

Ben Burgess – Background and context to need for relocation

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1 **BEN BURGESS**

- 1.1 The Ben Burgess business is significant and established in both its national and local settings.
- 1.2 In demonstrating the special requirements of the Ben Burgess business, its value and importance to the local economy and the lack of available suitable sites in the catchment area, the following section outlines the key relevant features of the business.
- 1.3 In noting these features, there can be no doubt that the Ben Burgess business has for many years displayed a clear and positive track record in contributing substantially to the economic well-being of the local economy and has managed to evolve and adapt to changing market conditions and demands.
- 1.4 The success of the business is testament to its understanding of a relationship with its principally agricultural customer base. The current proposal represents the next phase in the business' evolution, expansion and adaptation with its recognition of particular requirements and special site features.

2 **BEN BURGESS BUSINESS GROWTH**

- 2.1 Ben Burgess and Company was founded in 1931 by Ben Burgess, Edward Burgess and Norman Marshall. This was the perfect time for an agricultural engineering company to start, as it was the absolute bottom of the inter wars agricultural depression.
- 2.2 The company's first tractor franchise was the Marshall that was produced by Norman's father. This was at a time when the farming community did not yet accept diesel power and was somewhat resisted. Despite the early scepticism, and by means of an awful lot of demonstrations and some contracting work, the popping sound of the diesel tractors soon became popular around the farmyards of Norfolk. Ben Burgess' commitment to progress and innovation was evident from the outset and has remained a core part of its company philosophy.
- 2.3 With the success of the Marshall tractors came other franchises such as Turner tractors, CLAAS combines and Lundell foragers. In 1964, Ben Burgess was appointed as one of the first John Deere dealers in the UK.
- 2.4 With the growth of the business came the need for better local coverage in Norfolk. This brought the acquisition of Ben Burgess Beeston in 1962, along with Eric Matthews and Co. About 20 years later, further development led to the construction of Ben Burgess Aylsham, providing coverage in north east Norfolk.
- 2.5 Although agriculture has always been the primary business, over the years other companies have joined the group. In 1962 Ben Burgess Garden Equipment (now known as Ben Burgess Grounds Care Equipment) was born to serve horticultural customers throughout Norfolk. Two years later, Ben Burgess purchased F C Walker, a sheet metal engineers to complement the crop storage department. A few years later, in 1973, Ben Burgess took over an electric motor company from Reggie Hagg and Ben Burgess Newmarket joined the group in June 2003. This purpose-built depot further extended the renowned Ben Burgess commitment to customers in Suffolk, Cambridgeshire and Essex. Grain specialists Bloomfield Installations and electrical motor rewinders, Thomas Wilch & High, have more recently joined the group. Further additions are Ben Burgess Coates and Ben Burgess Ellington. Both depots were acquired in September 2013 and provide sales, service and support to the local agricultural community in Cambridgeshire, Northamptonshire and Bedfordshire. In early 2020 John Deere awarded Ben Burgess the John Deere franchise for Rutland, in the East Midlands.

2.6 It was 14 June 1986 when Ben Burgess was awarded his MBE for services to agriculture and Ben Turner the current Managing Director of the company was President of the Royal Norfolk Show in 2018. Both achievements emphasise the company's ethos and commitment to service to the industry.

2.7 Business development timeline

1922	At the age of 20, Ben Burgess returns from Cambridge University to run the farm following the death of his father
1931	Ben Burgess became the first Marshall diesel tractor dealer in Norfolk
1931	Ben Burgess' first employee was probably the first diesel tractor apprentice in Norfolk
1958	Ben Burgess begins selling John Deere machinery via Lundell
1960	Grain department set up
1962	Ben Burgess Garden Equipment was formed
1964	F C Walker sheet metal engineers was founded
1965	Ben Burgess became one of the first official John Deere outlets in the UK
1970	The company stopped selling CLAAS combines in favour of John Deere
1973	The business of W Hagg & Son was purchased – known now as Thomas Wilch & High
1983	Ben Burgess Aylsham opened to cover east Norfolk
1989	Ben Burgess Norwich moves from King Street to a new purpose-built premises on Europa Way. Became holders of the Royal Warrant as suppliers of agricultural machinery
2001	Blyth & Pawsey Ltd at Bury St Edmunds, Burwell and Saffron Walden purchased
2002	Hitachi franchise awarded to Ben Burgess
2003	Newmarket depot opened
2005	Greencrop Irrigation was purchased: selling Irrimec reels and manufacturing its own pump sets which now has 40% market share
2005	BB Finance set up to fill the gap left by John Deere Company
2007	Ben Burgess Newmarket becomes the biggest dealer for Self-Propelled Sprayer
2007	Hire fleet reaches 100 new John Deere tractors
2007	Manitou forklift franchise taken by Ben Burgess
2007	Thomas Wilch & High electric motor rewinders joins W Hagg & Son
2007	New Ben Burgess website launched displaying a wide range of machinery
2009	Weidemann loader franchise taken on

2011	BB Risk Services provides H&S advice both internally and externally
2012	Ben Burgess celebrates its 80 th anniversary at the Norfolk Showground
2013	Anker of Coates and Ellington becomes Ben Burgess Coates and Ben Burgess Ellington
2015	Ben Burgess take over John Deere Turf & Golf in Peterborough and the surrounding areas
2016	Ben Burgess Garden Equipment becomes Ben Burgess Grounds Care Equipment
2016	Ben Burgess celebrates its 50 th anniversary as a John Deere dealer with two shows, one at Huntingdon racecourse and one two days later at the Norfolk Showground Arena
2016	Ben Burgess takes over JD Turf & Golf in Cambridgeshire and the surrounding areas
2017	Construction begins of a new depot at Ben Burgess Ellington
2018	Ben Turner was Royal Norfolk Show President
2019	New Ellington depot opening
2019	Brand new Ben Burgess website launched
2020	Ben Burgess was awarded the John Deere franchise for Rutland, in the East Midlands. The company is actively recruiting staff and acquiring new state-of-the-art premises for a 2021 opening

2.8 Ben Burgess and Company has grown to become a strong player in the UK agricultural, horticulture and construction industry with plans to continue this growth further afield. The company directors and shareholders wish to celebrate this success by building a new head office “as an aspirational, innovative and safe place to work” which sends a clear message to customers, suppliers and future employee’s, that the proposed depot is a high profile “centre of excellence”.

2.9 Ben Burgess Holdings Limited is technically a large business with a circa £100 million turnover per annum for the period to end of January 2020, being the holding company and providing head office support to the other five depots. Independently the Norwich depot has a turnover of circa £40 million which can be broken down into agricultural sales of circa £25 million, agricultural repairs of circa £8 million and grounds care sales of circa £8 million. The head office is essential to the functioning of the overall business and adds significant value to the business as a whole. It also has direct and indirect economic benefits for the area; 45 people (eight accounts and finance, three marketing, one health and safety officer, six directors, one receptionist, two group export staff, four hire staff, four group managers for sales, parts, service, grounds care, one Information Technology role, one and a half human resource managers and various other roles including grain department, farm sight, etc) are employed in respect of the head office function and there are sectors of the local economy that benefit from the head office function including 298 companies within Norfolk including specialist engineering and fabrication, vehicle repairs / engineers, safety and training, transportation and warehousing, hire services, advertising and printing, car dealerships, office suppliers, professional services including accountants, auditors, solicitors, banking, building contractors, contract cleaners, together with a range of small niche businesses for one off requirements.

2.10 Technology has driven a 64% increase in UK agricultural productivity since 1974 and now offers the opportunity to help farmers achieve increased and better-quality yields from their crops. With 1,400ha of land farmed in the east, the region is primed to play a leading role in UK food production for the post-Brexit economy. Businesses such as Ben Burgess are required to help farmers make the most of their assets and the demands of a fast-growing population. The Agri-tech employment growth over the previous five years in the Cambridge-Norwich tech corridor was 6.1%, far outstripping the national average of 0.29%. The Cambridge-Norwich tech corridor is indicated below, with the proposed site located within the Agri-tech cluster (a larger version is also included at Appendix 1).



Image obtained from “The Cambridge Norwich Tech Corridor Prospectus” which is available from www.techcorridor.co.uk/articles/cambridge-norwich-tech-corridor-prospectus

2.11 Documents produced as part of the evidence base underpinning the GNLPA acknowledge the importance of the agriculture sector to the area, the agriculture, food and drink sector provides 111,136 jobs with major brands based in the area. The Norfolk and Suffolk Local Industrial Strategy 2020 provides further details on the contribution of agriculture, not just to the region but the UK as a whole producing 12% of the UK’s cereals, 16.6% of the UK’s fruit and veg, 22.7% of the UK’s Pigs, 17.6% of the UK’s poultry and 60% of the UK’s sugar being home to 8,885 agri-food businesses generating exports to the value of £569 million.

- 2.12 Ben Burgess is now in the top four largest business in the UK agricultural machinery sector in terms of total sales with sales growth of 4.1%, well above the industry average of 0.8%.
- 2.13 As the group expands through increased franchise areas, to operate and hit the targets discussed under the heading of changing market requirements below the company will need to recruit additional head office staff and ensure all depots are operating as effectively and efficiently as possible. Head office support functions become increasingly important such as finance, invoicing, credit control, transactional operations, internal recruitment, human resources, training, public relations and communications, advertising, events, strategy and planning, digital marketing, back office, IT, customer support and Health and Safety, etc.
- 2.14 Ben Burgess and Company has to further develop and enhance as a franchisee of John Deere either by doubling their franchise area or ultimately loose the franchise, Currently the John Deere franchise creates approximately 45% of the Ben Burgess turnover and therefore should this be lost there would be a significant impact both on turnover and jobs.
- 2.15 Should the current application not be successful it would not be viable to retain the Ben Burgess operation in Norfolk as presently configured. The company is currently expanding its area of responsibility north into the East Midlands through a new depot in Oakham, Rutland and employing another 30 employees which will need to be attracted and trained by the company, with many further opportunities for growth after that.
- 2.16 If the group is unable to locate its Centre of Excellence within South Norfolk it would have to look further afield putting both the current and future local employment opportunities at great risk as the long-term future stability and growth of the business would be put in jeopardy. The Ben Burgess headquarters would need to move to an area which promotes growth and welcomes potential new companies for both job creation, opportunities for the community, economic gains to the local area from visiting customers, events, etc and the benefit of substantial business rates for decades to come.
- 2.17 Following submission of the planning application staff levels at Ben Burgess Norwich have risen from 89 to 95, a 6.7% increase, however the aim is for staffing levels to increase a further 28% on relocation of the depot, ie 27 extra jobs bringing the overall depot total to 122. The proposals will ensure the retention of 97 current full time equivalent jobs with the ability to increase to approximately 122 as the business is able to expand further with the benefits presented by the by the new site and facilities.
- 2.18 However, without the proposed site the loss of jobs would be the difference between the current employees and projected employees plus the removal of the head office function who would be relocated, meaning a loss of some 72 people. These figures also exclude the potential additional 17 head office staff that could be required should the head office functions increase in size as per the growth targets for John Deere dealers.

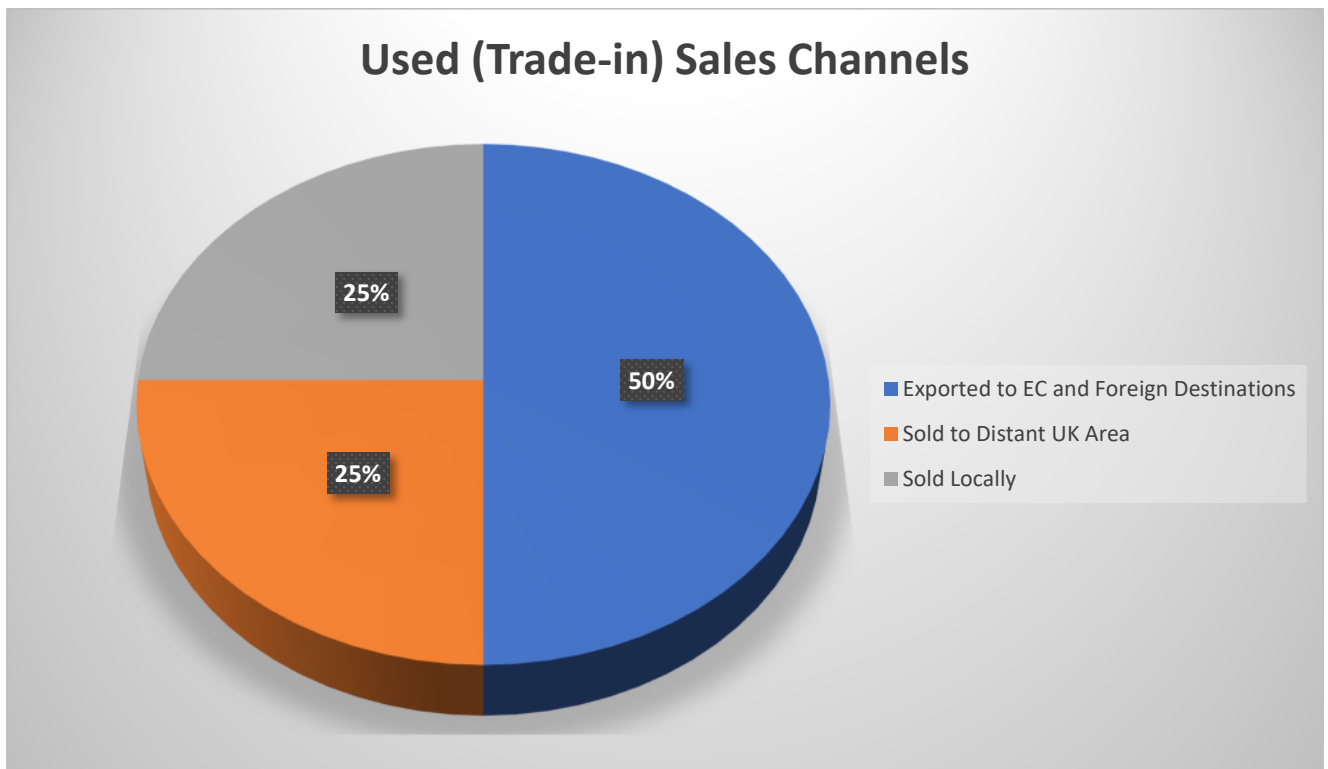
3 BEN BURGESS' BUSINESS OPERATIONS

- 3.1 Ben Burgess's vision is to be the leader in the UK agricultural machinery sector by offering excellent customer experiences and being an inspiring place to work. The company's mission using the core values of the family business, is to sustain and develop strong, stable, profitable partnerships with all customers, employees and suppliers by providing outstanding innovative services and products. To achieve this vision and mission the following key principles are essential.

- The safety of the business employees, customers and suppliers in any environment is paramount.
- Delivery of the best quality products and services to all stakeholders.
- Develop relationships and sustain long term partnerships built on mutual respect.
- Integrity and transparency of the company. The long-standing employees and customers are testament to this ethos.
- Through teamwork and continual development, a commitment to providing outstanding service.
- Pride in the family heritage and the professionalism instilled in all employees by the business' founder since 1931. The business genuinely stands by its motto, "Where service still counts".

3.2 The business relies on local customers investing in new farm, grounds care or construction equipment. This starts a process which focuses the business on achieving that outcome: by advertising, demonstrating, displaying, promoting, illustrating good practice, showing the business can support the customer by having factory trained engineers with spare parts, promoting new practices and indicating how efficiencies can be achieved by investing in new equipment from Ben Burgess.

3.3 Approximately 50% of the used (trade-in) machines are exported and are purchased directly from the photographs on the website. Foreign buyers cannot afford to travel to view every machine so after an initial visit to check the business is bonafide, the equipment is sold on-line and exported. 25% of used equipment is sold in the UK many miles away (mainly from photographs) leaving the remaining 25% to be sold locally. It is worth noting that the Royal Warrant assists off-site purchasers where royal family connections are valued with confidence.



Used (trade-in) Sales Channels

- 3.4 On average the inventory is being sold and purchased 1.74 times over a financial year, therefore stock is generally onsite for between six and nine months.
- 3.5 The business specialises in a range of types of equipment and market interests. All require safe storage, manoeuvring and transport.
- I. Used Agricultural Machinery
Used agricultural equipment is brought back to the depot by the same lorry that delivers the new machinery. It is then cleaned, inspected, repaired and prepared for sale. 75% is sold via the website.
 - II. Used Grounds Care Machinery
Used grounds care equipment is mostly traded out. Selling used ground care equipment is very time consuming for the workshop and sales staff so for efficiency it is grouped together and sold to a trader. Nearly new or high-quality machines are offered for sale on the company website.
 - III. Used Construction Machinery
Used construction equipment is cleaned down and checked over before photographs are taken for the website. 50% of it is exported direct from the website and the remaining is sold either locally or into the UK largely again via the website. Therefore the purchaser will rarely visit the depot.
 - IV. New Agricultural Machinery
100% of new agricultural machinery is sold via the three Ben Burgess salespeople visiting the farm. The relationship between customers and Ben Burgess salesperson/experts is essential to both parties. The farm site experts that visit the farm are usually able to prove the advantages of a new machine and once a machine has been selected the finance manager will visit the customer to complete the finance agreements. The delivery and collection of the used machine takes place on the same lorry. Therefore purchaser will rarely visit the depot.
 - V. New Grounds Care Machinery
The grounds care department concentrates primarily on selling to councils, golf clubs, ground maintenance companies and large property owners. New grounds care machinery is sold via three salespersons who visit the customers and new leads to advise them on equipment they require. They carry out demonstrations and deliver most of the equipment to keep a strong relationship with the customer. They are all trained to do the handover. The purchaser will rarely visit the depot.
 - VI. New Construction Machinery
New construction sales complement the business by giving another market to sell into. This helps with the highs and lows in the market. Two travelling salespersons specialise in this area, visiting construction and house building sites. Once an order is received it is pre-delivery inspected and delivered either by the salespersons or on the company lorry and any trade-in is brought back on the same lorry. The purchaser will rarely visit the depot.
 - VII. Hire Agricultural Machinery

The hire department contains approximately 110 tractors which are spread around all the depots. This provides a steady flow of good six month old equipment to sell as used machinery. Again, the Ben Burgess website is the standard exit route for 60% of these machines. 95% of the hire business is carried out over the telephone with customers booking their requirements up to six months in advance. It is then either delivered to or collected by the customer.

