

Appendix 1

Broadland DC Capital Programme and Funding 2020 to 2025

SCHEME	Provisional - requires a business case and/or Member approval	Directorate	Team	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Disabled Facilities Grants		People and Communities	Housing	900,000	900,000	900,000	900,000	900,000	4,500,000
Minor Improvement Grants		People and Communities	Housing	30,000	30,000	30,000	30,000	30,000	150,000
Warm Homes Fund		People and Communities	Housing	59,800					59,800
Depot Refurbishment/Replacement	Y	People and Communities	Waste		1,000,000	3,000,000			4,000,000
Vehicles - Waste and Streets	Y	People and Communities	Waste		5,600,000				5,600,000
Brown Recycling Bins		People and Communities	Waste	24,000	24,000	24,000	24,000	24,000	120,000
Domestic Waste Bins		People and Communities	Waste	67,800	67,800	67,800	67,800	67,800	339,000
Street Lighting		Place	Economic Growth	37,500	34,600	34,800	35,300	38,300	180,500
Historic Blgs Grants/ Blgs at Risk		Place	Planning	15,000	15,000	15,000	15,000	15,000	75,000
Bure Valley Railway	Y	Place	Economic Growth	220,000	90,000	90,000	90,000	90,000	580,000
Contribution to Food Hub Project	Y	Place	Economic Growth	870,000	990,000				1,860,000
Thorpe Lodge Refurbishment		Resources	Facilities	167,000	84,000	78,000	31,000	31,000	391,000
Information Technology		Resources	ICT and Digital	666,700	100,000	75,000	75,000	75,000	991,700
Investment Borrowing	Y	Resources	Finance	5,000,000	5,000,000				10,000,000
Total				8,057,800	13,935,400	4,314,600	1,268,100	1,271,100	28,847,000
FUNDING									
Grants				959,800	900,000	900,000	900,000	900,000	4,559,800
Capital Receipts				1,208,000	4,295,400	324,600	278,100	371,100	6,477,200
Revenue Financing (Food Hub)				870,000	990,000				1,860,000
Revenue Financing (General Fund)				5,000,000	6,380,000				11,380,000
Earmarked Reserve: Bridges Repair				20,000	90,000	90,000	90,000		290,000
Debt					1,280,000	3,000,000			4,280,000
Total				8,057,800	13,935,400	4,314,600	1,268,100	1,271,100	28,847,000

Appendix 2 Capital Strategy 2020/21 to 2024/25

1 Purpose

- 1.1 The purpose of this Capital Strategy is to outline the Council's approach to capital investment, and how the Council ensures that capital investment is prudent, affordable and directed to the Council's Corporate Priorities. It therefore provides the rationale for any capital spending plans.
- 1.2 The Capital Strategy is a partner document to the Medium-Term Financial Plan (MTFP), the Broadland and South Norfolk – “Our Plan” 2020-2024, the Procurement Strategy, the ICT Strategy, the Commercialisation Strategy, the Council's Annual Delivery Plan, the Council's Budget (Revenue and Capital), the Treasury Management Policy and the Annual Investment Strategy.

2 Vision for the District

- 2.1 This strategy seeks to deliver the community's vision for the district as set out in the Broadland and South Norfolk – “Our Plan” 2020-2024. Our ambitions are:
- Growing the Economy
 - Supporting Individuals and empowering communities
 - Protecting the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively.

3 Definition of Capital Expenditure

- 3.1 Capital expenditure is defined in Section 16 of SI 2003/3146 as:
- Expenditure that results in the acquisition, construction or enhancement of fixed assets (tangible and intangible)
 - Expenditure fulfilling one of the definitions specified in regulations made under the Local Government Act 2003
 - Expenditure which has been directed to be treated as capital by the Secretary of State (for example, grants made to third parties for the purpose of capital expenditure).

4 Requirement for a Capital Strategy

- 4.1 The Local Government Act 2003 requires local authorities to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Prudential Code “requires local authorities to have regard to wider management processes (option appraisal, asset management planning, strategic planning and achievability) in accordance with good professional practice”.

- 4.2 As part of the Prudential Code authorities are required to produce a capital strategy and are also required to estimate their capital expenditure over the next three financial years, which will form a part of the budget setting process each year.
- 4.3 From 2019/20 the MTFP has been prepared on a five-year basis and this is reflected in the Capital Programme. There is an expectation that the capital strategy will address the strategic long-term purpose of investment and therefore stretch for a period of at least 20 years.
- 4.4 Ongoing development of the strategy will address this moving forward as the strategy is updated annually for inclusion as part of the Council's budget setting process. The strategy therefore provides the starting point for the capital programme and a framework for the effective use of the Council's resources and will influence the direction of treasury management. The Prudential Code permits the Council to determine the appropriate level of capital investment to deliver quality public services, subject to affordability.

5 Priorities

- 5.1 This Capital Strategy focuses investment to deliver the Council's corporate priorities, while also contributing to the Council's financial sustainability by supporting opportunities to develop more efficient service delivery and to generate additional income.
- 5.2 The current capital expenditure priorities (as agreed per capital programme) are:
- Development projects (externally funded alongside existing Council resources)
 - Street lighting (externally funded)
 - Disabled Facilities Grants (mandatory; limited external funding)
 - Other grants (historic buildings, minor improvements)
 - Homes people can afford (limited usable receipts funding)
 - Maintenance of the Council's assets (Thorpe Lodge, Frettenham Depot, IT renewal programme, bridge maintenance, Carrowbreck Training Development and restoration work)
 - New infrastructure associated with growth strategy
- 5.3 With low interest rates continuing for the foreseeable future there remains the opportunity to invest monies in property as an alternative to bank deposits if the rate of return exceeds the rate of interest which would be achieved through cash investments. However, members need to be aware that this form of investment is deemed to be capital and under the current guidance if an investment property is sold the sale proceeds will be accounted for as capital receipts and cannot be used for revenue purposes in the future. Property assets are also not as liquid as cash and bank deposits.
- 5.4 This strategy is a living document which evolves over time to incorporate ongoing capital liabilities which will need to be met in the future alongside other investment decisions. In order to determine future liabilities, the council will need to commission condition surveys for Council

assets. The Capital Strategy will also need to be developed in line with the asset management plan. The Capital Strategy is a corporate document and requires a cross-Council approach to be effective.

6 Capital Assets

- 6.1 The main council buildings are likely to present the greatest ongoing capital liability for the Council over the next 20 years. An accommodation review will be carried out in 2020/21 as part of relocating teams to assist the One Team approach.
- 6.2 In addition to these assets, capital expenditure will need to be incurred on the upgrade of IT equipment and improvements to the IT Infrastructure

7 Capital Financing

- 7.1 The Council can finance its capital programme from various sources as follows:
- Revenue.
 - Revenue Reserves
 - Capital Receipts from asset disposals
 - Grants
 - Tax Increment Financing (TIF).
 - Private Finance Initiative/Public Private Partnership
 - CIL
 - Borrowing
- 7.2 Over the next few years the total amount of investments and cash will fall as cash is spent on the capital programme and earmarked reserves are spent.

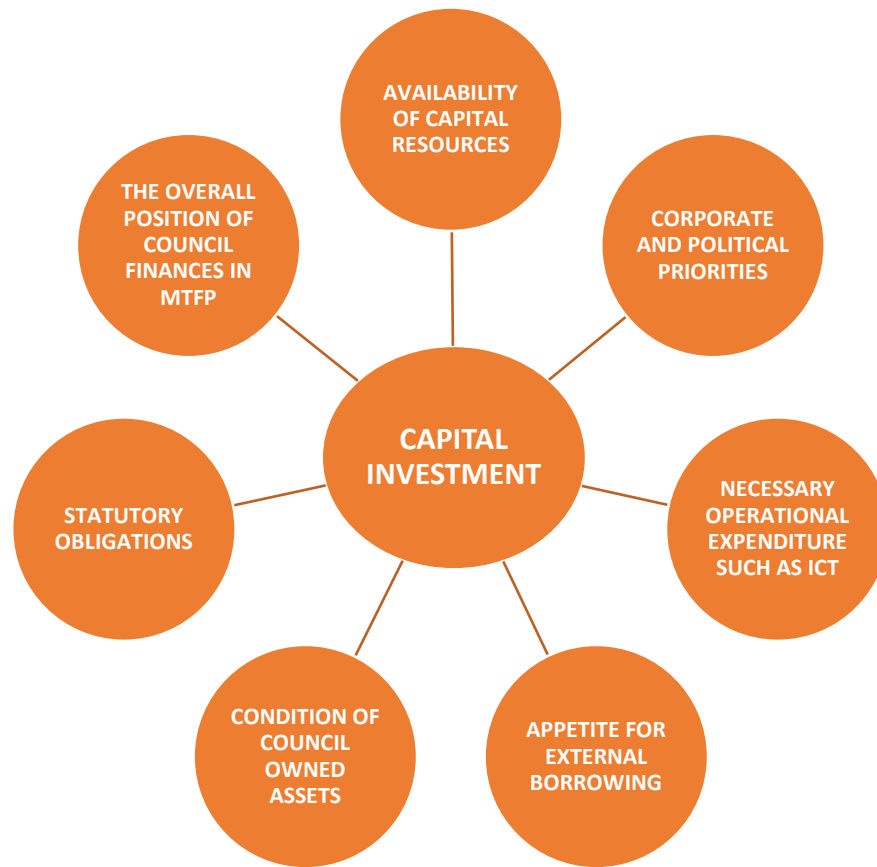
8 Borrowing

- 8.1 Under the Prudential Code, Councils determine how much they will borrow as long as any borrowing is affordable and prudent, thus clearly linking the financing of capital with the Treasury Management Strategy and the revenue budget.
- 8.2 The consequence of the funding position is that the Council will be required to borrow to finance any additional capital expenditure in the coming period. However, any borrowing must be affordable in line with the requirements of the prudential code.
- 8.3 Under the Prudential Code, Councils are not permitted to borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any Council's commercial investments will be within the District and intended to deliver economic and housing regeneration and growth as well as a financial return.

- 8.4 The most efficient way to borrow will be to fund expenditure from internal resources initially (i.e. with cash backed reserves such as the capital receipts reserve) and borrow if and when necessary. Broadland has a Capital Financing Requirement (CFR) determined by the theoretical amount of debt associated with finance leases. Any additional future debt costs if the need to borrow arose would have to consider the CFR when determining an appropriate liability benchmark.
- 8.5 Local authorities have the power to borrow without restriction under the Prudential System – provided that they can prove that they can afford both the revenue implications of the capital projects undertaken and the costs of servicing and repaying the debt itself. Each authority must set Prudential Indicators each year, approved by Council, two of which state the maximum limits of operational and authorised external debt. If the authority decides to borrow to fund its capital programme, it will ensure that its debt indicators are not breached at any time.
- 8.6 Historically most local authority long term debt has been taken through the Public Works Loan Board (the PWLB).
- 8.7 However the Municipal Bond Agency, set up by local authorities and the LGA, is changing its framework to make it more attractive as an option. A Cabinet report will be presented during 2020/21 exploring this as a viable borrowing source.

9 Priorities for the Capital Programme / Option Appraisal

- 9.1 The need for capital investment is driven by a number of factors both internal and external to the council. The diagram below illustrates a number of these.



- 9.2 It is also clear that there will be a requirement for some element of future growth, in particular to address shortages in affordable housing and infrastructure, supporting one of the councils' key principles above. Broadland has established a joint venture with Norfolk Property Services (NPS), Broadland Growth Ltd. This limited company vehicle enables the Council to progress its own major development and infrastructure projects.
- 9.3 Broadland Growth Ltd has already delivered two successful housing development projects and will continue to investigate further suitable opportunities. There are likely to be a number of capital spending projects and the Council will need to consider future business cases on whether it wishes to invest. However, any growth needs to be sustainable in terms of the economy and the environment. In particular, any borrowing must have a clear repayment strategy (e.g. via Council Tax) and a budget to support debt management costs.
- 9.4 The capital programme must be financed each year, drawing resources from capital receipts, earmarked reserves, external funding and direct revenue funding – i.e., drawn from the General Fund. As the levels of external funding and the reserves of capital receipts diminish, the

proportion of expenditure that must be drawn from the General Fund will increase, and will need to be carefully managed or external borrowing will be required.

- 9.5 To ensure the best use of resources, requests for schemes to be included on the capital programme will be subject to an option appraisal process. Each scheme will must fulfil one or more of the aims of the Broadland and South Norfolk – “Our Plan” 2020-2024?
- 9.6 Proposed schemes will be considered to be bids for limited resources, and will be ranked in accordance with their score against set criteria which will include the risks around the scheme.
- 9.7 Proposed capital projects must present a clear business case. Cabinet and Council will be the key governance decision-making bodies for the capital projects. Bids for funding, in the form of business cases, will be subject to an option appraisal process to ensure that available funding is directed to the most effective projects. In some exceptional cases with regard to housing grants agreement by portfolio holder decision may be required; this may also be a more appropriate route for some other projects. This is relevant for cases with ring-fenced external funding and a purpose already within a departmental remit, such as grants received by a particular service tied to a commitment to spend on a specific project. Otherwise, business cases are subject to review by the relevant Council panel. All decisions will still be subject to procurement regulations in the Constitution.

10 Partnerships

- 10.1 Partnership working is certain to continue and is likely to assume greater significance given the state of public finances so this strategy needs to ensure that any capital requirements identified through partnership work can be considered alongside other bids for capital funds.
- 10.2 Broadland District Council’s collaborative working with South Norfolk District Council is likely to create a wide number of opportunities to work jointly on capital projects that will benefit both authorities. If the expectation is that the nature of the projects are large scale, significant capital expenditure is likely. Managers of capital projects across the two councils should be encouraged to adopt or at least make reference to this Capital Strategy, affirming that the project(s) are in line with current priorities and vision moving forward
- 10.3 The Council is a member of the Greater Norwich Growth Board (GNGB). Expenditure, both capital and revenue, is directed by the Greater Norwich Business Plan, reviewed and updated annually by the Board and supports the delivery of growth over the GNGB area which comprises Broadland, Norwich and South Norfolk Councils, Norfolk County Council and the Local Enterprise Partnership.

11 Equalities

- 11.1 Capital projects must give consideration to the Equalities Act 2010.
- 11.2 Promoting equality and diversity is vital for tackling discrimination and social exclusion.

12 Risk Management

- 12.1 As part of the project business case, capital projects should be risk assessed. Any mitigation actions should be included in the project business case. With diversity of partnership working, including joint venture working as described above, local authorities' assessment of risk management becomes increasingly important.
- 12.2 The main financial risk is associated with actual performance against expected. Excessive costs incurred due to unforeseen circumstances and project slippage can lead to increased pressure on future year's budgets. This can be mitigated by having robust business cases and monitoring through the life of the project.
- 12.3 The risk around borrowing is managed by use of Prudential Indicators that are calculated annually as part of the budget setting process and revisited at each year's actual outturn and a decision on how much the council can afford to borrow.

13 Advice of the Section 151 Officer

- 13.1 The Section 151 Officer is specifically required to report on the deliverability, affordability and risks associated with the capital strategy.
- 13.2 Deliverability is underpinned through the embedding of capital expenditure within the business planning process and use of specialist advice where required, for example, in assessing the plans to deliver commercial property investments.
- 13.3 The prudential indicator of net financing costs to net revenue income stream from taxation and central government provides a view of financial sustainability. This is set out in the Treasury Management Strategy elsewhere on this agenda.
- 13.4 The risks in this strategy are as follows:
- **Economic** – Changes in the economy could mean that investments undertaken in line with the strategy do not deliver the anticipated benefits or returns. Prudent assumptions have been made on the level of returns that can be expected.
 - **Timing** – Delays incurred during the implementation phase of particular projects could impact on the returns in the short term. Effective project management and monitoring is undertaken to mitigate this risk.
 - **Interest Rates** – It has been assumed that interest rates will stay at their current low levels. The exact timing of borrowing will determine the exact interest rates on external debt incurred as part of this strategy. The interest rate outlook is kept under review so that the strategy can be changed should rises in interest rates become probable.
 - **Government Policy** – The strategy is aimed to deliver quality services and to improve the sustainability of the Council. Should government policy change in a way that prevents parts of the strategy being implemented, increases its cost or reduces the expected benefits, then the strategy would need to be revised.

14 Conclusion

- 14.1 This Capital Strategy represents a prudent and affordable approach to investment in the Council's assets to support service delivery and to contribute to the Council's financial sustainability over the next five years. The strategy is kept under review and updated each year.

Appendix 3: IT Investment

1 SUMMARY

- 1.1 The purpose of this appendix is to outline the indicative costs and timescales associated with a programme of work to align key elements of ICT infrastructure in use across Broadland District Council and South Norfolk Council. This investment will support staff to work effectively as a single Paid Service across both organisations, providing the ability to deliver integrated services to residents, businesses and stakeholders. The paper seeks budget approval for the proposed ICT infrastructure investment and highlights subsequent phases of transformational work associated with service reviews across the organisations.

2 BACKGROUND

- 2.1 The Broadland and South Norfolk Feasibility Study outlined a number of proposed ICT projects as part of a route map of collaborative activities. These projects have subsequently been developed into an ICT work programme to support the collaborative aspirations of both Councils and to provide a robust and resilient technology platform on which to support a single Paid Service and facilitate service transformation.

3 CURRENT POSITION

- 3.1 Currently both Councils have their own independent ICT infrastructure and networks which support a large range of corporate and departmental ICT systems and resources. To support the collaboration and alignment of services across Broadland District Council and South Norfolk Council these two distinct sets of ICT infrastructure need to be joined, initially co-existing alongside one another, before being developed and converged into a common shared platform enabling One Team to work across two Councils easily and in harmony.
- 3.2 Work has been undertaken to determine a phased approach that will move the Councils from their current position to common shared platforms. The work programme has been shaped through conversations with the newly created East Suffolk and West Suffolk Councils, with external third-party advice for specific projects, and with the internal ICT resources at both Councils.
- 3.3 At present the ICT infrastructure and corporate and departmental business systems differ across both organisations due to different requirements and interdependencies. Historically the level of ICT investment at Broadland has been lower than South Norfolk (as reflected in the Feasibility Study), therefore the starting position for the two organisations differs. In order to achieve a common shared ICT platform capable of supporting 700 staff across multiple sites, enterprise level technology standards now need to be determined, designed, and implemented in an agreed priority, maximising One Team efficiencies and meeting the needs of the business and their customers.
- 3.4 The transformational nature of the proposed work will require investment by both Councils. This paper outlines and sequences the identified projects and compares the anticipated levels of investment with existing approved capital and revenue budgets for overlapping ICT maintenance and development. This

work has identified the financial growth required to meet the needs of the Councils in terms of their new collaborative aspirations.

- 3.5 Some of these projects are predicated on an 'invest to save' model, which will see capital investment generating future revenue savings. Other projects represent growth in capital and/or revenue ICT budgets but will enable cashable and non-cashable savings to accrue outside of ICT through efficiencies within specific services areas, or the organisation more widely. Examples of anticipated areas of efficiency are outlined later within this paper, specifically within Appendix one.

4 PROPOSED ACTION

- 4.1 The development of the Councils future ICT infrastructure and system alignment work has been divided into three distinct phases:

- **Phase one** : Convergence of the low-level ICT infrastructure
- **Phase two** : Alignment of core corporate systems
- **Phase three** : Alignment of departmental business systems

- 4.2 Phase one delivers firm foundations on which to build and develop a common shared ICT platform, its key deliverables are:

- **Site to site connectivity** between Thorpe Lodge / Carrowbreck House and South Norfolk House (with additional sites being added when contractually advantageous). This has been provided through a 3-year contract with an option to extend for a further 3-year term.
- Convergence and co-existence of existing ICT infrastructure and networks (**Active Directory Trust** between Broadland and South Norfolk). This will continue until the existing networks are merged and all services are moved to one network. There are no ongoing costs associated with this work.
- Early development of the new shared infrastructure into which new systems are deployed (**One Network**). The infrastructure to support this has been costed and assumes a minimum 5 years lifespan.

- 4.3 Phase two delivers the alignment of key corporate system and workforce tools that are common across all departments, its key deliverables are:

- **Single email and calendar platform** (including introduction of new domain name). The licensing to support this has been aligned with the Microsoft contract in place at South Norfolk which expires in April 2022. Subsequent renewals will be on a 3-year term.
- **Single external website** (including introduction of new domain name). It is anticipated the contract in respect of the new website will be let on a 3-year term.
- **Single internal intranet**. This project is being delivered utilising internal resources and is expected to have a lifespan of a minimum of 3 years with incremental development as required.
- Flexible working solutions to enable cross site and **remote working** for staff. The infrastructure to support this has been costed and assumes a minimum 5 years lifespan.

- Aligned **telephony platforms**. The project will align the functionality provided by the two telephony platforms, with an option to review telephony solutions at the end of 2021 in line with current contractual commitments.
- 4.4 Phase three delivers the alignment of departmental business systems that will be informed by transformational service reviews undertaken across the business. The costs of these projects are **not** contained within this paper and will come forward as separate business cases throughout the service review process. This work will be closely linked with the alignment of practices, processes and procedures, and will consider the broader development of true end-to-end digital services for our customers.
- 4.5 It should be noted one exception has been made to the proposed phases detailed above, this is the implementation of the joint Human Relations and Payroll system which was launched in early January 2020. This solution is being provided by Suffolk County Council as an externally hosted IT system.
- 4.6 Appendix one to this paper provides a summary of the indicative revenue and capital growth required to deliver phases one and two described above. In arriving at the required level of investment, account has been taken of existing approved ICT capital and revenue budgets at both Councils. The existing approved budgets have been used to offset the cost of investment only where the approved budget was allocated to a project of a similar nature that has been superseded in light of collaborative working. Further capital budget provision remains for 'business as usual' ICT projects.
- 4.7 Some projects contained have already received budgetary approval from the appropriate authority. This has occurred where spend has been required within 2019/20. These include, site to site connectivity, some third party support and Microsoft licencing renewals for Office365. These are marked as committed spend within Appendix one.
- 4.8 More detailed options and costs will be defined for the remaining projects as specification, procurement and delivery is undertaken. Where these projects exceed £100k in value, they will be brought back to the respective Cabinets for authority to proceed in line with Contract Procedure Rules.

5 OTHER OPTIONS

- 5.1 It would be possible for the two organisations to continue to develop their ICT infrastructure and systems independently without any convergence however this will significantly limit the ability for the two Councils to align their practices, processes and procedures and transform their service offering to customers, businesses and stakeholders. It will also inhibit or prevent the opportunity for future savings to be realised through efficient and effective integration of ICT across One Team.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – The indicative financial resources required to deliver the collaborative programme of work are detailed within Appendix one to this paper and show **net** capital and revenue growth required by the Councils over the next two financial years. These figures include a contingency on capital budgets of 10%. Further discrete growth bids for capital and revenue in respect of ICT outside of the collaborative programme of work will come forward as part of the normal budget setting process.

- 6.2 The starting positions of both Councils is different in terms of existing ICT solutions in place and previous levels of investment, therefore each of the projects listed within Appendix one identifies the cost apportionment model proposed to fund the work. Three apportionment models have been established and are described below:
- **Broadland 45% South Norfolk 55%** - This apportionment model will be utilised where the project reflects joint work being undertaken by both Councils for the purposes of closer collaborative working, where the starting position of both organisations is the same or similar, or neither Council have invested in the technology required to deliver the proposed collaborative solution. This contribution ratio reflects the agreed cost apportionment model as set out within the Feasibility Study.
 - **Broadland 100%** - This apportionment model will be utilised where the investment required falls entirely to Broadland as South Norfolk have already invested in the technology required to deliver the proposed collaborative solution.
 - **South Norfolk 100%** - This apportionment model will be utilised where the investment required falls entirely to South Norfolk as Broadland have already invested in the technology required to deliver the proposed collaborative solution.
- 6.3 It is unclear at this time whether the staffing resource provided under new ICT and Digital structure will be sufficient to deliver these projects within the timeline anticipated alongside existing workloads. As a result, some limited external third-party resources have been costed to support specific project deliverables.
- 6.4 **Legal Implications** – The projects contained within Appendix one will be subject to procurement legislation and internal Contract Procedure Rules.
- 6.5 As ICT services and solutions are jointly purchased due regard will be taken in relation to the contractual ownership of these assets by either or both Councils. This will be determined at a project level dependant on the approach taken.
- 6.6 **Equality Implications** – No anticipated equality issues have been identified in relation to this programme of work, however individual projects such as the move to a single website will have discreet considerations in terms of equality that will be addressed at a project level e.g. website accessibility.
- 6.7 **Environmental Impact** – No measurable or quantified implications have been identified in relation to the environmental impact of this work, however it is anticipated that consolidation of ICT infrastructure and replacement of hardware with more energy efficient equipment will have a positive impact. The move to more flexible working arrangements and the use of technology aims to reduce travel needs and will also reduce carbon emissions.
- 6.8 **Crime and Disorder** – No anticipated crime and disorder issues have been identified in relation to this programme of work, however the increased surface attack for cyber-crime should be recognised as consequence of converging the ICT infrastructure and networks. Campaigns to increase staff awareness of cyber-security including relevant training are already planned to mitigate the risk.
- 6.9 **Risks** – Individual risks will be recorded and managed at a project level as part of the delivery mechanism for these changes, however it should be recognised all ICT changes come with some element of risk to service disruption. These will be mitigated through appropriate change control processes and the

formation of a Change Advisory Board (to include both business and ICT representation) to formalise and approve changes to ICT systems. From an ICT security perspective both Councils are required to conform to the central government ICT Security accreditation (PSN Code of Connection). This level of security accreditation will form the standards on which ICT changes are predicated.

7 CONCLUSION

- 7.1 In order to deliver the aspirations of both Councils as set out in the Broadland and South Norfolk Feasibility Study, additional financial investment in ICT infrastructure, networks and systems is required. These investments will ensure a common shared ICT platform is in place to enable and facilitate services transformation across the organisation.

8 RECOMMENDATIONS

- 8.1 Cabinet to agree to approve the programme of work to align key elements of ICT infrastructure and corporate systems in use across Broadland District Council and South Norfolk Council as set out in this appendix.

