short-term Funding source(s): District councils (e.g. King's Lynn and West Norfolk Borough Council). Government.	Position, in comparison to other counties, for equalities outcomes. Increase in the number of VCSE organisations accessing business support.
Improve access to youth facilities as exemplified by the development at the NEST.	There are numerous projects to improve access to youth facilities. For example, the expansion of facilities at the NEST will enhance sports hall provision to the benefit of young people.	Community Sports Foundation.	Short-term	Position, in comparison to other counties, for equalities outcomes. Number of new community facilities. Reduction in health inequalities.
Expand premises and reduce the costs of using these for VCSE organisations.	Norwich Unity Hub and FUSE Network are developing a business plan for Spark (start-up hub) based at Carrow House. The first three years will offer start-up support. This is seeking grants and further funding support.	Norwich City Council. Norfolk County Council.	Short-term Funding source: Partnership funding needed.	Increase in the number of VCSEs that have affordable premises, benefit from reduced costs and increased access to business support.
Create a skills share network for VCSEs.	Link the Growth Hub, VCSEs and specialist groups (e.g. FUSE Network, Voluntary Norfolk). Secure funding for collaboration (FUSE Network, Empowering Communities Partnership, the Growth Hub).	Growth Hub.	Short-term Funding source: Norfolk County Council, VCSEs, Government.	VCSEs that are better connected through shared skills networks, giving them stronger routes to funding, markets and specialist support.
Invest in evaluation tools for VCSEs.	Build on the Norwich City Council project with Norwich Unity Hub to share and expand evaluation tools.	Norwich City Council, Norfolk County Council.	Short-term Funding source: Norwich City Council and Norfolk County Council.	An increase in VCSEs that have the tools and expertise to consistently evaluate and demonstrate their impact, learning and growth.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Ensure VCSEs are valued in local economic development.	Facilitate Social Impact workshops across sectors to define VCSE measures of value (e.g. skilled jobs, Living Wage, volunteering, savings). Develop a bespoke framework to measure this.	VCSEs.	Short-term Funding source: VCSEs and partnerships funding.	The role and value of VCSEs in economic development is recognised and embedded, with more support for growth. The social value and impact of VCSEs in Norfolk is defined, illustrated and promoted in order to show the strength of sector, compared to other regions. Leveraged opportunities, partnerships and funding locally, regionally and nationally.
Establish business - VCSE mentorship.	As part of Good for Good, Norfolk Community Foundation are working to grow corporate mentoring opportunities for VCSE organisations. This will help to close identified skills and capacity caps, by working with the likes of FUSE, Aviva, and Business in the Community.	VCSEs, Businesses, Norfolk Community Foundation.	Short-term Funding sources: NCF, BIC, Aviva	An increase in mentoring, stronger VCSE business support and tailored corporate and business support. Increase meaningful Corporate Social Responsibility and Environment Sustainable Goals, measure social impact, help close skills and capacity gaps.

Other Actions (to be delivered from 2027 onwards)