VIII. Hire Grounds Care Machinery

The grounds care hire department supplies specialist machinery to the arborists and landscape gardeners eg tree stump grinders, chippers, lawn moss removal machines. The business also rents out, on three year agreements, golf buggies to local clubs along with utility vehicles. Once the season is over they are then placed on the website and made available to the world.

IX. Hire Construction Machinery

The construction hire department is a small part of the business however Ben Burgess do supply telehandlers and access equipment that is delivered by lorry or towed behind a truck to building sites.

X. Service and support are major and growing parts of the business. Engineers are mostly taken on as school leavers on an apprenticeship.

The engineers spend 70% of their time working off site which reduces the number and size of equipment coming to Ben Burgess' premises and also because it is easier and cheaper to visit the farm and undertake the work. The remaining 30% of the time is spent preparing new machines for sale or carrying out major repairs which would require several visits in which case it is more economical to bring the machine in to the depot.

Retaining good engineers is very important to the business. Their relationship with the customer and knowledge of the machine is key to success so giving them a good place to work and opportunity to grow with the business is key to their retention.

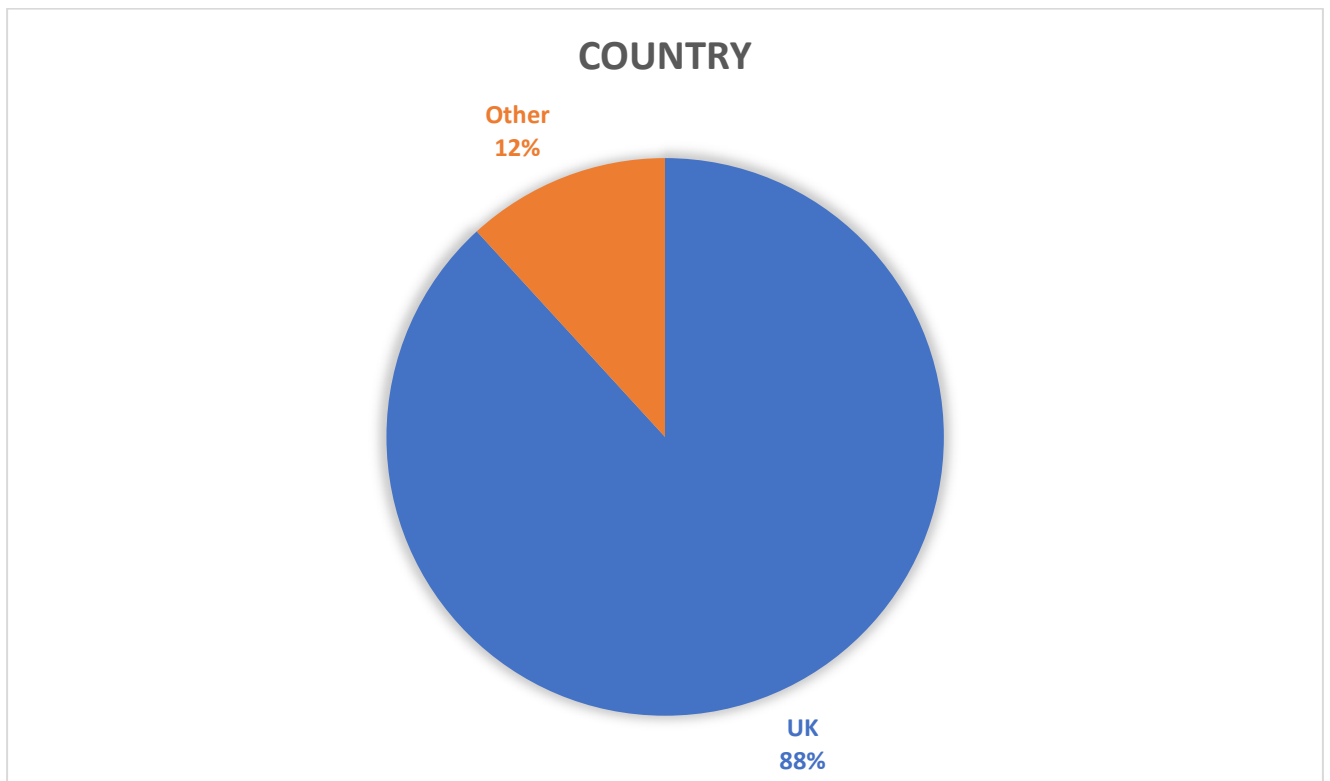
The engineers and spare parts staff are the front line in repairing machines in a quick and timely manner.

3.6 Of the total company sales only 1.65% are classed as cash sales made either by cash, credit/debit card or cheque with all other sales being account customers. The number of walk in customers is very small. As a further indicator of this 55% of the parts are used or delivered by the engineer on site.

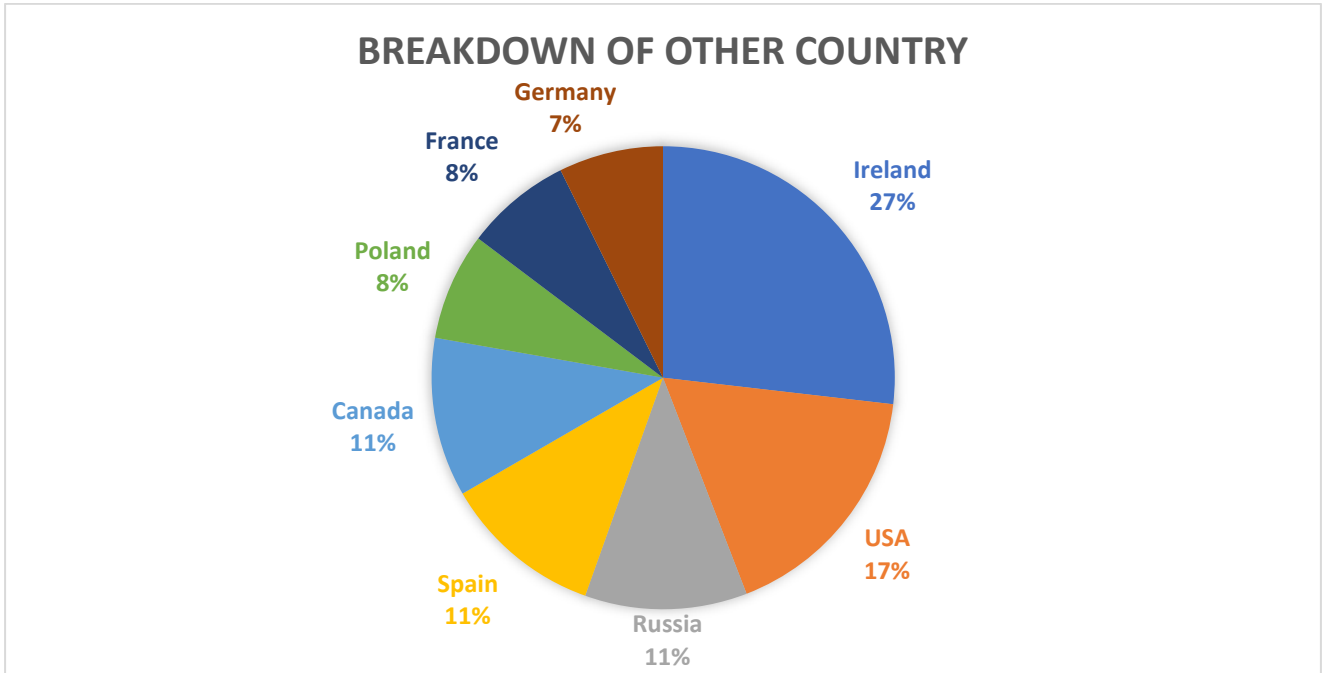
3.7 The Ben Burgess website receives over 125,000 new website users per year with in excess of 250,000 page views to the used machinery home page per year and an average of 87 hours spent by the user on the agricultural hire fleet pages.

3.8 Although there are wide and varying sales methods as detailed above, to attain these sales and therefore customers initially and also retain customers for repeat business there are critical requirements for proximity to local markets to ensure the majority of the customer base is within a 30 minute drive time. This is confirmed by a letter from Melanie Gardner, Dealer Development Manager at John Deere Limited who confirmed that "we work to 30 minute drive times when looking at locations of outlets within the dealer channel, this is an industry norm and one that John Deere recognises. It is an extremely pivotal element for adoption for locations as it is

understood that customers will not travel beyond 30 minutes to their dealer, therefore we aim to optimise the experience by ensuring that John Deere dealers have their locations in the right places.” The full letter has been included within appendix 2. Whilst this ensures that customers can easily attend demonstrations prior to purchasing, undertake training during the purchase process and obtain parts and support following the purchase (the physical sale and delivery of the purchase is a small element of the sales process) proximity to the customer base is central to Ben Burgess’s ability to respond quickly to breakdowns and efficiencies and sustainability in salespersons and engineers travelling to visit customers. Customers prefer to purchase from suppliers who are embedded in their geographical areas so that they know the local conditions, etc.



Locations of website visitors by country (including UK)



Locations of website visitors by country (excluding UK)

- 3.9 The above graphs indicate the most significant visitors (by numbers) but visitors also originate from European and foreign destinations including European countries (including Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Finland, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Malta, Netherlands, Portugal, Romania, Slovakia, Slovenia, Sweden), Israel, Jersey, Lebanon, New Zealand, Norway, Qatar, South Korea, Switzerland, Thailand, Ukraine and United Arab Emirates.
- 3.10 The above website visitors are converted into overall export sales of 13.1 percent of total group equipment sales with 85 percent of these from European destinations and the remaining 15 percent from foreign destinations, and this generally supports the locations of website visitors by country graph above.
- 3.11 Of total group sales 67.5% are of new equipment and 32.5% are used machines confirming that the business relies on local customers and the relationship with new and used machinery sales locally, wider UK and export to remain competitive.
- 3.12 The business is organised through six depot locations (seventh under development) with each one performing an essential function.

Trowse

- 3.13 Officially opened on 14 October 1992, the head office of the Ben Burgess Group is situated in Trowse at Europa Way Industrial Park. The depot has specialist agricultural and construction sales, parts and service teams, plus a dedicated crop storage department, an electric motor supplier and repairs company, a sheet metal works division and a hire department which provides an extensive range of agricultural and construction machinery available for short or long term hire. Ben Burgess Grounds Care Equipment is also situated on site.

Aylsham

- 3.14 Opened on 16 June 1983, Ben Burgess Aylsham is ideally placed to cover North East Norfolk. The depot has specialist agricultural sales, parts and service teams, including the largest UK outlet of Grimme potato equipment offering local support for all our agricultural franchises.

Beeston

- 3.15 Acquired in 1976. Situated between Dereham and Swaffham, the Beeston depot has specialist agricultural sales, parts and service teams. It is placed to cover Midwest Norfolk.

Newmarket

- 3.16 Opened in June 2003. Located on the A14/A142 junction at Exning, Ben Burgess Newmarket provides support across Suffolk, Cambridge and Essex. The depot has specialist agricultural, construction and grounds care sales, parts and service teams.

Coates

- 3.17 Joining the Ben Burgess Group in September 2013, the Coates depot, near Peterborough, offers an exclusive showroom and provides specialist agricultural and grounds care sales, service and parts support, with a large stock of domestic and professional grounds care equipment in stock.

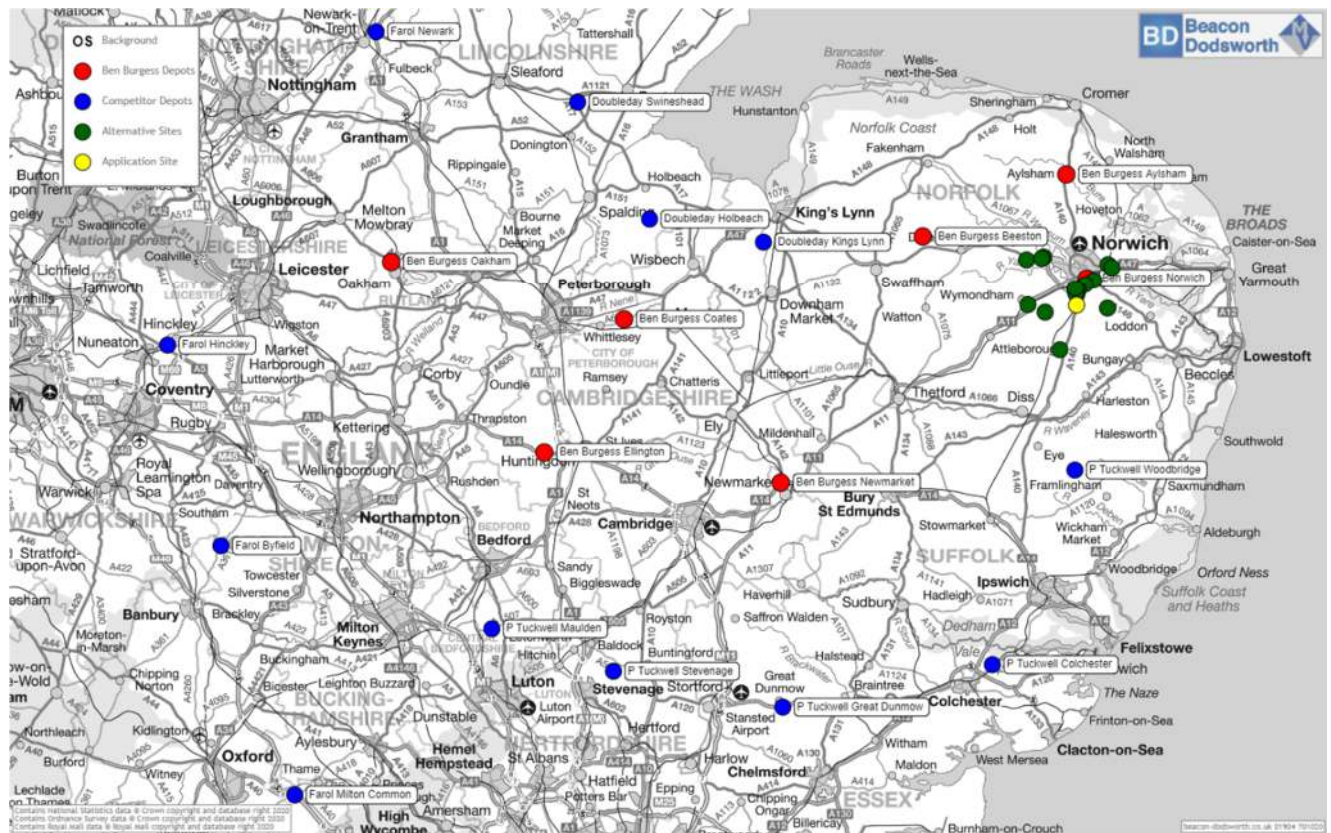
Ellington

- 3.18 Joining the Ben Burgess Group in September 2013, the Ellington depot, near Huntingdon, has been a John Deere dealer since 1967. The depot offers dedicated agricultural, construction and grounds care sales, parts and service support, specialising in John Deere and Manitou machinery. Ben Burgess Ellington which is newly constructed consists of two buildings providing 2,600sqm of floor space including workshops, stores, offices and agricultural sales areas located on a circa 3ha site.

Oakham

- 3.19 Awarded the John Deere franchise for Rutland, in the East Midlands in early 2020 the company is actively recruiting staff and acquiring new state-of-the-art premises, of similar size and design to Ben Burgess Ellington for a late 2021 opening. The depot will offer dedicated agricultural, construction and grounds care sales, parts and service support, specialising in John Deere and Manitou machinery providing 2186m² of floor space including workshops, stores, offices and agricultural sales areas located on a circa 1.95ha site.
- 3.20 The map below and included in appendix 3 shows the locations of each of the existing seven Ben Burgess branches and their direct competitors. The Ben Burgess catchment area map located in section 6 identifies the catchment areas awarded to Ben Burgess based on the John Deere franchise areas. The below map is a graphical representation of the zones of influence between branches and competitors. In combination with the Assessment of Alternative Sites (Parts 1 and 2) and information provided in this statement, it captures the essence of why relocating the Trowse depot/headquarters east along the A47 road to the Broadland Business Park/Broadland Gate or west along the A47 road to Easton would impact on the depots of Aylsham and Beeston. Section 6 below explains the relationships in more detail. Furthermore, Ben Burgess has explored the availability

of allocated sites and the willingness of landowners to engage both prior to the application being submitted and again updated and re-explored during early 2020.