ICT Collaboration Financial Growth

			Broadland						South Norfolk					
			2019/20		2020/21		2021/22		2019/20		2020/21		2021/22	
Apportionment Model	Committe d		Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Phase one - Convergence of the low level ICT infrastructure														
Site to site connectivity														
Aim: To provide high speed data connectivity between Thorpe Lodge / Carrowbreck House and South Norfolk House to enable cross site working and enable network convergence.														
Cashable and Non-cashable savings: This project will provide a cashable net joint revenue saving from 2020/21.														
Thorpe Lodge data circuit	BDC 100%	YES (PH1)	£6,725	£1,527		£6,108		£6,108						
Carrowbreck data circuit	BDC 100%	YES (PH1)	£6,725	£1,527		£6,108		£6,108						
Broadland Point to Point data circuit	BDC 100%	YES (PH1)	£5,459	£1,126		£4,504		£4,504						
Long Stratton data circuit	SNC 100%	YES (Dir)							£6,091	£2,070		£8,280		£8,280
Savings from the termination of existing supplier data circuits	BDC 100% and SNC 100%					-£31,779		-£39,051						-£31,581
TOTAL			£18,909	£4,180	£0	-£15,059	£0	-£22,331	£6,091	£2,070	£0	£8,280	£0	-£23,301
Convergence and co-existence of existing ICT infrastructure and networks (Active Directory Trust)														
Aim: To join the existing Broadland and South Norfolk networks (uterlising the above site to site link) and provide sharing of core ICT resources between sites.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of reduced administration of network access for both sites through provision of a single logon, and savings in staff time through the ability to access common file storage and printing services.														
Third Party Support (Design)	BDC 45:55 SNC	YES (<5k)		£2,025						£2,475				
Third Party Support (Implementation)	BDC 45:55 SNC					£4,500						£5,500		
TOTAL			£0	£2,025	£0	£4,500	£0	£0	£0	£2,475	£0	£5,500	£0	£0
Infrastructure for 'One Network'														
Aim: To provide the infrastructure to support common shared platforms, facilitating alignment of corporate systems and departmental line of business systems. Includes required replacement of legacy infrastructure and provision for reciplicated Disaster Recovery arrangements.														
Cashable and Non-cashable savings: Subject to full business case														
Networks switches	BDC 45:55 SNC				£81,000						£99,000			
Servers / Stoarge	BDC 45:55 SNC				£359,100						£438,900			
Licencing	BDC 45:55 SNC				£67,500						£82,500			
DR and BC Infrastructure	BDC 45:55 SNC				£67,500						£82,500			
TOTAL			£0	£0	£575,100	£0	£0	£0	£0	£0	£702,900	£0	£0	£0

			Broadland						South Norfolk					
			2019/20		2020/21		2021/22		2019/20		2020/21		2021/22	
Apportionment Model	Committee		Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Phase two - Alignment of core corporate systems														
Single email and calander platform (Microsoft Office 365)														
Aim: To provide a single email and calendar platform across both organisations with the ability to adopt a single common email domain naming convention.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of staff having visability of calendars across Broadland and South Norfolk, enabling better organisation of resources. The joint domain name will also provide a common joint identity for email.														
Office 365 E3	BDC 100%	YES (Cab)		£15,820		£37,407		£37,407						
Third Party Support (Implementation)	BDC 45:55 SNC				£13,500						£16,500			
TOTAL			£0	£15,820	£13,500	£37,407	£0	£37,407	£0	£0	£16,500	£0	£0	£0
Single external website														
Aim: To provide a single external website across both organisations adopting a single common domain name.														
Cashable and Non-cashable savings: This project will provide a cashable net joint revenue saving from 2021/22. It will also provide non-cashable savings in terms of removal of duplicated effort in maintaining website content and transaccational functionality.														
Deployment of new external website	BDC 45:55 SNC				£30,128	£10,215		£10,215			£36,823	£12,485		£12,485
Deployment of new customer portal	BDC 45:55 SNC				£7,200	£1,152		£1,152			£8,800	£1,408		£1,408
User training	BDC 45:55 SNC					£2,250						£2,750		
Rebranding of third party webservices	BDC 45:55 SNC				£15,750						£19,250			
Savings	BDC 100% and SNC 100%							-£17,417						-£23,386
TOTAL			£0	£0	£53,078	£13,617	£0	-£6,050	£0	£0	£64,873	£16,643	£0	-£9,493
Single internal intranet														
Aim: To provide a single internal intranet across both organisations adopting a common platform.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of removal of duplicated effort in maintaining intranet content and will provide a single location to store internal procedures and policies.														
Internal resources and existing infrastructure	BDC 45:55 SNC													
TOTAL			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Flexible working solutions to enable cross site and remote working														
Aim: To provide the ability for staff to work effectively between sites and from remote locations.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of providing staff with the flexibility to work from the most appropriate location to complete their work. It could offer cashable savings or income in terms of future office requirements.														
Third Party Support (Design)	BDC 45:55 SNC	YES (<5k)		£2,025							£2,475			
Supporting hardware	BDC 45:55 SNC				£20,250						£24,750			
Supporting licencing	BDC 45:55 SNC					£18,000		£18,000				£22,000		£22,000
Third Party Support (Implementation)	BDC 45:55 SNC				£9,000						£11,000			
TOTAL			£0	£2,025	£29,250	£18,000	£0	£18,000	£0	£2,475	£35,750	£22,000	£0	£22,000
Single telephony platform														
Aim: To provide two aligned telephony platforms to allow routing and transfer of calls between staff at both sites and the ability for calls to be handled from any location.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of staff time when transferring customer calls improving customer experience. It will also provide improvements in terms of business continuity and disaster recovery.														
Upgrade costs (Broadland) inc softphone capability	BDC 100%				£34,468									
Softphone headsets (50% softphone use)	BDC 100%				£6,332									
Broadland migrate from ISDN to SIP	BDC 100%				£8,000									
Savings	BDC 100%					-£7,020		-£7,020						
TOTAL			£0	£0	£48,800	-£7,020	£0	-£7,020	£0	£0	£0	£0	£0	£0

			Broadland			South Norfolk			
			2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	
GROSS CAPITAL REQUIRED FOR LISTED PROJECTS			£18,909	£719,728	£0	£6,091	£820,023	£0	£1,564,750
Less Site to Site costs funded from existing budgets			-£18,909	£0	£0	-£6,091	£0	£0	-£25,000
ACTUAL CAPITAL REQUIRED FOR LISTED PROJECTS			£719,728			£820,023			£1,539,750
Plus contingency sum		10%	£71,973			£82,002			£153,975
Less existing approved Capital budgets for overlapping ICT projects			-£200,000			-£100,000			-£300,000
NET CAPITAL REQUIRED FOR LISTED PROJECTS			£591,700			£802,025			£1,393,725
TOTAL REVENUE REQUIRED FOR LISTED PROJECTS			£24,050	£51,445	£20,006	£7,020	£52,423	-£10,794	
Less Third Part Support (design) for AD Trust funded from existing budgets			-£2,025	£0	£0	-£2,475	£0	£0	
Less Third Part Support (design) for remote working funded from existing budgets			-£2,025	£0	£0	-£2,475	£0	£0	
Less Site to Site costs funded from existing budgets			-£4,180	£0	£0	-£2,070	£0	£0	
Less Office365 costs funded from existing growth bid			-£15,820	-£37,407	-£37,407	£0	£0	£0	
NET REVENUE REQUIRED FOR LISTED PROJECTS			£0	£14,038	-£17,401	£0	£52,423	-£10,794	

Appendix 4: Treasury Management Policy Statement

1. INTRODUCTION AND BACKGROUND

The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code).

Accordingly, the Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities, including policies where the Council has commercial investments held for financial return.
- Suitable treasury management practices (TMPs), setting out the way the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The Council will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year.

The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices, half yearly reviews and an annual report after its close, in the form prescribed in its TMPs to Cabinet. The execution and administration of treasury management decisions are delegated to the Section 151 Officer, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

2. POLICIES AND OBJECTIVES OF TREASURY MANAGEMENT ACTIVITIES

Broadland District Council defines the policies and objectives of its treasury management activities as follows:

- (1) The authority regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on the risk implications for the authority.
- (2) The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.
- (3) The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken, and the type of borrowing should allow the Council transparency and control over its debt.

- (4) The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.

'Investments' in the definition above covers all the financial assets of the authority, as well as other non-financial assets which the authority holds primarily for financial returns, such as investment property portfolios. This may therefore include investments which are not managed as part of normal treasury management or under treasury management.

***In summary, the Council's Treasury Management objectives are
(in order of importance)***

Investments

- (1) Security of capital
- (2) Liquidity (access to funds)
- (3) Consistency of return
- (4) Enhanced return

Borrowing

- (1) Affordability
- (2) Maturity profile
- (3) Interest Rate and Refinancing Risks
- (4) Borrowing Source (to ensure the Council retains, as far as is practicable, flexibility over its borrowing)

Appendix 5 Annual Investment Strategy

1 INTRODUCTION

- 1.1 The Council has incorporated the best practice recommendations within MHCLG's 'Guidance on Local Government Investments' ("Guidance") and CIPFA's 2017 'Treasury Management in Public Services: Code of Practice and Cross Sectoral Guidance Notes' ("CIPFA TM Code") into this Strategy.

2 INVESTMENT PRINCIPLES

- 2.1 All investments will be in sterling.
- 2.2 The general policy objective for this Council is the prudent investment of its treasury balances.
- 2.3 The Council's investment priorities are primarily the security of capital, with the liquidity of its investments a secondary consideration. The rate of return on capital will always be subordinate to security and liquidity.
- 2.4 The Council will aim to achieve the optimum return on its investments, after considering the proper levels of security and liquidity.
- 2.5 The Council has approved the following ethical investment statement that will apply to all cash investments made by, or on behalf of, the Council:
- 2.6 Broadland District Council, in making investments through its treasury management function, supports the ethos of socially responsible investments. We will actively seek to communicate this support to those institutions we invest in as well as those we are considering investing in by:
- encouraging those institutions to adopt and publicise policies on socially responsible investments;
 - requesting those institutions to apply council deposits in a socially responsible manner."
- 2.7 Borrowing with the sole intention of investing or on-lending to make a return is unlawful. The authority will not engage in such activity.

3 SPECIFIED AND NON-SPECIFIED INVESTMENTS

- 3.1 An investment is a specified investment if it meets all of the following criteria:
- The investment and any related payments are denominated in sterling
 - It is due or can be demanded to be repaid within twelve months
 - It is not defined as capital expenditure by virtue of regulation

- It is made with a body of high credit quality as defined in 3.2 and 3.3 below, or with the UK Government, a local authority or a parish council.

3.2 A counterparty will be judged to be of high credit quality if it holds a credit rating from at least one of the credit rating agencies as follows;

- Short-term F1 or long-term A- (Fitch) or
- Short-term P1 or long-term A3 (Moody's) or
- Short-term A1 or long-term A- (Standard & Poor's)
- Short-term rating AAA or equivalent for Money Market Funds (MMFs).

The authority will use UK institutions and those from countries with a minimum sovereign rating of AA- from at least one rating agency.

3.3 Organisations with no credit rating or an insufficient credit rating may be included, subject to assessment by other criteria;

- Building societies that do not meet the criteria in 3.2 above may be considered for use if their assets are valued at a minimum of £3 billion. Such institutions will be added to the counterparty list only after consultation with the authority's treasury advisors.
- Part-nationalised banks can be included, subject to discussion with our treasury advisors. Should the bank subsequently be de-nationalised, any investment will be considered on the basis that it meets the ratings in 3.2.
- Property Funds will be considered after relevant due diligence has been undertaken in conjunction with our treasury advisors.

3.4 The authority will take into consideration additional indicators as available e.g. share price, credit default swap price, corporate developments and market sentiment towards the counterparties.

3.5 The CIPFA TM Code states "Authorities are advised to have regard to the ratings issued by all three rating agencies – Fitch, Moody's and Standard & Poor's". Accordingly, where counterparty achieves the minimum credit rating from one ratings agency, the authority will consider the ratings given to that body by the other two.

3.6 The Council is authorised to invest in the following instruments in 2020/21

- UK Government Gilts
- Treasury Bills (short-dated Government backed borrowing)
- Debt Management Agency Deposit Facility (UK Government backed)
- Term deposits with UK Government or local authorities
- Municipal Bonds Agency
- Sterling denominated bonds issued by European governments or multinational development banks
- Deposits with banks and building societies which have "high credit quality" (see 3.2 and 3.3 above)
- Certificates of Deposit issued by banks and building societies
- Commercial Paper
- Corporate Bonds
- Property Funds
- Property Unit Trusts
- Money Market Funds with acceptable credit ratings (see 3.2 above)

- Other Money Market and Collective Investment Schemes (pooled funds)
Investments will be in sterling, will not be capital expenditure and credit quality limits will be observed. As such, they will be specified investments unless they are deposits made for fixed terms exceeding twelve months. Limits on non-specified investments are detailed in paragraph 5.3 below.

Investments will primarily be with UK counterparties. However the Council is permitted to invest in other countries provide they have sovereign ratings of AA- or higher, (the Council shows the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service. Maximum to be invested in any one overseas country £5 million.

4 SECURITY OF CAPITAL

- 4.1 The authority employs professional consultants to advise on matters relating to their treasury activities in the context of local and global economic matters. The current treasury advisor is Capita Treasury Services. The authority will monitor the quality of advice; however, the pool of established and respected treasury consultants is small, such that there is currently only one alternative provider available.
- 4.2 The Council will maintain a counterparty list based on the credit criteria in sections 3.2 and 3.3 of this Appendix.
- 4.3 The Council receives creditworthiness advice from its treasury advisor on a regular basis. Although it takes such advice into account in all considerations involving security of investments, in all matters of judgement the ultimate decision lies with the Assistant Director of Finance.
- 4.4 The Council's lending list will be checked at least monthly. If a ratings downgrade or change in other creditworthiness indicators result in a counter-party no longer meeting the Council's minimum criteria, no new investments will be made with that organisation. If an organisation's rating is upgraded so that it fulfils the Council's criteria, the Assistant Director of Finance will have the discretion to include it on the lending list.
- 4.5 Where an organisation holding investments for the authority either falls below, or is deemed to be in danger of falling below the minimum thresholds detailed in 3.2 and 3.3 above, the authority will consider whether to recall its funds immediately or to maintain a watch during the remainder of the investment's time with the organisation.
- 4.6 Should the authority's banking services provider fall below the minimum credit criteria, the Assistant Director of Finance will ensure that reasonable measures are put in place to keep the authority's operational cash balances secure. These will include a consideration of any contingency banking arrangements and assessments of the need to procure an alternative banking services provider before the end of the current contract.

5 LIQUIDITY

- 5.1 Based on its cash-flow forecasts, the Council anticipates that its surplus cash balances will range between £20m and £40m during 2020/21. This will be dependent on the timing of expenditure on capital schemes and other large and unpredictable items.
- 5.2 The authority has reviewed its investment portfolio with the assistance of its treasury advisors. This review took account of the level of balances, the need for liquidity, spending commitments, provision for contingencies and the feasibility that the funding situation may be better than previously anticipated. The review reveals that there may be some scope for medium term investments.
- 5.3 Investments may be made for longer initial terms to take advantage of higher returns, with the security of capital and the need to fund operational activities prevailing as the primary objective. Unspecified investments will be made only after significant due diligence has been undertaken in conjunction with the Council's treasury advisors and the Assistant Director of Finance has been consulted. Term and monetary limits on long-term (unspecified) investments will be as detailed below;

Limits on long-term deposits	Fitch Long Term Rating (or equivalent)	Monetary limit	Term limit
Banks	A+	£5m	3 years
Banks – part nationalised		£5m per group	2 years
Property Funds	As advised	£5m per fund	No limit
Local authorities	N/a	£5m	5 years

6 INVESTMENTS DEFINED AS CAPITAL EXPENDITURE

- 6.1 The acquisition of share capital in any body corporate is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. Such investments will have to be funded out of capital or revenue resources and will be classified as 'non-specified investments'.
- 6.2 Investments in bonds issued by multilateral development banks or money market funds (defined in SI 2004 No 534 and subsequent amendments) will not be treated as capital expenditure. Additionally, investments in shares issued by real estate investment trusts (as defined in SI 2007 No 573) and the acquisition of shares in an investment scheme approved under the Trustees Investments Act 1961 (as defined in SI 2010 No 454) will not be treated as capital expenditure.
- 6.3 A loan, grant or financial assistance by this Council to another body for capital expenditure by that body will be treated as capital expenditure. Loans by this council to local housing associations or other companies will be clearly identified as to their purpose, i.e. treasury or policy. Appropriate due diligence will be undertaken before any loan or financial assistance is provided.

7 PROVISIONS FOR CREDIT-RELATED LOSSES

- 7.1 If any of the Council's investments appeared at risk of loss due to default (i.e. this is a credit-related loss and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

8 TRAINING

- 8.1 Officers invited to join the treasury management team will have been recruited through the Council's rigorous selection process and have proved their competence through their work and qualifications. They are required to undergo further training; theoretical training provided by our treasury advisors, and practical training, provided by experienced colleagues.
- 8.2 Officers are encouraged to attend external workshops, to discuss matters with our treasury advisors and to network with their peers in other authorities on a regular basis.

9 EXTERNAL CASH FUND MANAGEMENT

- 9.1 The Council's externally managed funds are invested in collective investment schemes (pooled funds); the type and range of investments the individual fund can use are described in the fund's prospectus.
- 9.2 The performance and suitability of the pooled funds are monitored by the Council's treasury management advisor and the Assistant Director of Finance.

10 BORROWING IN ADVANCE OF NEED

- 10.1 The Guidance requires authorities to consider their policy concerning borrowing in advance of need.
- 10.2 The authority has considered the additional costs inherent in carrying debt held in advance of need against the advantages of fixing debt at the current low rates and has determined that their policy is to borrow as close to the time of requiring the funds as possible.

11 SCRUTINY AND REPORTING

- 11.1 As required by the revised CIPFA Treasury Management Code, the Council will prepare as a minimum a mid-year and end of year outturn on its treasury activity, including investment activity.
- 11.2 Additionally, as required by the revised Code, Cabinet will be responsible for the scrutiny of treasury management activity and practices.

Appendix 6: Treasury Management Practice (TMP1)

Credit and Counterparty Risk Management

The MHCLG issued Investment Guidance in 2018, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective, the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council has adopted the Code and applies its principles to all investment activity. In accordance with the Code, the Section 151 Officer has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

Annual investment strategy

The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Specified investments

These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, housing association, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.

5. A body that is considered to be of a high credit quality (such as a bank or building society). For category 5 this covers bodies with a minimum Short-Term rating of A- (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies. Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are set out in the report in Appendix 2 section 3.

Non-specified investments

These are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

	Non-Specified Investment Category	Limit (£)
a.	Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. The value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.	£5 million
b.	The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.	£12.5 million
c.	Any bank or building society that has a minimum long-term credit rating of A-, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	£10 to £12.5 million depending on the institution
d.	Any non-rated subsidiary of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to the same criteria as for the parent company and assurance on the robustness of the group structure.	As per parent company, but total limit not to be exceeded
e.	Share capital in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will not be invested in corporate bodies. See note 1 below.	£20 million
f.	Loan capital in a body corporate. See note 1 below.	£30 million
g.	Bond funds. See note 1 below.	
h.	Property funds – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using.	

NOTE 1. This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

Within categories b and c, and in accordance with the Code, the Council has developed additional criteria to set the overall amount of monies which will be invested in these bodies.

The monitoring of investment counterparties

The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly) On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Section 151 Officer, and new counterparties which meet the criteria will be added to the list.

Appendix 7: Treasury Managements Scheme of Delegation

(i) Full council

- approval of annual strategy.
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;

(ii) Cabinet

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- receiving and reviewing reports on treasury management policies, practices and activities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- recommending the appointment of external service providers
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe of at least 20 years
- ensuring that the capital strategy is prudent, sustainable and affordable in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investment so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by the authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following: -
 - risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;

- performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;
- decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investment: and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;
- reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;
- training and qualification (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

Appendix 8: CTR Proposals

Proposal: Introduce a tolerance scheme whereby changes to Universal Credit awards are not reassessed if they increase or decrease by £20 per month			
Survey Results:	Agree: 61.6%	Disagree: 8.3%	Don't know: 30.1%
What would be the main justification for the change?			
The proposed amendment would allow the Council to process fewer changes to a claimant's Council Tax Assistance claim. This would decrease administration of the scheme and would result in fewer changes to their Council Tax liability and instalments.			
Officers' Recommendation to Council			
In paragraph 107(4): insert "subject to paragraph 5," at the beginning of the paragraph Insert the following in paragraph 107: "5) Where a change in circumstances is the increase or decrease of a Universal Credit award by £20 per calendar month or less, the weekly Assistance will not be adjusted. Renumber the remainder of the paragraph accordingly.			

Proposal: Treat official notification of a Universal Credit claim as an application for Council Tax Assistance	
Survey Results:	Consultation is not required as is beneficial to CTA customers.
What would be the main justification for the change?	
The proposed amendment would allow all formal notifications received from the DWP to be treated as a valid claim for CTA. This reduces the paperwork required from a claimant to apply for CTA and mitigates the potential drop off of claimants who are entitled to help but do not return the relevant application form.	
Officers' Recommendation to Council	
In Schedule 1, paragraph 1: Remove "New Claim" from 2(c)(i)	

Our Plan

2020 – 2024



Two Councils
One Team



Our Vision for our Place



Shaun Vincent,
Leader of Broadland District Council

Broadland is a fantastic place to live and work and following our election in May 2019, over the next four years we will continue to provide and improve the services that make a real and lasting difference to our residents' lives.

We have a superb record of securing inward investment to support economic growth and service delivery and we will continue to help our local businesses, providing them with both support and advice. We will also support growth through the Greater Norwich Local Plan, helping to decide where housing and business growth will be for the foreseeable future.

We will carry on the great work that the Council does to support our residents by investing in projects that will help our communities thrive. Through the Help Hub and our other dedicated services we'll make sure that our most vulnerable residents receive the help they need, at the time it is needed.

Local authorities are significantly impacted by Central Government policy, as well as local conditions, and the implications of these will vary from area to area. In Broadland, we are proud of our record of low tax increases. While at the same time, investing in the future of our district by supporting the delivery of new jobs and new homes.

To make sure this happens, over the next four years, we will encourage developers to build the houses that already have planning permission. We will ensure the delivery of more sustainable homes in the right locations and we'll enable local families and young people to have access to affordable homes so that they can stay in the area where they grew up.

Supporting and protecting the environment is a priority for all councils. Broadland already recycles more waste than any other Norfolk council and we will continue to lead the way

by rolling-out food waste collections across the whole district. We will also become a single use plastic-free council and will continue to protect our unique environment.

Our vision and our planning for the future, takes into account the national and local picture and by working with our partners, and through our collaboration with South Norfolk Council, we will promote and champion not just our own district but the region as a whole. We will work together to attract inward investment, to create new jobs, to provide good quality homes and to deliver the services that our residents value the most.



John Fuller, Leader of South Norfolk Council

South Norfolk is proud to be an entrepreneurial Council that is run in a business-like manner and reflects a vibrant and dynamic local economy.

Following our election in May 2019, over the next four years, we are committed to making our district one of the best places to live and work in the country and our collaboration with Broadland District Council will allow us to gain the benefits of working over a much bigger scale.

We will continue to invest in infrastructure that supports our economy and local quality of life while striking the right balance between the need for growth that sustains our economy and delivering the services that our residents value the most.

In South Norfolk, we have an enviable record of attracting Government funding to innovate and to do more things for more people. We will use

new technology and modernise our working practices to do even more for less and do more at a local level.

We will continue to support and invest in our world-leading science base at the Norwich Research Park and help to provide new employment premises and job opportunities for businesses to expand in Wymondham, Long Stratton, the Waveney Valley and along the A11 towards Cambridge.

As a Council, we support our local economy and we have installed electric charging points in all of the car parks that we manage to help attract more visitors to our towns. Over the next four years, we will continue to respond to the challenges facing our high streets and isolated rural businesses, while protecting the special character of our market towns and villages.

The Council does so much more than collect council tax and empty the bins. We are there to

serve our residents and even pick up the pieces at times of need. We know that the elderly and vulnerable prefer to stay independent in their own homes and that young families need a roof over their heads, so we will ensure that people with a local connection, including returning servicemen and women, are given priority.

There is much that we can do. So, whether it's helping to afford a tenancy deposit, support to keep families together or ensuring that we have smaller homes for young people or new bungalows for older family members, we will ensure each case is treated individually and with humanity.

There are limits to what National Government can do by itself so there is a role for the local council to look forward and shape the future for our residents and our local and regional economy over the next four years.

Our Focus for the next 4 years

At the heart of Our Plan, there is a common vision: we want to work together to create the best place for everyone, now and for future generations. We have worked to anticipate the challenges facing us as Councils and districts over the next four years, and truly recognise that we need to work differently and with others to deliver real change and the right outcomes for our districts.

Local government is changing – but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those changes. So, to ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses. Working in partnership, we want to reimagine what local government delivers. We recognise that all have a responsibility to do all we can to ensure that what we leave behind is better than we found.



Our achievements over the last few years

South Norfolk Council has:

- Invested over £7m into three leisure centres in Wymondham, Diss and Long Stratton, to provide state of the art equipment, facilities and experience to help residents stay fit and healthy, increasing membership numbers by over 60% over 3 years.
- Pioneered an innovative Early Help Hub which has helped over 8,000 families and residents since 2016.
- Invested £570,000 in the Better Broadband for Norfolk (BBFN) programme which has seen access to Superfast Broadband increase from 15% in 2013 to 90% today, becoming the first rural district in East Anglia to offer every home and business access to broadband download speeds of at least 10Mbps.
- Provided planning permission for nearly 3,500 new homes and obtained over £16.5m in government funding through the New Homes Bonus.
- Supported the delivery of over 2,000 affordable homes (including through Help to Buy) in the District since 2016.
- Delivered over 100 new homes through South Norfolk Council owned development company Big Sky and secured £7.8m accelerated construction grant for Cringleford.
- Worked with partners to bring wind-energy-powered electric car charging points to every market town, giving residents the opportunity to consider using clean energy and buy an electric car.
- Generated approximately £35m in commercial income which has supported the reinvestment into services.