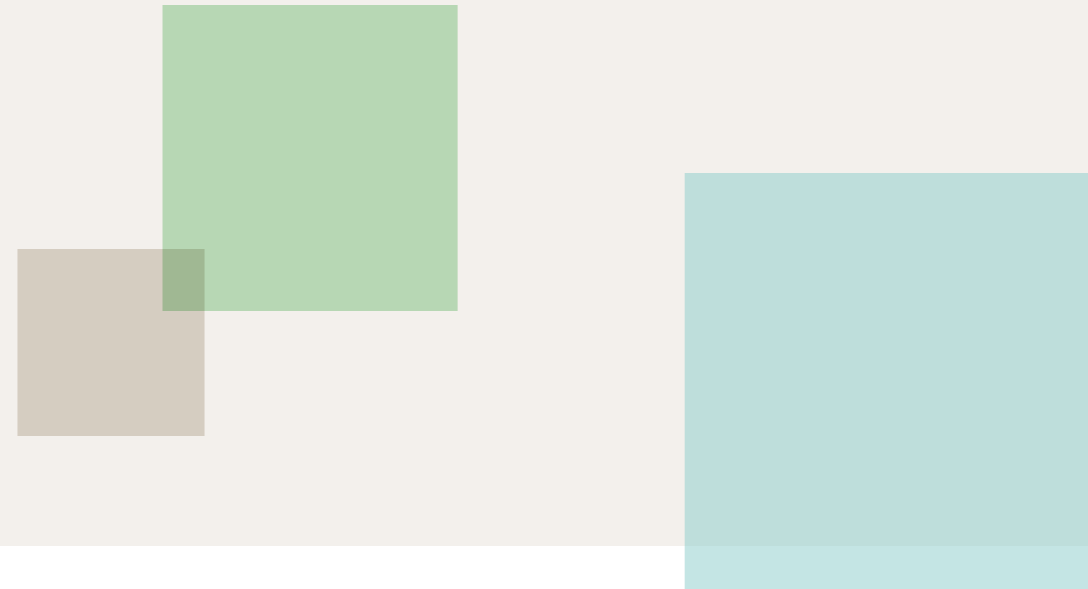
Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Develop public -VCSE mentorship.	Norfolk County Council (NCC) and the Integrated Care Board (ICB) are piloting a senior leader mentorship scheme. This will need to be embedded through structural changes experienced the partnering organisations, to ensure longevity.	NCC and ICB.	Medium-term	VCSE leaders benefit from mentorship with public sector peers, strengthening partnerships and volunteering opportunities.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Improve access to youth facilities and services that enhance wellbeing, learning opportunities, aspirations and life chances in Great Yarmouth.	A new facility with wrap-around support through an experienced provider; 'diversionary' activity to keep young people 'off the streets', learn about themselves, others and society through non-formal educational activities which involve enjoyment and challenge. In prioritising future investment, an extensive community engagement exercise in April – July 2024 found a clear consensus around five themes.	Great Yarmouth Borough Council.	Medium-term	Position, in comparison to other counties, for equalities outcomes. Increase in volunteering.
Expand the quantity and variety of premises available to VCSEs by using community and meanwhile spaces.	Repurpose new and redeveloped sites (e.g. King's Lynn Library) as hubs for VCSE collaboration.	Local Authorities, VCSEs.	Medium-term	More affordable spaces, shared learning, stronger VCSE networks. An increase in VCSEs that are able to use community and meanwhile spaces to collaborate, innovate and share knowledge.
Raise awareness of Empowering Communities Partnership.	This will be delivered through a county-wide outreach campaign.	VCSEs.	Medium-term	The Empowering Communities Partnership is widely known and accessed, with stronger volunteering and sector participation.
Convene around varied premises models.	Link innovators (Link Hub, Unity Hub) to share best practice and influence new provision.	VCSEs, Town, District, and County Councils.	Long-term	More diverse, affordable spaces. New facilities created that meet VCSEs needs and create spaces to collaborate, share best practice and run knowledge hubs.
Build a knowledge bank for VCSE organisations.	Launch Padlet board via the VCSE Leadership Network as a central information and resource hub.	VCSEs.	Long-term	VCSEs can more easily access a central hub of knowledge and networking opportunities to support their development.

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Embed social value in procurement.	Reinstate 'Meet the Buyer' events. Connect VCSEs with the Norfolk County Council Procurement Team. Deliver training on social value in contracts.	Norfolk County Council.	Long-term	VCSEs are embedded in procurement processes, securing more contracts that value social impact.
Increase and improve VCSE access to information which will create a more even playing field when competing for procurement opportunities.	FUSE Network is developing a VCSE directory for businesses to identify services. This needs further support and resourcing.	VCSEs.	Long-term. Funding source: VCSEs and partnerships funding.	Increase in VCSEs winning more contracts and being recognised for the social value they bring.

PRIORITY 3

Promote Norfolk as a place to live, work, visit and invest



Short-term Actions (to be delivered within two years)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Enhancing the public realm through regeneration projects such as East Norwich and Anglia Square redevelopment.	<p>East Norwich is an opportunity to activate and extend public access to the riverfront and strengthen the connection between the city and the Broads. A network of new walking, wheeling and cycling routes can open previously inaccessible areas, with a vibrant public realm integrating new economic and community activities with environmental and heritage assets.</p> <p>Norwich City Council purchased Anglia Square in 2024 to expedite the conversion of the site into modern housing, retail, office and leisure spaces. The redeveloped site will also benefit from new landscaped gardens, a neighbourhood centre and new cycling routes across Norwich.</p>	<p>Norwich City Council.</p> <p>East Norwich Delivery Board.</p>	<p>Short-term</p> <p>Funding source (Anglia Square):</p> <p>Homes England.</p>	<p>Increase in visitor numbers to the county.</p> <p>Number of new publicly accessible green spaces.</p> <p>Number of new community facilities.</p>
Deliver cultural and heritage 'jewels-in-the-crown' projects.	<p>Numerous examples could be cited. Contracting to redevelop St George's Guildhall commenced in June 2025 and efforts to secure continued funding are ongoing. There are also plans to refurbish the theatre at Cromer Pier. Feasibility work is also underway to establish whether The Forum could host an internationally significant art collection.</p>	<p>District councils (e.g. Kings Lynn and West Norfolk Borough Council, North Norfolk District Council, and Norwich City Council).</p>	<p>Short-term</p> <p>Funding sources:</p> <p>District councils.</p> <p>Partners (e.g. Greater Norwich Growth Board).</p> <p>Neighbourhood and Town Fund.</p>	<p>Increase in visitor numbers to the county.</p> <p>Increase in volunteering.</p>