Map showing location of each depot in red, competitors in blue and alternative sites in green and application site in yellow. MAP 1

4 CHANGING MARKET REQUIREMENTS

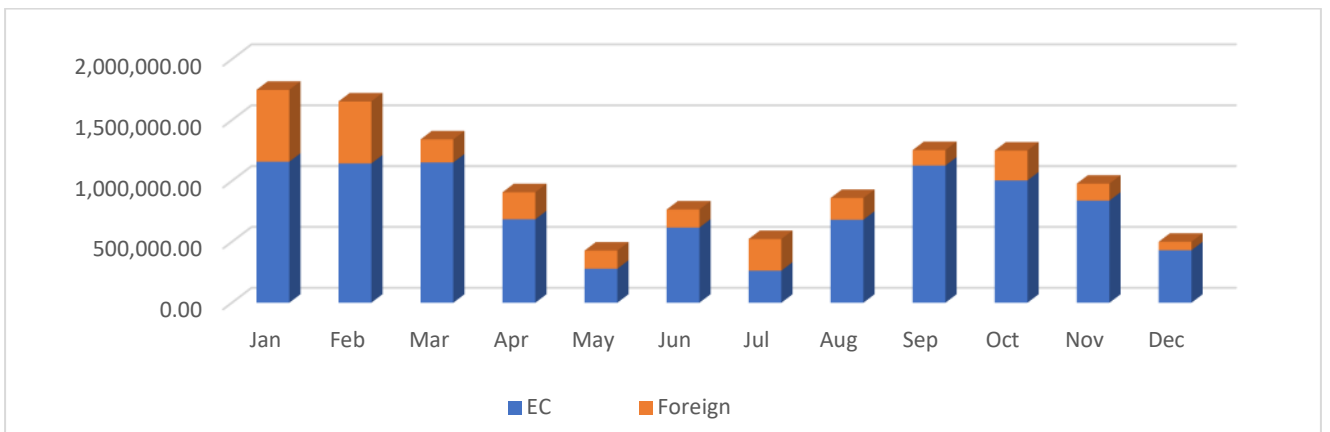
- 4.1 The need to relocate the existing Trowse depot/headquarters is multifaceted and involves both strategic business requirements and more locally orientated employment justifications.
- 4.2 For Ben Burgess and company to stay relevant it has been guided by market forces to create a long term business plan which includes an essential requirement that the company opens a “Centre of Excellence” in agriculture which will continue with the sales, repair and maintenance of agricultural and horticulture machinery, but also provide the necessary training and guidance for the machinery.
- 4.3 The machinery supplied by Ben Burgess has significantly increased in size and larger areas of storage are required.
- 4.4 As leading suppliers and promoters of the latest agricultural technology and innovative farming practices, Ben Burgess is also seeking to expand its operation to include a dedicated education hub which when combined with best practice demonstration areas, will provide a state of the art learning facility ensuring customers are appropriately trained in the use of advancing agricultural technology which is becoming increasingly complex such as telematics, satellites, sensors, satellite and robotics which can greatly improve crop yields. A new

purpose built learning facility would also allow Ben Burgess to improve the offer of their apprenticeship programme for those seeking a career in the agricultural sector.

- 4.5 This facility will allow customers to develop an understanding of machines with increased automation which will in turn increase labour productivity, wages and add value to the economy and the company.
- 4.6 John Deere publicly announced at a product launch in Lisbon in June 2011 that its Dealer of Tomorrow strategy has been to set out a plan to create a 'network of world class dealerships'. 350 European dealer groups were informed of the latest global growth strategy details in December 2019. They were advised of a reduction of approximately a third to a fifth of current dealer groups with only well-established, successful dealerships continuing to provide the necessary services and solutions for customers long into the future.
- 4.7 In the UK John Deere is reducing the number of franchises from twenty-eight to eight (announced in December 2019). It also announced that all remaining dealerships would have to double their current tractor area (which varies by dealer), meet a €100 million (£84.8m) turnover target and sell thirty combines and fifteen foragers every year. Any additional overlap between the Ben Burgess Norwich, Aylsham and Beeston depots would therefore push the company further from meeting the dealer area target and in light of the above would not be appropriate. This is reinforced by the Profi news article as indicated in appendix 4.
- 4.8 Exports have now become an increasingly important exit route for used equipment and machinery, which could not otherwise be sold in the UK and the need for the company's relocation to remain relevant and competitive within the global market has increased. Therefore, the business has become substantially more global in both its imports and exports however this has involved expansion of various departments including the need for dedicated export employees which utilise both office space, workshop and external areas, with the need to provide areas for the storage, preparation and loading and offloading of the machinery, specifically at the Norwich Depot as this is the base of the Ben Burgess Hire Fleet.
- 4.9 Outgoing machinery from the depots will either be exported, sold in the UK many miles away or sold locally as indicated by the "Locations of website visitors by country" pie chart within 3.8. The machinery will be dispatched from the depot it is stored at to a range of European and foreign destinations including the UK, European countries (including Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden), Iceland, Israel, Jersey, Lebanon, New Zealand, Norway, Qatar, South Korea, Switzerland, Thailand, Ukraine, United Arab Emirates and United States of America as per the below map and within appendix 5.



Map of export locations



2017 sales to European and Foreign Countries

5 REQUIREMENTS FOR NEW DEPOT / HEADQUARTERS

5.1 What are the clear requirements for Ben Burgess’s new site?

- I. To create a centre of excellence for agricultural and horticulture in sales, education, parts and service;
- II. To create a training base to advise tractor operators and owners how to get the best from their tractor or implements by saving fuel, reducing erosion (preventing soils into water courses) and reducing costs;
- III. To have space to work safely with large equipment when unloading or loading them and preparing them for sale.

- 5.2 The Assessment of Alternative Sites (parts 1 and 2) and Addendum to Assessment of Alternative Sites, July 2020 submitted in support of the planning application provide some detail of the requirements for the depot/headquarters. These relate to both practical locational requirements together with features which will permit the business to expand and adapt.
- 5.3 The site size requirements can be backed up by the experience of developing three purpose-built satellite depots (not headquarters or centre of excellence buildings) which have been built in the last thirty-five years with all developments being built on unallocated greenfield sites (similar to the application site), due to the agricultural nature of the business and specific locational and operational requirements of the end use. With each project undertaken experience has been gained and each time both the sites and building sizes have increased with the latest being a circa 3 ha site at Ellington for a satellite depot. Lessons have also been learnt from the incorporation of Ben Burgess Coates into the group which was designed and constructed by the previous owner.
- 5.4 Ben Burgess Aylsham was constructed 36 years ago located on a 0.68 ha site with 28 staff; Ben Burgess Newmarket 15 years ago located on a circa 2.3 ha site with 38 staff and Ben Burgess Ellington one year ago located on a circa 3 ha site with 25 staff.
- 5.5 For the new depot at Ellington, Ben Burgess and K Garnham Design undertook a process of assessment of the existing depots to ascertain areas of best practice and areas which required improvement.
- 5.6 Building on the success of this process the same assessment was undertaken prior to the design/layout of the proposed new headquarters at Swainsthorpe and following a detail review of the existing headquarters including as built drawings, aerial imagery, site visit including measurements, department / office head counts, discussions, etc it is clear that the proposed development needs to include;
- I. A dedicated education hub including dedicated training rooms to provide a state of the art learning facility ensuring customers can be fully trained in the use of advancing agricultural technology such as telematics and satellites which can greatly improve crop yields.
 - II. A new purpose built learning facility for both theory and practical exercises that would also allow Ben Burgess to improve the offer of their apprenticeship programmes for those seeking a career in the agricultural sector.
 - III. An undeveloped area to allow for demonstration of machinery with best practice vehicle demonstration.
 - IV. Ground floor showroom area with large active entrance area, access door to enable machinery to be displayed whilst also functioning as a reception area to sales, parts and service creating a Ben Burgess hub and improving relationships between departments.
 - V. Additional floorspace for Agricultural, horticultural and construction sales, parts and workshops due to organic growth of the business including improved and additional office space including executive areas and larger workshops to enable engineers to work inside or undercover.

- VI. A wide range of welfare facilities, including toilets (based on staff levels), shower rooms for both health and safety and convenience, canteen with space to eat away from desks, ambulant access to be provided both via staircases and lifts.
 - VII. An inspirational building of a high quality and sustainable design, with space and high natural light levels, a mechanical ventilation and comforting heating / cooling system throughout and a up to date working environment.
 - VIII. Spacious site with visibility from an arterial route to help attract potential highly qualified staff with career ambition to help propel the business forward creating growth.
 - IX. Area for on-site parking for all staff and visitors and easy access to the site via public transport or bike.
 - X. Exterior storage and display areas including dedicated onsite loading and unloading areas to comply with health and safety regulations and an area for storage of hire fleet.
- 5.7 The proposed site must be adjacent the Agri-tech clusters of the Cambridge-Norwich tech corridor which will enable the company to deliver growth that adds true value to the economy, creating the right opportunities and environment, with the ambition and visibility needed to attract and retain the talent required.
- 5.8 The proposals represent a long-term commitment for the company, it is not only making a massive investment in the form of money, but it is also showing long term commitment in the area which instils confidence from customers and employees and it is anticipated they will enable Ben Burgess to establish a centre of excellence for agriculture focused on the demonstration and training of innovative and best practice agricultural techniques for the arable and horticultural sectors
- 5.9 The requirements for the business and subsequent location need of a business's similar to Ben Burgess has been recognised by various local planning authorities for both Ben Burgess and worldwide businesses competitors including (oldest first);
- I. Ben Burgess Depot – Newmarket

Application F/2002/496 to Forest Heath Council for the erection of building to provide workshop, showroom, storage and office facilities for the sale and repair of agricultural machinery. (Departure from the Development Plan and Major Development) and in accordance with drawing number 302/2A received on the 27/09/2002. – APPROVED
 - II. Ben Burgess Depot - Coates;

Application F/YR08/0338/FUL and F/YR09/0443/FUL to Fenland District Council for the erection of building and store for use as repair and sales of agricultural equipment with 2.0 metre high security fencing with associated parking and landscaping. – APPROVED AND CONSTRUCTED.
 - III. Ben Burgess Depot – Ellington

Application 2016/01029/FULL to Huntingdonshire District Council for the Change of use of agricultural land and erection of two portal framed buildings, associated external works and landscaping to allow for the relocation of Ben Burgess Ellington (Agricultural Machinery Dealership. – APPROVED AND CONSTRUCTED.

IV. CLAAS Depot – Great Fransham

Application 3PL/2019/0089/F to Breckland District Council for the Change of Use of Agricultural Land and the Erection of an Agricultural Machinery Dealership and Associated Works and Infrastructure. – APPROVED AND CONSTRUCTED.

- 5.10 Reviewing CLAAS Manns alternative site assessment, which only looked at three sites, including the application site, they also rejected relocation to both Longwater Business Park and Easton Food Enterprise Park for similar reasons to Ben Burgess. It can be noted that the application was outside a designed development boundary, in the countryside and outside of any designed employment area. Nevertheless, the local planning authority took into account how the business was based around agriculture, provided local employment and decided to support an existing business by finding the development proposal acceptable in principle, with an overriding recommendation for approval.
- 5.11 Looking at the Ben Burgess application at Ellington in greater detail as it is the most alike to the current application and therefore relates most closely to the current national planning policy framework 2019 (NPPF). It can be summarised as an application on a arable field in the open countryside bordered on one side by the A14 with works included change of use of land, engineering works to raise the site, creation of access roads, hardstanding, display pads, surface water attenuation basin, two portal framed buildings, weld mesh fencing and landscaping.
- 5.12 The main issues to consider on the site were the principle of the development on a greenfield site in the open countryside, impact on the character and appearance of the countryside, highway safety / traffic / parking, impact on residential amenity and flood.
- 5.13 The Local authority made the following statements within the application development committee report, with the scheme being assessed in accordance with the NPPF, with the social, environmental and economic impacts considered to assess if the proposal is acceptable in principle, with an overriding recommendation for approval;
- I. Whilst recognising the need to protect the countryside and locate development in sustainable locations, the NPPF seeks to build a strong, competitive economy with one of the core principles set out in paragraph 17¹ stating that planning should proactively drive and support sustainable business and industrial units that the county needs. Paragraph 21¹ also recognises that LPAs should support existing business sectors and take into account when they are expanding or contracting.
 - II. A key element of the NPPF is the presumption, in favour of sustainable development. Section 3³ of the NPPF ‘Supporting a prosperous rural economy’ advises that planning policies should support sustainable growth and expansion of all types of business and enterprise in rural areas. Paragraph 8³ advises that to achieve sustainable development, economic, social and environmental gains should be sought.
 - III. The development would accord with the NPPF’s aim to build a strong, competitive economy.

¹ Paragraph and section references to previous version of NPPF

- IV. It was considered that the loss of the undeveloped site contrary to policy, the loss of Grade 2 and 3 agricultural land, the urbanising impact on the character and appearance of the countryside, the lack of access to public transport to the site and the consequent need for motor journeys was adequately justified by policy.
 - V. The concerns of the Parish Council and third parties were noted but the desirability of allowing this business to remain in, and serve, the locality was considered to outweigh this concern.
 - VI. It is considered that the planning reasons for departing from the principle of limiting development in the countryside (social, economic, and environmental) were met by the application and the economic growth of the proposal is supported by the NPPF, ...there is an adequate rural justification requirement for the proposed location of the premises
 - VII. The applicant demonstrated that there is an essential need for this development in the open countryside. No other brownfield locations could achieve this scale of development for the part agriculture-related business.
- 5.14 The applicant would be in acceptance with a planning approval containing conditions that can be included by the LPA to ensure to ensure that the development as submitted is sufficiently exceptional to justify permission and is not abused to become generic commercial floorspace.

6 SITE REQUIREMENTS

- 6.1 The nature of the company's existing and proposed business, therefore, requires that the proposed site's location meets all the following list of requirements to ensure all Ben Burgess' immediate and long-term objectives can be fulfilled:

NB: Following the original Alternative Sites Assessment report dated May 2018² the design of the proposal has led to a reduction in the total gross internal floor space due to more efficient use of the space available following detailed analysis of the client's requirements and through the use of specialist engineered systems and significant design considerations. However, the reduction in GIA has not changed the results of the alternative sites assessment.

² Formally submitted to South Norfolk Council as part of the Pre-Application Process

NB: Following the submitted Alternative Sites Assessment report dated January 2019 the site selection criteria has been examined further and alternative sites assessed in greater detail by Ben Burgess and K Garnham Design to ascertain whether any of the alternative sites, could fulfil Ben Burgess requirements and thus provide a solution and an alternative to the relocating Ben Burgess's headquarters functions outside of Norfolk for the first time in the company's history should planning application 2018/2631 be refused by South Norfolk Council, however the overall outcome is essentially the same.

6.2 What are the clear requirements for Ben Burgess's new site?

- I. **The developable site area must be between 6-12ha dependent on site specific considerations ie a flat site with immediate highway access and egress, mains foul and surface water drainage (or restricted outflow at green field run off rate), sufficient power supply, and with no constraining features in an allocated area could be accommodated on a site of circa 6ha at the lower end of the range. (includes demonstration area) However constrained sites will require a greater area to mitigate constraints ie substation, detention basins, swales, roadside nature reserve retention, access area for roundabout or ghost island, visibility splay improvements, permissive path, site specific landscaping to enhance and retain views, etc and this would need to be accommodated on a site at the higher end of this range i.e. 11.51ha.**

The site must also comprise a single area of land and not be subdivided across multiple parcels separated by land in third party ownership. This is important to maximise company efficiencies and ensure security can be managed effectively.

6.3 Splitting the business at Europa Way is not viable because it would both increase overhead costs, reduce overall operating potential and confuse and disappoint valued customers who often visit numerous different departments within the depot on one visit ie collecting a part and visiting the showroom to understand new and more efficient products, bringing in a piece of equipment for repair and hiring out a replacement, etc. Splitting the function would also create many extra transport movements as they share a number of specialist machines and parts storage (examples include, hydraulic pipes manufacture, nuts and bolts, computers, delivery trucks and specialist knowledge).

6.4 Additionally, it is not viable to retain simply the head office functions at Europa Way because this currently only comprises of 29.5 people (eight accounts and finance, three marketing, one health and safety officer, four directors, one receptionist, two group export staff, four hire staff, four group managers for sales, parts, service, grounds care, one Information Technology role, and one and a half human resource managers and various other roles including grain department, farm sight, etc) and they are also required to support the various other functions of the business. Similarly moving the head office function will not improve the need for space.

6.5 Other options eg moving the GroundsCare and Thomas Wilch & High (electric motor repairs) business out of Europa Way have been discussed but this still does not provide the agricultural department the space it requires. The only solution is to move both the agricultural workshops and sales teams out. Should the head office functions increase in size as per the growth targets for John Deere dealers a further 17 head office staff could be required. These staff have however not been included in the staffing projections within the application. As it presently stands there would not be physical space to recruit these members, even if the need was pressing,

therefore putting strain onto the existing workforce. The agricultural business is four times the size of GroundsCare in both turnover and staff numbers which support the need for a minimum of circa 6ha. The difference in floor space to accommodate the addition 17 staff equates to 150sqm.

- 6.6 Parts and service are the key service lines as there is a need to both stock parts and ensure that the skilled engineers are also available to diagnose the problem to allow them to repair it. There is a strong apprenticeship programme which is filled by having work experience students from local schools. The marketing and human resource staff regularly visit local schools and employment events to promote this opportunity. Farm equipment is currently very specific to individual machines meaning many components cannot be interchanged and therefore they need to have a good supply of stock. This is confirmed by the fact that each of the Ben Burgess depots holds similar levels of essential stock to ensure that the required parts are available, at any time, at any depot within excess of £5 million pounds worth of parts stock across the group.
- 6.7 The site must provide adequate space to enable training and best practice demonstration of increasingly sophisticated technological advances in agricultural machinery and practices. Meeting and training rooms must also be accommodated as part of the proposals education and learning facility offer. The size of these components is based on the requirements to provide space for either of 35 attendees (Training Room 1), 30 attendees (Training Room 2), or up to 120 attendees in the combined room supported by the external demonstration area of 0.8ha which allows for a range of demonstrations. In total the internal area required equates to 566.25sqm.
- 6.8 Ben Burgess have 30 engineering apprentices plus other trades which all require opportunities to gain their knowledge, a lot of the training is practical but 20% is in the classroom so they need to maximise those opportunities. Also having facilities to bring the apprentices together on one site for the classroom based learning provides the opportunity for contacts and relationships to be established in an otherwise relatively isolated industry.
- 6.9 A site of between 6-12ha is required to enable the display, storage sales and servicing of modern agricultural machinery. Much of the agricultural equipment is very large so space is required to enable staff to safely manoeuvre, load and wash equipment and this is not possible on the constrained size of a typical industrial area. This can be supported by the analysis of the allocated commercial areas known as TSA1 – Broadland Business Park, GT9 - Broadland Business Park North, GT10 Broadland Gate and KE2 2 Ipswich Road within the Addendum to Assessment of Alternative Sites, July 2020. Typical constraints across these sites include public rights of way restricting sub division, strategic landscaping, link and estate roads to enable sub division, level differences between plots, site shape, adjacent developments and location of site within development.
- 6.10 Taking into account the growth in the last 15 years, when designing future premises expansion needs to be factored in, both of the company and size of the equipment. An example of a typical machine you might find on an industrial estate would be a forklift or long wheelbase van whereas a typical machine on a ben burghess depot would be a tractor or combine.
- 6.11 This can be supported by the findings of a recent application for the now constructed CLAAS headquarters in Little Saxham which was located on a circa 9.65ha site. CLAAS UK are the market leaders for combines in the UK with about a 50% market share, they also sell tractors and other makes of agricultural equipment so are

very similar to Ben Burgess except they also manufacture some of the equipment enabling them more flexibility in the pricing of retail sales. The application for the new Ben Burgess headquarters is for a floor area of 8,967sqm on a site of 11.51 ha however of that approximately 3.6ha is buildings, roads, formal paths, concrete hardstanding, parking, etc with the remainder forming part of the detailed and comprehensive surface water drainage and landscape strategy. The site chosen to replace Europa Way has been carefully considered to ensure that it achieves the present and longer-term needs of the company. The CLAAS headquarters at Little Saxham is comparable because it is a similar use site of a similar scale which backs up the essential development criteria.