Broadland District Council has:

- Worked with partners to complete construction of the Broadland Northway (Norwich NDR) with an investment of £205m, which will see faster, more reliable journey times for our residents, sites for new homes becoming more viable and, specifically, a welcome boost for our economy.
- Worked with partners to transform broadband speeds across the county by installing high-speed fibre optic networks to deliver 95% coverage across Norfolk by the end of March 2020.
- Supported the delivery of over 609 affordable homes (including through Help to Buy) in the District since 2016.
- Secured almost £2.5m of funding to deliver community-led infrastructure projects.
- Developed homes in Hellesdon through the Council's Joint Venture Company, Broadland Growth Ltd, with NPS, which has made a return to the public purse of around £1.28m.
- Distributed over £1m in Community Infrastructure Levy income to our parish and town councils for projects that support local communities such as play areas and security measures.
- Continued to maintain recycling rates of over 50% which are higher than the national average of 42% and the highest in Norfolk.
- Generated over £7m of commercial income which has supported the reinvestment into services.
- Supported the development of the 25 hectare expansion of Broadland Business Park to promote business development, economic growth and job opportunities in the district.
- Been supporting the delivery of North West Woodlands Country Park which will benefit our residents and visitors.

Our Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions. These priorities and ambitions are underpinned by how we deliver our services through our members, staff and approach.

THE VISION

Working together to create the best place for everyone, now and for future generations



OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



Growing the economy



**Supporting individuals and
empowering communities**



**Protecting our natural
and built environment,
whilst maximising quality
of life**



**Moving with the times,
working smartly and
collaboratively**

Delivering for our place and customers

We have a bold and ambitious agenda for change to help shape the future of our districts, working alongside and collaboratively with our partners. To deliver what we set out to achieve, we have a proactive programme in place.

To help us track how well we are delivering our services to our customers, we set and track targets for performance using Delivery Measures.

The Councils' strategic priorities for the next four years are supported by two yearly Delivery Plans which we use to report our progress against Our Plan.

Strategic Plan - Our Plan sets out our longer-term ambitions for our areas, of which the Delivery Plan then sets out to achieve. We have an integrated approach to strategic and financial planning, and we develop and publish Our Plan alongside our Medium-Term Financial Strategy (MTFS). This is a four-year plan which is linked to the political term for the Councils', allowing for priorities to be set at the start of each term.

Delivery Plan and Member Oversight of Performance - The Delivery Plan is a two-year plan, which is accompanied by a two-year budget, allowing for the Councils to outline the different activities and projects which will be delivered in the coming years. For 2020/21, the Delivery Plan is an interim one year plan while a new two year plan is developed. It includes Delivery Measures which are reported into Cabinets quarterly, which aim to measure the success of Our Plan. This plan is reviewed and updated on a regular basis.

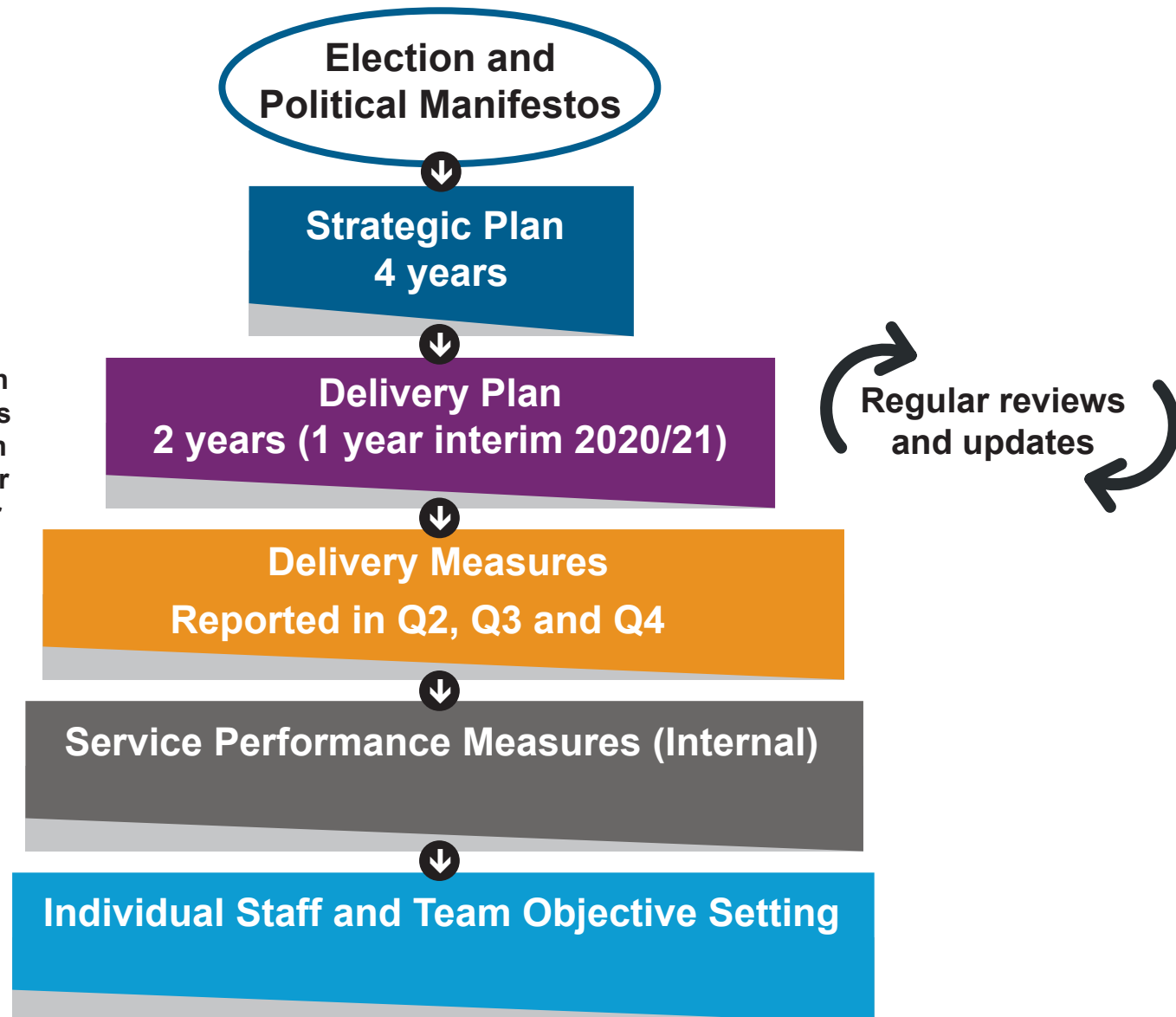
Quarterly Performance and Governance Monitoring - The Councils have reports on performance and governance which provides an overview of the key performance areas for each service area and allows the Councils to better target resources.

Team and Individual Objectives - Objectives for all teams and staff are important to personal development, as well as ensuring that priorities and activities are delivered. Team and individual objectives are set to help teams to achieve the actions that they are responsible for.



How it all fits together

Political terms cover a period of four years and this Strategic Plan sets the ambition for the Councils over this time. The Strategic Plan is supported by a rolling two year Delivery Plan which sets out our programme of work.





Growing the economy

Our Ambition is to:

- Promote our areas as a place that businesses want to invest in and grow, attracting investment for our areas
- Build a productive, high performing and dynamic economy for the future
- Create an inclusive economy which promotes skills and job opportunities for all

Broadland and South Norfolk Profile:

- 130,000 people are in employment
- Over 82% of working age residents are in employment
- Higher % of economically active residents than the national average
- Over 1,000 business start-ups per year
- Higher than average five year business survival rate
- Over 90% of businesses employ up to 10 employees
- Nearly 10,000 businesses located in our areas
- 10 Market Towns

Challenges:

- 27,000 new jobs to be created in Greater Norwich by 2026
- 15% of our 260,000 residents are economically inactive
- Ensuring the workforce have the right mix of skills to match business need
- Ensuring that everyone has the opportunity to contribute, learn and benefit from sustainable economic growth

We will provide the right environment to grow a strong, vibrant and inclusive economy, making Broadland and South Norfolk the best place in the country to do business and to work, by:

- Working with partners to improve accessibility and enabling residents and businesses to move about safely as part of the Transforming Cities work.
- Focussing our efforts on ensuring we have an appropriately skilled workforce to encourage growth and opportunity in the area.
- Helping to prepare our young people to be successful in their working lives by ensuring there are the right career pathways in place, whether that be vocational or academic.
- Working with partners to attract inward investment into our area, providing the right conditions for employment opportunities to grow.

- Supporting all sizes and types of businesses in our areas to grow.
- Enhancing our market towns and working collaboratively to promote our areas as visitor destinations.

We will work collaboratively to deliver the physical and technological infrastructure required to create the environment for a strong economy, by:

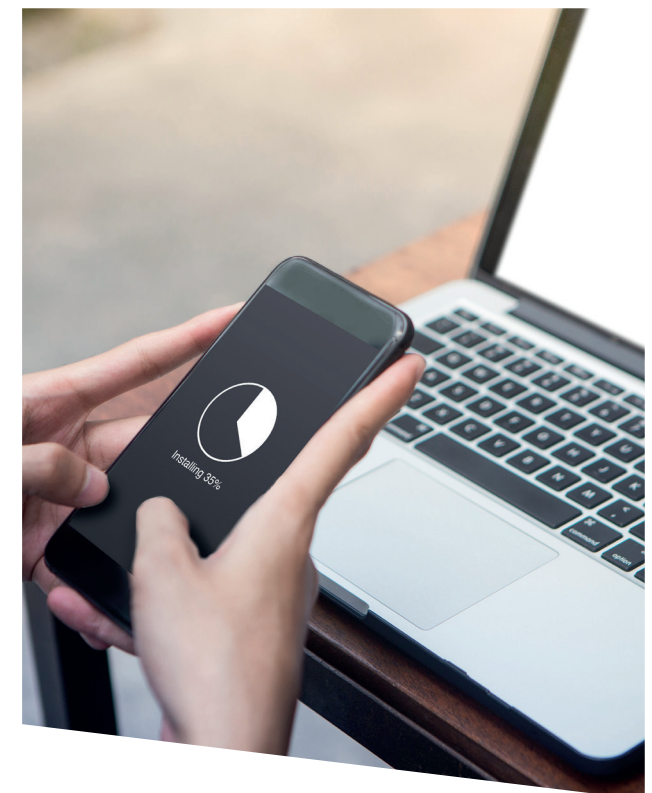
- Continuing to enable faster broadband and mobile network coverage for residents and businesses.
- Working to unblock constraints to growth through delivering and supporting infrastructure projects which will help to transform our areas including the Long Stratton bypass, Western Link Road and the dualling of the A47.

We will work with partners to promote Greater Norwich as an innovative, vibrant and forward-looking area and the place to invest and grow businesses, by:

- Growing our world leading science base at the Norwich Research Park, Broadland Business Park and wider schemes to provide new business premises and job opportunities across both districts.
- Working with partners on promoting the Tech Corridor as a place for Government investment (linking of the UK's powerhouse cities, Cambridge and Norwich)
- Supporting the growth of the key sectors (such as aviation) in our wider area as identified in the New Anglia LEP Local Industrial Strategy.
- Working with local communities, businesses and Councils to ensure the vitality and vibrancy of our market towns and key service centres.

Our Success Indicators

- Sustainable growth in our economy
- Growth in the visitor economy
- Delivery of key infrastructure projects through secured funding





Supporting individuals and empowering communities

Our Ambition is to:

- Ensure that the most vulnerable feel safe and well
- Empower people to succeed and achieve their aspirations
- Create and support communities which are connected and are able to thrive

Broadland and South Norfolk Profile:

- 260,000 people live in the area
- Number of residents physically active is higher than the national average
- % of the population over the age of 85 is higher than the national average
- The population is projected to grow by an average of 13% in South Norfolk and Broadland by 2041
- There is a lower than average crime rate
- General health is better than the Norfolk average

Challenges:

- By 2036, an average of 6.2% of the population will be 85 or over
- 10% of children live in low income families
- 9% of households experience fuel poverty
- An average of 60% of adults are classed as being overweight or obese

We will work with partners to drive the best health and wellbeing outcomes for our residents through ensuring a suitable and safe home, a meaningful occupation and a supportive and safe community, by:

- Working with the NHS and communities to improve mental wellbeing and resilience.
- Encouraging active and healthy lifestyles through our own leisure and healthy lifestyle offer and by working with partners such as Public Health and Active Norfolk to deliver key projects collaboratively.
- Working with the health and social care system to support those who are frail by keeping people independent in their home for longer.

- Working with the DWP, schools and other partners to improve employment opportunities and residents' strengths and potential, rather than focussing on barriers they face.

We will focus on inclusive growth and social mobility to provide fairer social and economic chances for everyone, in order to fulfil their potential and have healthy, independent lives. We will focus on the five key themes identified in our Inclusive Growth Framework by:

- Providing a supportive home environment.
- Increasing aspiration and career routes.
- Supporting low paid workers.
- Improving access and transport.
- Improving business development and productivity.

We will work with our partners to ensure that all residents feel safe and well in their communities by:

- Building strong and resilient communities by intervening and using our statutory powers where necessary.
- Continuing to support those residents with the most complex needs, offering care, support and advice to residents in need of support via schemes such as 'care and repair', debt and welfare advice and our early help work to prevent homelessness and tenancy breakdown.

Our Success Indicators

- The health and wellbeing of our residents is maintained and improved
- Improved social mobility outcomes achieved for our residents
- Increase in the successful interventions to prevent or relieve homelessness
- More residents are supported to be independent for longer

- Maintain low levels of crime
- Decrease in the level of deprivation





Protecting our natural and built environment, whilst maximising quality of life

Our Ambition is to:

- Take proactive steps to preserve the natural environment
- Ensure we have the right homes for everyone
- Build a place that everyone can be proud of

Broadland and South Norfolk Profile:

- Nearly 120,000 households
- An average of 46% of household waste is recycled
- 73 conservation areas

Challenges:

- We have large rural areas with 12% of households having no access to a vehicle, creating challenges with accessing key services e.g. healthcare
- Higher than average house prices
- Energy prices increasing
- 18,500 new homes needed in Greater Norwich by 2026

We will promote growth in our area, working with key partners to deliver a local plan which protects the best of what we have and shape the areas' future, to make it the best possible place to live and work, by:

- Adoption and delivery of the Greater Norwich Local Plan, which ensures the highest quality development and homes for people of all generations need.

We will make sure that our green spaces, streets and public spaces are clean, attractive and safe by:

- Providing the right information, incentives and infrastructure for people and businesses to increase the amount of recycling and reduce the amount of waste produced.
- Engaging with residents, visitors and businesses to support them to play their part in keeping our district clean and safe.
- Improve food waste collections to reduce waste (Broadland District Council only).

We will protect our environment and play our part in the wider environmental issues by:

- Using all the resources at our disposal to play our part in improving air, water and land quality within our region
- Leading by example and encouraging others to reduce their carbon footprint e.g. as Councils, reducing our single use plastics and providing electric car charging points for both residents and staff
- Working together to deliver the Governments 'A green future: Our 25 year plan to improve the environment'

Act as a catalyst for homes people can afford, creating sustainable communities for the future by:

- Encouraging developers to build houses that already have planning permission.

- Using our powers to deliver and directly build more sustainable homes in the right places, whilst protecting our green spaces

Our Success Indicators

- Our waste services are reliable, safe and compliant.
- Increase in our recycling rate and reduction in contamination levels.
- Improved air quality within our areas.
- Delivering the right homes in the right places to create a sustainable community, ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth.
- Increased growth is delivered through the adoption of the (GNLP) Greater Norwich Delivery Plan.





Moving with the times, working smartly and collaboratively

Our Ambition is to:

- Promote our areas with our clear and ambitious offer
- Provide truly commercial, entrepreneurial and collaborative public services
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers

We will maximise the potential of our resources, working efficiently, effectively and commercially, ensuring our long-term financial sustainability by:

- Continuously challenging ourselves to ensure we utilise our resources in the best possible way and seize opportunities as they arise.
- Investing in and taking advantage of commercial opportunities where appropriate.
- Planning ahead and taking a longer-term view to ensure we invest into the services which will have the biggest impact.
- Becoming an agile, flexible and collaborative organisation, working across traditional local government/organisational

boundaries and driving and adapting quickly to the changing environment

We will work collaboratively and in partnership to develop place-based and customer-centred services by:

- Developing services that are delivered at a local level.
- Continuously improving our customer service offerings to best meet our customers' needs, using evidence and data to drive our services.
- Invest in the skills development of our staff to ensure that staff are enabled to continue to engage effectively with customers in the changing local government environment.
- Seeking collaborative opportunities to maximise the potential of joined-up

partnership working with public, private and voluntary sector partners.

- Continuing to use the best technology for the job in hand and making best use of the opportunities that digital ways of working can bring, alongside making our digital platforms easy to access.

We will invest in our staff and create an organisation that people want to work for

- Retaining and attracting the best talent to deliver our services.
- Becoming a mobile, flexible and inclusive organisation.
- Investing in our team and technology to develop a forward thinking and growth focused organisation.

We will act as a public sector leader and innovator which others look to for best practice by:

- Acting as leading councils nationally in order to deliver the best possible services for our residents
- Trying out and testing new approaches and ideas, using the best evidence that we have to inform our decisions and sharing best practice

We will promote our place offer, showcasing our strengths as a partnership and influence the regional and national policy stage by:

- Working with partners regionally and nationally to change and shape national and regional policy for the benefit of our local residents and businesses
- Actively promoting our area to build its reputation and drive investments in our districts and the wider region

Our Success Indicators

- Increase in customer satisfaction in our services
- Increase in staff satisfaction and effective recruitment and retention
- Increase in the use of our online services
- High performing peer reviews and external accreditations
- Enhanced reputation of the Councils and our areas
- Long-term financial sustainability of the Councils



Using our resources wisely

Like all good businesses, we look ahead and we produce both medium and long-term plans so that we're ready for the changing demands that we'll face when delivering our services over the upcoming years.

Our Medium-Term Financial Plans (MTFP) are reviewed annually prior to setting the councils budget. The MTFP projects our income and expenditure for the next five years based on assumptions around funding and cost pressures, together with an agreed set of principles to maintain financial stability.

Like many Local Authorities, we continue to operate in a climate of financial uncertainty with increasing demands on services alongside unpredictable future changes to government funding.

Since 2010/11, government funding for local authorities has fallen by 49.1% in real terms, alongside an increase in the demand for local authority services. Overall since 2010/11 the median reduction in budget for district councils has been just over 30%.

Nationally, authorities are considering different options for improving service delivery, while ensuring financial resilience for the future. Decreasing grant income from Central Government and continuing uncertainty around funding, has encouraged Councils to review the

way in which they fund and structure services, with many looking to more innovative ways of operating.

Over the last few years, we have made significant efficiencies and savings through our approach to become more financially self-sustaining. Our approach to make the best use of our resources has enabled us to plan ahead, invest in our key services and take a real outcomes-based approach to delivery.

In the coming years however, our MTFP for both Councils show that we will have a budget gap if we do nothing to resolve it.

As a result, a central focus of our long-term financial plan is seeking to generate new income streams by using our capital to support the economy to grow. Instead of reducing the level of the services that we provide to our residents, we have the ambition to continue to develop, move with the times and use innovative and devolved funding mechanisms to continue to support our services.

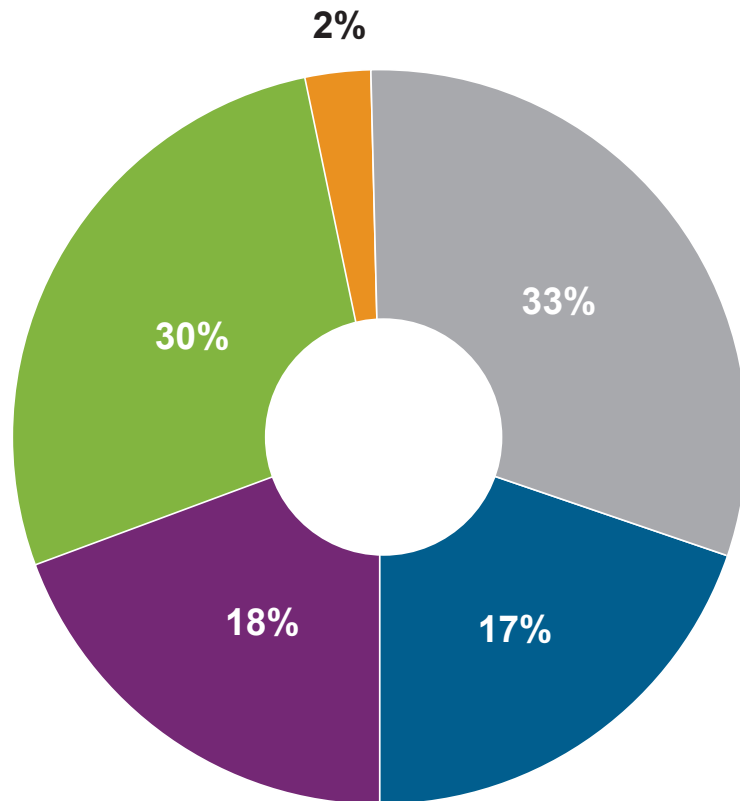
A guide to where our funding comes from

Broadland District Council has a spending power of £17.2m and South Norfolk Council has a spending power of £31.6m. These budgets are used to deliver services to the 260,000 residents who live here and the thousands of visitors who come to our areas every year.

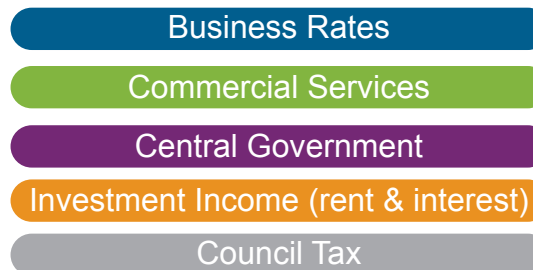
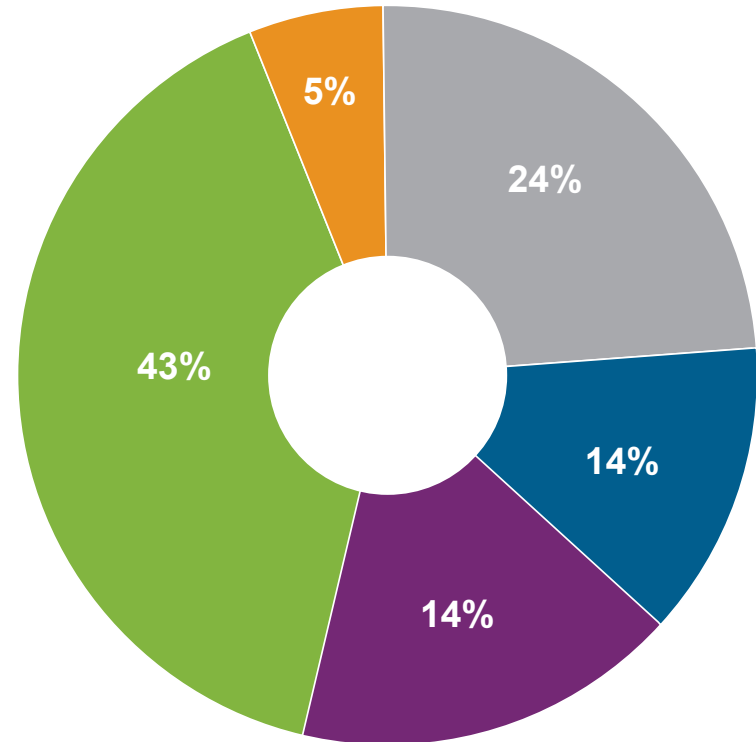
On the next page is a breakdown of where our funding comes from.

How we will spend our budget is decided through setting each Councils' Medium-Term Financial Plans and an overview of how we will fund our different services can be found in our Delivery Plans and Budget Books.

Broadland District Council



South Norfolk Council



Broadland District Council



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Delivery Plan

2020 – 2021

Two Councils
One Team



Our Delivery Plan for 2020/21

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2018 which has seen the Councils develop a single officer team working across the two districts. Our Strategic Plan outlines our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next four years working as a partnership.

Local government is changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those changes. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

We have a target to save £8.6m over the next 5 years as a result of our collaboration together. We aim to achieve this by reimagining and transforming what local government delivers to become the best in class and exemplar at what we do. We recognise that we all have a

responsibility to do all we can to ensure that what we leave behind is better than what we found.

This document, our Delivery Plan, has been developed around these priorities and ways of working and describes our intended activities for 2020/21. This is an interim one year plan, with the ambition to move forward from 2021/22 with a 2 year plan, in line with the Budget Setting process for the Councils.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions linked to each priority. These priorities and ambitions are underpinned by how we deliver our services through our people and our approach.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focused on the three service areas the Councils are made up of, with each activity carried out being linked back to the key priority areas.



The Vision for our Place

THE VISION

Working together to create the best place for everyone, now and for future generations



OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.



Supporting individuals and empowering communities

- Ensure that the most vulnerable feel safe and well.
- Empower people to succeed and achieve their aspirations.
- Create and support communities which are connected and are able to thrive.



Protecting our natural and built environment, whilst maximising quality of life

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.



Moving with the times, working smartly and collaboratively

- Promote our areas with our clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.

Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment. Instead of reducing the level of the services that we provide to our residents, we have the ambition to move with the times and generate new income streams, alongside using innovative and devolved funding mechanisms to continue to support our services. Central to our long-term financial plan to become more financially self-sustaining, is seeking to generate new income streams by using our capital funding to support the economy to grow.

This plan outlines our spend for 2020/21 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45% (Broadland) and 55% (South Norfolk). This is reflected in the financial tables in this plan.