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
Promote cultural activity to maintain and enhance its positive place-based benefits.	Ensuring the vitality of creative enterprises and cultural experiences are key aims. Further information can be found in local strategies and the Key Sectors pillar.	District councils. Norfolk and Suffolk Culture Board. Arts Council England.	Short-term Funding source: districts and arts organisations.	Increase in visitor numbers to the county.
Unite businesses, local authorities, voluntary organisations and community leaders to collaborate, invest and raise aspirations in their communities.	Business in the Community's (BITC) Pride of Place programme will convene key stakeholders in the community and deliver activities to address Norwich's chronic economic deprivation and inequality. Plans will be outlined in the Pride of Place report which will be launched in summer 2025.	BITC.	Short-term Funding source: BITC.	Position, in comparison to other counties, for equalities outcomes. Reduction in health inequalities.

Other Actions (to be delivered from 2027 onwards)

Action	How will this be taken forward?	Who is involved in taking this forward?	Timeframe & known funding sources	What does success look like?
The re-location of the Livestock Market and exploring further opportunities associated with this.	Following legislative changes, a new site will be identified, enabling design work to commence.	Norwich City Council, Breckland District Council and Norfolk County Council.	Medium-term	Rural and coastal journey times to centres of employment. Number of new community facilities.
Invest in key economic infrastructure, including the redevelopment of Norwich Market.	Proposals are being drafted to revamp the market. This could result in extra open spaces that increases evening and weekend trade.	Norwich City Council.	Medium-term	Increase in visitor numbers to the county.
Investing in place-based programmes that target deprivation and enhance the look and feel of local neighbourhoods like the housing refurbishment programme in Great Yarmouth.	The Great Yarmouth Local Plan: Core Strategy (2013-2030) and Local Plan Part 2 outline a rationale for focusing mixed-use, retail and leisure regeneration programmes in the Town Centre and at edge-of-centre locations, such as The Conge and North Quay. Programmes can regenerate underutilised or brownfield land to create new homes and employment space. Land assembly (acquisition, preparation and possible remediation) and intervention to de-risk investment by developers is required.	Great Yarmouth Borough Council.	Medium-term	Position, in comparison to other counties, for equalities outcomes. Reduction in health inequalities.
Promote area identity to enable effective place-based branding.	Activity includes Norwich Business Improvement District's work to distinguish Norwich's brand identity and a communications strategy to attract workers to the city.	Norwich BID and partners.	Long-term	Increase in visitor numbers to the county.

Monitoring and Evaluation

Hethel Engineering



Logic Model

Based on the Evidence Base and wider engagement with partners, we have agreed actions relating to the four major drivers of our economy: local business, people and skills, placemaking and communities and infrastructure.

(see Logic Model in the Approach)

These actions will enable Norfolk to capitalise on its major opportunities and assets while also addressing its challenges. The following three cross-cutting themes will influence all our investments and actions:

- reducing inequalities
- decarbonisation and sustainability
- supporting our rural and coastal communities

The actions and plans within this strategy have been informed by the most up to date data and analysis available.

Determining and Measuring Success

The Local Growth Plan identified potential metrics that would reveal whether our actions are making desired strategic impacts.

After an analysis to determine the feasibility of our evaluation approach, centring on the measurability of the impacts that would evidence our success in delivering priorities, the below strategic-level measures of impact have been selected. These metrics not only reflect local priorities but also align with many of those articulated by the government.

Measure of Impact (MOI)	Measurement and latest year available	Norfolk	England	Comparison
Reduction in health inequalities	Life expectancy (female) 2023	83.7 years	83.2 years	Better than the average for England
Reduction in health inequalities	Life expectancy (male) 2023	79.8 years	79.3 years	Better than the average for England
Growth in sectoral GVA	GVA (million pounds) 2023	See breakdown of data in appendix	Not applicable	Not applicable
Increase in public transport usage (by bus and train)	Increase/decrease in percentage of bus journeys taken (compared to previous year) 2024	+10%	+4%	Better than the average for England
Increase in public transport usage (by bus and train)	Number of train journeys taken within Norfolk 2023-24	1,729,520	Not applicable	Not applicable
Average journey times to centres of employment	Car journey time 2019	28 minutes	16 minutes	Worse than the average for England
Average journey times to centres of employment	Cycle journey time 2019	71 minutes	30 minutes	Worse than the average for England
Average journey times to centres of employment	Public transport/walking journey time 2019	58 minutes	31 minutes	Worse than the average for England