6.12 The size criteria has been developed by creating a breakdown of essential development requirements following an overview of the existing building and site at the current Ben Burgess Norwich and satellite storage facilities. The current main site of 1.14ha is highly constrained. There are inherent operational inefficiencies which result from the current site being too small. In reality due to the delay in finding a new site to relocate to the current business operating from Norwich comprise four sites; the main site at Trowse plus three satellite storage facilities at land off Bracondale in Trowse, land off Bungay Road in Bixley and land off Station Lane in Hethersett. These storage facilities are partly associated with the customer base of the Trowse depot but also incorporate the Ben Burgess hire fleet with storage needed for 75% of the fleet in periods of low hire i.e. winter and the relocation site therefore needs capacity to accommodate approximately 75% of the company's hire vehicles, which includes 110 tractors, equating to approximately 0.5ha of external secure storage space.

Photos of off-site storage.



6.13 The size criteria for any proposed site can be broken down as follows

Criteria	Site Area Total Approx ha								
	Europa Way Depot	CLASS Little Saxham	Swainsthorpe Application Site		Reason for Increase / Decrease				
Site Size	Circa 1.70ha	Circa 9.65ha	Circa 12.3ha (includes highway land)						
Building Footprint	0.31ha	1.72ha	Size criteria - for any proposal 6.02ha	0.60ha	Requirement for display area, training rooms, additional offices, staff facilities, etc				
Car / van parking / Cycles	0.07ha	0.69ha		0.44ha	To provide onsite parking for all staff and customers				
Machinery Display Areas / Display Pads	0.15ha	0.19ha		0.2ha	To display machinery for sale and hire to promote business				
Machinery Storage	0.23ha	1.75ha		0.70ha	Three offsite storage site are currently utilised				
Rear Yard, Parts Delivery Area and Loading, Vehicle Wash Down, Bin Storage Area	0.06ha	1.84ha		1.3ha	Site does not provide loading area or enough workshop / manoeuvring space for H+S				
Attenuation Pond	N/A	0.11ha		0.3ha	To achieve latest SUDS guidance				
Internal Access Roads, Paths and ornamental planting / Landscaping including signs, flags, etc.	0.32ha	0.75ha		1.68ha	To provide space around the development to showcase the head office				
Demonstration Area	N/A	2.60ha		0.80ha	To support the training rooms				
Offsite Carparking (highways land)	0.05ha	N/A		N/A		All storage and parking to be onsite.			
Offsite Satellite Storage	0.51ha								
Sub Station and access road	N/A		Application Site - specific criteria 6.28ha	0.03ha	All of these are specific requirements to the application site.				
Detention Basin A				0.17ha					
Detention Basin B see note 1.				2.29ha					
Swales				0.02ha					
Roadside Nature Reserve				0.13ha					
Roundabout				0.26ha					
Visibility Splay Embankment				0.18ha					
Area outside Weld Mesh Fence including Permissive Path				0.36ha					
Site Specific Landscaping				2.84ha					
Note 1 – Of the total area taken by Detention Basin B 5058.57m ² or 0.505857ha can be used as Informal Machinery Storage (included in figures above)									

- II. **The site must accommodate an office/workshop building of no less than 7,713sqm gross internal floor space (GIA) and a storage building of no less than 898sqm GIA. The buildings would be of a high-quality design and sustainable construction. Footprints would be dependent on storey height achievability in response to site specific considerations.**

6.14 The combined total of the proposed buildings should be approximately 8,611sqm. This is an increase of 102% over the existing premises however this is partly a result of improved features including large active entrance area with display facilities, improved office areas with managers offices / meeting spaces, executive areas with board room located nearby, training areas, large parts store adjacent workshop and individual lockers for personal belongings and cycle helmets/weather clothing. There is also a significant increase in the amount of workshop space over their existing premises due to both workloads, the size of modern machinery and the increasing requirements to comply with Health and Safety. This increase will improve the quality of the working environment for staff.

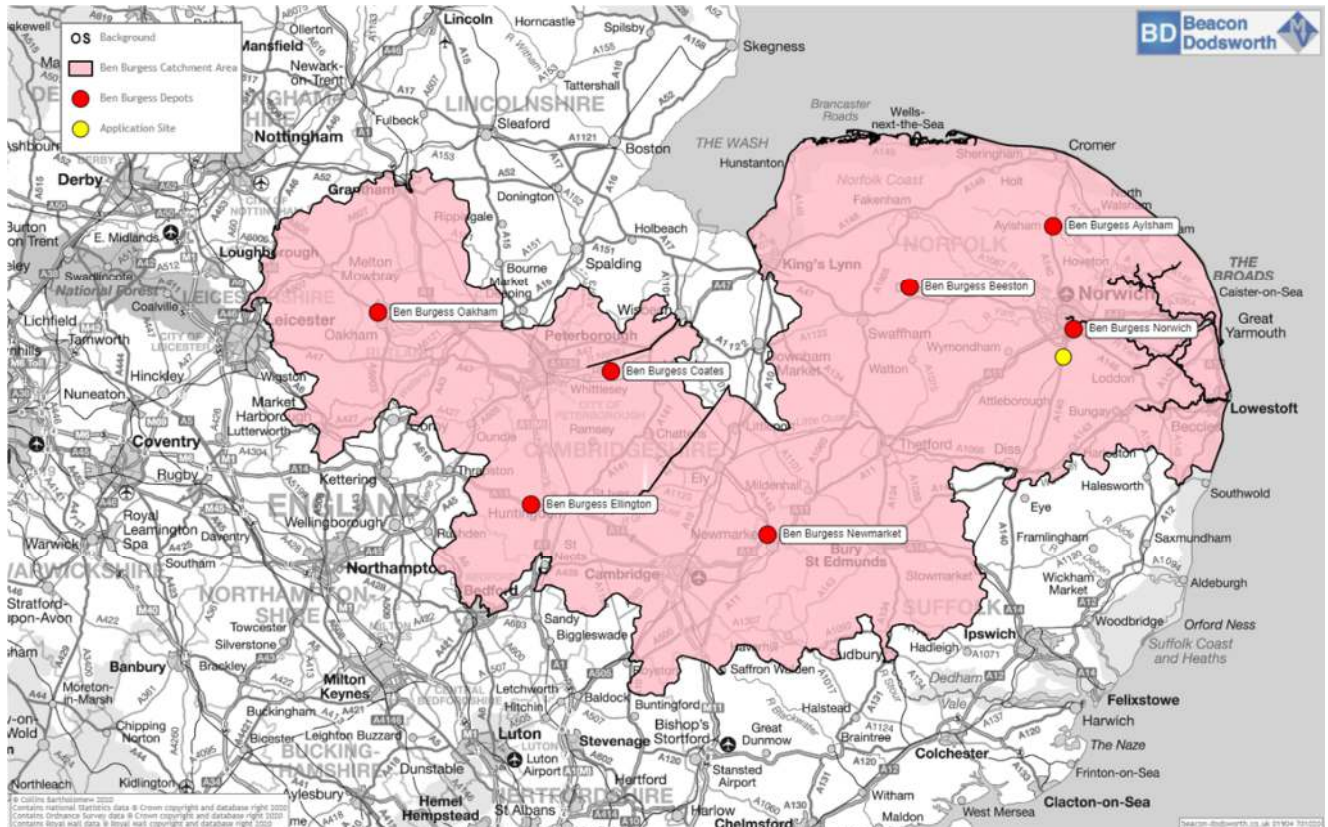
6.15 Key information in the Design and Access Statement shows how the proposed building would be divided. The table shows all areas including parts storage, workshops, office areas and training facilities. The overall building floor space usage is characterised as detailed in page 63 of the Design and Access Statement. In summary the workshops and stores utilise 43.06% of internal floor space with the offices and meeting rooms utilising 27.33%. These areas are supported by the remaining 29.61% of internal floor space split between welfare, circulation, service areas and display

- III. **The site must respect the John Deere catchment areas that Ben Burgess have been awarded a franchise within.**

6.16 Catchment areas are provided by John Deere based on criteria of inter alia 30 minutes' drive time from depot to customer, postcode data and limited encroachment into other John Deere franchisees' areas. Ben Burgess has limited influence on the criteria and in order to retain the franchise Ben Burgess needs to strictly accord with its terms. Failure to secure a suitable site through the planning process would mean Ben Burgess having to restructure its operation locational in order to continue to comply with the terms of its franchise.

6.17 Ben Burgess's catchment areas as awarded by John Deere are represented on the map below and included in appendix 3. It can be clearly indicated that the catchment area is constrained by the depots of competitor P Tuckwell Limited to the south of Norwich including depots in Woodbridge, Colchester, Dunmow, Stevenage and Maulden and competitor John W Doubleday Limited to the west of Norwich including depots in Kings Lynn and Holbeach.

6.18 To ensure that the proposed depot provides coverage to the entirety of the Ben Burgess area but does not merge into the competitors' catchment areas the site should be located a maximum of two miles south from the A47 Southern Bypass. Locating the site further south would mean the depots catchment is reduced and therefore reducing the viability of the site.

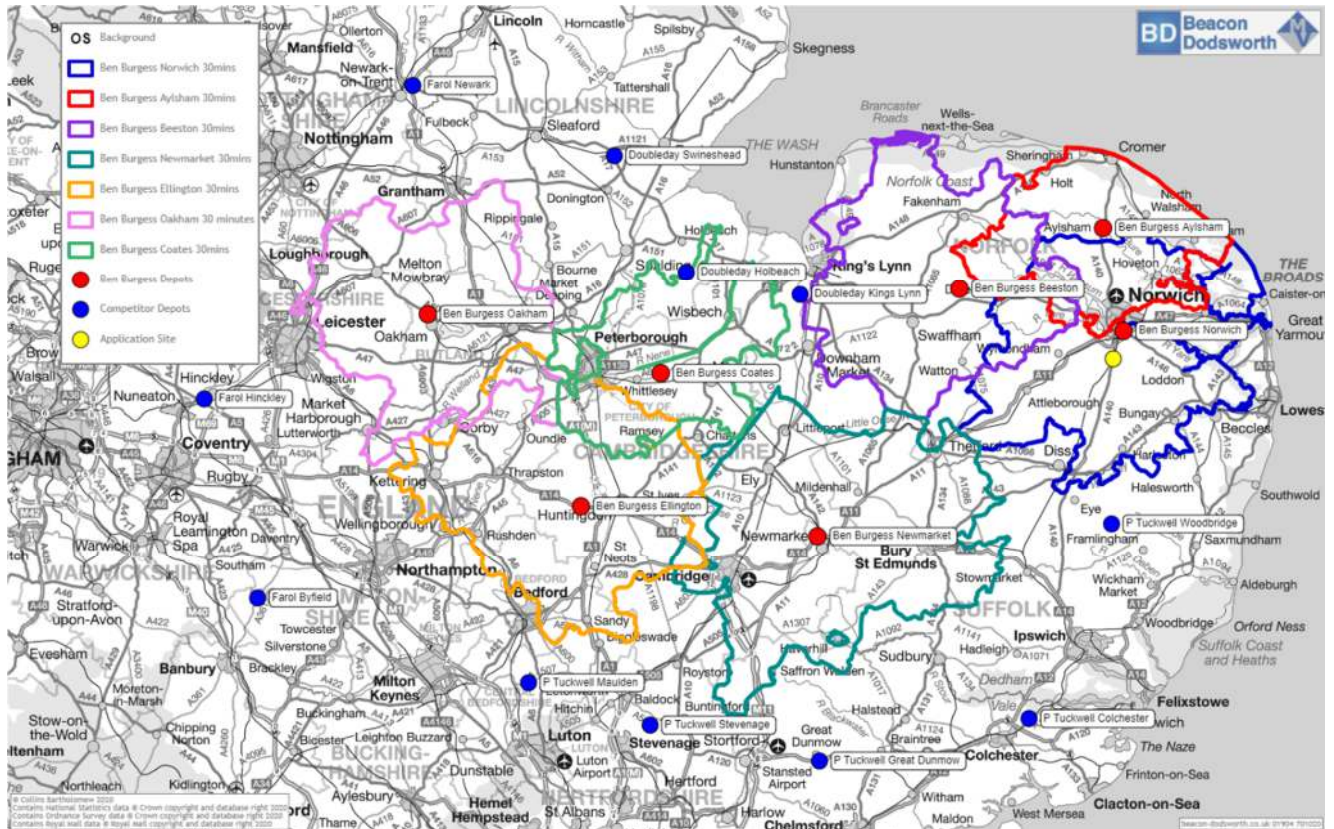


Map showing location of each depot in red, application site in yellow and Ben Burgess catchment areas shaded in pink. MAP 2

IV. **The site must conform to the target that John Deere have set which requires customers to be able to reach a dealership within 30 minutes, known as the 30-minute drive time. This means that the depots should be located to enable them to cover and support areas located on the east coast including Sandringham, Hunstanton, Cromer, Great Yarmouth and Lowestoft, etc and locations located south of Norwich including Beccles, Diss and Thetford as part of the John Deere franchise areas agreement.**

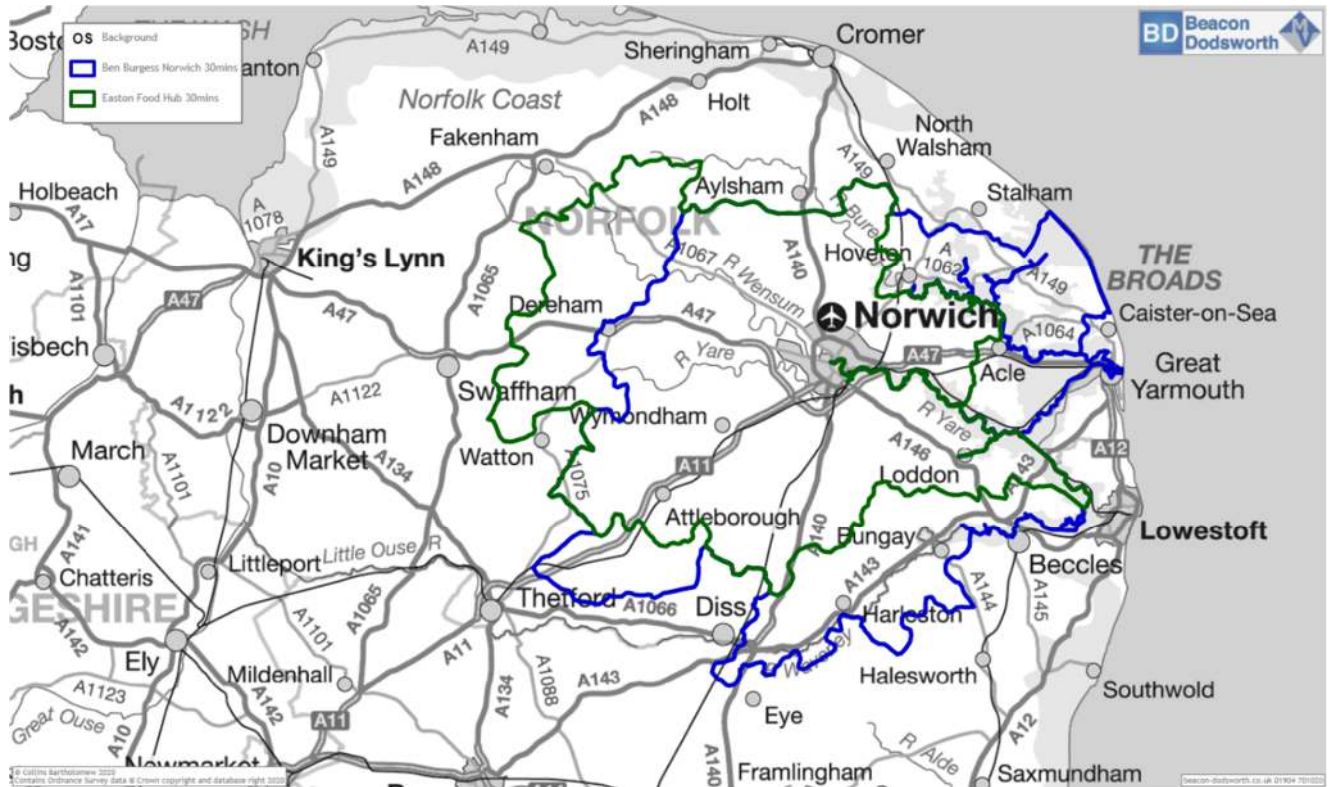
6.19 Being within this 30 minute drive time of all the business’s customers in the area not only reduces travel time for staff and customers, but also provides major sustainability benefits to the local economy. The map below which is also included in appendix 3; it indicates the drive time areas relationships between the existing depots.

6.20 This is supported by a letter from Melanie Gardner, Dealer Development Manager at John Deere Limited who confirmed that “we work to 30 minute drive times when looking at locations of outlets within the dealer channel, this is an industry norm and one that John Deere recognises. It is an extremely pivotal element for adoption for locations as it is understood that customers will not travel beyond 30 minutes to their dealer, therefore we aim to optimise the experience by ensuring that John Deere dealers have their locations in the right places.” The full letter has been included within appendix 2.