2020/21 outlook

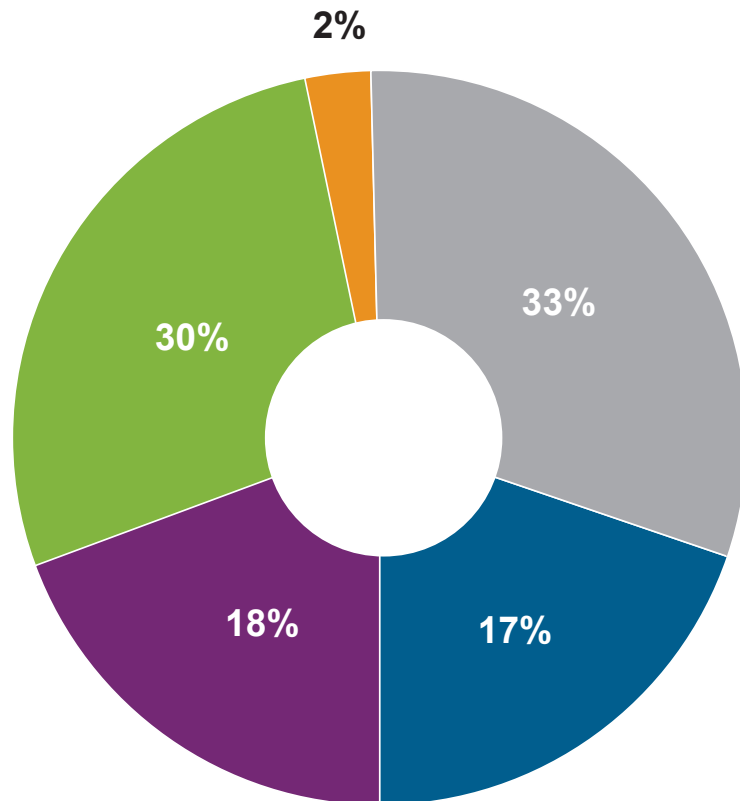
Our total controllable funding for 2020/21 is:

- £17.2m for Broadland District Council
- £31.6m for South Norfolk Council

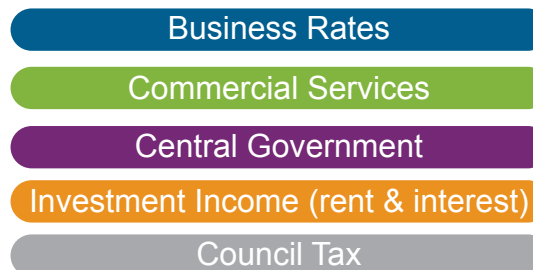
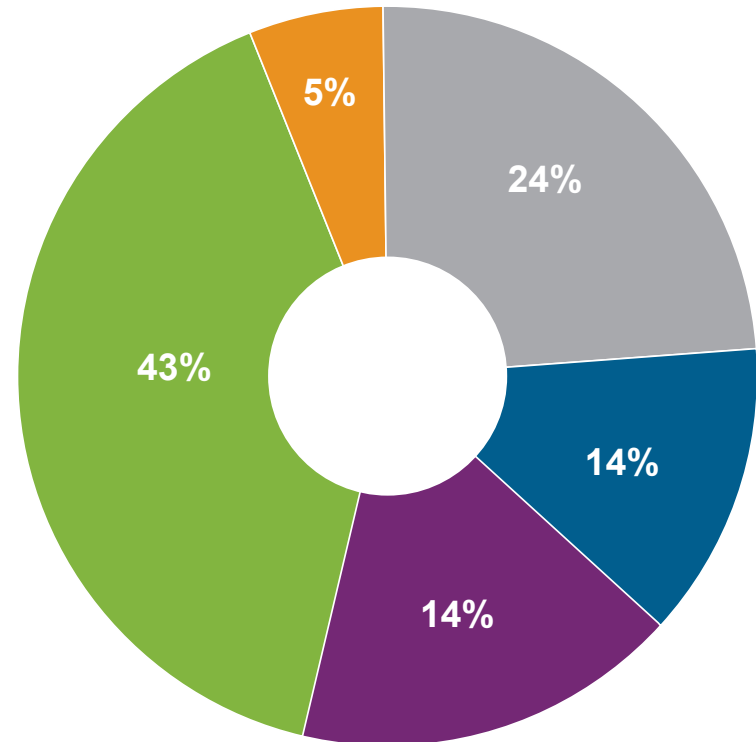
The chart on page 5 shows the breakdown of our funding sources.



Broadland District Council



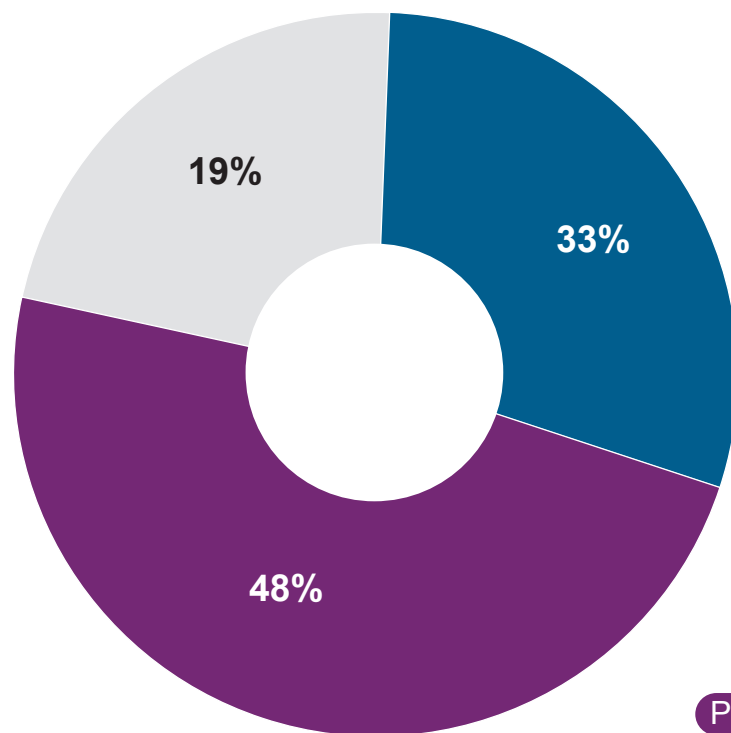
South Norfolk Council



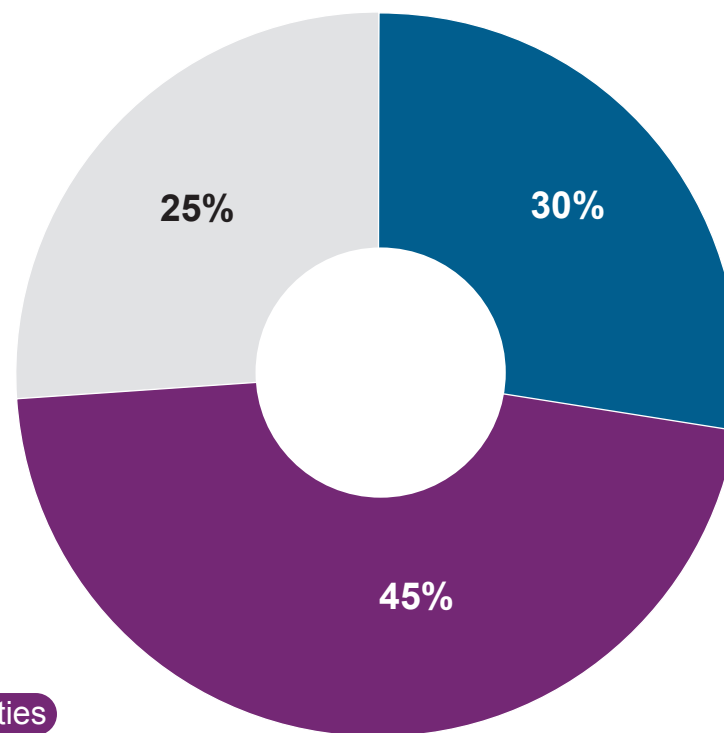
How our budget is to be spent in 2020/21

The charts outline our predicted spend for each of our three directorates and the key activities and projects being delivered is detailed later in the plan. A detailed breakdown of how much our services cost to run can be found in the Budget Books for both Councils.

Broadland District Council



South Norfolk Council



People & Communities

Place

Resources

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These are reported into Cabinets on a quarterly basis.

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	1	N4	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/ Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study.	Quarterly	All teams
	2	Across a number of activities	Customer satisfaction survey (%)	The baseline measure will be ascertained in Q3 of 20/21. Success will be an increase on that baseline figure.	Quarterly (once baselined)	Innovation, Strategy & Programmes
	3	T1	Staff satisfaction	The baseline measure will be ascertained in Q4 of 19/20. Success will be an increase on that baseline figure.	Quarterly (once baselined)	OD
	4	P4	Staff absence levels	4% for short term sickness (less than 4 weeks) across the one team.	Quarterly	HR
	5	T2	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate.	Quarterly	HR/OD
	6	P1	% of the organisations workforce who are apprentices and graduate entry roles	The baseline measure will be ascertained in Q4 of 20/21. Success will be an increase on that baseline figure.	Quarterly	HR/OD
	7	L5	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate.	Annual	Council Tax

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	8	L6	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate.	Annual	Business Rates
	9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan.	End of Q4 for the preceding year	Economic Development/ Planning
	10	Across a number of activities	Employment rate	Increase on employment rates for both districts.	Annual	Economic Growth/ Communities and Early Help
	11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are claiming benefits, in employment.	Annual	Economic Growth/ Communities and Early Help
	12	Across a number of activities	% of vacant retail space in market towns	The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly (once baselined)	Economic Growth/ Planning
	13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year.	Annual	Economic Growth
	14	F10	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan.	Quarterly	Economic Growth
	15	A7	Numbers of vulnerable residents supported by our discretionary prevention services	South Norfolk - 2,000 residents to be supported by Q4. Broadland - The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly	Communities and Early Help
	16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	5% increase in the annual footfall at all South Norfolk leisure centres by Q4.	Quarterly	Leisure

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting	Service
	17	D2	Number of residents supported to live independently	South Norfolk - 800 persons assisted to live independently by Q4. Broadland - The baseline measure will be ascertained in Q4. Success will be an increase on that baseline figure.	Quarterly	Communities and Early Help
	18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4.	Quarterly	Communities and Early Help
	19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% of successful interventions by Q4.	Quarterly	Communities and Early Help
	20	E8	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/ Council Tax Benefit	80% of new claims and change of circumstances to be processed within 7 days by Q4.	Quarterly	Housing and Benefits
	21	G5	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment.	Quarterly	Planning
	22	G7	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth.	End of Q4 for the preceding year	Planning
	23	G8	% Planning decisions made within statutory timescales	90% of minors/others in agreed time 95% of householders in agreed time with 65% of these in 6 weeks 95% of majors in agreed time	Quarterly	Planning
	24	I3	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good)	The baseline measure will be ascertained in Q4. Success will be an increase on that baseline figure.	Quarterly (once baselined)	Food, Safety & Licensing

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	25	C5	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4.	Quarterly	Waste Services
	26	C5	% of household waste recycled	2% increase in recycling collected by Q4.	Quarterly	Waste Services
	27	C5	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4.	Quarterly	Waste Services
	28	C6	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected.	Quarterly	Waste Services
	29	C8	Number of litter picks/clean up initiatives supported	The baseline measure will be ascertained in Q4. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Waste Services
	30	C8	Number of confirmed incidents of flytipping	The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly (once baselined)	Environmental Protection

People and Communities

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
A) Communities and Early Help	Communities and Early Help						
	Core purpose of the service: To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.						
	Major Projects/Programme of work						
	A1	Redesign our early help and prevention model as part of the transformation agenda: By working closely with partners, identify and have the capacity and capability to effectively manage resident issues before they become crises. This includes: - Design with partners and establish a common and accessible help hub model - Working with the Health and Wellbeing Board to ensure the sustainability of the acute based District Direct model and integration and access of district services through local NHS primary care networks - Develop our partnership working and community offer around health and wellbeing priorities including domestic abuse, mental wellbeing and frailty	A developed and sustainable early help and prevention model of partnership working.	A new model is in place with strong partnership support that has clear ambitions and goals in place to prevent issues escalating – Q4 District Direct programme is delivering in community hospitals and acute trusts – Q3 A new community leisure model is in place to support locality working – Q4	n/a	AD Individuals and Families	 

	A2	Increase our partnership offer around crime and antisocial behaviour: to tackle issues relating to ASB, vulnerability and crime such as County Lines and modern-day slavery. This includes: - Develop our response capability through further integration of statutory tools - Work with the police control room to understand and better navigate requests for help	An enhanced partnership model is implemented which tackles crime and Anti-Social Behaviour (ASB)	Plan to be developed outlining the approach - Q2 Integrated team in place with the police - Q3	n/a	AD Individuals and Families	
	A3	Create a district locality offer, including: - Defining what our locality offer is - Working with the County Council to define and implement the Local Service Strategy - Working with partners on the One Public Estate Board and developers, to identify local opportunities for cohabitation and service alignment	Services are delivered as close to the community as possible.	Proposed model identifies opportunities to deploy staff into local areas to improve access to services - Q1 Identified opportunities to share space among four localities – Q4	n/a	Director of People and Communities	
	A4	Improve aspirations and skill of residents, including: - Work with partners and the Economic Development Team to develop a skills and employment offer to improve public and private sector opportunities such as rolling out a comprehensive one team apprenticeships and internships programme, targeting our hard to recruit areas - Improve careers advice in schools and post education to ensure residents are equipped to take up the careers our districts need. - Link schools with community groups to increase 'soft skills' in young people	There is an increase in: - Number of internships and work experience placements in our organisation - Numbers of apprenticeships in hard to recruit areas - Schools and businesses attending Norfolk Skills and Careers Festival	The Councils have provided young people with information and advice about careers in local Government - Q4 Choices programme offers all residents in both districts a chance to develop skills for work – Q4	n/a	AD Individuals and Families/AD Economic Growth	

		d) Engage with schools, businesses and the Norfolk Skills and Careers Festival to increase aspirations of young people and increase take-up and awareness of local opportunities e) Review of and developing a scalable Choices employment training programme, to be delivered for residents of both districts, with support from our Early Help offer	There is a decrease in: - School age children who are, or are at risk of being NEET in the districts - Number of benefits claimants in work				
A5	Create a community offer and events brand package Develop and launch a community brand which: - Aligns our community events, - Maximises sponsorship, community investment and Corporate Social Responsibility - Engage communities to participate in community events	Commercial partners are engaged and invest, increasing community capacity.	Model developed to enable business to support the Councils in improving the environment, our communities and economy – Q3	n/a	AD Individuals and Families		
A6	Embed social value in procurement (<i>looking at the additional value created in service contracts which have a benefit to the wider community</i>): Working with partners to develop and embed social value in procurement helps to develop a more inclusive economy.	There is an agreed policy position, alongside partners, embedded in all contracts.	Q2	n/a	AD Individuals and Families/AD Business Support & Governance		
Operational/Service Delivery (BAU)							
A7	Provision of non-statutory services to support vulnerable residents including: - Help Hub requests for support - Social Prescribing (SNC) - Welfare and debt advice - Emotional Wellbeing and Resilience Service (SNC) - Domestic abuse service - Handyperson service	Residents are supported to avoid crises. Demand on the Councils and other statutory services is reduced.	Ongoing	n/a	AD Individuals and Families		

		Pathways (BDC)					
	A8	Safeguarding: Align and then embed a new joint safeguarding protocol across the organisation and continue to raise awareness of safeguarding.	A healthy level of reported safeguarding cases which are dealt with quickly and proportionately and staff are suitable trained.	Ongoing	n/a	AD Individuals and Families	
	A9	Develop a community outreach leisure offer: Develop a holistic community outreach leisure offer which aims to improve the capacity, health, wellbeing and activity levels of our communities. Building on and developing good examples, such as: - Tots2Teens - GP referrals scheme - Why Weight 10k races and development of park runs	There is improvement in the capacity, health, wellbeing and activity levels of our communities.	Ongoing	n/a	AD Individuals and Families/AD Community Services	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
B) Leisure	Leisure Core purpose of the service: Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community.						
	Major Projects/Programme of work						
	B1	One Public Estate: In line with the One Public Estate principles, explore options for the re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC).	Our leisure centres are used to the best of their ability and supporting partnership working and improving outcomes for our residents.	Outline business plan setting out options for approval 2020 drafted – Q2	n/a	AD Community Services	

	B2	Expand Leisure Facility Offer: Develop and expand the offer to residents by supporting community initiatives or working in partnership in line with agreed leisure principles, including; - SNC area: adoption of Framingham Earl High School sports centre, Long Stratton High School Pool, better utilisation of Wymondham leisure centre facility - BDC area; explore leisure facility opportunities and develop business cases where appropriate - Develop an action plan to establish a new Country Park at Houghen Plantation	There is an agreed policy position for development of community-based leisure opportunities.	Ongoing	n/a	AD Community Services/AD Economic Growth	
	Operational/Service Delivery (BAU)						
	B3	Increased accessibility, reach and profitability with an enhanced centre-based leisure offer (SNC only) and improve activity levels of residents.	Increase in: - Footfall - Membership subscriptions - Profitability - Customer satisfaction levels at centres	Ongoing	n/a	AD Community Services/AD Individuals and Families	
	B4	Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings: Continue to improve our quality and safety through obtaining accredited standards (SNC).	Quest quality accreditation is secured for all sites and there is a reduction in health and safety and RIDDOR incidents	Ongoing	n/a	AD Community Services	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
C) Waste Services	Waste Services						
	Core purpose of the service: - To provide a viable, cost effective and compliant service which generates income for the Councils - To keep our customers healthy and ensure a clean and tidy environment - To increase the recycling rate						
	Major Projects/Programme of work						
	C1	Options for single waste model: Completion of full business case for a single operational model under the waste services review and development of a clear and full implementation plan (link to N3).	Detailed business case which allows for an informed decision to be made.	Business Plan approved – July 2020 Clear profile of efficiency savings identified, profit and loss and balance sheet agreed – Q2 Agreed project & governance in place to support effective implementation - Ongoing	n/a	AD Community Services	
	C2	Alignment of waste customer support services: Alignment of waste customer services, including co-location of teams, a single customer service experience and a single system for customer complaints and green waste.	The service is able to make efficiency savings and customer experience is improved.	The service is fully aligned - December 2020	n/a	AD Community Services	
	C3	Explore options and develop a business case for a new single depot (link to N3).	An initial business case is approved, allowing for efficiencies to be made in the longer term for the waste service.	Initial business case approved – March 2021	n/a	AD Community Services	

	C4	Begin to work with partners to undertake options appraisal for Material Recovery Facility replacement from 2024.	An options appraisal is completed.	Initial options appraisal – March 2021	n/a	AD Community Services	
Operational/Service Delivery (BAU)							
	C5	Increase recycling rates and reduce contamination: Improve recycling and contamination behaviour through a targeted insight project, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils.	Improve the environment for the area by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Complete the initial Insight Project – May 2020 Undertake full evaluation - July 2020	n/a	AD Community Services	
	C6	Deliver an effective service, compliant vehicle operating licence and maintenance of a healthy and safe operational working environment through: - Effective delivery of the in-house waste service (SNC) and contract management and monitoring (BDC) - Implementing electronic systems, R2C WebEx, drivers' inspections and audits and achieving accredited quality assurance standard (SNC) - Continue to develop our commercial waste service to drive income generation	Introduction of in cab-technology (SNC) Achieve operator licence accredited quality assurance standard (SNC) Increased level of income generated through commercial waste	Ongoing	n/a	AD Community Services	
	C7	Delivery of Government Waste Strategy: Responding to and preparing for implementation of the government's waste and resources strategy.	Our services are efficient and delivered	Develop implementation plan to ensure	n/a	AD Community Services	

			in line with the Governments strategy.	compliance with new strategy - Ongoing			
	C8	Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement: Ensuring a clean environment through: • Street cleaning • Fly-tipping removal and prevention • Grounds maintenance • Providing litter removal and dog bin services for communities	Reduce time taken to clear up fly-tipping. Reduced level of instances and complaints relating to street scene recorded. Increase the number of community lead clean ups and litter picks	Ongoing	n/a	AD Community Services	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
D) Housing Standards & Independent Living	Housing Standards & Independent Living Core purpose of the service: To provide a better quality of life to residents, improving their health and wellbeing, supporting them to remain independent and safe in their owns homes.						
	Major Projects/Programme of work						
	D1	Align our housing standards team to create one single system, process and policy, including: • Alignment of independent living grants and handyperson scheme to meet current and emerging needs • Refreshing Homes of Multiple Occupancy (HMO) and empty homes procedures to create a common framework across both Councils.	Consistent delivery of service residents across both districts. Increased preventative measures developed and implemented	Initial preventative measures to be implemented – Q3	n/a	AD Individuals and Families	

	Operational/Service Delivery (BAU)						
	D2	Ensuring homes in Broadland and South Norfolk are safe and healthy: Continue to deliver effective and efficient core services including; - Disabled Facilities Grants - Handyperson services - Enforcement of Tenant Complaints, Empty Homes HMO's and Caravan site licence conditions. - Gypsy and Traveller	Vulnerable residents are supported through our core services. Consistent delivery of a proactive and reactive housing standards enforcement service across both districts.	Ongoing Q4	n/a	AD Individuals and Families	
	D3	Delivery of the Warm Homes Fund for residents: Deliver on our Warm Homes Fund and create a long-term plan to continue to improve vulnerable residents' homes and eradicate fuel poverty.	Sustainable plan created in cooperation with relevant partners.	Ongoing	n/a	AD Individuals and Families	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
E) Housing and Benefits	Housing and Benefits						
	Core purpose of the service: - To ensure that residents who need our help have a place to live that is safe, affordable and meets their basic needs. - Providing the right home, at the right time, that is affordable, gives a platform from which to prosper, be more economically active and remain independent, as well as helping to create and sustain healthier families and communities.						
	Major Projects/Programme of work						
	E1	Alignment of temporary accommodation offer: Align the temporary accommodation offer for both Councils, exploring opportunities with other districts to enhance our own investments.	Refreshed temporary accommodation offer is in place across both districts that is more efficient and support residents to move on to more sustainable accommodation.	Refreshed temporary accommodation offer is in place – Q3	n/a	AD Individuals and Families	

	E2	Redesign shared social housing system: create a single IT system, policy and procedures, that uses a local approach which embraces the economy of scale to deliver sustainable tenancies and reduce costs.	An improved and consistent housing system is in place across both districts that improves support and access to housing.	System to be in place – Q4	n/a	AD Individuals and Families	
	E3	Redesign complex needs offer: Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduced demand on housing system and improved tenancy sustainment.	Q4	n/a	AD Individuals and Families	
	E4	Alignment of benefit functions: Begin the process to align our two benefits functions, to create a single IT systems, policies and procedures for housing and one for benefits.	Efficiency saving through aligned policies and a common offer across both Councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	
	E5	Universal Credit: Review the impact of Universal Credit, to understand the future required support and resource requirements.	Better utilisation of the Benefit team resource to empower residents to help themselves.	Q4	n/a	AD Individuals and Families	
	E6	Council Tax Support Policy Options: Refresh policy options for Council Tax support to bring one common framework to both districts and meets the needs of our residents to support re-entering workforce and helping the most in need.	Improved and consistent offer in place to support claimants into work.	Q3	n/a	AD Individuals and Families	
Operational/Service Delivery (BAU)							
	E7	Deliver housing advice services: Prevent residents becoming homeless where possible through: • advice or financial packages • providing move-on plans for those residents in temporary accommodation • eradicating rough sleeping	The Councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	n/a	AD Individuals and Families	

	E8	Deliver effective and efficient benefit services: Working with partners and clients to continue to deliver effective and efficient benefits services and seeking to create the right environments to enable employment opportunities.	Time taken to process benefits requests and CICs reduced.	Ongoing	n/a	AD Individuals and Families	
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People and Communities

The Finances

Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Communities and Early Help	1,196	572	-442	-75	63	0
Leisure	3,749	0	-3,371	0	488	0
Waste Services	6,608	5,972	-3,853	-3,421	1,276	92
Housing Standards and Independent Living	652	1,048	-485	-851	900	990
Housing and Benefits	1,359	1,620	-770	-761	0	0
Totals	13,564	9,212	-8,922	-5,107	2,728	1,082

Place

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
F) Economic Growth	Economic Growth Core purpose of the service: - To protect the best of what we have and to shape the area's future to make it the best possible place to live and work - To provide the right environment to grow a strong, vibrant and inclusive economy						
	Major Projects/Programme of work						
	F1	Ongoing promotion and development of Norwich Research Park: positively enable the growth of our world leading science base at the Norwich Research Park by delivering the Zone 4 building and the associated infrastructure	Construction of the Zone 4 building and related infrastructure to open up the site for future development opportunity, increasing our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Completion of Zone 4 building – Q4 Completion of Zone 4 internal road – Q4 Completion of Hethersett Lane roundabout – Q4	£5.75m	AD Economic Growth	
	F2	Proactively seek to deliver commercial development at Browick Interchange: continue to pursue acquiring land at Browick Road interchange to facilitate and accelerate the delivery of commercial development on this site.	Development and approval of a strategy and plan for the development of the Browick Road site, in order to kickstart further commercial development and increase our ability to attract inward investment and new sector and place-based investment into	Members approval of the preferred approach to the development of Browick Road – Q1 Implementation of the approved strategy and plan – Q2-Q4	£8.9m	AD Economic Growth	

			South Norfolk and Broadland.				
	F3	Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy: Maximise the likelihood of securing funding for and delivering the Food Innovation Centre and to work with partners to support the cluster work among high tech businesses and drive implementation of the evolving spatial strategy for the Corridor.	All required funding and financing secured, and contracts awarded for the construction of the FIC building and related infrastructure to develop a food specialist commercial location and increase our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	£4.5m ERDF funding secured – Q3 Finance agreements in place with BDC, NCC & NALEP – Q3 Project delivery plan agreed – Q3	£0.89m	AD Economic Growth	
	F4	Beeston Park scheme acceleration: to progress the work associated with the scheme development, funded through Norfolk Business Rates Pool which will support the delivery of approx. 3,500 dwellings.	All plots in Phase 1 to be 'shovel ready', opening up the site for future housing development	Reserved matters application relating to strategic infrastructure approved – Q1	None at present (the outcome of the Housing Infrastructure Fund bid is awaited)	AD Economic Growth	
	F5	Bure Valley Path and Railway We will work with Norfolk County Council to deliver significant improvements and enhancements (facilitated by £1.2m of funding from Interreg Visitor Economy fund)	Improve the quality of the infrastructure and the visitor experience	Development of a detailed work plan for the 4-year period of funding – Q1 Delivery of Year 1 programme of improvement – Q4	£1.2m Interreg funding	AD Economic Growth	