Measure of Impact (MOI)	Measurement and latest year available	Norfolk	England	Comparison
Increase in active travel journeys (bicycle and micromobility)	Cycling active travel journeys (%) November 2023-24	6.9%	6.2%	Better than average for England
Increase in active travel journeys (bicycle and micromobility)	Walking active travel journeys (%) November 2023-24	26.8%	30.5%	Worse than the average for England
Increase in active travel journeys (bicycle and micromobility)	Micromobility (number of journeys taken) 2024	507,834	Not applicable	Not applicable
Increase in GVA per hour worked	GVA per hour (pounds) 2023	£40.00	£44.90	Worse than the average for England
Reduction in carbon emissions	Greenhouse Gas Emissions 2021	See breakdown of Norfolk district data in appendix	Not applicable	Not applicable
Increase in clean energy generation from a mix of renewable energy sources	Renewable electricity generation (MWh) 2023	732,602	Not applicable	Not applicable
Multiple Deprivation Index	IMD rank (out of 151) 2019	84	Not applicable	Not applicable
Number of new houses built	Number of houses built (since local plans have been adopted). Monitoring ongoing	39,416	Not applicable	Not applicable
Reduce the number of people aged 16-17 that are not in employment or education (NEET).	Percentage of people 2025	5.0%	3.4%	Worse than the average for England

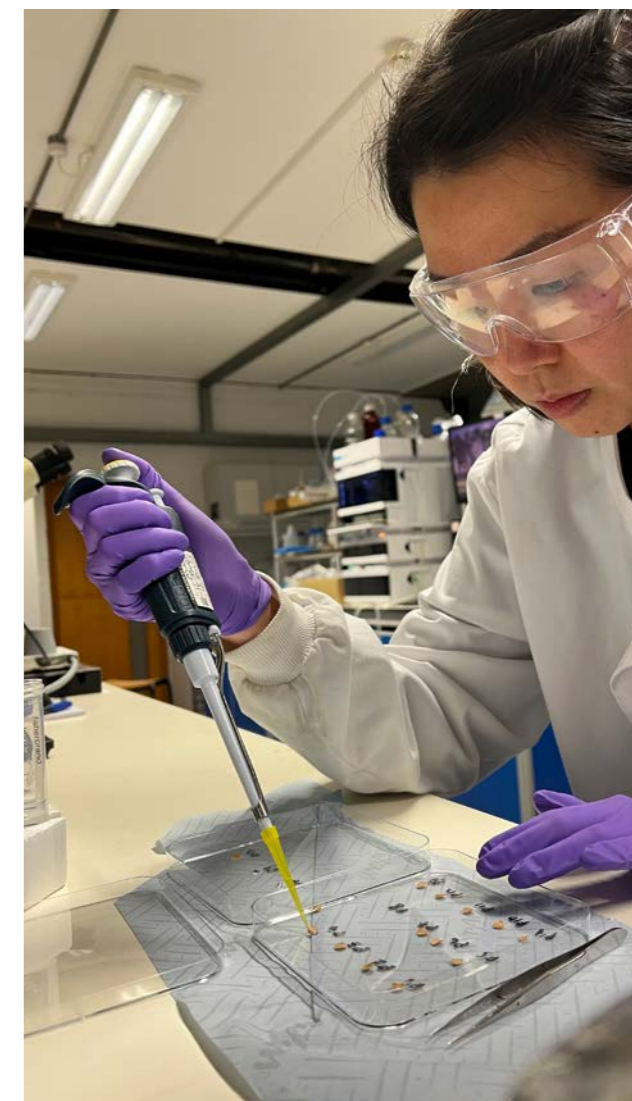
Measure of Impact (MOI)	Measurement and latest year available	Norfolk	England	Comparison
Reduction in gigabit, superfast and ultrafast broadband cold spots	Percentage of superfast coverage August 2025	97.5%	98.5%	Worse than the average for England
Reduction in gigabit, superfast and ultrafast broadband cold spots	Percentage of ultrafast coverage August 2025	75.6%	89.7%	Worse than the average for England
Reduction in gigabit, superfast and ultrafast broadband cold spots	Percentage of gigabit coverage August 2025	74.8%	89.0%	Worse than the average for England
Increase the proportion of those aged 16-64 achieving a level 4+ qualification.	Percentage of people with RQF level 4+ qualifications 2024	37.6%	47.1%	Worse than the average for England
Increase in median average wages	Yearly median salary 2024	£34,245	£37,630	Worse than the average for England
Increase in employment land allocation (hectares)	Allocation of land (hectares) 2023/24	14.94ha	Not applicable	Not applicable
Increase in participation across STEM provision.	Number of green skills job postings July 2024 – June 2025.	8,823	Not applicable	Not applicable
Number of high growth enterprises	Number of enterprises 2023	170	Not applicable	Not applicable
State of wellbeing and mental health	Life satisfaction mean score (out of 10) April 2022-March 2023	7.59	7.44	Higher life satisfaction score compared to England
State of wellbeing and mental health	Feeling that things done in life are worthwhile mean score (out of 10) April 2022-March 2023	7.86	7.73	Higher worthwhile score compared to England