Map showing location of each depot in red, competitors in blue, application site in yellow with 30 minute drive time areas for the existing depots. MAP 3

- 6.21 It should be noted that the areas of North Norfolk which are not covered within the 30 minutes' drive time including Hunstanton and Wells fall within the "Norfolk Coast Area of Outstanding Natural Beauty". These areas include large expanses of coastal areas from The Wash in the west through coastal marshes and cliffs to the sand dunes at Winterton in the east (indicated in light grey on the above map). Furthermore estates within these areas are generally large, including Sandringham Estate, Holkham Hall and therefore some of their estate falls within the catchment area.
- 6.22 The following map also included in appendix 3 indicates the relationship between the 30 minute drive time areas of the Ben Burgess Norwich depot and a relocated Norwich depot to the Food Hub. It indicates that locations to the east and south of Norwich would no longer be served. Unlike those areas outside the 30 minute drive times on the north Norfolk coast, the areas to the east and south of Norwich which are excluded are prime agricultural land and John Deere is therefore insistent that these areas be covered by the franchisee.



Map showing 30 minute drive time areas of Norwich (Blue) and Easton Food Hub (Green). MAP 4

- V. **The site must be located far enough from existing Ben Burgess dealership sites at Aylsham and Beeston; Norwich is the largest service centre and John Deere does not wish to undermine successful trading areas by reducing the “pool” of customers by excessive overlap of catchment areas. (Refer also to John Deere criteria at paragraph 7.5.35 below).**

6.23 The nature of the business and customer base is built on a foundation of loyal local farming businesses. The success of Ben Burgess is in large part a reflection of the established local relationships fostered by the distribution of individual depots. It is essential to retain and protect each of these business locations as local support depots for their immediate catchments. To impact negatively on an individual established depot would severely damage the ethos and success of the business. This is one key reason why the new headquarters cannot be sited too close to the existing depots at Beeston and Aylsham and why the new headquarters can only be within such a focused search area. This is acknowledged by SNC planning officer’s correspondence dated 12 September 2014 which summaries the requirements for a new head office as being located as not to draw trade from depots in Aylsham, Dereham or Newmarket.

6.24 This has been further highlighted following the opening of the A1270 Broadland Northway (Norwich Northern Distributor Road (NDR)) which has increased the overlap of the Norwich and Aylsham depots. Ben Burgess Aylsham is important as the depot particularly specialises in new and used Grimme potato machinery where the North Norfolk local terrain and semi-continental micro-climate is ideal for growing potatoes. Prior to the A1270 Broadland Northway opening it took approximately 40 minutes to travel between the Norwich and Aylsham depots, following the full opening of the road this has been reduced to 32 minutes, a 20% reduction in travel time. For reference the criteria is met if the site is between 25 and 35 minutes from an existing depot.

6.25 Ben Burgess Beeston covers the area of the Royal Estate at Sandringham, holding the Royal Warrant as suppliers of agricultural machinery in this area. Improved accessibility resulting from the Broadland Northway (Northern Distributor Road (NDR)), the proposed Western Link Road and A47 North Tuddenham to Easton dualling reduces the travel time further.



Proposed A47 North Tuddenham to Easton Dualling (for full scale map see NCC Website)



Proposed Western Link Road (for full scale map see NCC Website)

6.26 The Aylsham and Beeston branches help form the success of the Ben Burgess brand and could not be served by a centrally located depot due to John Deere criteria ie if Beeston and Aylsham were to close and a central depot opened at the Honingham Food Hub or Broadland Business Park it would be 51 and 67 minutes respectively from the depot to Sandringham, 53 and 42 minutes respectively from the depot to Lowestoft, and 47 and 42 minutes from the depot to Cromer. This means the depot would be between 12 and 37 minutes over the 30 minute drive time set by John Deere area and would not be acceptable to the franchisee. It would not be viable to relocate Aylsham and Beeston depots through a newly located purpose-built satellite depot to serve North Norfolk and develop the centre of excellence as there would be no economic gain from this proposal and the depots would not serve the entity of the franchise area.

6.27 Furthermore, CLAAS have gained planning approval and are in the process of constructing a new depot at Great Franham, gaining planning approval in 2019 under reference 3PL/2019/0089/F. Being located less than two miles or five minute drive from Ben Burgess Beeston it would be an unwise business move to move away from this location as a physical presence and targeted marketing will be require to assist in the retention of the depots customer base. Additionally, for Ben Burgess to reach the group turnover target set by John Deere overlap of areas between depots needs to be decreased not increased to ensure that business from the target catchment area is maximised.

VI. **The site's location must enable Ben Burgess to continue their legacy in supplying South Norfolk due to the location of their client base and the catchment area served by the existing Norwich site which is fundamental to the business and its future prosperity).**

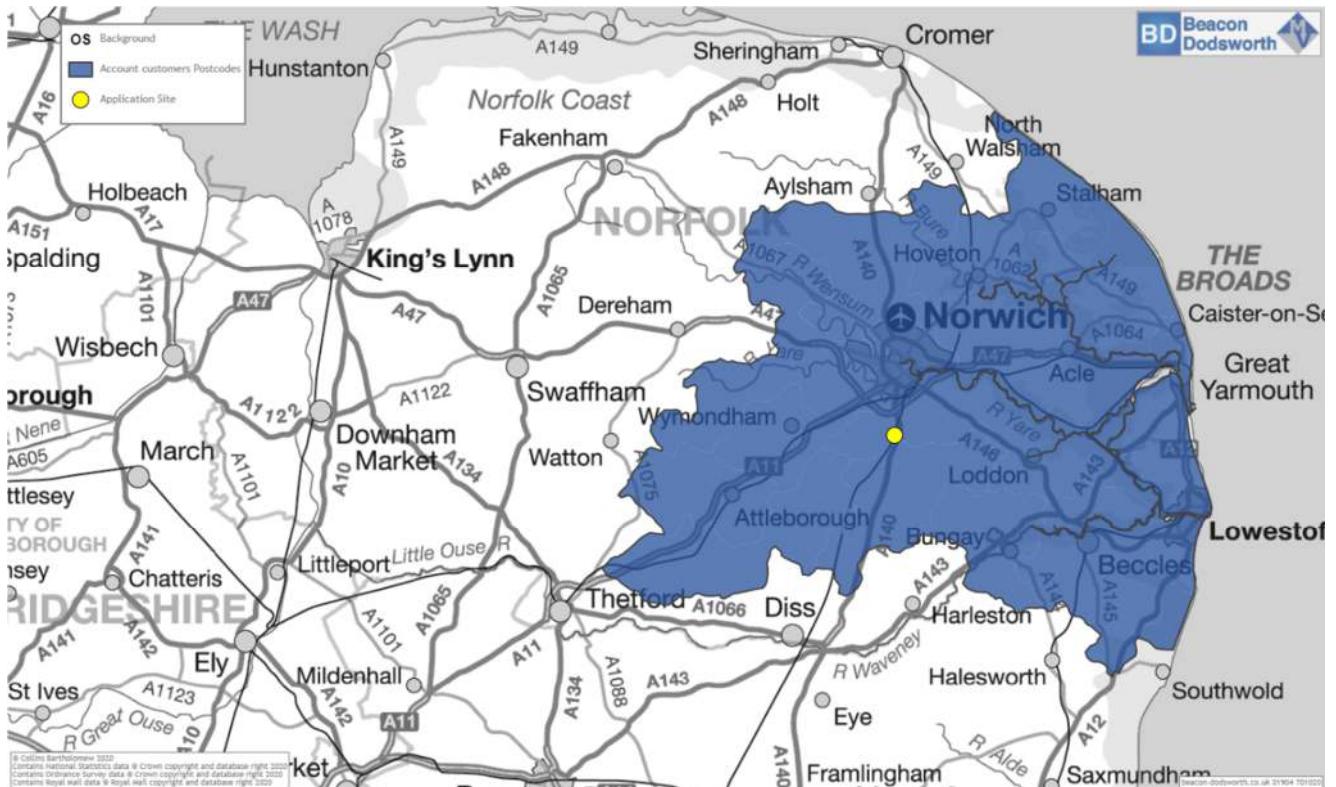
6.28 South Norfolk was the birthplace of the Ben Burgess Company in 1931 and their customer base in that area is important also producing a good supply of used equipment for export. The proposed site must enable Ben Burgess to continue their legacy in supplying south Norfolk due to the location of their existing client base served by the Norwich site which is key to the business and its future prosperity. Europa way is located approximately 1.1 miles or two minutes away from the A146 / A147 junction and 3.6 miles or five minutes away from the A47 / A140 junction providing quick access to massive areas of the South Norfolk target market.

6.29 Local relationships which have been developed from the Norwich depot are important with local parts and service being the main reason of Ben Burgess' success in Norfolk and beyond, proven by the company's growth over the last 25 years in a shrinking marketplace. Local service is the key and by removing this service will weaken the reason customers do business with Ben Burgess.

6.30 Close proximity to local markets is required for customers to obtain parts quickly and reliably. If equipment breaks down or requires parts for maintenance, especially in busy periods, it is essential that downtime is kept to a minimum; the industry success rate is measured by availability of spare parts resulting in a need to be close to its customers and have immediate availability of commonly used spare parts. The sales departments depend on a good repair team to promote their products being the main reason for their success in the marketplace and allowing the company to keep expanding its customer base.

Online sales while not requiring a local service, require a steady supply of good quality used equipment which can only come from local customers (local is 30 minutes' drive time) and Swainsthorpe is ideally placed for this.

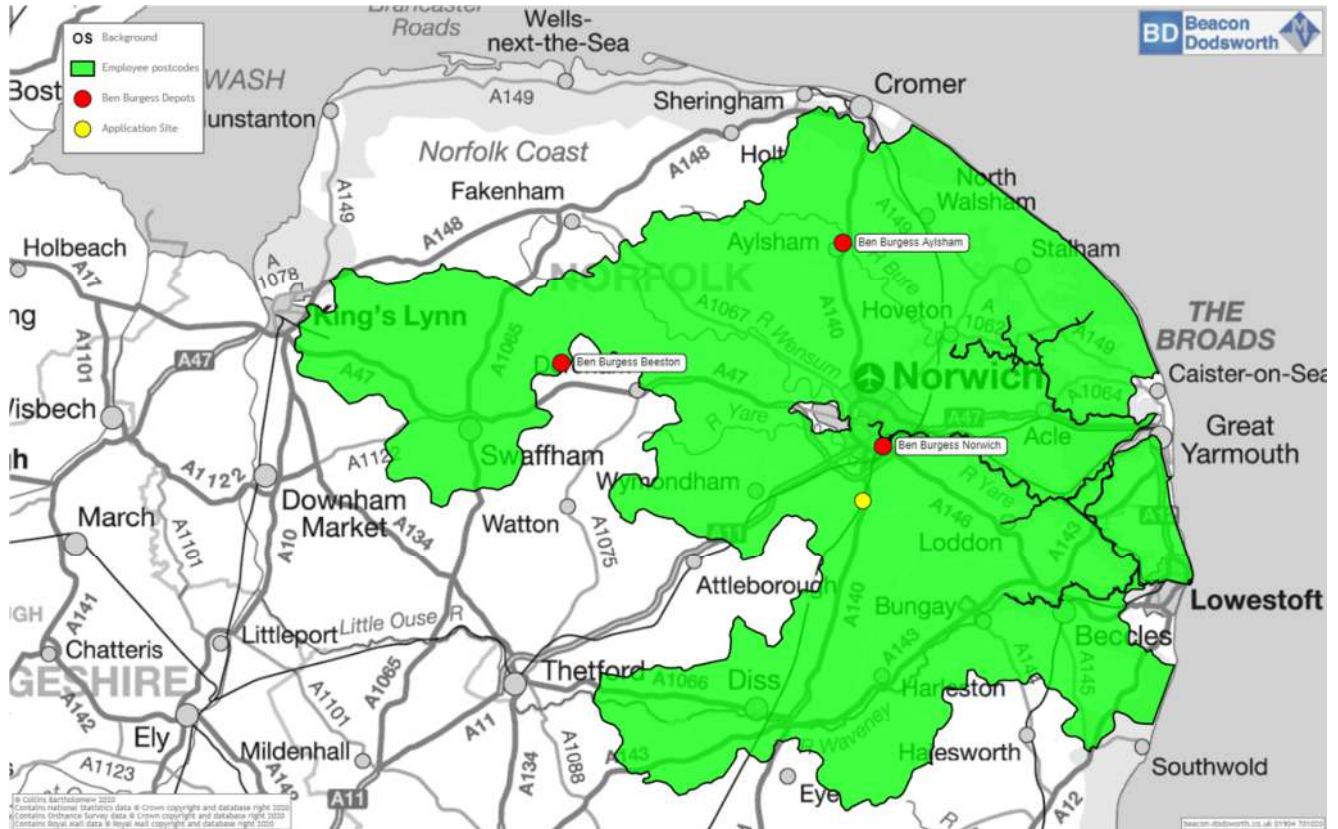
- 6.34 Being located within four miles of the A47 Trowse junction also allows overseas buyers dealing with Ben Burgess for the first time and wanting to check out the company in person, quick access to airports, train stations and hotels. Services within this area include a regular bus service, The Sugar Beat eating house and Dunston Hall Hotel and these facilities are advantageous to the company particularly when dealing with export customers.
- 6.35 The location of four miles from the A47 Trowse junction is important because farmers tend to be long established businesses with set patterns and Ben Burgess feel that to weaken their customer relationships by moving premises too far away from their present historic position would jeopardise economic instability at a time when there are so many other negative factors on the local and national economy.
- 6.36 Ben Burgess Norwich has always been local to the area moving to Europa Way from King Street in 1989. Moving further afield from the most successful site at Europa Way would not be a viable business decision. The Norwich depot regularly serve over 3,300 account customers from post codes including NR1, NR2, NR3, NR4, NR5, NR6, NR7, NR8, NR9, part of NR10, part of NR12, NR13, NR14, NR15, NR16, NR17, NR18, NR29, NR30, NR31, NR32, NR33, NR34 and NR35.
- 6.37 The application site sits comfortably within the central area of these postcodes as per the below map which is also included in appendix 3.



Map showing account customers post codes and proposed depot. MAP 6

VIII. It is desirable for the site to be located central to employees to allow for their continued easy access to their place of work to ensure existing staff who hold specific professional skills vital to the future prosperity of the business can be retained in the long-term.

- 6.38 For the centre of excellence to succeed it must be supported by a range of highly skilled staff who are needed to fulfil these ambitions, including managerial and technical positions. There are limited numbers of specialists trained personnel in the various fields ie John Deere Ag Tech, Turf Tech, Parts Tech, etc. Therefore the retention of the existing staff has an influence on the depot location ie an acceptable travel distance between where existing staff live and their place of work
- 6.39 Ben Burgess's current employees reside in locations that can be broken down as follows, 12.5% reside within NR14, 8.33% reside within NR9, 7.29 % reside within both NR10 and NR15, 6.25% reside within NR13, 5.21% reside within NR1, NR4 and NR18, 4.17% reside within NR7, NR8 and NR11, 3.13% reside within NR2, NR12, NR20 and NR32, 2.08% reside within NR3, NR6, NR28, NR29 and NR35, 1.04% reside within NR31, NR34, IP20, IP21, IP22, PE32 and PE37. It is desirable for the proposed site to be located central to where employees currently reside. Due to the current location of the depot, this falls centrally with within an area approximately 4 miles of the A47 Trowse junction, however this criteria is secondary to the John Deere catchment areas, 30-minute drive time and location of client base which are fundamental to the business and its future prosperity.
- 6.40 The A47 Southern Bypass is an excellent starting place for the staff who are required to visit other Ben Burgess sites in Norfolk, Suffolk, Peterborough and Huntingdon. This is also especially important for the managers and directors of the firm. The current locations that the directors reside in are, 50% reside within NR15, with 16.67% coming from each PE32, NR9 and NR14.
- 6.41 The need to protect the jobs of the current 95 employees at the Ben Burgess Norwich depot is extremely important when considering the current macroeconomic environment in light of Brexit and Covid 19. Following submission of the planning application staff levels at Ben Burgess Norwich have risen from 89 to 95, a 6.7% increase, however the aim is for staffing levels to increase a further 28% on relocation of the depot, ie 27 extra jobs bringing the overall depot total to 122.
- 6.42 The map below and included in appendix 3 is an approximate depiction of the Ben Burgess Norwich depot which is indicated in red and the application site in yellow. The shaded area indicates the extent of the post codes of which the employees reside. Please note PE37 and PE32 totals only two employees and therefore does not have a lot of overall weighting.



Map showing location of each depot in red, application site in yellow and employees postcodes shaded in green.
 MAP 7

IX. The site must be accessibly located and visible from a main arterial route to allow commercial exposure, promote the agricultural sector and attract new talent.

- 6.43 This is important because as the business evolves new customers are required to be both attracted and retained and having a smart high profile site with centre of excellence will both encourage and engage new customers and attract and retain the skilled workforce that is required, with the workplace being a discussion point for prospective employers. This has been experienced following the completion of the Ellington depot alongside the A14 which has provided an additional level of promotion to the company. Being located within close proximity of a major intersection, also allows new clients and other associates to find and access the company with ease from the arterial route, the ease of access provides the key to repeat business. This has been highlighted to the company both through experience of the access at the present site at Europa Way which has deteriorated over the years due to growth within the local area and the significant queuing onto Bracondale from Martineau Lane.
- 6.44 The proposed site has excellent road connectivity; the A140 is located adjacent the site. Not only is this convenient for access; the local road network is physically capable of accommodating the large agricultural vehicles and machinery that the business will sell and repair.
- 6.45 The site must be located on a main arterial highway route to provide improved accessibility for the import and export of deliveries between Germany and the USA. Equipment that is delivered to Ben Burgess arrives into the United Kingdom depending on supplier as detailed below.