F6	North-West Woodland Country Park: Open the site to the public, improve the existing infrastructure and encourage its wider use	Provision of a high quality informal open space which is meeting the recreational needs of residents, and fulfilling BDC's obligations under the Habitats Regulations	Appoint dedicated project officer – Q1 Improve existing pathways – Q1 Resurfacing the existing carpark – Q1 Hold a number of on-site public events to promote the Park – Q3	n/a	AD Economic Growth	 
F7	Car Parking & Electric Vehicle Charging Points (EVCP): We will extend our network of EVCPs providing access for both residents and staff	Increase the number of Electric Vehicle Charging Points in the districts	Installation of EVCPs at The House – Q1 Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – Q2/3 Review of BDC car parking provision incl. research and data gathering – Q1 Business/community consultation – Q2 Recommendations to Cabinet/Councils – Q4	£7,500 (25% contribution to OLEV funding)	AD Economic Growth	 

	F8	Enable Faster Broadband We will work with Better Broadband for Norfolk to encourage take up of services and seek to address access where no service exists. We will work with Norfolk County Council to establish potential links to the Local Full Fibre Network.	Increase in the proportion of residents and businesses with access to superfast broadband.	Take up of superfast fibre service increased from 60% to 62% across Broadland and South Norfolk – Q4 Decrease in % of premises with no access to superfast fibre service (currently 3% Broadland, 9% South Norfolk) through take up of Broadband voucher scheme – Q4	n/a	AD Economic Growth	
Operational/Service Delivery (BAU)							
	F9	Business Engagement: to proactively engage with our businesses to assess growth potential, skills/training needs (link to A4) and catalogue barriers to growth and populate a CRM system. We will instigate an Annual Business Survey to act as local business barometer and gather intelligence on wider economic issues e.g. Brexit.	Businesses and local communities are supported to grow by offering services which meet business need. Annual Business Survey intelligence shows growth and investment in local businesses, employment opportunities and expected turnover.	10k business receive survey – Q1 Report on survey results – Q2 Develop Business Engagement & Support Plan, responding to finding of survey – Q3 Maintain support to, and grow Financial Industries Group by 10% Maintain support to, and grow Greater	n/a	AD Economic Growth	

				Norwich Manufacturing Group by 10% Launch of new 'Food & Drink Sector' group – Q2 Launch of invitation only business leaders' events – Q2 Promoting our business support services at the Norfolk Enterprise Festival – Q2			
	F10	Inward Investment (incl. commercial space) we will proactively engage with potential sector, while building a live register of available commercial property. We will also market our Investment website and work with LEP wide partners to maximise the area's potential at a national and international level	Develop a new joint inward investment strategy in conjunction with NALEP New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is increased and barriers to growth are removed. Businesses engaged in manufacturing and financial sector/cluster groups grows 10% annually.	Relevant research completed, and draft inward investment produced – Q1	n/a	AD Economic Growth	

			Launch of Food & Drink Sector Group to support F4.				
	F11	Visitor Economy and Tourism: we will work with the Destination Marketing Organisations (DMO's) to define the Tourism Sector deal and promote the wider area to visitors. We will also continue to engage with L-Tags and major attractions to develop trails, itineraries and collaborative projects.	The visitor economy within our districts grows and continues to be seen as a key sector.	Increased presence of two districts on the Visit Norfolk website – Q2	n/a	AD Economic Growth	
	F12	Market Towns: we will develop future vision and high street enhancement documents for future funding opportunities. We will continue to evaluate planning guidelines and use classes to accommodate the shift in retail behaviour and the experiential nature of our market town offer.	We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality Key towns/service centres identified and needs assessments in consultation with local groups/businesses undertaken. Package of support measures/investment requirements developed.	In conjunction with partners, identify the key needs of market towns – Q1/Q2 Market town strategy approved by Members – Q3 Market town 'support package' available for use – Q4	External funding to be secured	AD Economic Growth	
	F13	Business awards/breakfasts/workshops: we will promote our business awards	Increase in number of businesses engaging with	Grow the number of attendees at quarterly	n/a	AD Economic Growth	

		programme to engage and showcase the work of our very best businesses. We will increase the reach of our business breakfasts to be more inclusive and develop economic workshops for a small focus group to engage with the senior team and political leaders to encourage partnership working across sectors.	promotional campaigns and awards events Launch of invitation only Business Leaders events.	business events by 10%			
	F14	BAU: we will continue to deliver a range of ongoing projects designed to meet the ambitions of the Local Industrial Strategy and Norfolk and Suffolk Economic Strategy.	Continue to stress test additional projects to justify inclusion in workstreams.	Ongoing	n/a	AD Economic Growth	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
G) Planning	Planning						
	Core purpose of the service: To make decisions that enable good sustainable growth and development.						
	Major Projects/Programme of work						
	G1	Pre-application advice and guidance charging project across South Norfolk and Broadland: Develop a pre-application planning advice service which offers a range of services to meet customer needs.	A consistent approach to delivery of pre-application advice to customers across both districts with a service that provides high quality advice and guidance and generates an income for the Councils.	Approval and implementation of service – Q1	n/a	AD Planning	
	G2	To co-ordinate future development across the Greater Norwich area by working with partners to continuing	Progress of GNLP production against the	Greater Norwich Local Plan	n/a	AD Planning	

	to prepare the Greater Norwich Local Plan (strategic policies and allocations of land). • Working with partners towards adoption of the Greater Norwich Local Plan • Development of the SNC Cluster work • Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself • Working with Norfolk colleagues, update the Norfolk Strategic Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people’s accommodation and transport	adopted Local Development Scheme	Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 South Norfolk Village Clusters Publish Draft Plan (Regulation 18) for – Q1 Consultation Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 Norfolk Strategic Planning Framework Draft of Version 3 for Norfolk Strategic Planning Member Forum – Q3 Version 3 endorsed by Local Planning Authorities – Q4			
G3	Infrastructure delivery programme: Working as part of the Greater Norwich Growth Board, plan and help deliver	Funding secured for the delivery of infrastructure	Infrastructure Delivery Programme	n/a	AD Planning	

		high quality infrastructure that helps facilitate and support housing and employment growth, including: • Preparation of the 2021/22 Greater Norwich Infrastructure Investment Plan • Work with partners to successfully deliver the Transforming Cities project	to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2021/22 identifying the delivery of planned infrastructure projects for the area.	5YIIP for 2021 – 26 and AGP 2021/22 agreed by GNGB – Q3 5YIIP for 2021 – 26 and AGP 2021/22 agreed by Cabinets – Q4			
	G4	Long Stratton Bypass: We will continue to drive forward delivery of the Long Stratton Bypass infrastructure scheme.	The amount of funding secure to deliver the Bypass Progress in determining the planning application	Q1 – Outline Business Case submitted to DfT Q2 - Determination of planning application Full permission for the bypass approved.	n/a	AD Planning	
	G5	Delivery of affordable housing to meet the needs of our communities	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	n/a	AD Planning	
	G6	Review methodology for monitoring CIL/S106 receipts.	New methodology in place which meets statutory requirements and improves engagement with stakeholders.	Scoping exercise and engagement with members – Q1 Design and implementation - Q2/3	n/a	AD Planning	

Operational/Service Delivery (BAU)						
G7	Adopted Local Plan delivery and implementation: To increase the number of jobs and houses by promoting the development of key sites allocated in the Adopted Local Plan, monitoring their delivery and implementation including: - Produce and publish an Annual Monitoring Report to include 5-year housing land supply trajectory and Housing Delivery Test results and consider fixing 5-year land supply through an annual position statement - Analyse trends in development and monitor the effectiveness of current Local Plan policy - Prepare bids for potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages that are hindering some sites from being developed/completed	The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and economic growth. Maintaining a 5-year land supply to put us in a strong position to determine planning applications in line with the development plan	AMR published, including Housing Land Supply Assessment – Q3 Ensure 5-Year Housing Land Supply is maintained to deliver planned growth Ongoing - Prepare funding bids to overcome blockages to development	n/a	AD Planning	

G8	Statutory Development Management function: Provide a modern, time-efficient, statutory Development Management service which delivers quality new homes and employment in the right places for South Norfolk and Broadland towns and villages, enabling them to grow and prosper while protecting and respecting their individual characters. • Provide a pre-application advice service to applicants • Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting customer needs and providing quality advice. • Secure Service Level Agreements for specialist advice • Continue to monitor planning application processing times to inform case management and service improvements • Monitor and administer the CIL process and S106 agreements	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: • 90% of minors/others in agreed time • 95% of householders in agreed time with 65% of these in 6 weeks • 95% of majors in agreed time	Quarterly updates.	n/a	AD Planning	
G9	Undertake Conservation Area Appraisals (CAA's) across the two Councils.	Heritage Assets are protected and planning decisions are informed.	Conservation Area Appraisals completed including: • Burston, • Forncett, • Gissing, • Thorpe Abbots,	n/a	AD Planning	

				- Winfarthing, - Wramplingham - Coltishall			
				Q3			
	G10	Planning Enforcement: Investigation of alleged planning breaches and ensure compliance with planning consent.	There is an effective investigation of all alleged breaches of planning.	Ongoing review and monitor the Councils' enforcement plan to ensure breaches of enforcement are investigated against this plan and proportionate action taken. Scope work required to review both Councils' enforcement plans – Q1	n/a	AD Planning	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
H) Environmental Protection	Environmental Protection Core purpose of the service: To protect the best of what we have and to shape the area's future to make it the best possible place to live and work.						
	Major Projects/Programme of work						
	H1	Pilot smarter multi-agency working for early identification of community tensions, anti-social behaviours, under-the-radar offending and criminality, using intelligence-based approaches and deploying early action teams (link with A2).	The establishment of early action teams to identify community tensions, anti-social behaviour and criminality and intervention taken where appropriate	Design work completed and member approval agreed - Q1	n/a	AD Regulatory/AD Individuals and Families	

				Pilot implementation monitored Q2, Q3 and Q4			
H2	Overhaul the community engagement methods of community and environmental protection regulatory services , securing closer community relationship building, together with online access and social media in smart ways that meet people’s needs for services.	Our communities are feeling more closely listened to supported by Environmental Protection Regulatory Services.	Consultation with communities – Q1 Design service – Q2 Member approval and pilot implementation – Q3	n/a	AD Regulatory		
Operational/Service Delivery (BAU)							
H3	Deliver a full programme of community and environmental protection service regulation and interventions : securing a cultural environment that strikes the right balance between enabling and regulatory intervention, that is good for our residents, businesses and visitor economy.	Our Environmental Services are making a real and measurable difference to the problems faced by residents in our communities.	Ongoing	n/a	AD Regulatory		
H4	Promote and expand the reach of community emergency plans : help to make our communities more self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Communities are, as far as possible, self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Ongoing	n/a	AD Regulatory		

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
I) Food, Safety & Licensing	Food, Safety & Licensing						
	Core purpose of the service: Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements.						
	Major Projects/Programme of work						
	I1	Develop and deliver new commercial services: providing business regulatory support to food business operators, going beyond the statutory remit to grow local businesses confidence, success and diversification.	Local food businesses are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	I2	Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.	Licensing applicants are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	Operational/Service Delivery (BAU)						
I3	Deliver a full programme of Food Safety regulation and interventions: focussed on maximising compliance	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory		

		with a view to promoting business growth and diversification.					
	I4	Deliver a full programme of Health and Safety at Work regulation and interventions: focussed on maximising compliance and minimising rates of work-related injury, ill-health and risks to wellbeing.	Workplace H&S compliance is maximised, minimising rates of work-related injury, ill-health and risks to wellbeing, through an established programme of H & S at work regulation and intervention	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	I5	Deliver a full programme of Licensing administration and regulation.	Licensing administration and compliance is maximised with a view to promoting business growth and diversification.	Ongoing	Ongoing	AD Regulatory	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
J) CNC	CNC Core purpose of the service: Deliver the statutory building control function, as directed by Central Government, and related services to ensure secure, safe, sustainable and accessible buildings that are fit for purpose.						
	Major Projects/Programme of work						
	J1	Scanning, indexing and archiving project: Comprehensive exercise to review all historic paper files currently stored at a number of locations and transfer all necessary records onto the electronic system.	Introduction of effective file management and self-service leading to long term cost savings and efficiencies	Scope and review project requirements – Q1 Design work completed and	n/a	CNC Service Manager	

			member approval – Q2 Implementation – Q3/4			
J2	Hackitt Report – delivery of recommendations. Review and respond to recommendations emerging from the Hackitt Report and ensure compliance as a Building Control Service.	Full review of Technical Report and plan of implementation developed which will ensure compliance with required competency levels across the service.	(subject to timely publication of report) – Q2	n/a	CNC Service Manager	
Operational/Service Delivery (BAU)						
J3	Create efficiencies and cost savings: through increasing self-service online options and streamlining processes in line with customers’ demands.	Success will be measured by realising cost savings, improved KPI's and better customer feedback.	Q3 2021	n/a	CNC Service Manager	
J4	Produce and use a dashboard of measures to improve service delivery: To include KPI's, customer satisfaction scores and other strategies, operational and personal measures.	The introduction of a live dashboard being used by the team and managers to improve service delivery.	Q3	n/a	CNC Service Manager	
J5	Review our business requirements: Develop mobile solutions and adopt “cloud” working so building control certificates can be issued on site.	CNC systems are resilient and fit for future growth.	Q3 2021	n/a	CNC Service Manager	
J6	Continue to work with other departments (planning and economic development) to create opportunities that generate income and improve customer experience.	Increased income and customer satisfaction with services.	Ongoing	n/a	CNC Service Manager	

		Identify efficiencies by reviewing practices.					
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
K) Business Support	Business Support Core purpose of the service: Support the delivery of the Place directorate services in a responsive, efficient and effective way and to act as a first point of contact for customers to provide a quality responsive service across both Councils.						
	Operational/Service Delivery (BAU)						
	K1	Customer Services and Directorate Business Support: Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation. - Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling - Work on behalf of services; Planning, CNC Building Control, Environmental Protection, Food Safety & Licensing to ensure customers receive the right level of service for their needs	Customers are dealt with in an efficient and effective way.	Ongoing	n/a	Business Support Manager	

Place

The Finances

Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Economic Growth	2,261	1,098	-1,757	-216	14,753	1,128
Planning	2,439	1,324	-3,673	-981	0	15
Environmental Protection	641	454	-26	-33	0	0
Food, Safety and Licensing	280	228	-171	-165	0	0
CNC	1,265	0	-241	0	0	0
Business Support	735	533	-330	-220	0	0
Totals	7,621	3,638	-6,200	-1,615	14,753	1,143

Resources

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
L) Council Tax and NNDR	Council Tax and NNDR Core purpose of the service: Ensure the collection of Council Tax and NNDR is carried out in the most efficient and effective way to enable the Councils and other precepting bodies to provide and invest in services for residents, visitors and businesses.						
	Major Projects/Programme of work						
	L1	Single Person Discount Review: conduct a risk-based review of all current recipients of 25% Council Tax reduction, working in conjunction with the Early Help Team.	Our data is accurate and all customers who are eligible for the reduction are in receipt.	Commence review – Q2 Complete review – End of Q3	n/a	AD Finance/AD Individuals and Families	
	L2	Implementation of Non-Domestic Rates Revaluation 2021	The revaluation is implemented in a timely and effective way, ready for 2021 billing.	Complete review – Q4	n/a	AD Finance	
	L3	Agreed approach to review of Empty Properties: (incorporating Small Business Rates Reviews) across NDR properties.	Data accuracy.	Design new approach – Q1 Implementation of approach – Q2 onwards	n/a	AD Finance/AD Individuals and Families	

	L4	Deliver procurement of a Non-Domestic Rates forecasting system including: - Rate Finder - Appeals Provision	Successful selection and implementation of the systems.	Business case to be drafted and procurement completed – Q2 Implementation of new system – Q3 onwards	n/a	AD Finance	
	Operational/Service Delivery (BAU)						
	L5	Collection of Council Tax (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
	L6	Collection of NDR (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
M) Facilities	Facilities						
	Core purpose of the service: To provide a safe and friendly working environment which enables the organisations to deliver effective and efficient services to all our customers.						
	Major Projects/Programme of work						
	M1	Delivery of works to Council sites including: Thorpe Lodge - Delivery of the Toilet refurbishment (including provision of showers) Thorpe Lodge – Delivery of Heating & Cooling (preliminary works – year 1 of 2-year project) Thorpe Lodge – Delivery of Electric Vehicle charging points (infrastructure & installation)	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Condition Surveys procured and completed - by the end of Q2 Business Cases for all works to commence following conditions	1) £70K - £95k 2) £50K 3) £20k	AD Business Support & Governance	

	4) Thorpe Lodge – Delivery of the Passenger lift refurbishment 5) Thorpe Lodge – Conduct Building Conditions Surveys 6) South Norfolk House and Leisure Centres – Conduct Building Conditions Surveys		surveys – Q3 – Q4 Essential projects identified in Condition surveys procured and undertaken - Q3 and Q4 Decisions taken in conjunction with accommodation review			
M2	Catering review/tender: complete a review and tender process for catering provisions at Council sites.	There is a cost-efficient and commercial approach taken to the catering management of Council sites.	Business Case being drafted - Q1 Further work dependent on chosen option.	n/a		
Operational/Service Delivery (BAU)						
M3	Facilities: Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to residents and businesses.	Zero disruption to Council services/operation due to property issues.	Ongoing	n/a	AD Business Support & Governance	
M4	Opening hours review: review the current opening hours of the Councils' HQ buildings, to ensure there is consistency and reflects the outcomes required for our customers.	Our office opening hours reflect the needs of customers and the business and	Ongoing	n/a		

			are consistent across sites.				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
N) Finance	Finance Core purpose of the service: Ensure financial resources are used in the most efficient and appropriate way to enable the organisation to provide and invest in services for residents, visitors and businesses						
	Major Projects/Programme of work						
	N1	Alignment of Finance services: review key Service Policies, Processes and Procedures and where possible align between BDC and SNC. This includes alignment of the Rules of Financial Governance (RFG).	There is a joined-up approach across the finance team which allows for consistent financial management of budgets across the organisation.	Ongoing	n/a	AD Finance	
	N2	Joint finance system project: Produce a Business case for a joint finance system/cash receipting system.	A business case is agreed by Members and a new system is procured which allows for efficiencies to be delivered.	Q3 2020	n/a	AD Finance	
	N3	Financial support to key corporate projects such as: - Waste Services Review (link to C1) - Single waste depot (link to C3) - Economic Growth projects such as NRP and the Food Hub (link to F1 and F4)	Development of a sound financial case and support.	Ongoing	n/a	AD Finance	

Operational/Service Delivery (BAU)						
N4	Collaboration Savings monitoring: produce regular monitoring information on the delivery of the planned savings from collaboration.	Delivery against the Feasibility Study routemap and the indicative savings of £8.6m over a 5-year period.	Quarterly	n/a	AD Finance	
N5	Delivery of budget setting, MTFs and in year monitoring and reporting: This includes Business Partnering (critical friend) and business case support, including strengthening financial support for managers.	The Councils' resources are managed effectively and provide value for money.	Q4 2021	n/a		
N6	Production of Statutory year end accounts: produce year end accounts for companies and both Councils (including group accounts) and external audit.		Q4 2021	n/a	AD Finance	
N7	Provision of debtors, creditor, requisitioning, income and payments across all services of both Councils (and companies as required).	Payments of invoices and collection of customer debts in a timely fashion.	Ongoing	n/a	AD Finance	
N8	Support for companies including Company Secretarial duties.	Company stakeholders are supported and understand financial position of each company to enable them to take decisions.	Ongoing	n/a	AD Finance	
N9	Management of both Council funds and maximising investment returns. Management of borrowing position for South Norfolk Council.	Investment income achieving at least the budgeted level and in accordance with the Treasury	Ongoing	n/a	AD Finance	

			Management Strategies. Borrowing minimised and borrowings are in accordance with agreed strategy.				
	N10	Delivery of regulatory services: insurance, VAT, statutory returns, parish precepts, CIL, internal controls, maintenance of asset register.	All appropriate risks are managed and covered through insurance so that no additional liabilities are incurred. Parish precepts and CIL payments are made to the agreed timetable. Assets registered are accurately maintained and reflect current position. No serious breaches occur.	Ongoing	n/a	AD Finance	
	N11	Maintenance and development of financial systems and support for users.	Systems are functioning at optimum levels and users can fully utilise them to support their service delivery.	Ongoing	n/a	AD Finance	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
O) Governance	Governance Core purpose of the service: To create an effective governance framework and to deliver an effective & efficient democratic process all of which ensures compliance with our legal obligation. The work of elections ensures a framework for the delivery of registration activity in order to maintain an accurate and complete electoral register, and to plan and co-ordinate well run elections						
	Major Projects/Programme of work						
	O1	Legal Services Review: review the provision of legal advice.	The service is cost effective and accurate advice is provided in a timely manner.	Service provision in place - end Q2	n/a	AD Governance & Business Support	
	O2	Review and alignment of Constitutions: review of both authority's Constitutions.	Processes and delegations are aligned to assist effective governance across one officer team.	Ongoing over course of financial year with sections coming forward to Councils as completed.	n/a	AD Governance & Business Support	
	O3	Independent Remuneration Panel: Review of members' allowances across both authorities.	Panel report to Full Council meetings in May 2020.	To be completed – end of Q1	n/a	AD Governance & Business Support	
	O4	Consideration of Review by the Committee on Standards in Public Life: The Committee made a number of best practice recommendations which need to be considered and implemented as necessary. The members' Code of Conduct to be reviewed in this process, along with the process for dealing with alleged breaches, with a view to align across both authorities	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	To be completed - end Q4 (dependent on publication of guidance)	n/a	AD Governance & Business Support	

O5	Implementation of iTrent for BDC members: Training for Members to be provided to ensure that they can submit expenses claims electronically through iTrent.	Increased efficient working through providing members with the capability to submit expense claims electronically.	Training to be completed - end of Q2	n/a	AD Governance & Business Support	
O6	Electronic System – Committee and FOI: Build a business case for an electronic system to manage committees and FOI and SARs.	Electronic system in place.	Business Case drafted - Q3 Potential procurement commences - Q4	n/a	AD Governance & Business Support	
O7	Internal Audit: To champion the improvement of risk management processes at South Norfolk Council and Broadland District Council	High standards of governance for the two Councils and risks are managed well across the organisation.	New approach adopted Q1 then ongoing	n/a	AD Governance & Business Support	
O8	Elections – Joint IT System: Prepare a business case for a new joint electronic system to manage the elections process	Implementation of a new system which support the Councils in being transparent and democratic.	Business Case development - Q4 2020, Implementation by end of Q1 2021	n/a	AD Governance & Business Support	
Operational/Service Delivery (BAU)						
O9	Provision of Governance & Democratic function: Support effective and efficient democracy within the Councils whilst ensuring high standards of governance are maintained and the Councils are compliant with the law.	Decisions are made in accordance with legislation and the constitution.	Ongoing	n/a	AD Governance & Business Support	
O10	Data Protection and Freedom of Information compliance: Ensure compliance with relevant	Minimal data protection breaches,	Ongoing	n/a	AD Governance &	

	legislation across both authorities, through provision of advice and statutory duties and documentation.	with very few requiring report to Information Commissioner's Office.			Business Support	 
O11	Internal Audit: Provision of an Internal Audit function.	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Ongoing	n/a	AD Governance & Business Support	
O12	Publish an electoral register annually.	Annual publication of the register.	By 1 December 2020	n/a	AD Governance & Business Support	
O13	Deliver effective and efficient elections for all types of election activity: Police & Crime Commissioner (PCC) Election By elections for County, District & Town and Parish Councils as applicable	Declared results which are open, transparent and robust.	PCC – May 2020 Elections as applicable	n/a	AD Governance & Business Support	
O14	Deliver Elections Engagement Strategies: Public engagement strategies for elections and electoral registration including the Annual electoral canvas.	Facilitation of voting, increased registration and promotion of elections.	Ongoing	n/a	AD Governance & Business Support	
Q14	Deliver canvass reform: by maximising the use of data matching and targeting premises or areas where data matching is more difficult (such as care homes, houses in multiple occupation)	Number of properties that are determined green (i.e. data matched).	Ongoing	n/a	AD Governance & Business Support	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
P) Human Resources	Human Resources						
	Core purpose of the service: Ensure the organisation and its partners are in the best place to deliver transformational services to its customers through the provision of innovative and robust advice, guidance and transactional services throughout the employee lifecycle.						
	Major Projects/Programme of work						
	P1	Implement a range of activities to improve employment opportunities such as: • Introduction of South Norfolk and Broadland Internship Programme • Evaluating vacant posts for conversion into apprenticeships • Engaging with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4)	Number of Interns % of completed internships	By end of Q4	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	
	P2	Support for major strategic projects such as: Waste Services Review (Link to C1)	Successful business case, implementation plan and delivery	Input into business case completed – completed by Q1 Further work dependent on outcome of business case.	n/a	AD Governance & Business Support	
	Operational/Service Delivery (BAU)						
P3	One Team Programme delivery: Completion of implementation of One Team Structures. This includes:	HR processes are compliant, meet organisation need and generate further capacity for the HR	Itrent fully operation - Q1	n/a	AD Governance & Business Support		