Measure of Impact (MOI)	Measurement and latest year available	Norfolk	England	Comparison
State of wellbeing and mental health	Happiness mean score (out of 10) April 2022-March 2023	7.42	7.38	Higher happiness score compared to England
State of wellbeing and mental health	Anxiety mean score (out of 10) April 2022-March 2023	3.25	3.24	Higher anxiety score compared to England
Disability employment gap	Difference between the percentage of disabled and non-disabled people in employment April 2023-March 2024	25.2	26.2	Smaller gap compared to England

Further information regarding our current performance for these metrics, how this compares to national averages and our data sources is outlined in an appendix to this document.

Given the entrenched nature of certain metrics, such as average wage levels, productivity and skills attainment, there is unlikely to be evidence of significant short-term benefits arising from actions. However, over the long-term, the cumulative effect of the actions has the potential to positively influence these overarching metrics.

These metrics will also enable delivery and progress to be tracked and reported to the Norfolk Business Board.



Funding Landscape



Up 'N' Mellow, King's Lynn

The Action Plan has outlined an array of ambitious actions that have the potential to transform Norfolk's economy and the lives of our residents. Ensuring sufficient funding will be indispensable to the delivery of these actions.

The short-term actions, as well as many of the medium to long-term actions, have funding secured or potential sources identified. The principal funding streams derive from a range of sources, including local authorities, central government, government agencies, private sector investors and businesses. Maintaining a balance between public and private sources will be integral to the viability of the funding landscape required to implement the Action Plan.

Recent years, despite impactful programmes such as the UK Shared Prosperity Fund and the National Lottery Community Fund, have seen spending and budgetary pressures, particularly, but not exclusively, in the public sector. Norfolk has also had to grapple with the effects of comparative long-term underfunding, whether that be its share of innovation funding or investment in infrastructure, which has placed further pressures on the county's resources and inhibited plans for growth.

A more equitable and enduring funding settlement will be essential for the county to capitalise on its undoubted strengths and opportunities and address its barriers to growth and inequalities.

Funding pressures have necessitated an innovative and agile approach to sourcing funding, including competitive bidding to government, lobbying for regional funds, generating social investment, crowdfunding and leveraging private sector investment. Match-funding and private sector partnerships have been potent tools

in eliciting vital private sector funding for a range of projects that may otherwise have been financially unviable. While remaining optimistic of potential improvements to the funding landscape, an innovative and agile approach to sourcing funding is likely to remain essential.

An evolving funding landscape will also necessitate an adaptable approach that can capitalise on opportunities as they present themselves. The Modern Industrial Strategy (MIS) articulates the government's vision for economic growth, centring on several high growth sectors, for the country. Given the alignment between the sectors identified by the government and our own key sectors, whether that be clean energy, life sciences, digital technology and advanced manufacturing and engineering, Norfolk is ideally situated to leverage investment that derives directly or indirectly from the MIS.

The prospect of devolution, with its allocated funding, heightened potential for further investment and decision-making powers, is transformational for the county. It would not only enable more effective

long-term strategic planning, but it would also allow local leaders to determine and prioritise areas for investment. An Investment Fund, underpinned by an existing pipeline of projects, could enable generation-defining challenges, from affordable housing and skills development to decarbonisation and biodiversity, to be addressed through targeted local solutions that have greater prospects of success.

While devolution would undoubtedly be a positive catalyst for change, it would not solve all the county's challenges. Key asks such as ring-fenced innovation funding, expanding corporate social responsibility funding and greater resources to address infrastructural deficits remain critical to providing the long-term certainty that incentivises investment.

Nevertheless, by providing a comprehensive overview of our ambitious plans, Norfolk is well-placed to articulate its funding needs and attract investment to bolster our economy and capitalise on the opportunities presented by the industries of the future.