John Deere Ltd	Docks of Hull, Liverpool and Southampton. Directly from Langar, Nottinghamshire
Bailey Trailers Ltd	Directly from Sleaford, Lincolnshire
Grimme (UK) Ltd	From Swineshead, Lincolnshire and Immingham Docks
Hitachi UK Ltd	Docks of Newcastle
Kuhn Farm Agricultural Machinery	Docks of Tilbury
Manitou UK Ltd	Docks of Southampton and Portsmouth
McConnell Ltd	Directly from Ludlow, Shropshire

- 6.46 Although each local depot would handle the delivery of new equipment and dispatching of used equipment based on which depot placed the order and location of the customer, the Norwich depot runs the whole of the groups hire fleet, running the whole process from purchasing the equipment, dealing with hire sales and scheduling, undertaking of the cleaning, preparation, maintenance, repairs and then the sale of the equipment as nearly new used products once the required minimum hours and age has been reached. The Ben Burgess hire fleet includes one hundred and ten tractors and has a value of approx. fifteen million which is targeted to be replaced every 6 months, and the Norwich depot needs to store 75% of the fleet for storage on periods of low hire i.e. winter. The hire fleet can therefore require up to approx 300 deliveries of new equipment and up to 300 dispatches of newly used equipment over the course of a 13 month period, all of which is delivery to and dispatches from the Norwich Depot.
- 6.47 Depending on the destination of equipment exported by Ben Burgess it will either be collected from the Ben Burgess depot selling the item or sent to the Docks of Immingham, Docks of Southampton, the Channel Tunnel or Docks of Harwich in respective order of volume
- 6.48 As per the Transport Statement there will be a total of eight HGV delivery trips to/from the site per day for larger loads. This consists of Ben Burgess trips for delivery and collection of machinery utilising their own 44 tonne low loader (agricultural and construction) or 7.5 tonne lorry (grounds care), delivery and/or collection of new/used machinery by freight company.
- X. **The site must be available and deliverable within 18 months from receiving positive feedback to pre-application submission. This is critical to the Ben Burgess business model and will allow the company to maintain a competitive edge in the European export market in light of Brexit.**
- 6.49 The site needed to be available within 18 months of receiving positive feedback to pre-application submission. This was critical to the Ben Burgess business model to enable the company to maintain a competitive edge in the European export market in light of Brexit. Ben Burgess has been working with South Norfolk since 2014 looking for a new site and wants to grow the business in Norfolk. It has continued that search with the Greater Norwich Partnership with many discussions over many sites.
- 6.50 However, the failure to secure planning permission within this timeframe has resulted in alternative business structures being seriously considered in order to fulfil the franchise requirements of John Deere. The use of

satellite storage facilities to support the operation of the Trowse depot is only an interim fix and does not provide a sustainable longer term solution. The increase in staff numbers from 89 to 95 whilst positive does not reflect or take full advantage of the growth in the sector from a resurgence in the consumer market for food provenance and buying local produce in the wake of Brexit and potential trade deals with other countries, where animal and environmental welfare is not such a priority as it is in the UK

- 6.51 Ben Burgess are in desperate need of a new site to continue serving the intergenerational customers established from 1931 when the business was first started by Ben Burgess from Howe Hall Farm, near Brooke as a diversification of farming. Time was always of the essence so that is why they have always looked at an 18 month time scale (see letter from SNC planners dated September 2014) as included in appendix 6.
- 6.52 The site assessment focusses on sites that were available / on the market during the preparation of planning application 2018/2631 because the need to move quickly meant waiting for new site allocations was not a viable option.
- 6.53 During 2019 the business has grown in excess of 10% from investments outside Norfolk and with the delay in achieving planning in South Norfolk some of the company's focus has been on growth in Peterborough and Huntington where they have built new premises on circa 3 ha of agricultural land beside the A14. Furthermore attention is now focusing on new opportunities in South Lincolnshire where the local authority is welcoming the company to deliver a state of the art premises and associated jobs, all within a tight time frame, with a targeted opening date of January 2021.
- 6.54 The position at Europa Way has now reached breaking point and desperation, a 25% increase in turnover since Ben Burgess purchased the application site in 2016 is a tremendous achievement, however this growth means the company requires a new site more than ever to trade from. Ben Burgess very much wants to stay in Norfolk but there comes a time when a decision will have to be made soon about the viability of trading from Europa Way. The Swainsthorpe site has been owned for a number of years and with the amount planning processes required for an alternative site, starting again is really not a feasible option from a time perspective even if a suitable alternative site could be found, which from the Alternative Sites Assessment is looks unlikely. If the business is to remain, in its current capacity, in this area the evidence provided in support of the planning application needs to be given appropriate weight in the planning balance.
- 6.55 Current capacity issues at the Norwich site undermine staff safety and operational efficiencies and the changing political climate and global trading environment requires the investment decision to be made and realised as Ben Burgess needs to adapt its business model to enable the company to maintain a competitive edge in the European export market in-light of Brexit, key to this is a new headquarters site.
- 6.56 Considering the current Covid-19 crisis and economic shock that has befallen the economy, it is vital that Ben Burgess can commence development immediately on a site to enable the company to be sufficiently flexible to adapt to expected rapid changes within the economy and provide flexibility in the following years, whilst the economy recovers. Nonetheless, Ben Burgess has re-evaluated its requirements for the proposal and believe that Covid-19 has no material effect on either the location, site size, components or internal floorspace required.
- 6.57 Development of this scale at a time of economic shock would provide much needed support to a large range of local companies both large and small, providing both a direct and indirect economic gain to the county.

XI. The site must be viable in terms of land acquisition, tenure and business rate costs. The specific requirements of Ben Burgess require land to store large agricultural vehicles and machinery which result in characteristically high and unaffordable rates being sought on employment sites which are configured for multiple occupiers or single occupier sites with high £'s per square metres profit ratios.

6.58 A developer's general principle as illustrated by various masterplans is to achieve a high density development, aiming to maximise gross development value which is enhanced by maximising development density. Neither Ben Burgess nor the developer can justify the high cost of employment land for storage of farm machinery.

6.59 The value of land at Keswick, Broadland Business Park and Broadland Gate extends up to £750,000 per net acre (0.40 ha) for the parts of the site particularly prominent to major road networks, with values of £400,000 per acre (0.40 ha) towards the rear based on the land density of outlined planning consents. These values reflect the opportunity to construct buildings within developments of significantly higher plot value at a high density, as opposed to the low development density proposed by Ben Burgess.

6.60 Advice obtained by Ben Burgess suggests that it is a reasonable expectation that there will be developer involvement in the marketing, construction and disposal of completed buildings, enabling the developer's profit to be taken which can equate to 20% of the total cost as well as the opportunity to retain the freehold to enable parts to be retained as a long term investment. If land is sold in an undeveloped state, such a profit is not available to the developer therefore the land would be inflated in order to compensate the developer for the loss of the opportunity to derive profit from direct development.

6.61 To put this into context should an outline approval be obtained with a plot ratio 36.1% (as per the Keswick) Site), which equates to 3,610sqm of building area per hectare, if allowance for developer's profit at 20% of build cost was made, developers profit would equate to of £722,000 per hectare (based on 3,610sqm of building at £1,134 per sqm) [based off Griffiths Building and Civil Engineering Price Book 64th edition 2020] This figure therefore makes a low density use as required by Ben Burgess completely unviable to both Ben Burgess and the developer.

6.62 This option was however explored further with the managing agent Roche in April 2020 where they advised that the client (freeholder) is unable to provide 6.5 hectares on the site as they have commitments already and accordingly there is insufficient land. The full letter from Sam Kingston at Roche can be found in appendix 7.

XII. Explementary Health and Safety

6.63 The site must ensure that all staff have enough space to work safely to meet both immediate and future needs as the company grows. The site must, therefore, allow flexibility so that proposals can be configured to focus on health and safety of workers, customers and other users. Continuing to operate from Europa Way where the yard area is far too small for the servicing and preparation of modern farm machinery increases long term health and safety risks to an unacceptable point.

6.64 This has been confirmed in an email from NFU Mutual Risk Management Services Ltd, dated 15 February 2019 which states that workplace transport related accidents account for the highest number of fatal injuries in agriculture, together with a high proportion of serious injuries. Concern is expressed over the restricted space

available at the current site with this prohibiting many HSE recommended controls being introduced. Ben Burgess takes on board advice to reduce the risk of transport related accidents on the site, for the safety of both staff and others who might be affected. However, there is no further scope for improvements at Europa Way and therefore relocating the business to premises where workplace transport controls could be introduced in combination with greater operational capacity is being seriously assessed in light of growth projections. The full letter has been included within appendix 8.

6.65 The range of concerns over staff safety at the current 1.14ha site has subsequently resulted in the need for 40 staff members to park off site on surrounding public roads and in alternative locations nearby and some larger machinery is stored at three other off site locations due to spatial constraints and safety concerns. However this has not alleviated a number of issues including the need for deliveries to be received/unloaded alongside a busy public highway, the yard areas are shared by both vehicles and pedestrians, articulated lorries are loaded in very restricted space, reverse parking of trailers, inability to stop clients going into working areas and lack of storage for machinery and equipment leading to staff and visitors having to weave in and out of equipment whilst various moving activities are taking place. The company is expected to provide complementary health and safety as it is a role model to the other businesses in the industry with agriculture having high numbers and rates and fatal injuries being the riskiest industry sector as defined by the Health and Safety Executive. To achieve high standards in this industry both space and training is required, both of which will be improved with the centre of excellence, via a large workshop, external areas, a range of two way roads with access to the onsite delivery loading and unloading area, separate from that of the customers, pedestrian pathways utilised throughout the site, access controls to working areas and sufficient parking for both the needs of the business together with visitors, staff, workshop, machinery and equipment all complemented by internal training rooms and facilities including rest room, canteen, toilets, etc.

6.66 South Norfolk Council has been made aware at various meetings that health and safety of staff working in confined areas has always been one of the main motivations for moving and this cannot be achieved in a business park type setting due to the land area required. The Addendum to the Assessment of Alternative Sites, July 2020 identifies the available plot sizes on business/industrial parks.

XIII. **Area for demonstration space. The site must provide a minimum of 0.8ha for best practice agricultural and grounds care demonstration purposes. This space must contain areas of greenfield land to ensure adequate space is available to enable training and best practice demonstration of agricultural and grounds care equipment which is increasingly sophisticated due to technological advances**

6.67 The current Ben Burgess headquarters is located in Norwich City Council's administrative area (close to the inner ring road) however this brings various space and traffic constraints which were not evident when the company originally located there in 1992. Additionally, the customer base within the City area is limited due to the company's target market. A centre of excellence could not be practically located at the current site or similar location because of the various constraints which also require demonstration areas as indicated on the submitted drawings.

- 6.68 The ability for the company to carry out roadshow demonstration events both on site and off site with real life working conditions allows customers to meet new machinery and test it first-hand. The site must provide adequate space to enable training and best practice demonstration of increasingly sophisticated technological advances in agricultural and grounds care machinery and practices. Meeting and training rooms must also be accommodated as part of the proposal's education and learning facility offer. Presently the Norwich Depot is void of both the internal and external space to provide these demonstration events, whereas depots at Newmarket, Coates, Ellington and the proposed Oakham branch all provide these facilities supporting the sales process. Presently Norwich makes greater use of customers land to undertake these however this is far from ideal with them lacking the backup the depot can provide not only in convenience, but in staff resources, facilities and training rooms.
- 6.69 Such demonstrations will include a range of large agricultural machinery involved in modern farming methods (eg John Deere Series 6 to 9 tractors, John Deere Series T, S and X Combines, and John Deere Series Sprayers M and R) in which telematics satellites feature prominently. All farm machinery now relies on satellite technology for directional guidance and optimal operating efficiency. Also, satellite technology allows machinery faults to be reported to Ben Burgess branches without driver input. This allows immediate response, reducing the risk of a serious fault developing. This technology requires highly skilled operatives, for whom training would be undertaken on machinery at the land described above at the headquarters of Ben Burgess. In addition, demonstrations will include a range of Groundcare equipment (eg John Deere Series 1500 to 1600 wide area rotary mowers, John Deere Compact Utility Tractors Series 1 to 4, and John Deere Gator Utility Vehicles).
- 6.70 Demonstrations of machine telematics, operation of sprayers (in excess of forty metres when extended), cutting length and manoeuvrability of movers, etc can easily be demonstrated on the landscaping areas or within the informal tractor storage areas as these do not destroy the finished surface they are display upon. In addition, the incorporation of a coppice to the north of the proposed site allows for an historic practise native to the area that is to be controlled and maintained by the products on sale.
- 6.71 The demonstrations would have two main formats, either a single / small group demonstration to a specific purchaser interested in a specific product which could take place at the time of their visit to the sales department and would involve an external demonstration and could utilise one of the two ground floor meetings rooms to support this if required. The other demonstration format would be a pre-arranged demonstration day where a range of customers who have either previously expressed interest in a specific product, or who Ben Burgess' sales representatives have contacted are invited, with their attendance confirmed prior to the day. This demonstration would commence within one of the first-floor training rooms providing space for a minimum of 35 attendees (Training Room 1). 30 attendees (Training Room 2), or up to 120 attendees in the combined room supported by the external demonstration area where comparison between 2 or more items of equipment take place. These demonstrations would be supported by refreshments and lunch, utilising the first-floor facilities including toilets, kitchen, etc. The size of these demonstration can be confirmed by the latest events held by Ben Burgess in conjunction with John Deere in Barnham Broom during March 2020 which attracted in excess of 90 customers.

XIV. The locational need must allow for the future

6.72 The current head office has 97 staff and is constrained, not fit for purpose in respect of present day business with three off site storage areas already being used at and off Bracondale in Trowse, land off Bungay Road in Bixley and land off Station Lane in Hethersett. Agricultural machinery has grown dramatically in size over the last 15 years with a combine header increasing from a 4.8 metre wide cutter bar to 12.2 metre wide cutter bar today. There is great difficulty in unloading and moving the machines as they require their final assembly (being partly dismantled for overseas transport) before delivery to the farm. Newmarket (2.34 ha) 38 staff, Beeston (1.53 ha) 27 staff and Aylsham (0.68 ha) 28 staff sites are fully employed and trading at acceptable capacity with existing sites having no surplus to assist in reducing demand at Europa Way. The total area the Norwich depot uses, on and off site has been measured, with an allowance for projected growth of the business the relocation site would need 6.04ha

7 APPENDIX 1: THE CAMBRIDGE NORWICH TECH CORRIDOR PROSPECTUS



8 APPENDIX 2: LETTER FROM JOHN DEERE REGARDING OUTLET PLACEMENT



JOHN DEERE LIMITED
LANGAR NOTTINGHAM NG13 9HT
ENGLAND
Tel: (01949) 860491 Fax: (01949) 860490
www.johndeere.co.uk

4 March 2020

Mr Ben B Turner
Ben Burgess & Co Ltd
Europa Way
Martineau Lane
Norwich
Norfolk
NR1 2EN

Dear Ben

Following on from our discussions on outlet investment, development and placement.

I write to confirm that we work to 30 minute drive times when looking at locations of outlets within the dealer channel, this is an industry norm and one that John Deere recognises. It is an extremely pivotal element for adoption for locations as it is understood that customers will not travel beyond 30 minutes to their dealer, therefore we aim to optimise the experience by ensuring that John Deere dealers have their locations in the right places.

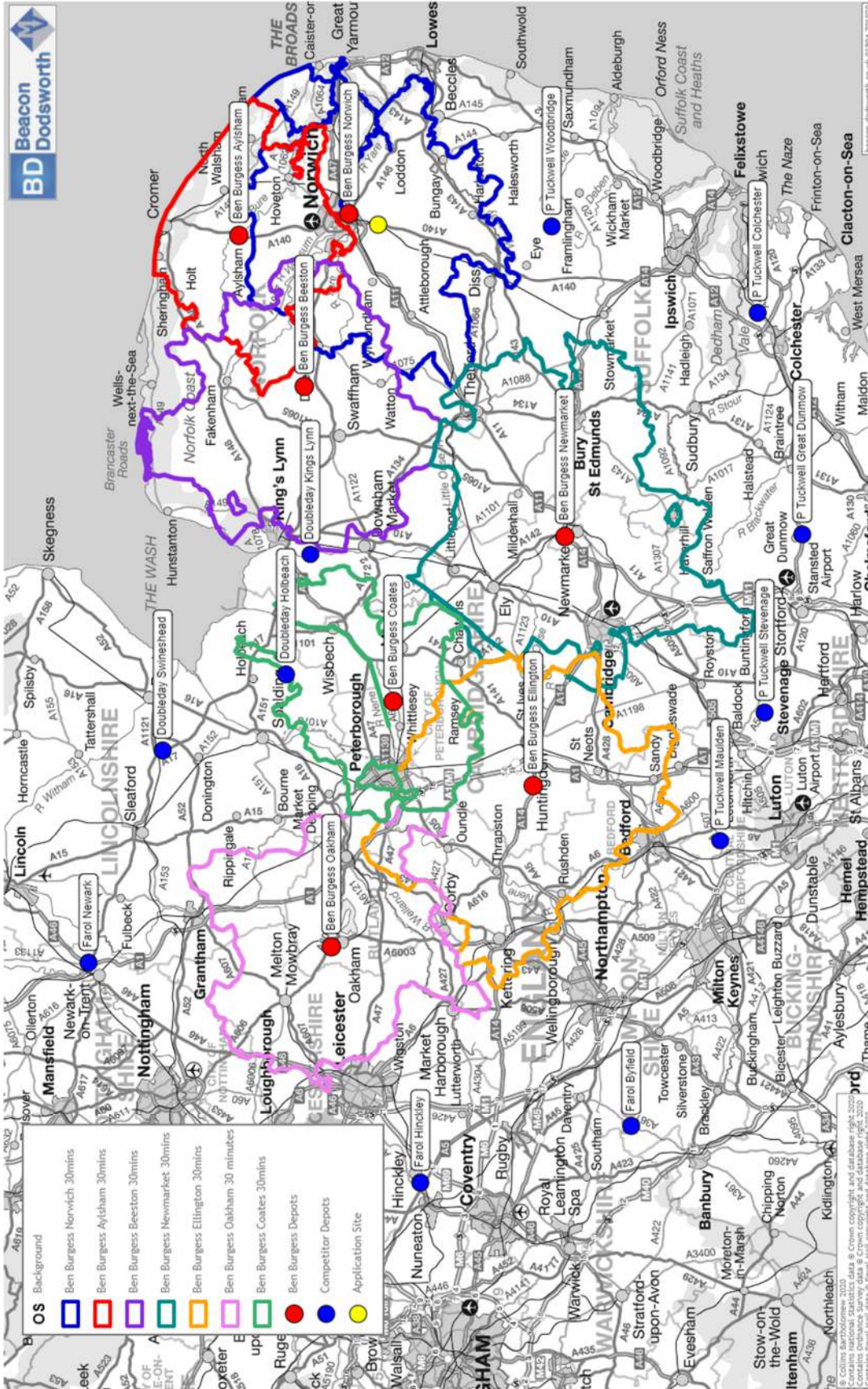
If you have any further questions, please do contact me.