		- Updating of all policies ensuring legal compliance while supporting the organisation in its objectives. - Continued development of iTrent (payroll for BDC effective from 1.4.20) to further develop self-service options and ease of use for all. - Review of HR processes	team to proactively support the day to day business of the organisation.	HR processes reviewed on an ongoing basis			
	P4	Management of employee absences: Positive and proactive management of employee absence with a view to reducing both short term and long-term absence across the organisations	Short term and long-term sickness absence targets	Monitored and reported Quarterly	n/a		
	P5	BAU Support: Support the organisation in its business as usual and one-off activities to ensure legal compliance and best practice is maintained in respect of the working practices for both current and prospective employees.	Legally compliant organisation that attracts and retains the best in class	Ongoing	n/a		
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Q) ICT and Digital	ICT and Digital						
	Core purpose of the service: To provide a robust & reliable forward-thinking service catering for the needs of the business, our customers and stakeholders. The service will provide technological solutions to meet customers needs, enabling a good customer service experience.						
	Major Projects/Programme of work						
	Q1	Implement the Active Directory Trust (network convergence and co-existence)	To join the existing Broadland and South Norfolk networks (utilising the above site to site link) and provide some sharing of core ICT	Implemented - by end of Q1	£10,000	AD Governance & Business Support	

			resources between sites.				
Q2	Delivery of the single email and calendar platform (Microsoft Office 365) across the two Councils.	To provide a single email and calendar platform across both organisations with the ability to adopt a single common domain name.	Implemented - by end of Q3	£30,000	AD Governance & Business Support		
Q3	Delivery of the Infrastructure for 'One Network' across the two Councils.	To provide the infrastructure to support common shared platforms, providing a location for future alignment of corporate systems and departmental business systems.	Ongoing to 2022	£770,000	AD Governance & Business Support		
Q5	Telephony upgrade to include provision of softphones (Broadland)	Short-term upgrade and licencing provide interim softphone capabilities.	Solution implemented - by end of Q1	£29,030	AD Governance & Business Support		
Q6	Delivery of the Single intranet: to provide a single external website across both organisations adopting a common platform.	To provide an effective internal communications tool for both Members and staff.	Implemented - by end of Q1	n/a	AD Governance & Business Support		
Q7	Delivery of an effective remote access system for staff, enabling cross site working.	To provide the ability for staff to work effectively between sites and from remote locations.	Fully functioning remote working in place - by end of Q3	£69,500 (Spend expected in 2019/20 subject to	AD Governance & Business Support		

					budget provision)		
	Operational/Service Delivery (BAU)						
	Q8	Council-wide IT service operations: Ensure the Councils' IT systems and infrastructure are operating to acceptable service levels. This includes: Service Desk, Infrastructure, Development, Architecture, Systems, Security, GIS & Digital.	Resolution of problems & incidents. Conversion of solutions into standard practices and improvements. Easy to use Self Service capabilities within the IT arena.	Ongoing	n/a	AD Governance & Business Support	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
R) Innovation, Strategy and Programmes	Innovation, Strategy and Programme						
	Core purpose of the service: To be brave, bold, influential and innovative to maximise our resources, enabling the place, organisations and our people to be the best they can be.						
	Major Projects/Programme of work						
	R1	Broadland District Council and South Norfolk Council Collaboration and Transformation programme management: Continued implementation of the collaboration and transformation programme and programme management of critical projects and programmes such as: - Website implementation - Accommodation Review - Organisational Development (e.g. Peer Reviews, External Accreditations)	Delivery against the savings target of £8.6m and ongoing efficiencies.	Agreed programme of work – April 2020 Each programme and project to have individual plans and milestones.	n/a	Chief of Staff	

	R2	Implementation of Programme and Project Management Approach: Development of a consistent approach to project and programme management and specialist skills to enable the Councils' priorities to be delivered effectively and to timelines/budgets set.	All projects and programmes being delivered in a consistent way across the organisation.	Agreed delivery approach – March 2020 Training of staff – Ongoing	n/a		
	R3	Delivery of the transformation strategy & programme to realise benefits and efficiencies of collaborative working to include: - Develop a toolbox of methodologies to support transformation - Develop the customer experience strategy and delivery programme.	Delivery against the the savings target of £8.6m and ongoing efficiencies. Positive progress against our MTFP. Implementation of the toolbox of methodologies.	Initial toolkit implemented – April 2020 Training of staff – Ongoing	n/a		
	Operational/Service Delivery (BAU)						
	R4	Shaping and influencing national and regional policy to promote the interests of the Councils by: - Identifying national policy issues which impact the Councils and remain 'on the pulse' and proactive to influence key developments in local government - Responding to relevant national consultations - Through effective horizon scanning, ensure senior leaders across the organisations remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising.	Changes to regional/national policies which support the ambitions of the two Councils and our ability to re-shape the services we delivery to our residents.	Ongoing	n/a	Chief of Staff	 

	R5	Develop and implement an effective public affairs programme, advising senior leaders and members in order to influence national policy development and promote the Councils and our area on a national stage by: - Working with members and senior team to identify key areas of importance and policy asks in order to develop the public affairs programmes and campaigns - Supporting Members to be effective influencers on a regional and a national stage by providing relevant information and tools, promoting the work of South Norfolk Council and Broadland District Council and sharing best practice - Through an effective public affairs strategy and plan, work jointly to continue to promote the Councils' reputations	Key projects and programmes are supported through a public affairs plan, driving success, influence and our ability to shape the national agenda.	Initial Public Affairs Programme developed – April 2020	n/a	Chief of Staff	 
	R6	Supporting the organisation to deliver high performance whilst working efficiently and effectively through delivery planning and performance and risk management by: - Developing a 2-year Delivery Plan for Broadland and South Norfolk which will be effective from April 2021. The Plan will allow for activities and projects being carried out to be tracked - Monitoring and reporting on organisational risk and performance of the organisation, analysing risk and performance outcomes to ensure the councils' remain effective	The Councils remain effective and efficient, appropriately planning the activities to achieve our goals and vision, whilst ensuring that risk is minimised where possible and performance is used to drive services.	Project plan to be drafted for 2022 Delivery Plan – July 2020 New approach to risk and performance – May 2020	n/a	Chief of Staff	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
S) Marketing and Communications	Marketing and Communications Core purpose of the service: To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents lives.						
	Major Projects/Programme of work						
	S1	Deliver a single website and domain to serve both Councils which provides optimum functionality and service for our customers. Activities to include: - Developing a platform which delivers efficient user journey and offers clear and well signposted information and services - Phased transformation of content and transactions	1) Good to high level of website hits, dwell time, interactions and transactions on new website when benchmarked against standard and best practice 2) Good to high levels of resident and local business satisfaction when surveyed to measure perception 3) Positive staff feedback	Programme implementation timeline agreed by supplier – Q1 Website design and development phase – Q3 Website content and testing – Q4 Website go live – Q1 2021/22	£68,950 (Spend expected in 2019/20 subject to budget provision)	Chief of Staff/AD Governance & Business Support	 
	S2	Transform our internal communications approach to support an engaged and motivated workforce through projects including: - Intranet - Staff awards - An ongoing organisational development	1) Good to high level of interactions when benchmarked against current levels	Phase 2 development of intranet – Q1 Staff awards launch – May 2020	n/a	Chief of Staff	

		communications strategy and plan • A new toolkit for internal communications	2) Good responses to staff surveys about internal communications	Toolkit for internal comms go live – Q2			
Operational/Service Delivery (BAU)							
S3		A proactive and modern Marketing and Communications service that promotes the interest of the Councils, builds our reputation and influence and promotes and manages the demand on our services. This will include: • Delivering a strategic marketing and communications plan for the organisation • Proactive public relations and media relations activity • Internal communications strategy and delivery plan. • Branding review for both Councils and one team working. • Delivering a consistently high standard of design output across both organisations • Delivering extensive social media content to drive the Councils' strategy and ambitions	1) A good standard as per LGA comms measurement tools 2) Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage 3) Positive feedback from half yearly staff and members surveys 4) Consistently high standard of design output across both organisations – health check 5) Full analysis and learnings applied month on month from evaluation of social media engagement,	1) Ongoing 2) Quarterly 3) Q2 & Q4 4) Q2 & Q4 5) Quarterly	n/a	Chief of Staff	 

			following and sentiment using online tracking tools.				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
T) Organisational Development	Organisational Development Core purpose of the service: Being an employer of choice to create a staff team that is fit for the future and an organisation that people want to work.						
	Major Projects/Programme of work						
	T1	Develop and implement a One Team People's Strategy and Organisational Development Plan to attract and retain high quality staff which will include: - Leadership development programme - Apprenticeship/Graduate programme - Talent Management/Development - Cultural Development - Performance Scheme development - Organisational learning and development plan	Delivery of the plan to achieve: - Increased Staff Satisfaction - Employer of choice measures	Management training in place – April 2020 Talent Management & Development in place – June 2020 Performance Scheme developed – September 2020	n/a	Chief of Staff	
	Operational/Service Delivery (BAU)						
	T2	Supporting, engaging and motivating our staff to be the best they can be through supporting our staffs ongoing professional development and training through: Individual service training and development plans to meet operational needs	Staff are supported to undertake professional and skills development opportunities and staff satisfaction increases.	Staff Survey issued – February 2021	n/a	Chief of Staff	

		• One approach to staff appraisals • Delivery of the Staff Survey • Annual programme of leadership and management development opportunities • Talent development programmes • Training to ensure the corporate regulatory requirements are met e.g. GDPR, Safeguarding, Equalities • Corporate training and development need to support the transformation strategy and programme to support key Council initiatives					
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Resources

The Finances

Service area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Council Tax and NNDR	679	579	-484	-213	0	0
Facilities	590	686	-143	-66	0	167
Finance	635	616	-20	-5	18,990**	5,000**
Governance	1,840	992	-637	-6	0	0
Human Resources	613	473	0	-2	0	0
ICT and Digital	1,635	1,186	-80	0	1,107	667
Innovation and Strategy and Marketing and Communications	686	598	-23	-5	0	0
Senior Management Team and Executive Support	476	359	0	0	0	0
Corporate Costs*	1,921	978	0	0	0	0
Totals	9,077	6,468	-1,386	-297	20,097	5,834

* e.g. pension costs, external audit fees, bank charges

** Loans to companies

Delivery Plan

2020 – 2021

Two Councils
One Team



Our Delivery Plan for 2020/21

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2018 which has seen the Councils develop a single officer team working across the two districts. Our Strategic Plan outlines our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next four years working as a partnership.

Local government is changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those changes. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

We have a target to save £8.6m over the next 5 years as a result of our collaboration together. We aim to achieve this by reimagining and transforming what local government delivers to become the best in class and exemplar at what we do. We recognise that we all have a

responsibility to do all we can to ensure that what we leave behind is better than what we found.

This document, our Delivery Plan, has been developed around these priorities and ways of working and describes our intended activities for 2020/21. This is an interim one year plan, with the ambition to move forward from 2021/22 with a 2 year plan, in line with the Budget Setting process for the Councils.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions linked to each priority. These priorities and ambitions are underpinned by how we deliver our services through our people and our approach.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focused on the three service areas the Councils are made up of, with each activity carried out being linked back to the key priority areas.



The Vision for our Place

THE VISION

Working together to create the best place for everyone, now and for future generations



OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.



Supporting individuals and empowering communities

- Ensure that the most vulnerable feel safe and well.
- Empower people to succeed and achieve their aspirations.
- Create and support communities which are connected and are able to thrive.



Protecting our natural and built environment, whilst maximising quality of life

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.



Moving with the times, working smartly and collaboratively

- Promote our areas with our clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.

Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment. Instead of reducing the level of the services that we provide to our residents, we have the ambition to move with the times and generate new income streams, alongside using innovative and devolved funding mechanisms to continue to support our services. Central to our long-term financial plan to become more financially self-sustaining, is seeking to generate new income streams by using our capital funding to support the economy to grow.

This plan outlines our spend for 2020/21 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45% (Broadland) and 55% (South Norfolk). This is reflected in the financial tables in this plan.

2020/21 outlook

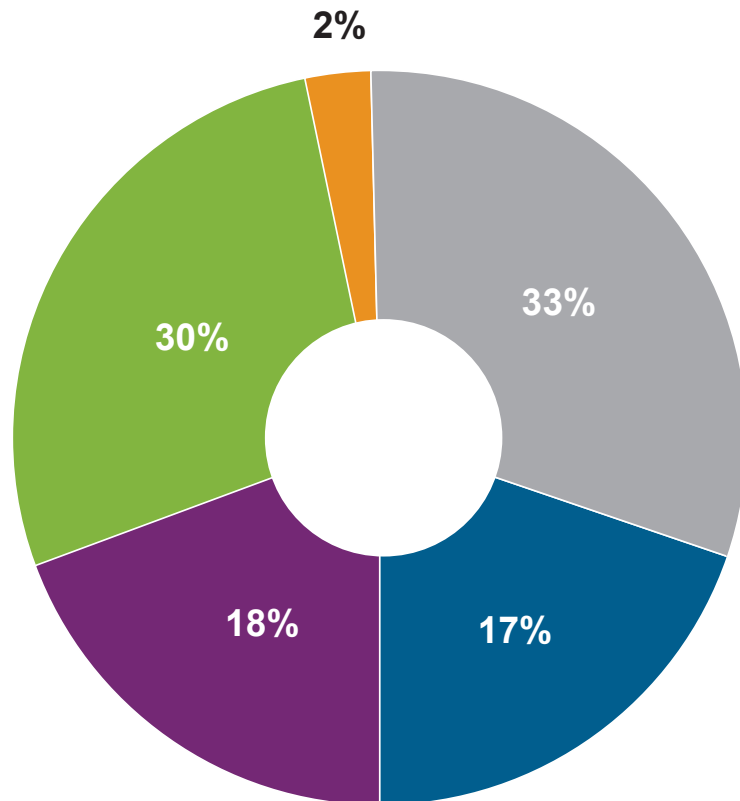
Our total controllable funding for 2020/21 is:

- £17.2m for Broadland District Council
- £31.6m for South Norfolk Council

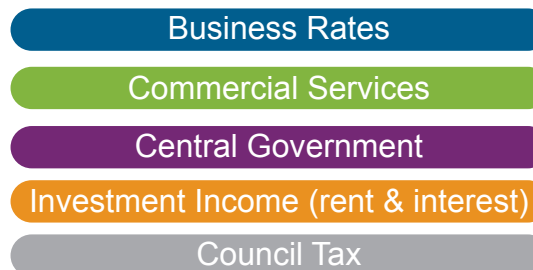
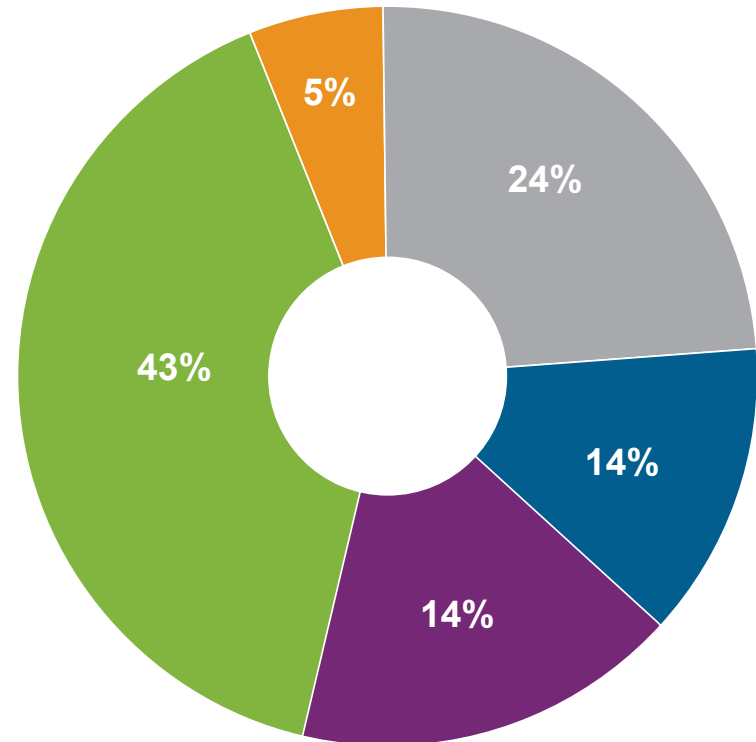
The chart on page 5 shows the breakdown of our funding sources.



Broadland District Council



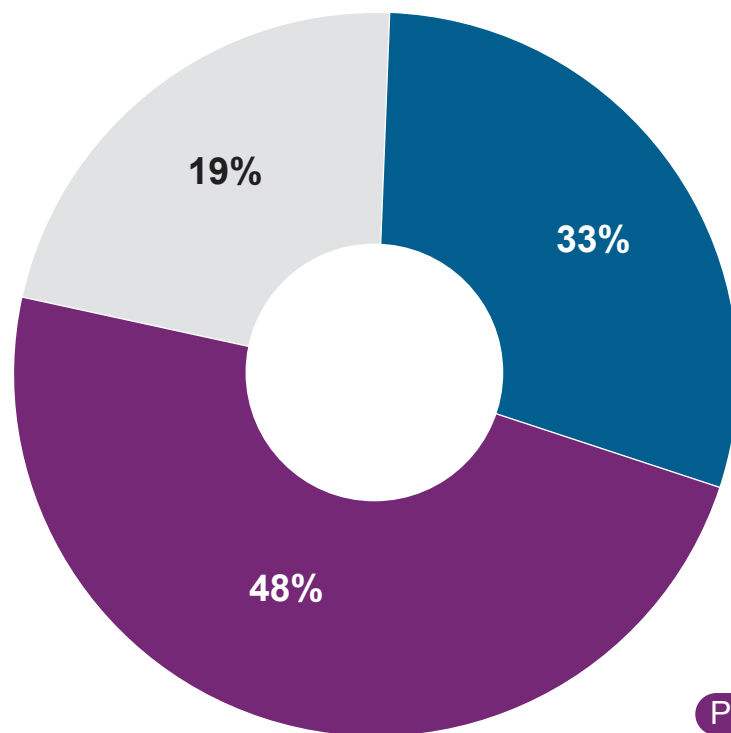
South Norfolk Council



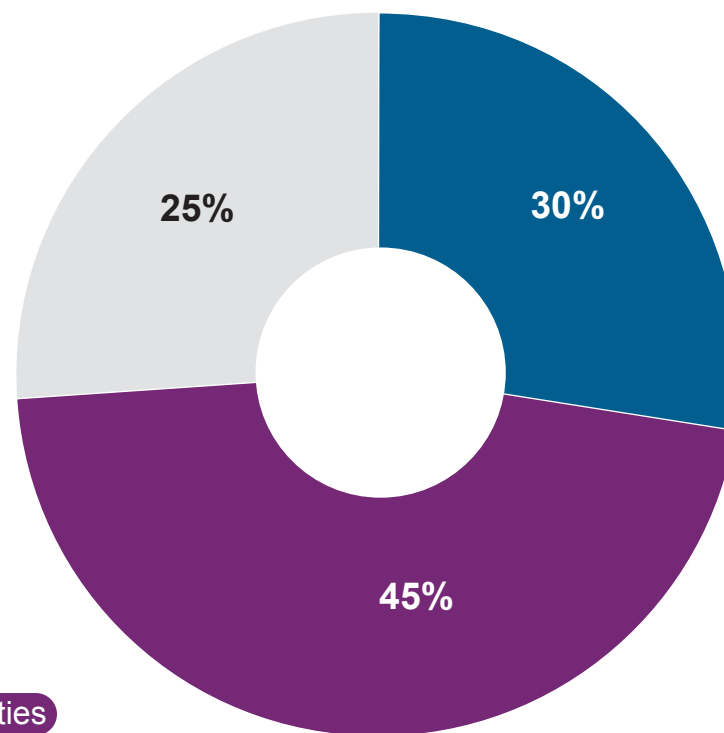
How our budget is to be spent in 2020/21

The charts outline our predicted spend for each of our three directorates and the key activities and projects being delivered is detailed later in the plan. A detailed breakdown of how much our services cost to run can be found in the Budget Books for both Councils.

Broadland District Council



South Norfolk Council



People & Communities

Place

Resources

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These are reported into Cabinets on a quarterly basis.

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	1	N4	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/ Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study.	Quarterly	All teams
	2	Across a number of activities	Customer satisfaction survey (%)	The baseline measure will be ascertained in Q3 of 20/21. Success will be an increase on that baseline figure.	Quarterly (once baselined)	Innovation, Strategy & Programmes
	3	T1	Staff satisfaction	The baseline measure will be ascertained in Q4 of 19/20. Success will be an increase on that baseline figure.	Quarterly (once baselined)	OD
	4	P4	Staff absence levels	4% for short term sickness (less than 4 weeks) across the one team.	Quarterly	HR
	5	T2	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate.	Quarterly	HR/OD
	6	P1	% of the organisations workforce who are apprentices and graduate entry roles	The baseline measure will be ascertained in Q4 of 20/21. Success will be an increase on that baseline figure.	Quarterly	HR/OD
	7	L5	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate.	Annual	Council Tax

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	8	L6	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate.	Annual	Business Rates
	9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan.	End of Q4 for the preceding year	Economic Development/ Planning
	10	Across a number of activities	Employment rate	Increase on employment rates for both districts.	Annual	Economic Growth/ Communities and Early Help
	11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are claiming benefits, in employment.	Annual	Economic Growth/ Communities and Early Help
	12	Across a number of activities	% of vacant retail space in market towns	The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly (once baselined)	Economic Growth/ Planning
	13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year.	Annual	Economic Growth
	14	F10	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan.	Quarterly	Economic Growth
	15	A7	Numbers of vulnerable residents supported by our discretionary prevention services	South Norfolk - 2,000 residents to be supported by Q4. Broadland - The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly	Communities and Early Help
	16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	5% increase in the annual footfall at all South Norfolk leisure centres by Q4.	Quarterly	Leisure

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting	Service
	17	D2	Number of residents supported to live independently	South Norfolk - 800 persons assisted to live independently by Q4. Broadland - The baseline measure will be ascertained in Q4. Success will be an increase on that baseline figure.	Quarterly	Communities and Early Help
	18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4.	Quarterly	Communities and Early Help
	19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% of successful interventions by Q4.	Quarterly	Communities and Early Help
	20	E8	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/ Council Tax Benefit	80% of new claims and change of circumstances to be processed within 7 days by Q4.	Quarterly	Housing and Benefits
	21	G5	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment.	Quarterly	Planning
	22	G7	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth.	End of Q4 for the preceding year	Planning
	23	G8	% Planning decisions made within statutory timescales	90% of minors/others in agreed time 95% of householders in agreed time with 65% of these in 6 weeks 95% of majors in agreed time	Quarterly	Planning
	24	I3	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good)	The baseline measure will be ascertained in Q4. Success will be an increase on that baseline figure.	Quarterly (once baselined)	Food, Safety & Licensing

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	25	C5	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4.	Quarterly	Waste Services
	26	C5	% of household waste recycled	2% increase in recycling collected by Q4.	Quarterly	Waste Services
	27	C5	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4.	Quarterly	Waste Services
	28	C6	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected.	Quarterly	Waste Services
	29	C8	Number of litter picks/clean up initiatives supported	The baseline measure will be ascertained in Q4. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Waste Services
	30	C8	Number of confirmed incidents of flytipping	The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly (once baselined)	Environmental Protection

People and Communities

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
A) Communities and Early Help	Communities and Early Help						
	Core purpose of the service: To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.						
	Major Projects/Programme of work						
	A1	Redesign our early help and prevention model as part of the transformation agenda: By working closely with partners, identify and have the capacity and capability to effectively manage resident issues before they become crises. This includes: - Design with partners and establish a common and accessible help hub model - Working with the Health and Wellbeing Board to ensure the sustainability of the acute based District Direct model and integration and access of district services through local NHS primary care networks - Develop our partnership working and community offer around health and wellbeing priorities including domestic abuse, mental wellbeing and frailty	A developed and sustainable early help and prevention model of partnership working.	A new model is in place with strong partnership support that has clear ambitions and goals in place to prevent issues escalating – Q4 District Direct programme is delivering in community hospitals and acute trusts – Q3 A new community leisure model is in place to support locality working – Q4	n/a	AD Individuals and Families	 

	A2	Increase our partnership offer around crime and antisocial behaviour: to tackle issues relating to ASB, vulnerability and crime such as County Lines and modern-day slavery. This includes: - Develop our response capability through further integration of statutory tools - Work with the police control room to understand and better navigate requests for help	An enhanced partnership model is implemented which tackles crime and Anti-Social Behaviour (ASB)	Plan to be developed outlining the approach - Q2 Integrated team in place with the police - Q3	n/a	AD Individuals and Families	
	A3	Create a district locality offer, including: - Defining what our locality offer is - Working with the County Council to define and implement the Local Service Strategy - Working with partners on the One Public Estate Board and developers, to identify local opportunities for cohabitation and service alignment	Services are delivered as close to the community as possible.	Proposed model identifies opportunities to deploy staff into local areas to improve access to services - Q1 Identified opportunities to share space among four localities – Q4	n/a	Director of People and Communities	
	A4	Improve aspirations and skill of residents, including: - Work with partners and the Economic Development Team to develop a skills and employment offer to improve public and private sector opportunities such as rolling out a comprehensive one team apprenticeships and internships programme, targeting our hard to recruit areas - Improve careers advice in schools and post education to ensure residents are equipped to take up the careers our districts need. - Link schools with community groups to increase 'soft skills' in young people	There is an increase in: - Number of internships and work experience placements in our organisation - Numbers of apprenticeships in hard to recruit areas - Schools and businesses attending Norfolk Skills and Careers Festival	The Councils have provided young people with information and advice about careers in local Government - Q4 Choices programme offers all residents in both districts a chance to develop skills for work – Q4	n/a	AD Individuals and Families/AD Economic Growth	

		d) Engage with schools, businesses and the Norfolk Skills and Careers Festival to increase aspirations of young people and increase take-up and awareness of local opportunities e) Review of and developing a scalable Choices employment training programme, to be delivered for residents of both districts, with support from our Early Help offer	There is a decrease in: - School age children who are, or are at risk of being NEET in the districts - Number of benefits claimants in work				
A5	Create a community offer and events brand package Develop and launch a community brand which: - Aligns our community events, - Maximises sponsorship, community investment and Corporate Social Responsibility - Engage communities to participate in community events	Commercial partners are engaged and invest, increasing community capacity.	Model developed to enable business to support the Councils in improving the environment, our communities and economy – Q3	n/a	AD Individuals and Families		
A6	Embed social value in procurement (<i>looking at the additional value created in service contracts which have a benefit to the wider community</i>): Working with partners to develop and embed social value in procurement helps to develop a more inclusive economy.	There is an agreed policy position, alongside partners, embedded in all contracts.	Q2	n/a	AD Individuals and Families/AD Business Support & Governance		
Operational/Service Delivery (BAU)							
A7	Provision of non-statutory services to support vulnerable residents including: - Help Hub requests for support - Social Prescribing (SNC) - Welfare and debt advice - Emotional Wellbeing and Resilience Service (SNC) - Domestic abuse service - Handyperson service	Residents are supported to avoid crises. Demand on the Councils and other statutory services is reduced.	Ongoing	n/a	AD Individuals and Families		