Yours sincerely

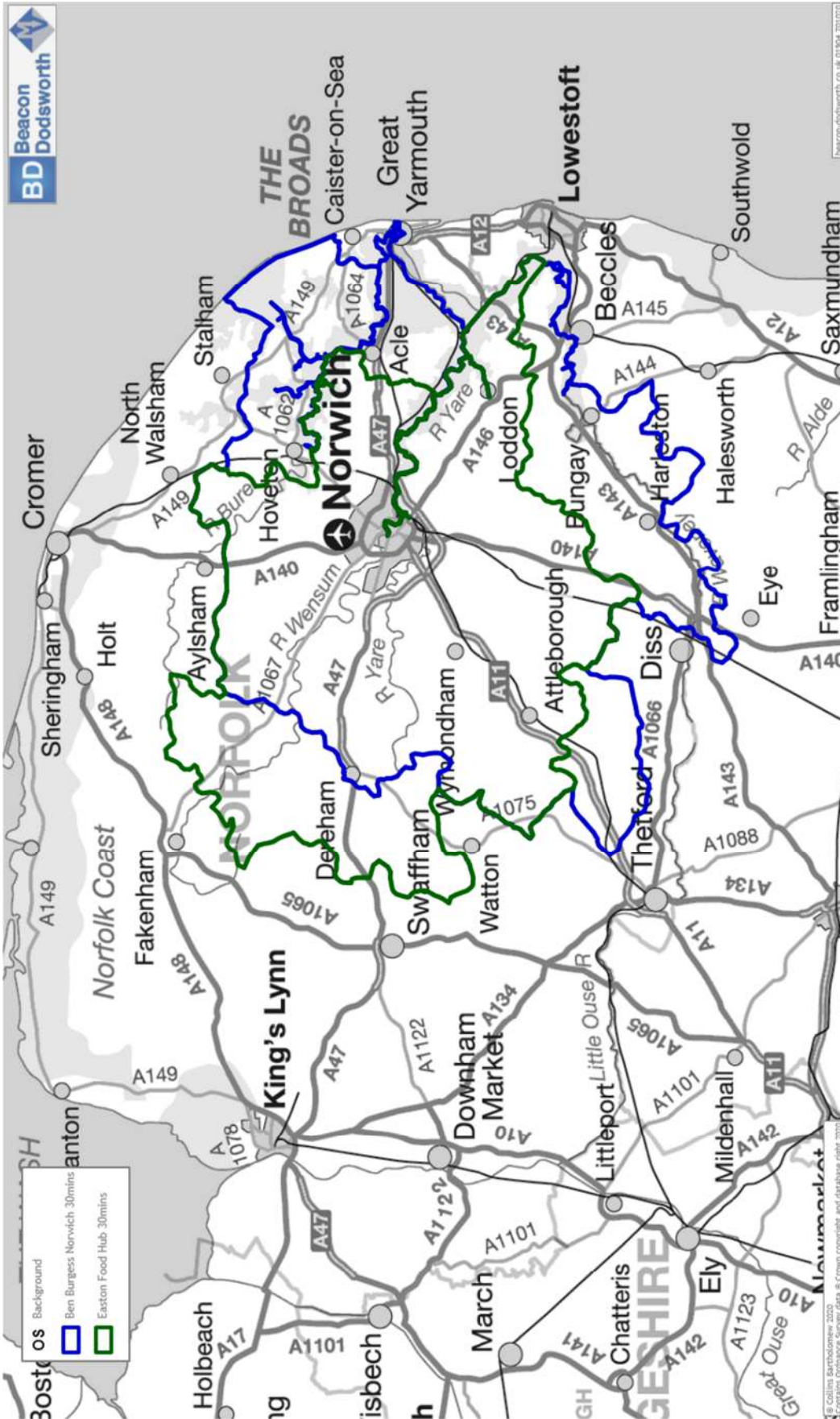
Melanie Gardner
DEALER DEVELOPMENT MANAGER



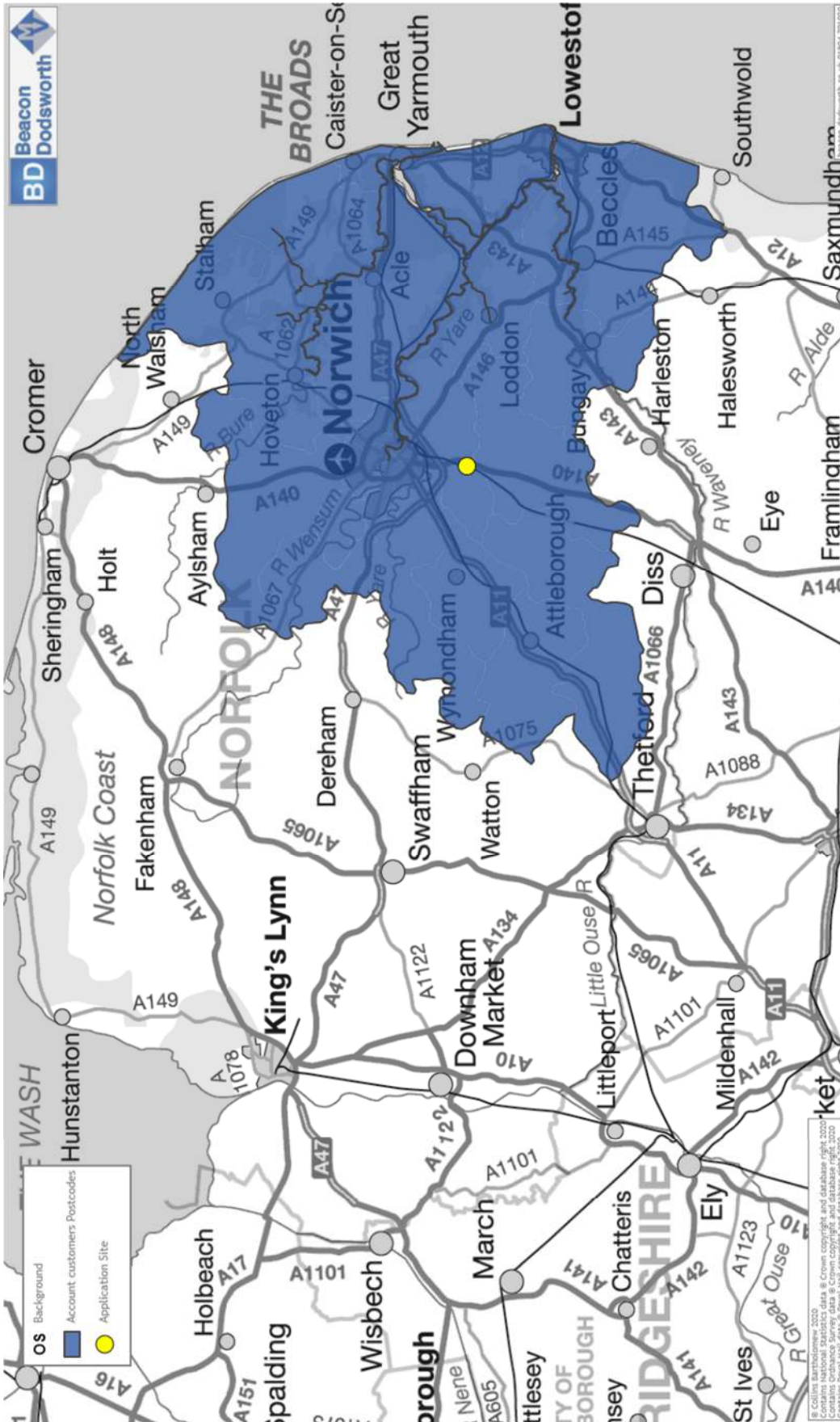
9 **APPENDIX 3: BEN BURGESS MAPS**



Map showing location of each depot in red, competitors in blue, application site in yellow with 30 minute drive time areas for the existing depots. MAP 3



Map showing 30 minute drive time areas of Norwich (Blue) and Easton Food Hub (Green). MAP 4



Map showing account customers post codes and proposed depot. MAP 6

10 **APPENDIX 4: UK JOHN DEERE FRANCHISES**

profi

THE FARM MACHINERY MAGAZINE



Deere dealer shake-up

The rumour mill was in full flow at Agritechnica, that John Deere had summoned the heads of its dealer network to unveil its new growth strategy.

by Mervyn Bailey (/mervyn-bailey)

The dust has not long settled from the previous shake-up which has seen several dealers amalgamate or lose the franchise to others who have expanded, Cornthwaite Group probably being the most recent example of this in the UK.

The first casualty of the new strategy is the five-depot dealer Sharmans, who put out the following statement on their website:

It is with shock and a heavy heart we announce John Deere have made (in our opinion brutal) the decision that Sharmans are not to be part of their future Growth Strategy and have advised that we will not continue to be John Deere dealers effective 31 October 2020.

Despite being number one in our area for the last 25 years and never missing a target, this is now our harsh reality...

We first learnt of John Deere's latest global Growth Strategy at a meeting in Agritechnica, November 2019. All 350 European dealer groups were informed that in future there would be a reduction of approx. a third to a fifth of current dealer groups, as well as an expectation of meeting the following criteria:

- Double Current Tractor Area (varies by dealer)
- 100m Euros Turnover
- 30 Combines to be sold each year
- 15 Foragers to be sold each year

Although this comes as a shock to our dedicated and long-standing team of staff and our loyal customer base, we are resolute in continuing to provide our first-class support to the farming community and assure you that we will go from strength to strength as a solid, stable, family business.

Together with our wealth of agricultural business experience, committed workforce, premium suppliers and loyal customers, Sharmans will continue to embrace the future.

In the meantime, please be reassured that we will provide our usual service and support to all our customers.

Solid. Stable. Still Sharmans!

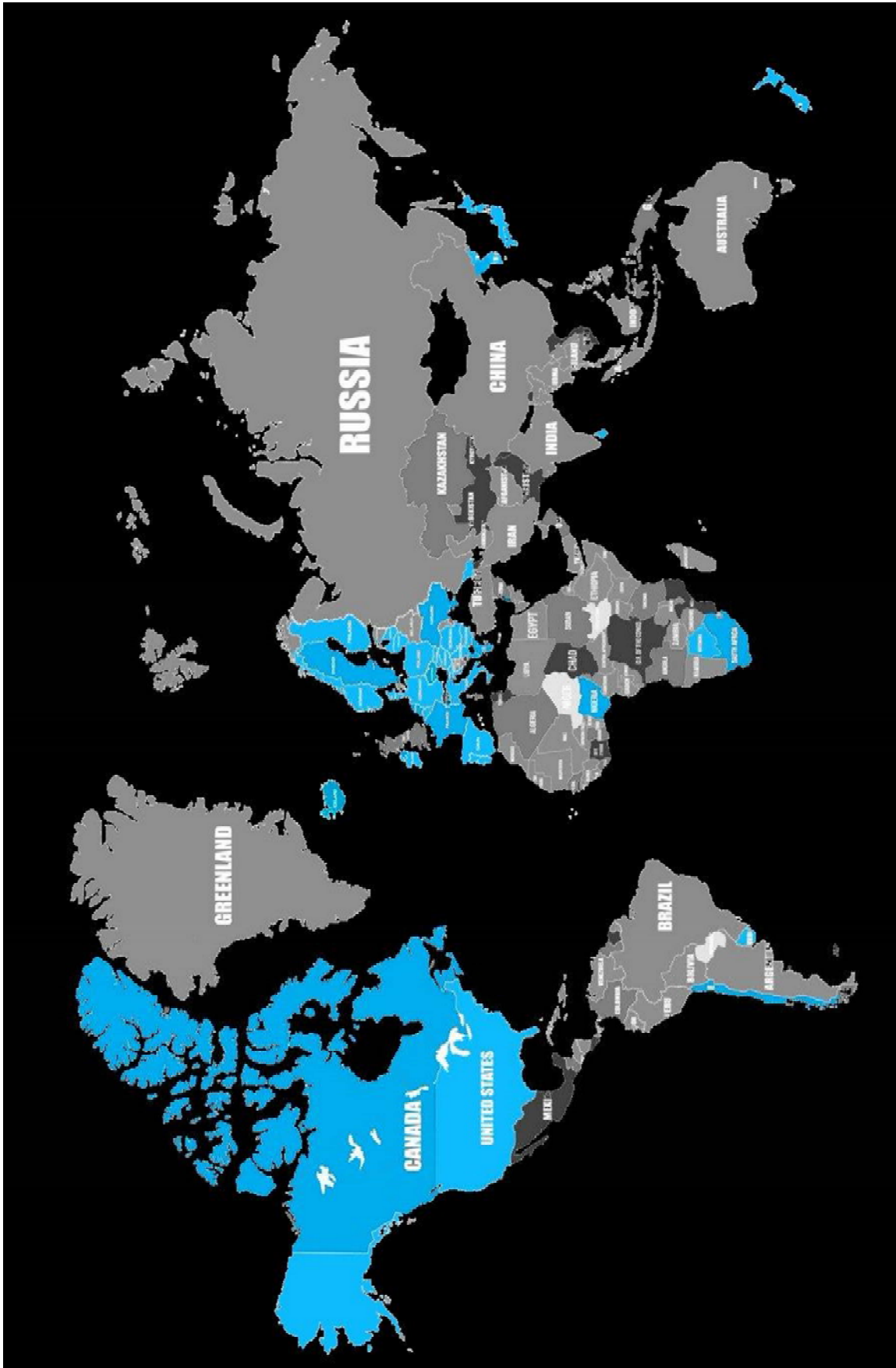
No doubt several manufacturers will be currently courting the Sharmans' management to see if they are fit. But this is bound to have a ripple effect with other dealers in the area



The future of others holding the John Deere franchise could also be shaky if the above product targets are the same for all. Some years the Republic of Ireland combine market does not even total 30 units!

<https://www.profi.co.uk/news/deere-dealer-shake>

11 **APPENDIX 5: EXPORT MAP**



Map of export locations

12 **APPENDIX 6: LETTER FROM SNC PLANNERS DATED SEPTEMBER 2014**

My ref: ENQ/20140839
Contact: Miss T Lincoln
Telephone: 01508 533814

By email only – Ben Turner (benturner@benburgess.co.uk)

Date: 12th September 2014

Dear Mr Turner,

Re-Location of Ben Burgess Head Office from Europa Way, Norwich

I write in respect of the above and following various discussions and meetings. Having fully considered the proposal I have the following observations.

Development Description

New Head Office for Ben Burgess with agricultural repair centre and retail base. The proposal therefore includes office accommodation, agricultural machinery repair and storage of agricultural machinery and retailing.

We have explored the issues you are facing at your current site and the requirements of the new location. I have summarised your requirements for the new site below:

- 10-12 acres (approx. 5 hectares)
- Two buildings: 1- offices and workshop (office floor space approx. 2880sqm and workshops approx. 1900sqm) and 2. storage shed (approx. 1500sqm)
- Somewhere near the A47. Cannot be located so as to draw trade from their outposts at Aylsham, Dereham or Newmarket.
- Timeframe is ideally moving in to new building in 18 months. Hope to submit an application in the next two months.
- Adequate space to allow expansion in the future.
- Ability to have extra space for best practice demonstration fields.
- Want to create a centre of excellence for farming including show areas and demonstration fields for best practice farming techniques and practices.
- See the business as a destination business as there is no reliance on passing trade.
- Approx 75% of the vehicles hired from the business will be from this main site. The rest would be from other existing locations.

History of planning discussions

As a note of the understanding of what sites and issues have been discussed to date I have summarised these below:

Applicant's Issues with the site adjacent to KES2

- Cost of infrastructure required
- Timing
- Limitations of size of site (concern that the landowner will seek further commercial development around them and they will have same issue with being unable to expand as they have with their existing site)

Points raised with Ben Turner re KES2 site

- Council's preferred site is that adj to KES 2 so would still encourage BB to liaise with the landowner to bring this forward.
- BT advised that discussions with the land owner have gone cold. They had asked for unrealistic price for the land but were not being responsive recently to discussion regarding the site.

- Acknowledged BB concerns with costs, timing and limited expansion capacity with landowner wanting to develop around BB site.
- All other sites that had previously been suggested (as discussed at meeting on 4/6/14 with TL and JH) would not be encouraged, mainly for reasons of sustainability.
- BT wanted to pursue and discuss the Bixley site further and had prepared some layout plans as to what would be envisaged.

Proposal at Bixley site

Bixley is a redundant dairy farm with 2-3 existing residential dwellings on site. Access is currently from both B1332 and A146

BB considerations of the site:

Not the most ideal site as not visible to the public here but there are benefits to the site:

- Right side of the city and good links to the highway network
- Re-uses the redundant agricultural buildings
- Enough space for expansion in the future
- Fields around to allow rental for demonstration fields for best farming practices
- Site is available and landowner is engaged – currently in talks with Ben Burgess re the site and leases etc.

What is being proposed at Bixley?

- Demolition of existing farm buildings
- New building for office/workshop use (approx. 4800sqm)
- New building for storage of machinery and vehicles (approx. 1500sqm)
- Outdoor loading, work area
- Staff parking area
- Customer parking area
- Grassed display area to the front of the site
- Rental of adjacent fields for demonstration fields for best and new practices for farming.
- Use of existing farm access on to B1332

Issues raised through meetings regarding Bixley site

- Location in the Countryside policy area and the general lack of sustainability of the site for a retail led employment use.
- General policy context of new employment generating uses/retail in the countryside
- Landscape impact – BT indicates site is not overly visible due to topography
- Highways issues – concern with sustainability of the location, no access to A146 and issues with access to B1332, but if from B1332 would need RHTL on B1332 to site and visibility splay at access.
- What distinguishes this proposal from any other commercial/industrial use that may similarly want to re-locate to an unsustainable rural location e.g. a car dealership?