		Pathways (BDC)					
	A8	Safeguarding: Align and then embed a new joint safeguarding protocol across the organisation and continue to raise awareness of safeguarding.	A healthy level of reported safeguarding cases which are dealt with quickly and proportionately and staff are suitable trained.	Ongoing	n/a	AD Individuals and Families	
	A9	Develop a community outreach leisure offer: Develop a holistic community outreach leisure offer which aims to improve the capacity, health, wellbeing and activity levels of our communities. Building on and developing good examples, such as: - Tots2Teens - GP referrals scheme - Why Weight 10k races and development of park runs	There is improvement in the capacity, health, wellbeing and activity levels of our communities.	Ongoing	n/a	AD Individuals and Families/AD Community Services	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
B) Leisure	Leisure Core purpose of the service: Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community.						
	Major Projects/Programme of work						
	B1	One Public Estate: In line with the One Public Estate principles, explore options for the re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC).	Our leisure centres are used to the best of their ability and supporting partnership working and improving outcomes for our residents.	Outline business plan setting out options for approval 2020 drafted – Q2	n/a	AD Community Services	

	B2	Expand Leisure Facility Offer: Develop and expand the offer to residents by supporting community initiatives or working in partnership in line with agreed leisure principles, including; - SNC area: adoption of Framingham Earl High School sports centre, Long Stratton High School Pool, better utilisation of Wymondham leisure centre facility - BDC area; explore leisure facility opportunities and develop business cases where appropriate - Develop an action plan to establish a new Country Park at Houghen Plantation	There is an agreed policy position for development of community-based leisure opportunities.	Ongoing	n/a	AD Community Services/AD Economic Growth	
	Operational/Service Delivery (BAU)						
	B3	Increased accessibility, reach and profitability with an enhanced centre-based leisure offer (SNC only) and improve activity levels of residents.	Increase in: - Footfall - Membership subscriptions - Profitability - Customer satisfaction levels at centres	Ongoing	n/a	AD Community Services/AD Individuals and Families	
	B4	Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings: Continue to improve our quality and safety through obtaining accredited standards (SNC).	Quest quality accreditation is secured for all sites and there is a reduction in health and safety and RIDDOR incidents	Ongoing	n/a	AD Community Services	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
C) Waste Services	Waste Services						
	Core purpose of the service: - To provide a viable, cost effective and compliant service which generates income for the Councils - To keep our customers healthy and ensure a clean and tidy environment - To increase the recycling rate						
	Major Projects/Programme of work						
	C1	Options for single waste model: Completion of full business case for a single operational model under the waste services review and development of a clear and full implementation plan (link to N3).	Detailed business case which allows for an informed decision to be made.	Business Plan approved – July 2020 Clear profile of efficiency savings identified, profit and loss and balance sheet agreed – Q2 Agreed project & governance in place to support effective implementation - Ongoing	n/a	AD Community Services	
	C2	Alignment of waste customer support services: Alignment of waste customer services, including co-location of teams, a single customer service experience and a single system for customer complaints and green waste.	The service is able to make efficiency savings and customer experience is improved.	The service is fully aligned - December 2020	n/a	AD Community Services	
	C3	Explore options and develop a business case for a new single depot (link to N3).	An initial business case is approved, allowing for efficiencies to be made in the longer term for the waste service.	Initial business case approved – March 2021	n/a	AD Community Services	

	C4	Begin to work with partners to undertake options appraisal for Material Recovery Facility replacement from 2024.	An options appraisal is completed.	Initial options appraisal – March 2021	n/a	AD Community Services	
Operational/Service Delivery (BAU)							
	C5	Increase recycling rates and reduce contamination: Improve recycling and contamination behaviour through a targeted insight project, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils.	Improve the environment for the area by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Complete the initial Insight Project – May 2020 Undertake full evaluation - July 2020	n/a	AD Community Services	
	C6	Deliver an effective service, compliant vehicle operating licence and maintenance of a healthy and safe operational working environment through: - Effective delivery of the in-house waste service (SNC) and contract management and monitoring (BDC) - Implementing electronic systems, R2C WebEx, drivers' inspections and audits and achieving accredited quality assurance standard (SNC) - Continue to develop our commercial waste service to drive income generation	Introduction of in cab-technology (SNC) Achieve operator licence accredited quality assurance standard (SNC) Increased level of income generated through commercial waste	Ongoing	n/a	AD Community Services	
	C7	Delivery of Government Waste Strategy: Responding to and preparing for implementation of the government's waste and resources strategy.	Our services are efficient and delivered	Develop implementation plan to ensure	n/a	AD Community Services	

			in line with the Governments strategy.	compliance with new strategy - Ongoing			
	C8	Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement: Ensuring a clean environment through: • Street cleaning • Fly-tipping removal and prevention • Grounds maintenance • Providing litter removal and dog bin services for communities	Reduce time taken to clear up fly-tipping. Reduced level of instances and complaints relating to street scene recorded. Increase the number of community lead clean ups and litter picks	Ongoing	n/a	AD Community Services	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
D) Housing Standards & Independent Living	Housing Standards & Independent Living Core purpose of the service: To provide a better quality of life to residents, improving their health and wellbeing, supporting them to remain independent and safe in their owns homes.						
	Major Projects/Programme of work						
	D1	Align our housing standards team to create one single system, process and policy, including: • Alignment of independent living grants and handyperson scheme to meet current and emerging needs • Refreshing Homes of Multiple Occupancy (HMO) and empty homes procedures to create a common framework across both Councils.	Consistent delivery of service residents across both districts. Increased preventative measures developed and implemented	Initial preventative measures to be implemented – Q3	n/a	AD Individuals and Families	

	Operational/Service Delivery (BAU)						
	D2	Ensuring homes in Broadland and South Norfolk are safe and healthy: Continue to deliver effective and efficient core services including; • Disabled Facilities Grants • Handyperson services • Enforcement of Tenant Complaints, Empty Homes HMO's and Caravan site licence conditions. • Gypsy and Traveller	Vulnerable residents are supported through our core services. Consistent delivery of a proactive and reactive housing standards enforcement service across both districts.	Ongoing Q4	n/a	AD Individuals and Families	
	D3	Delivery of the Warm Homes Fund for residents: Deliver on our Warm Homes Fund and create a long-term plan to continue to improve vulnerable residents' homes and eradicate fuel poverty.	Sustainable plan created in cooperation with relevant partners.	Ongoing	n/a	AD Individuals and Families	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
E) Housing and Benefits	Housing and Benefits						
	Core purpose of the service: • To ensure that residents who need our help have a place to live that is safe, affordable and meets their basic needs. • Providing the right home, at the right time, that is affordable, gives a platform from which to prosper, be more economically active and remain independent, as well as helping to create and sustain healthier families and communities.						
	Major Projects/Programme of work						
	E1	Alignment of temporary accommodation offer: Align the temporary accommodation offer for both Councils, exploring opportunities with other districts to enhance our own investments.	Refreshed temporary accommodation offer is in place across both districts that is more efficient and support residents to move on to more sustainable accommodation.	Refreshed temporary accommodation offer is in place – Q3	n/a	AD Individuals and Families	

	E2	Redesign shared social housing system: create a single IT system, policy and procedures, that uses a local approach which embraces the economy of scale to deliver sustainable tenancies and reduce costs.	An improved and consistent housing system is in place across both districts that improves support and access to housing.	System to be in place – Q4	n/a	AD Individuals and Families	
	E3	Redesign complex needs offer: Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduced demand on housing system and improved tenancy sustainment.	Q4	n/a	AD Individuals and Families	
	E4	Alignment of benefit functions: Begin the process to align our two benefits functions, to create a single IT systems, policies and procedures for housing and one for benefits.	Efficiency saving through aligned policies and a common offer across both Councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	
	E5	Universal Credit: Review the impact of Universal Credit, to understand the future required support and resource requirements.	Better utilisation of the Benefit team resource to empower residents to help themselves.	Q4	n/a	AD Individuals and Families	
	E6	Council Tax Support Policy Options: Refresh policy options for Council Tax support to bring one common framework to both districts and meets the needs of our residents to support re-entering workforce and helping the most in need.	Improved and consistent offer in place to support claimants into work.	Q3	n/a	AD Individuals and Families	
Operational/Service Delivery (BAU)							
	E7	Deliver housing advice services: Prevent residents becoming homeless where possible through: • advice or financial packages • providing move-on plans for those residents in temporary accommodation • eradicating rough sleeping	The Councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	n/a	AD Individuals and Families	

	E8	Deliver effective and efficient benefit services: Working with partners and clients to continue to deliver effective and efficient benefits services and seeking to create the right environments to enable employment opportunities.	Time taken to process benefits requests and CICs reduced.	Ongoing	n/a	AD Individuals and Families	
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People and Communities

The Finances

Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Communities and Early Help	1,196	572	-442	-75	63	0
Leisure	3,749	0	-3,371	0	488	0
Waste Services	6,608	5,972	-3,853	-3,421	1,276	92
Housing Standards and Independent Living	652	1,048	-485	-851	900	990
Housing and Benefits	1,359	1,620	-770	-761	0	0
Totals	13,564	9,212	-8,922	-5,107	2,728	1,082

Place

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
F) Economic Growth	Economic Growth Core purpose of the service: - To protect the best of what we have and to shape the area's future to make it the best possible place to live and work - To provide the right environment to grow a strong, vibrant and inclusive economy						
	Major Projects/Programme of work						
	F1	Ongoing promotion and development of Norwich Research Park: positively enable the growth of our world leading science base at the Norwich Research Park by delivering the Zone 4 building and the associated infrastructure	Construction of the Zone 4 building and related infrastructure to open up the site for future development opportunity, increasing our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Completion of Zone 4 building – Q4 Completion of Zone 4 internal road – Q4 Completion of Hethersett Lane roundabout – Q4	£5.75m	AD Economic Growth	
	F2	Proactively seek to deliver commercial development at Browick Interchange: continue to pursue acquiring land at Browick Road interchange to facilitate and accelerate the delivery of commercial development on this site.	Development and approval of a strategy and plan for the development of the Browick Road site, in order to kickstart further commercial development and increase our ability to attract inward investment and new sector and place-based investment into	Members approval of the preferred approach to the development of Browick Road – Q1 Implementation of the approved strategy and plan – Q2-Q4	£8.9m	AD Economic Growth	

			South Norfolk and Broadland.				
	F3	Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy: Maximise the likelihood of securing funding for and delivering the Food Innovation Centre and to work with partners to support the cluster work among high tech businesses and drive implementation of the evolving spatial strategy for the Corridor.	All required funding and financing secured, and contracts awarded for the construction of the FIC building and related infrastructure to develop a food specialist commercial location and increase our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	£4.5m ERDF funding secured – Q3 Finance agreements in place with BDC, NCC & NALEP – Q3 Project delivery plan agreed – Q3	£0.89m	AD Economic Growth	
	F4	Beeston Park scheme acceleration: to progress the work associated with the scheme development, funded through Norfolk Business Rates Pool which will support the delivery of approx. 3,500 dwellings.	All plots in Phase 1 to be 'shovel ready', opening up the site for future housing development	Reserved matters application relating to strategic infrastructure approved – Q1	None at present (the outcome of the Housing Infrastructure Fund bid is awaited)	AD Economic Growth	
	F5	Bure Valley Path and Railway We will work with Norfolk County Council to deliver significant improvements and enhancements (facilitated by £1.2m of funding from Interreg Visitor Economy fund)	Improve the quality of the infrastructure and the visitor experience	Development of a detailed work plan for the 4-year period of funding – Q1 Delivery of Year 1 programme of improvement – Q4	£1.2m Interreg funding	AD Economic Growth	

F6	North-West Woodland Country Park: Open the site to the public, improve the existing infrastructure and encourage its wider use	Provision of a high quality informal open space which is meeting the recreational needs of residents, and fulfilling BDC's obligations under the Habitats Regulations	Appoint dedicated project officer – Q1 Improve existing pathways – Q1 Resurfacing the existing carpark – Q1 Hold a number of on-site public events to promote the Park – Q3	n/a	AD Economic Growth	 
F7	Car Parking & Electric Vehicle Charging Points (EVCP): We will extend our network of EVCPs providing access for both residents and staff	Increase the number of Electric Vehicle Charging Points in the districts	Installation of EVCPs at The House – Q1 Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – Q2/3 Review of BDC car parking provision incl. research and data gathering – Q1 Business/community consultation – Q2 Recommendations to Cabinet/Councils – Q4	£7,500 (25% contribution to OLEV funding)	AD Economic Growth	 

	F8	Enable Faster Broadband We will work with Better Broadband for Norfolk to encourage take up of services and seek to address access where no service exists. We will work with Norfolk County Council to establish potential links to the Local Full Fibre Network.	Increase in the proportion of residents and businesses with access to superfast broadband.	Take up of superfast fibre service increased from 60% to 62% across Broadland and South Norfolk – Q4 Decrease in % of premises with no access to superfast fibre service (currently 3% Broadland, 9% South Norfolk) through take up of Broadband voucher scheme – Q4	n/a	AD Economic Growth	
Operational/Service Delivery (BAU)							
	F9	Business Engagement: to proactively engage with our businesses to assess growth potential, skills/training needs (link to A4) and catalogue barriers to growth and populate a CRM system. We will instigate an Annual Business Survey to act as local business barometer and gather intelligence on wider economic issues e.g. Brexit.	Businesses and local communities are supported to grow by offering services which meet business need. Annual Business Survey intelligence shows growth and investment in local businesses, employment opportunities and expected turnover.	10k business receive survey – Q1 Report on survey results – Q2 Develop Business Engagement & Support Plan, responding to finding of survey – Q3 Maintain support to, and grow Financial Industries Group by 10% Maintain support to, and grow Greater	n/a	AD Economic Growth	

				Norwich Manufacturing Group by 10% Launch of new 'Food & Drink Sector' group – Q2 Launch of invitation only business leaders' events – Q2 Promoting our business support services at the Norfolk Enterprise Festival – Q2			
	F10	Inward Investment (incl. commercial space) we will proactively engage with potential sector, while building a live register of available commercial property. We will also market our Investment website and work with LEP wide partners to maximise the area's potential at a national and international level	Develop a new joint inward investment strategy in conjunction with NALEP New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is increased and barriers to growth are removed. Businesses engaged in manufacturing and financial sector/cluster groups grows 10% annually.	Relevant research completed, and draft inward investment produced – Q1	n/a	AD Economic Growth	

			Launch of Food & Drink Sector Group to support F4.				
	F11	Visitor Economy and Tourism: we will work with the Destination Marketing Organisations (DMO's) to define the Tourism Sector deal and promote the wider area to visitors. We will also continue to engage with L-Tags and major attractions to develop trails, itineraries and collaborative projects.	The visitor economy within our districts grows and continues to be seen as a key sector.	Increased presence of two districts on the Visit Norfolk website – Q2	n/a	AD Economic Growth	
	F12	Market Towns: we will develop future vision and high street enhancement documents for future funding opportunities. We will continue to evaluate planning guidelines and use classes to accommodate the shift in retail behaviour and the experiential nature of our market town offer.	We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality Key towns/service centres identified and needs assessments in consultation with local groups/businesses undertaken. Package of support measures/investment requirements developed.	In conjunction with partners, identify the key needs of market towns – Q1/Q2 Market town strategy approved by Members – Q3 Market town 'support package' available for use – Q4	External funding to be secured	AD Economic Growth	
	F13	Business awards/breakfasts/workshops: we will promote our business awards	Increase in number of businesses engaging with	Grow the number of attendees at quarterly	n/a	AD Economic Growth	

		programme to engage and showcase the work of our very best businesses. We will increase the reach of our business breakfasts to be more inclusive and develop economic workshops for a small focus group to engage with the senior team and political leaders to encourage partnership working across sectors.	promotional campaigns and awards events Launch of invitation only Business Leaders events.	business events by 10%			
	F14	BAU: we will continue to deliver a range of ongoing projects designed to meet the ambitions of the Local Industrial Strategy and Norfolk and Suffolk Economic Strategy.	Continue to stress test additional projects to justify inclusion in workstreams.	Ongoing	n/a	AD Economic Growth	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
G) Planning	Planning						
	Core purpose of the service: To make decisions that enable good sustainable growth and development.						
	Major Projects/Programme of work						
	G1	Pre-application advice and guidance charging project across South Norfolk and Broadland: Develop a pre-application planning advice service which offers a range of services to meet customer needs.	A consistent approach to delivery of pre-application advice to customers across both districts with a service that provides high quality advice and guidance and generates an income for the Councils.	Approval and implementation of service – Q1	n/a	AD Planning	
	G2	To co-ordinate future development across the Greater Norwich area by working with partners to continuing	Progress of GNLP production against the	Greater Norwich Local Plan	n/a	AD Planning	

	to prepare the Greater Norwich Local Plan (strategic policies and allocations of land). • Working with partners towards adoption of the Greater Norwich Local Plan • Development of the SNC Cluster work • Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself • Working with Norfolk colleagues, update the Norfolk Strategic Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people’s accommodation and transport	adopted Local Development Scheme	Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 South Norfolk Village Clusters Publish Draft Plan (Regulation 18) for – Q1 Consultation Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 Norfolk Strategic Planning Framework Draft of Version 3 for Norfolk Strategic Planning Member Forum – Q3 Version 3 endorsed by Local Planning Authorities – Q4			
G3	Infrastructure delivery programme: Working as part of the Greater Norwich Growth Board, plan and help deliver	Funding secured for the delivery of infrastructure	Infrastructure Delivery Programme	n/a	AD Planning	

		high quality infrastructure that helps facilitate and support housing and employment growth, including: • Preparation of the 2021/22 Greater Norwich Infrastructure Investment Plan • Work with partners to successfully deliver the Transforming Cities project	to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2021/22 identifying the delivery of planned infrastructure projects for the area.	5YIIP for 2021 – 26 and AGP 2021/22 agreed by GNGB – Q3 5YIIP for 2021 – 26 and AGP 2021/22 agreed by Cabinets – Q4			
	G4	Long Stratton Bypass: We will continue to drive forward delivery of the Long Stratton Bypass infrastructure scheme.	The amount of funding secure to deliver the Bypass Progress in determining the planning application	Q1 – Outline Business Case submitted to DfT Q2 - Determination of planning application Full permission for the bypass approved.	n/a	AD Planning	
	G5	Delivery of affordable housing to meet the needs of our communities	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	n/a	AD Planning	
	G6	Review methodology for monitoring CIL/S106 receipts.	New methodology in place which meets statutory requirements and improves engagement with stakeholders.	Scoping exercise and engagement with members – Q1 Design and implementation - Q2/3	n/a	AD Planning	

Operational/Service Delivery (BAU)						
G7	Adopted Local Plan delivery and implementation: To increase the number of jobs and houses by promoting the development of key sites allocated in the Adopted Local Plan, monitoring their delivery and implementation including: - Produce and publish an Annual Monitoring Report to include 5-year housing land supply trajectory and Housing Delivery Test results and consider fixing 5-year land supply through an annual position statement - Analyse trends in development and monitor the effectiveness of current Local Plan policy - Prepare bids for potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages that are hindering some sites from being developed/completed	The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and economic growth. Maintaining a 5-year land supply to put us in a strong position to determine planning applications in line with the development plan	AMR published, including Housing Land Supply Assessment – Q3 Ensure 5-Year Housing Land Supply is maintained to deliver planned growth Ongoing - Prepare funding bids to overcome blockages to development	n/a	AD Planning	

G8	Statutory Development Management function: Provide a modern, time-efficient, statutory Development Management service which delivers quality new homes and employment in the right places for South Norfolk and Broadland towns and villages, enabling them to grow and prosper while protecting and respecting their individual characters. • Provide a pre-application advice service to applicants • Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting customer needs and providing quality advice. • Secure Service Level Agreements for specialist advice • Continue to monitor planning application processing times to inform case management and service improvements • Monitor and administer the CIL process and S106 agreements	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: • 90% of minors/others in agreed time • 95% of householders in agreed time with 65% of these in 6 weeks • 95% of majors in agreed time	Quarterly updates.	n/a	AD Planning	
G9	Undertake Conservation Area Appraisals (CAA's) across the two Councils.	Heritage Assets are protected and planning decisions are informed.	Conservation Area Appraisals completed including: • Burston, • Forncett, • Gissing, • Thorpe Abbotts,	n/a	AD Planning	

				- Winfarthing, - Wrampingham - Coltishall			
				Q3			
	G10	Planning Enforcement: Investigation of alleged planning breaches and ensure compliance with planning consent.	There is an effective investigation of all alleged breaches of planning.	Ongoing review and monitor the Councils' enforcement plan to ensure breaches of enforcement are investigated against this plan and proportionate action taken. Scope work required to review both Councils' enforcement plans – Q1	n/a	AD Planning	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
H) Environmental Protection	Environmental Protection Core purpose of the service: To protect the best of what we have and to shape the area's future to make it the best possible place to live and work.						
	Major Projects/Programme of work						
	H1	Pilot smarter multi-agency working for early identification of community tensions, anti-social behaviours, under-the-radar offending and criminality, using intelligence-based approaches and deploying early action teams (link with A2).	The establishment of early action teams to identify community tensions, anti-social behaviour and criminality and intervention taken where appropriate	Design work completed and member approval agreed - Q1	n/a	AD Regulatory/AD Individuals and Families	

				Pilot implementation monitored Q2, Q3 and Q4			
H2	Overhaul the community engagement methods of community and environmental protection regulatory services , securing closer community relationship building, together with online access and social media in smart ways that meet people’s needs for services.	Our communities are feeling more closely listened to supported by Environmental Protection Regulatory Services.	Consultation with communities – Q1 Design service – Q2 Member approval and pilot implementation – Q3	n/a	AD Regulatory		
Operational/Service Delivery (BAU)							
H3	Deliver a full programme of community and environmental protection service regulation and interventions : securing a cultural environment that strikes the right balance between enabling and regulatory intervention, that is good for our residents, businesses and visitor economy.	Our Environmental Services are making a real and measurable difference to the problems faced by residents in our communities.	Ongoing	n/a	AD Regulatory		
H4	Promote and expand the reach of community emergency plans : help to make our communities more self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Communities are, as far as possible, self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Ongoing	n/a	AD Regulatory		

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
I) Food, Safety & Licensing	Food, Safety & Licensing						
	Core purpose of the service: Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements.						
	Major Projects/Programme of work						
	I1	Develop and deliver new commercial services: providing business regulatory support to food business operators, going beyond the statutory remit to grow local businesses confidence, success and diversification.	Local food businesses are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	I2	Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.	Licensing applicants are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	Operational/Service Delivery (BAU)						
I3	Deliver a full programme of Food Safety regulation and interventions: focussed on maximising compliance	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory		

		with a view to promoting business growth and diversification.					
	I4	Deliver a full programme of Health and Safety at Work regulation and interventions: focussed on maximising compliance and minimising rates of work-related injury, ill-health and risks to wellbeing.	Workplace H&S compliance is maximised, minimising rates of work-related injury, ill-health and risks to wellbeing, through an established programme of H & S at work regulation and intervention	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	I5	Deliver a full programme of Licensing administration and regulation.	Licensing administration and compliance is maximised with a view to promoting business growth and diversification.	Ongoing	Ongoing	AD Regulatory	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
J) CNC	CNC Core purpose of the service: Deliver the statutory building control function, as directed by Central Government, and related services to ensure secure, safe, sustainable and accessible buildings that are fit for purpose.						
	Major Projects/Programme of work						
	J1	Scanning, indexing and archiving project: Comprehensive exercise to review all historic paper files currently stored at a number of locations and transfer all necessary records onto the electronic system.	Introduction of effective file management and self-service leading to long term cost savings and efficiencies	Scope and review project requirements – Q1 Design work completed and	n/a	CNC Service Manager	

			member approval – Q2 Implementation – Q3/4			
J2	Hackitt Report – delivery of recommendations. Review and respond to recommendations emerging from the Hackitt Report and ensure compliance as a Building Control Service.	Full review of Technical Report and plan of implementation developed which will ensure compliance with required competency levels across the service.	(subject to timely publication of report) – Q2	n/a	CNC Service Manager	
Operational/Service Delivery (BAU)						
J3	Create efficiencies and cost savings: through increasing self-service online options and streamlining processes in line with customers' demands.	Success will be measured by realising cost savings, improved KPI's and better customer feedback.	Q3 2021	n/a	CNC Service Manager	
J4	Produce and use a dashboard of measures to improve service delivery: To include KPI's, customer satisfaction scores and other strategies, operational and personal measures.	The introduction of a live dashboard being used by the team and managers to improve service delivery.	Q3	n/a	CNC Service Manager	
J5	Review our business requirements: Develop mobile solutions and adopt "cloud" working so building control certificates can be issued on site.	CNC systems are resilient and fit for future growth.	Q3 2021	n/a	CNC Service Manager	
J6	Continue to work with other departments (planning and economic development) to create opportunities that generate income and improve customer experience.	Increased income and customer satisfaction with services.	Ongoing	n/a	CNC Service Manager	

		Identify efficiencies by reviewing practices.					
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
K) Business Support	Business Support Core purpose of the service: Support the delivery of the Place directorate services in a responsive, efficient and effective way and to act as a first point of contact for customers to provide a quality responsive service across both Councils.						
	Operational/Service Delivery (BAU)						
	K1	Customer Services and Directorate Business Support: Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation. - Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling - Work on behalf of services; Planning, CNC Building Control, Environmental Protection, Food Safety & Licensing to ensure customers receive the right level of service for their needs	Customers are dealt with in an efficient and effective way.	Ongoing	n/a	Business Support Manager	

Place

The Finances

Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Economic Growth	2,261	1,098	-1,757	-216	14,753	1,128
Planning	2,439	1,324	-3,673	-981	0	15
Environmental Protection	641	454	-26	-33	0	0
Food, Safety and Licensing	280	228	-171	-165	0	0
CNC	1,265	0	-241	0	0	0
Business Support	735	533	-330	-220	0	0
Totals	7,621	3,638	-6,200	-1,615	14,753	1,143

Resources

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
L) Council Tax and NNDR	Council Tax and NNDR Core purpose of the service: Ensure the collection of Council Tax and NNDR is carried out in the most efficient and effective way to enable the Councils and other precepting bodies to provide and invest in services for residents, visitors and businesses.						
	Major Projects/Programme of work						
	L1	Single Person Discount Review: conduct a risk-based review of all current recipients of 25% Council Tax reduction, working in conjunction with the Early Help Team.	Our data is accurate and all customers who are eligible for the reduction are in receipt.	Commence review – Q2 Complete review – End of Q3	n/a	AD Finance/AD Individuals and Families	
	L2	Implementation of Non-Domestic Rates Revaluation 2021	The revaluation is implemented in a timely and effective way, ready for 2021 billing.	Complete review – Q4	n/a	AD Finance	
	L3	Agreed approach to review of Empty Properties: (incorporating Small Business Rates Reviews) across NDR properties.	Data accuracy.	Design new approach – Q1 Implementation of approach – Q2 onwards	n/a	AD Finance/AD Individuals and Families	