Highways comments:

This site is in an unsustainable location. Just because this is an existing farm, does not make it suitable for an industrial use. Again the A146 is a Principal Route and we would resist any new access or intensification of access along it. Access onto the B1332 is also not desirable in this location. It is an intensification of an access on what is a busy main distributor road. The B1332 at this point is a 60mph road and is long and straight so speeds are likely to be close to the limit. If this were to be considered, a right hand turn lane would be required and significant improvements to the access. Visibility would need to be in accordance with DMRB and would be 4.5m x 215m which is likely to involve

some initial hedge loss on either side. It is estimated that a RHTL would cost a minimum of £150,000.

Relevant Policies for the principle of the development

The NPPF

The NPPF supports the sustainable growth and expansion of all types of business and enterprise in rural areas, both through conversion of existing buildings and well designed new buildings(para 28), subject to sustainable economic growth (para 21) and the need to promote sustainable transport (para 30, 34, 35).

Local Plan 2003 –

Policy ENV8 of the adopted Local Plan policy restricts new development in the open countryside except in very specific circumstances which include if the development is requisite for agriculture or forestry; or is justified to sustain economic and social activity in rural communities and demands a rural location; or is for the suitable adaptation and re-use of an existing rural building.

Policy EMP3 allows for the re-use of rural buildings for employment purposes but this would only be permissible if the existing buildings are soundly constructed and suitable for adaptation and re-use without extensive alteration, re-building and/or substantial extensions, including outbuildings, would conserve the intrinsic qualities of the building and its landscape setting; it would not cause demonstrable harm to the viability of the farm concerned; the scale of the proposal is appropriate for its location.

Policy EMP4 gives provision for new employment in the countryside if:

- There are no alternative sites or premises within the identified development limits or village boundaries which are suitable or available; and
- The site is on land adjacent to a town or village with a defined settlement boundary; and
- Road network is suitable for the scale and nature of the proposal; and
- Is for small business, modern growth industry or would specifically address local unemployment; and
- Small in scale and designed to blend with the setting of the settlement concerned; or
- Exceptionally – if proposal is for agricultural related industry which must be located close to a farm to which it relates; or is unneighbourly and unsuitable for a built up area; or reliant on large areas of open storage and would represent an inefficient use of serviced employment land; preference for previously developed land over greenfield sites.

JCS

JCS policy 5 – The economy

- The local economy will be developed in a sustainable way to support jobs and economic growth both in urban and rural locations.
- Sufficient employment land will be allocated in accessible locations consistent with the 'policies for places' in this strategy to meet identified need and provide for choice.
- Larger scale needs will be addressed through the allocation of sufficient land to provide a choice and range of sites.
- The rural economy and diversification will also be supported by... a preference for the re-use of appropriate redundant non-residential buildings for commercial uses...

JCS policy 6 – Access and transportation

- Concentration of development close to essential services and facilities to encourage walking and cycling as the primary means of travel with public transport for wider access
- 5.44 indicates that 'the transport strategy will promote sustainable economic development, improve local quality of life, reduce the contribution to climate change, promote healthy travel choices and minimise the need to use the private car...'

JCS Policy 17 – Smaller rural communities and the countryside

- In the countryside....Farm diversification, home working, small scale and medium scale commercial enterprises where a rural location can be justified... will also be acceptable.

Emerging Local Plan

Please note that these policies are not yet part of the Development Plan. They were submitted to the Planning Inspectorate on 17th April 2014 but have not yet completed the Examination stage. Full weight cannot be given to them until final adoption which is likely to be at the end of 2014. In line with paragraph 216 of the National Planning Policy Framework (2012) some weight can be applied to emerging policies as they advance through their preparation. Some policies subject to objections have not been included in this list as these issues are unlikely to be resolved within the time frame of the application, and therefore should be afforded little weight.

Policy DM 1.1 Ensuring development management contributes to achieving sustainable development in South Norfolk

Policy DM 1.3 – The sustainable location of new development (challenged on minor points)

Development will not normally be permitted in the countryside except where this is necessary to meet specific needs of the rural economy and is carried out in accordance with the specific policy requirements of the DM policies or otherwise demonstrates overriding benefits in terms of economic, social and environment dimensions

Policy DM 2.1 – Employment and business development (substantially challenged)

Directs employment to allocated sites or sites within the development boundary. Positive consideration given to new employment sites in the countryside that: re-use redundant rural buildings and hard standings; are located on sites well related to rural towns and villages and demonstration there are no sequentially preferable sites available; and create accessible jobs and business opportunities on the rural area.

Policy DM 2.10 – Conversion and re-use of buildings in the countryside for non-agricultural use

Re-use of existing building without substantial alteration or extension to affect original rural character; the development (inc use of external space) is sympathetic to the setting; any retail element should not adversely affect vitality and viability or rural towns and villages)

Policy DM 3.11 -Sustainable transport

All development should support sustainable transport, utilise all opportunities to integrate with local sustainable transport networks and be designed to reduce need to travel and maximise the use of sustainable forms of transport appropriate to the location.

Other relevant documents

South Norfolk Place-Making Guide – Supplementary Planning Document September 2012

Summary of policies:

Presumption generally against new employment/retail in the countryside unless there are particular overriding operational justifications and or the proposal requires a rural location as is tied to the agricultural use of the land.

Officer Opinion

You will note from the relevant policies detailed above that there is a general presumption against new employment generating uses/retail in the countryside. The policy directs new employment to sites within development boundaries first, then adjacent to development boundaries in the interest of achieving sustainable development and preventing the dispersal of employment and buildings across the countryside.

There is some provision for the re-use of existing buildings if the scale and nature of the proposal is appropriate for its location, however clearly in this case new buildings would be required.

You will note that policy EMP4 would allow for, in exceptional circumstances, new employment in the countryside if the proposal is for agricultural related industry which must be located close to a farm to which it relates; or is unneighbourly and unsuitable for a built up area; or reliant on large areas of open storage and would represent an inefficient use of serviced employment land.

Whilst not yet in force, as is due for examination later this year, you will also note that policy DM2.1 again directs employment to allocated sites or sites within the development boundary. It does detail that positive consideration will be given to new employment sites in the countryside that: re-use redundant rural buildings and hard standings; are located on sites well related to rural towns and villages and demonstration there are no sequentially preferable sites available; and create accessible jobs and business opportunities on the rural area.

Whilst the development is for employment, its use is akin to retail and that is a concern in respect of the accessibility and sustainability of the location proposed and impacts on the hierarchy of centres which focuses retail at existing centres.

Having fully reviewed the site and proposal, given the unsustainable location of the site the Council does not consider it could support an application at this time for Bixley should it be formally submitted.

Should you, as discussed, still feel that you want to make an application for the site, as discussed I consider that you would need to address the following issues:

- That consideration and assessment of other more preferable sites has been made and why these have been ruled out – suitability and availability.
- What sets this proposal apart from any other commercial/industrial/retail use wanting to locate to an unsustainable rural location – i.e. what are the overriding operational requirements justifying the need for the location and or ties to the use of the land as agricultural
- How does the proposal help to create accessible jobs and business opportunities and deliver aims of sustainable transport? Where are customers travelling from and employees travelling to for purposes of the business.
- Why it would not harm the character of the wider landscape or impact on the undeveloped approaches to Norwich (as defined by emerging Policy DM 4.7)
- How it complies with all other policies.

Should you submit an application the following would apply:

CIL

The Council has implemented CIL, to which new development is liable. You can find details of the requirements of CIL at the following link <http://www.south-norfolk.gov.uk/planning/5191.asp>

As detailed by the County Highway Authority a new Right Hand turn Lane would be required and expense borne by the applicant.

As discussed I have attached the fee regime for planning applications.

KES2 site

As discussed and whilst we appreciate some of the issues you have highlighted in relation to cost and timing of the KES2 site, we would direct you back to this site as the more appropriate site for this development. Recent discussions have been had between the landowner and site promoter and the Council where the landowner has expressed interest in moving the site forward. We would like to believe that there is scope for a scheme and deal to be put together for the KES2 site that would be appropriate for yourselves and the landowner.

I trust the above has satisfactorily detailed the Councils position and apologies that it has taken some time to get to where we are at, you will appreciate that the matters are complex and finely balanced and full and due consideration has had to be had to all of the matters including the potential for development of alternative sites.

You will appreciate that the views expressed in this letter are those of an officer and are not binding on the Council or any of its Committees when considering any subsequent related planning applications.

Yours sincerely

Miss Tracy Lincoln
Senior Planning Officer
Tel: 01508 533814
Email: tlincoln@s-norfolk.gov.uk

From: Tracy Lincoln [<mailto:tlincoln@S-NORFOLK.GOV.UK>]
Sent: 23 December 2014 12:45
To: Ben Turner <BenTurner@benburgess.co.uk>
Cc: Jo Hobbs <jhobbs@S-NORFOLK.GOV.UK>
Subject: Re-location of Ben Burgess

Afternoon Ben,

Thanks for coming in yesterday.

I just thought I would drop you an email to cover the main points of the meeting and the agreed actions.

You highlighted the issues with the existing site and the search parameters for the new site.

We discussed KES2 site, that no contact had been had with Matt Bartrum, and that the EIA screening request was now in for that site. (I have attached the link to that application should you wish to take a look) <https://info.south-norfolk.gov.uk/online-applications/simpleSearchResults.do;jsessionid=624974680506B0195EE0243A4C2EDEF1?action=firstPage>

We discussed potential sites for you to explore further which were:

Wymondham site allocation (WYM5) – which you will explore and discuss with land owner.
Easton (although question whether the site is advanced enough and you indicated too close to their Beeston site).
Brooke site allocation (BKE3) – you will explore.

You were then going to put some information to us on those three sites plus KES2 to suggest why these are not feasible/viable (if in fact they are not) which we would discuss with senior colleagues before further considering Bixley.

Following the meeting Jo and I also thought we should also mention two other sites to bring to your attention and for possible consideration – COS3 at Costessey (link to proposed site allocations doc where you will find these sites attached) and Long Stratton will have an employment site as part of the proposed allocation to the north (this is not at an advanced stage).

Site specific allocations doc – link:

http://www.south-norfolk.gov.uk/planning/media/B122_Site_Specific_Documents_Proposed_Submission_Doc_Part_1.zip

http://www.south-norfolk.gov.uk/planning/media/B122_Site_Specific_Documents_Proposed_Submission_Doc_Part_2.zip

http://www.south-norfolk.gov.uk/planning/media/B122_Site_Specific_Documents_Proposed_Submission_Doc_Part_3.zip

http://www.south-norfolk.gov.uk/planning/media/B122_Site_Specific_Documents_Proposed_Submission_Doc_Part_4.zip

Link to proposed Long Stratton Area Action Plan:

<http://www.south-norfolk.gov.uk/planning/4954.asp>

I trust this is of assistance and look forward to helping you progress this in the new year.

Kind regards,

Tracy

Tracy Lincoln
Senior Planning Officer
t 01508 533814 e tlincoln@s-norfolk.gov.uk www.south-norfolk.gov.uk



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13 **APPENDIX 7: EMAIL TO / FROM ROCHE CHARTERED SURVEYORS DATED MARCH 2020**

13/05/2020

Email - James Garnham - Outlook

RE: Land west of Ipswich Road - APEX

Sam Kingston <Sam.Kingston@rochesurveyors.co.uk>

Mon 27/04/2020 09:15

To: James Garnham <james@kgarnham.co.uk>

 1 attachments (3 MB)

phase 2 land..PNG;

James,

Our clients are unable to provide 6.5 hectares on the site- as they have commitments already and accordingly there is insufficient land.

They do have an option on phase 2 land which is the ploughed (brown) land to the south of the Apex. They would be looking for £400,000 per acre for this land . It would be serviced and have consent for B1,2 and 8.

I assume this is for Ben Burgess. I did speak to Ben Turner about it, but have had to chase the client to get the above- your email reminded me!

If you need anything further, please let me know.

Regards

Sam

From: James Garnham <james@kgarnham.co.uk>

Sent: 27 April 2020 08:53

To: Sam Kingston <Sam.Kingston@rochesurveyors.co.uk>

Cc: Karen Garnham <karen@kgarnham.co.uk>

Subject: Land west of Ipswich Road - APEX

Dear Sirs,

We are working on behalf of a retained client who is looking to obtain a site within the Greater Norwich Local Plan area of approx 6 hectares. Could you please advise how much land to the South of the proposed link road is available?

If approx 6 hectares is available could you also please advise the initial asking price of a 6.5 hectare freehold serviced plot for a B1, B2, B8 use class?

13/05/2020

Email - James Garnham - Outlook



Indication of area in blue line

I look forward to hearing from you in due course however should you have any questions please do not hesitate to contact me.

Regards

James

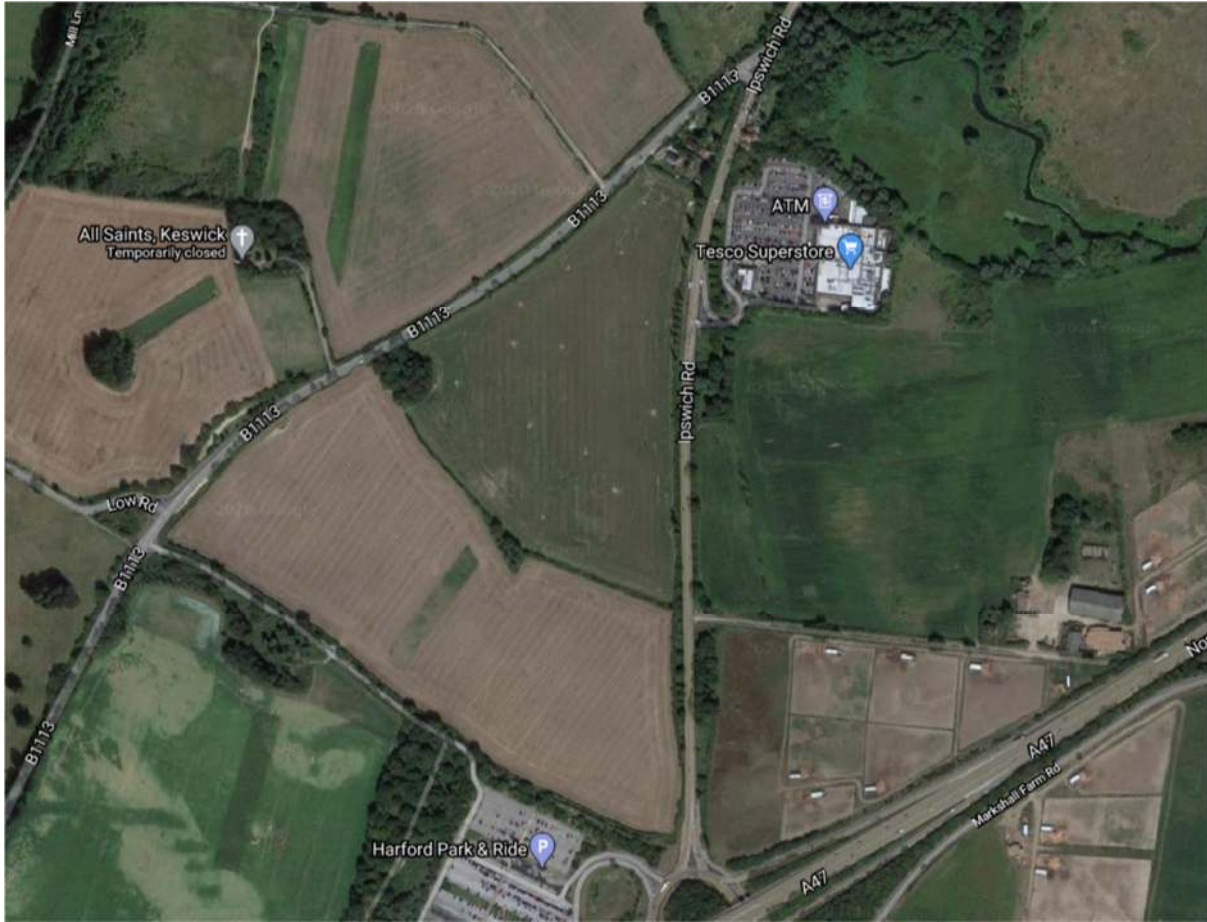
James G Garnham

BA (Hons)

t. 01603 616884 w. www.kgarnham.co.uk e. james@kgarnham.co.uk

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Option 2 Land Image

14 **APPENDIX 8: HEALTH AND SAFETY LETTER REGARDING TRANSPORT RELATED CHALLENGES**

Classification: Confidential

Executive summary from of workplace transport related concerns for the Ben Burgess depot Trowse.

Dear Mr Turner.

As you are aware, workplace transport related accidents account for the highest number of fatal injuries in agriculture currently, together with a high proportion of serious injuries.

As you know, during recent visits to your Trowse site I have expressed concern over the restricted space available to you, an opinion echoed by my colleague Kevin White from our loss control department, your current location prohibits many HSE recommended controls being introduced. My concerns, in particular, relate to:-

- Deliveries, on occasion, needing to be received / unloaded alongside a busy public highway, as space is not available within your own site.
- Lack of space to introduce a one way system.
- Small yard areas having to be shared by both vehicles and pedestrians, and the limitations this poses on your ability to install pedestrian's walkways / barriers etc.
- Your artic lorry being loaded in very restricted space.
- Your grounds care staff having to reverse trailers in very confined areas.
- The inability to stop clients going into working areas.
- Lack of storage for machinery and equipment leading to staff and visitors alike having to weave in and out of equipment whilst various moving activities are taking place.

I know you and your in house health and safety advisor continue to take on board the advice from my visits as best you can to reduce the risk of transport related accidents on your site, and you work tirelessly to improve the frankly impossible current situation you find yourselves in.

I do feel strongly that, for the sake of the safety of both your staff and others who might be affected by your activities that you should seriously and quickly consider relocating the business to a premise where workplace transport controls could more easily be introduced. I fully appreciate that this is not an easy resolve, however you have no further scope for improvement in the premises you currently occupy.

Yours sincerely

Neil Whatling
Senior Risk Management Consultant
NFU Mutual Risk Management Services