	L4	Deliver procurement of a Non-Domestic Rates forecasting system including: - Rate Finder - Appeals Provision	Successful selection and implementation of the systems.	Business case to be drafted and procurement completed – Q2 Implementation of new system – Q3 onwards	n/a	AD Finance	
	Operational/Service Delivery (BAU)						
	L5	Collection of Council Tax (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
	L6	Collection of NDR (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
M) Facilities	Facilities						
	Core purpose of the service: To provide a safe and friendly working environment which enables the organisations to deliver effective and efficient services to all our customers.						
	Major Projects/Programme of work						
	M1	Delivery of works to Council sites including: Thorpe Lodge - Delivery of the Toilet refurbishment (including provision of showers) Thorpe Lodge – Delivery of Heating & Cooling (preliminary works – year 1 of 2-year project) Thorpe Lodge – Delivery of Electric Vehicle charging points (infrastructure & installation)	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Condition Surveys procured and completed - by the end of Q2 Business Cases for all works to commence following conditions	1) £70K - £95k 2) £50K 3) £20k	AD Business Support & Governance	

	4) Thorpe Lodge – Delivery of the Passenger lift refurbishment 5) Thorpe Lodge – Conduct Building Conditions Surveys 6) South Norfolk House and Leisure Centres – Conduct Building Conditions Surveys		surveys – Q3 – Q4 Essential projects identified in Condition surveys procured and undertaken - Q3 and Q4 Decisions taken in conjunction with accommodation review			
M2	Catering review/tender: complete a review and tender process for catering provisions at Council sites.	There is a cost-efficient and commercial approach taken to the catering management of Council sites.	Business Case being drafted - Q1 Further work dependent on chosen option.	n/a		
Operational/Service Delivery (BAU)						
M3	Facilities: Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to residents and businesses.	Zero disruption to Council services/operation due to property issues.	Ongoing	n/a	AD Business Support & Governance	
M4	Opening hours review: review the current opening hours of the Councils' HQ buildings, to ensure there is consistency and reflects the outcomes required for our customers.	Our office opening hours reflect the needs of customers and the business and	Ongoing	n/a		

			are consistent across sites.				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
N) Finance	Finance Core purpose of the service: Ensure financial resources are used in the most efficient and appropriate way to enable the organisation to provide and invest in services for residents, visitors and businesses						
	Major Projects/Programme of work						
	N1	Alignment of Finance services: review key Service Policies, Processes and Procedures and where possible align between BDC and SNC. This includes alignment of the Rules of Financial Governance (RFG).	There is a joined-up approach across the finance team which allows for consistent financial management of budgets across the organisation.	Ongoing	n/a	AD Finance	
	N2	Joint finance system project: Produce a Business case for a joint finance system/cash receipting system.	A business case is agreed by Members and a new system is procured which allows for efficiencies to be delivered.	Q3 2020	n/a	AD Finance	
	N3	Financial support to key corporate projects such as: - Waste Services Review (link to C1) - Single waste depot (link to C3) - Economic Growth projects such as NRP and the Food Hub (link to F1 and F4)	Development of a sound financial case and support.	Ongoing	n/a	AD Finance	

Operational/Service Delivery (BAU)						
N4	Collaboration Savings monitoring: produce regular monitoring information on the delivery of the planned savings from collaboration.	Delivery against the Feasibility Study routemap and the indicative savings of £8.6m over a 5-year period.	Quarterly	n/a	AD Finance	
N5	Delivery of budget setting, MTFs and in year monitoring and reporting: This includes Business Partnering (critical friend) and business case support, including strengthening financial support for managers.	The Councils' resources are managed effectively and provide value for money.	Q4 2021	n/a		
N6	Production of Statutory year end accounts: produce year end accounts for companies and both Councils (including group accounts) and external audit.		Q4 2021	n/a	AD Finance	
N7	Provision of debtors, creditor, requisitioning, income and payments across all services of both Councils (and companies as required).	Payments of invoices and collection of customer debts in a timely fashion.	Ongoing	n/a	AD Finance	
N8	Support for companies including Company Secretarial duties.	Company stakeholders are supported and understand financial position of each company to enable them to take decisions.	Ongoing	n/a	AD Finance	
N9	Management of both Council funds and maximising investment returns. Management of borrowing position for South Norfolk Council.	Investment income achieving at least the budgeted level and in accordance with the Treasury	Ongoing	n/a	AD Finance	

			Management Strategies. Borrowing minimised and borrowings are in accordance with agreed strategy.				
	N10	Delivery of regulatory services: insurance, VAT, statutory returns, parish precepts, CIL, internal controls, maintenance of asset register.	All appropriate risks are managed and covered through insurance so that no additional liabilities are incurred. Parish precepts and CIL payments are made to the agreed timetable. Assets registered are accurately maintained and reflect current position. No serious breaches occur.	Ongoing	n/a	AD Finance	
	N11	Maintenance and development of financial systems and support for users.	Systems are functioning at optimum levels and users can fully utilise them to support their service delivery.	Ongoing	n/a	AD Finance	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
O) Governance	Governance Core purpose of the service: To create an effective governance framework and to deliver an effective & efficient democratic process all of which ensures compliance with our legal obligation. The work of elections ensures a framework for the delivery of registration activity in order to maintain an accurate and complete electoral register, and to plan and co-ordinate well run elections						
	Major Projects/Programme of work						
	O1	Legal Services Review: review the provision of legal advice.	The service is cost effective and accurate advice is provided in a timely manner.	Service provision in place - end Q2	n/a	AD Governance & Business Support	
	O2	Review and alignment of Constitutions: review of both authority's Constitutions.	Processes and delegations are aligned to assist effective governance across one officer team.	Ongoing over course of financial year with sections coming forward to Councils as completed.	n/a	AD Governance & Business Support	
	O3	Independent Remuneration Panel: Review of members' allowances across both authorities.	Panel report to Full Council meetings in May 2020.	To be completed – end of Q1	n/a	AD Governance & Business Support	
	O4	Consideration of Review by the Committee on Standards in Public Life: The Committee made a number of best practice recommendations which need to be considered and implemented as necessary. The members' Code of Conduct to be reviewed in this process, along with the process for dealing with alleged breaches, with a view to align across both authorities	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	To be completed - end Q4 (dependent on publication of guidance)	n/a	AD Governance & Business Support	

O5	Implementation of iTrent for BDC members: Training for Members to be provided to ensure that they can submit expenses claims electronically through iTrent.	Increased efficient working through providing members with the capability to submit expense claims electronically.	Training to be completed - end of Q2	n/a	AD Governance & Business Support	
O6	Electronic System – Committee and FOI: Build a business case for an electronic system to manage committees and FOI and SARs.	Electronic system in place.	Business Case drafted - Q3 Potential procurement commences - Q4	n/a	AD Governance & Business Support	
O7	Internal Audit: To champion the improvement of risk management processes at South Norfolk Council and Broadland District Council	High standards of governance for the two Councils and risks are managed well across the organisation.	New approach adopted Q1 then ongoing	n/a	AD Governance & Business Support	
O8	Elections – Joint IT System: Prepare a business case for a new joint electronic system to manage the elections process	Implementation of a new system which support the Councils in being transparent and democratic.	Business Case development - Q4 2020, Implementation by end of Q1 2021	n/a	AD Governance & Business Support	
Operational/Service Delivery (BAU)						
O9	Provision of Governance & Democratic function: Support effective and efficient democracy within the Councils whilst ensuring high standards of governance are maintained and the Councils are compliant with the law.	Decisions are made in accordance with legislation and the constitution.	Ongoing	n/a	AD Governance & Business Support	
O10	Data Protection and Freedom of Information compliance: Ensure compliance with relevant	Minimal data protection breaches,	Ongoing	n/a	AD Governance &	

		legislation across both authorities, through provision of advice and statutory duties and documentation.	with very few requiring report to Information Commissioner's Office.			Business Support	
O11	Internal Audit: Provision of an Internal Audit function.		Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Ongoing	n/a	AD Governance & Business Support	
O12	Publish an electoral register annually.		Annual publication of the register.	By 1 December 2020	n/a	AD Governance & Business Support	
O13	Deliver effective and efficient elections for all types of election activity: Police & Crime Commissioner (PCC) Election By elections for County, District & Town and Parish Councils as applicable		Declared results which are open, transparent and robust.	PCC – May 2020 Elections as applicable	n/a	AD Governance & Business Support	
O14	Deliver Elections Engagement Strategies: Public engagement strategies for elections and electoral registration including the Annual electoral canvas.		Facilitation of voting, increased registration and promotion of elections.	Ongoing	n/a	AD Governance & Business Support	
Q14	Deliver canvass reform: by maximising the use of data matching and targeting premises or areas where data matching is more difficult (such as care homes, houses in multiple occupation)		Number of properties that are determined green (i.e. data matched).	Ongoing	n/a	AD Governance & Business Support	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
P) Human Resources	Human Resources						
	Core purpose of the service: Ensure the organisation and its partners are in the best place to deliver transformational services to its customers through the provision of innovative and robust advice, guidance and transactional services throughout the employee lifecycle.						
	Major Projects/Programme of work						
	P1	Implement a range of activities to improve employment opportunities such as: • Introduction of South Norfolk and Broadland Internship Programme • Evaluating vacant posts for conversion into apprenticeships • Engaging with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4)	Number of Interns % of completed internships	By end of Q4	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	
	P2	Support for major strategic projects such as: Waste Services Review (Link to C1)	Successful business case, implementation plan and delivery	Input into business case completed – completed by Q1 Further work dependent on outcome of business case.	n/a	AD Governance & Business Support	
Operational/Service Delivery (BAU)							
P3	One Team Programme delivery: Completion of implementation of One Team Structures. This includes:	HR processes are compliant, meet organisation need and generate further capacity for the HR	Itrent fully operation - Q1	n/a	AD Governance & Business Support		

		- Updating of all policies ensuring legal compliance while supporting the organisation in its objectives. - Continued development of iTrent (payroll for BDC effective from 1.4.20) to further develop self-service options and ease of use for all. - Review of HR processes	team to proactively support the day to day business of the organisation.	HR processes reviewed on an ongoing basis			
	P4	Management of employee absences: Positive and proactive management of employee absence with a view to reducing both short term and long-term absence across the organisations	Short term and long-term sickness absence targets	Monitored and reported Quarterly	n/a		
	P5	BAU Support: Support the organisation in its business as usual and one-off activities to ensure legal compliance and best practice is maintained in respect of the working practices for both current and prospective employees.	Legally compliant organisation that attracts and retains the best in class	Ongoing	n/a		
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Q) ICT and Digital	ICT and Digital						
	Core purpose of the service: To provide a robust & reliable forward-thinking service catering for the needs of the business, our customers and stakeholders. The service will provide technological solutions to meet customers needs, enabling a good customer service experience.						
	Major Projects/Programme of work						
	Q1	Implement the Active Directory Trust (network convergence and co-existence)	To join the existing Broadland and South Norfolk networks (utilising the above site to site link) and provide some sharing of core ICT	Implemented - by end of Q1	£10,000	AD Governance & Business Support	

			resources between sites.				
Q2	Delivery of the single email and calendar platform (Microsoft Office 365) across the two Councils.	To provide a single email and calendar platform across both organisations with the ability to adopt a single common domain name.	Implemented - by end of Q3	£30,000	AD Governance & Business Support		
Q3	Delivery of the Infrastructure for 'One Network' across the two Councils.	To provide the infrastructure to support common shared platforms, providing a location for future alignment of corporate systems and departmental business systems.	Ongoing to 2022	£770,000	AD Governance & Business Support		
Q5	Telephony upgrade to include provision of softphones (Broadland)	Short-term upgrade and licencing provide interim softphone capabilities.	Solution implemented - by end of Q1	£29,030	AD Governance & Business Support		
Q6	Delivery of the Single intranet: to provide a single external website across both organisations adopting a common platform.	To provide an effective internal communications tool for both Members and staff.	Implemented - by end of Q1	n/a	AD Governance & Business Support		
Q7	Delivery of an effective remote access system for staff, enabling cross site working.	To provide the ability for staff to work effectively between sites and from remote locations.	Fully functioning remote working in place - by end of Q3	£69,500 (Spend expected in 2019/20 subject to	AD Governance & Business Support		

					budget provision)		
	Operational/Service Delivery (BAU)						
	Q8	Council-wide IT service operations: Ensure the Councils' IT systems and infrastructure are operating to acceptable service levels. This includes: Service Desk, Infrastructure, Development, Architecture, Systems, Security, GIS & Digital.	Resolution of problems & incidents. Conversion of solutions into standard practices and improvements. Easy to use Self Service capabilities within the IT arena.	Ongoing	n/a	AD Governance & Business Support	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
R) Innovation, Strategy and Programmes	Innovation, Strategy and Programme						
	Core purpose of the service: To be brave, bold, influential and innovative to maximise our resources, enabling the place, organisations and our people to be the best they can be.						
	Major Projects/Programme of work						
	R1	Broadland District Council and South Norfolk Council Collaboration and Transformation programme management: Continued implementation of the collaboration and transformation programme and programme management of critical projects and programmes such as: - Website implementation - Accommodation Review - Organisational Development (e.g. Peer Reviews, External Accreditations)	Delivery against the savings target of £8.6m and ongoing efficiencies.	Agreed programme of work – April 2020 Each programme and project to have individual plans and milestones.	n/a	Chief of Staff	

	R2	Implementation of Programme and Project Management Approach: Development of a consistent approach to project and programme management and specialist skills to enable the Councils' priorities to be delivered effectively and to timelines/budgets set.	All projects and programmes being delivered in a consistent way across the organisation.	Agreed delivery approach – March 2020 Training of staff – Ongoing	n/a		
	R3	Delivery of the transformation strategy & programme to realise benefits and efficiencies of collaborative working to include: - Develop a toolbox of methodologies to support transformation - Develop the customer experience strategy and delivery programme.	Delivery against the the savings target of £8.6m and ongoing efficiencies. Positive progress against our MTFP. Implementation of the toolbox of methodologies.	Initial toolkit implemented – April 2020 Training of staff – Ongoing	n/a		
	Operational/Service Delivery (BAU)						
	R4	Shaping and influencing national and regional policy to promote the interests of the Councils by: - Identifying national policy issues which impact the Councils and remain 'on the pulse' and proactive to influence key developments in local government - Responding to relevant national consultations - Through effective horizon scanning, ensure senior leaders across the organisations remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising.	Changes to regional/national policies which support the ambitions of the two Councils and our ability to re-shape the services we delivery to our residents.	Ongoing	n/a	Chief of Staff	 

	R5	Develop and implement an effective public affairs programme, advising senior leaders and members in order to influence national policy development and promote the Councils and our area on a national stage by: - Working with members and senior team to identify key areas of importance and policy asks in order to develop the public affairs programmes and campaigns - Supporting Members to be effective influencers on a regional and a national stage by providing relevant information and tools, promoting the work of South Norfolk Council and Broadland District Council and sharing best practice - Through an effective public affairs strategy and plan, work jointly to continue to promote the Councils' reputations	Key projects and programmes are supported through a public affairs plan, driving success, influence and our ability to shape the national agenda.	Initial Public Affairs Programme developed – April 2020	n/a	Chief of Staff	 
	R6	Supporting the organisation to deliver high performance whilst working efficiently and effectively through delivery planning and performance and risk management by: - Developing a 2-year Delivery Plan for Broadland and South Norfolk which will be effective from April 2021. The Plan will allow for activities and projects being carried out to be tracked - Monitoring and reporting on organisational risk and performance of the organisation, analysing risk and performance outcomes to ensure the councils' remain effective	The Councils remain effective and efficient, appropriately planning the activities to achieve our goals and vision, whilst ensuring that risk is minimised where possible and performance is used to drive services.	Project plan to be drafted for 2022 Delivery Plan – July 2020 New approach to risk and performance – May 2020	n/a	Chief of Staff	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
S) Marketing and Communications	Marketing and Communications Core purpose of the service: To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents lives.						
	Major Projects/Programme of work						
	S1	Deliver a single website and domain to serve both Councils which provides optimum functionality and service for our customers. Activities to include: - Developing a platform which delivers efficient user journey and offers clear and well signposted information and services - Phased transformation of content and transactions	1) Good to high level of website hits, dwell time, interactions and transactions on new website when benchmarked against standard and best practice 2) Good to high levels of resident and local business satisfaction when surveyed to measure perception 3) Positive staff feedback	Programme implementation timeline agreed by supplier – Q1 Website design and development phase – Q3 Website content and testing – Q4 Website go live – Q1 2021/22	£68,950 (Spend expected in 2019/20 subject to budget provision)	Chief of Staff/AD Governance & Business Support	 
	S2	Transform our internal communications approach to support an engaged and motivated workforce through projects including: - Intranet - Staff awards - An ongoing organisational development	1) Good to high level of interactions when benchmarked against current levels	Phase 2 development of intranet – Q1 Staff awards launch – May 2020	n/a	Chief of Staff	

		communications strategy and plan • A new toolkit for internal communications	2) Good responses to staff surveys about internal communications	Toolkit for internal comms go live – Q2			
Operational/Service Delivery (BAU)							
S3		A proactive and modern Marketing and Communications service that promotes the interest of the Councils, builds our reputation and influence and promotes and manages the demand on our services. This will include: • Delivering a strategic marketing and communications plan for the organisation • Proactive public relations and media relations activity • Internal communications strategy and delivery plan. • Branding review for both Councils and one team working. • Delivering a consistently high standard of design output across both organisations • Delivering extensive social media content to drive the Councils' strategy and ambitions	1) A good standard as per LGA comms measurement tools 2) Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage 3) Positive feedback from half yearly staff and members surveys 4) Consistently high standard of design output across both organisations – health check 5) Full analysis and learnings applied month on month from evaluation of social media engagement,	1) Ongoing 2) Quarterly 3) Q2 & Q4 4) Q2 & Q4 5) Quarterly	n/a	Chief of Staff	 

			following and sentiment using online tracking tools.				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
T) Organisational Development	Organisational Development Core purpose of the service: Being an employer of choice to create a staff team that is fit for the future and an organisation that people want to work.						
	Major Projects/Programme of work						
	T1	Develop and implement a One Team People's Strategy and Organisational Development Plan to attract and retain high quality staff which will include: - Leadership development programme - Apprenticeship/Graduate programme - Talent Management/Development - Cultural Development - Performance Scheme development - Organisational learning and development plan	Delivery of the plan to achieve: - Increased Staff Satisfaction - Employer of choice measures	Management training in place – April 2020 Talent Management & Development in place – June 2020 Performance Scheme developed – September 2020	n/a	Chief of Staff	
	Operational/Service Delivery (BAU)						
	T2	Supporting, engaging and motivating our staff to be the best they can be through supporting our staffs ongoing professional development and training through: Individual service training and development plans to meet operational needs	Staff are supported to undertake professional and skills development opportunities and staff satisfaction increases.	Staff Survey issued – February 2021	n/a	Chief of Staff	

		• One approach to staff appraisals • Delivery of the Staff Survey • Annual programme of leadership and management development opportunities • Talent development programmes • Training to ensure the corporate regulatory requirements are met e.g. GDPR, Safeguarding, Equalities • Corporate training and development need to support the transformation strategy and programme to support key Council initiatives					
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Resources

The Finances

Service area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Council Tax and NNDR	679	579	-484	-213	0	0
Facilities	590	686	-143	-66	0	167
Finance	635	616	-20	-5	18,990**	5,000**
Governance	1,840	992	-637	-6	0	0
Human Resources	613	473	0	-2	0	0
ICT and Digital	1,635	1,186	-80	0	1,107	667
Innovation and Strategy and Marketing and Communications	686	598	-23	-5	0	0
Senior Management Team and Executive Support	476	359	0	0	0	0
Corporate Costs*	1,921	978	0	0	0	0
Totals	9,077	6,468	-1,386	-297	20,097	5,834

* e.g. pension costs, external audit fees, bank charges

** Loans to companies

Appendix 11: Earmarked Reserves

	31 Mar 19 £'000	Tsfs In	Tsfs Out	31 Mar 20 £'000	Tsfs In	Tsfs Out	31 Mar 21 £'000
Repairs & Renewals - General	316	6	-20	302			302
Repairs & Renewals - Street Lighting	15			15	30		45
Spend Equalisation	560	128	-199	489			489
Economic Success Fund	306			306			306
Insurance	59			59			59
Building Control Trading	14			14			14
External Funding Reserve	222		-140	82			82
Housing Assistance Policy - Being closed down	259		-259	0			
Developer Contributions - Adopted Land	412			412			412
Developer Contributions - Play Areas	124			124			124
Neighbourhood Plans - Front Runner	181			181			181
CIL Reserve	304			304			304
Community Right to Challenge Reserve - Being closed down	46		-46	0			
Business Rates Reserve	2,703	209		2,912			2,912
IT Reserve	214			214			214
Broadland Growth Reserve	2,133			2,133			2,133
Collaboration / Systems Thinking Reserve	70	87		157			157
Bridge Maintenance Reserve	310			310			310
Total Earmarked Reserves	8,248	430	-664	8,014	30	0	8,044

Appendix 12: Council Tax Base

Parish Area	Tax Base	Parish Area	Tax Base
Acle	984.0	Heydon	53.0
Attlebridge	57.0	Honingham	152.0
Aylsham	2703.0	Horsford	1505.0
Beighton	176.0	Horsham & Newton St.Faiths	584.0
Blickling	52.0	Horstead with Stanninghall	384.0
Blofield	1469.0	Lingwood & Burlingham	888.0
Booton	62.0	Marsham	229.0
Brampton	74.0	Morton on the Hill	37.0
Brandiston	34.0	Old Catton	2234.0
Brundall	1659.0	Oulton	85.0
Burgh & Tuttington	147.0	Postwick with Witton	176.0
Buxton with Lamas	590.0	Rackheath	700.0
Cantley	256.0	Reedham	440.0
Cawston	527.0	Reepham	954.0
Coltishall	598.0	Ringland	88.0
Drayton	1884.0	Salhouse	600.0
Felthorpe	265.0	South Walsham	345.0
Foulsham	335.0	Spixworth	1273.0
Freethorpe	327.0	Sprowston	5600.0
Frettenham	270.0	Stratton Strawless	203.0
Great & Little Plumstead	1396.0	Strumpshaw	266.0
Great Witchingham	239.0	Swannington (See note)	167.0
Guestwick	53.0	Taverham	3534.0
Hainford	375.0	Thorpe St Andrew	5155.0
Halvergate	218.0	Upton with Fishley	268.0
Haveringland	106.0	Weston Longville	142.0
Hellesdon	3731.0	Woodbastwick	166.0
Hemblington	142.0	Wood Dalling	92.0
Hevingham	427.0	Wroxham	790.0

Note :- The Council covers the parishes of Swannington, Alderford, and Little Witchingham.

Appendix 13: Parish Band D Amounts (District + Special Expenses + Parish Precepts)

Parish Area	£	Parish Area	£
Acle	242.06	Heydon	200.99
Attlebridge	127.63	Honingham	182.95
Aylsham	277.85	Horsford	167.03
Beighton	165.65	Horsham & Newton St.Faiths	168.92
Blickling	144.75	Horstead with Stanninghall	188.02
Blofield	183.38	Lingwood & Burlingham	156.77
Booton	134.39	Marsham	173.83
Brampton	186.33	Morton on the Hill	137.01
Brandiston	141.70	Old Catton	217.17
Brundall	195.32	Oulton	160.81
Burgh & Tuttington	149.48	Postwick with Witton	176.66
Buxton with Lamas	177.66	Rackheath	195.52
Cantley	165.75	Reedham	159.61
Cawston	184.72	Reepham	208.84
Coltishall	184.05	Ringland	207.44
Drayton	235.03	Salhouse	170.52
Felthorpe	171.11	South Walsham	180.61
Foulsham	155.37	Spixworth	194.65
Freethorpe	168.33	Sprowston	248.38
Frettenham	157.00	Stratton Strawless	143.64
Great & Little Plumstead	158.51	Strumpshaw	154.92
Great Witchingham	187.71	Swannington (See note)	153.74
Guestwick	131.65	Taverham	195.83
Hainford	158.14	Thorpe St Andrew	224.00
Halvergate	166.48	Upton with Fishley	159.59
Haveringland	129.77	Weston Longville	166.48
Hellesdon	280.62	Woodbastwick	145.40
Hemblington	145.62	Wood Dalling	146.04
Hevingham	156.43	Wroxham	177.20

Note :- The Council covers the parishes of Swannington, Alderford, and Little Witchingham.

Appendix 14: The Council Tax for Each Category of Dwelling by Parish

Parish Area	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Acle	1,281.09	1,494.61	1,708.12	1,921.64	2,348.67	2,775.70	3,202.73	3,843.28
Attlebridge	1,204.81	1,405.61	1,606.41	1,807.21	2,208.81	2,610.41	3,012.02	3,614.42
Aylsham	1,304.95	1,522.45	1,739.94	1,957.43	2,392.41	2,827.40	3,262.38	3,914.86
Beighton	1,230.15	1,435.18	1,640.20	1,845.23	2,255.28	2,665.33	3,075.38	3,690.46
Blickling	1,216.22	1,418.92	1,621.63	1,824.33	2,229.74	2,635.14	3,040.55	3,648.66
Blofield	1,241.97	1,448.97	1,655.96	1,862.96	2,276.95	2,690.94	3,104.93	3,725.92
Booton	1,209.31	1,410.87	1,612.42	1,813.97	2,217.07	2,620.18	3,023.28	3,627.94
Brampton	1,243.94	1,451.26	1,658.59	1,865.91	2,280.56	2,695.20	3,109.85	3,731.82
Brandiston	1,214.19	1,416.55	1,618.92	1,821.28	2,226.01	2,630.74	3,035.47	3,642.56
Brundall	1,249.93	1,458.26	1,666.58	1,874.90	2,291.54	2,708.19	3,124.83	3,749.80
Burgh & Tuttington	1,219.37	1,422.60	1,625.83	1,829.06	2,235.52	2,641.98	3,048.43	3,658.12
Buxton with Lamas	1,238.16	1,444.52	1,650.88	1,857.24	2,269.96	2,682.68	3,095.40	3,714.48
Cantley	1,230.22	1,435.26	1,640.29	1,845.33	2,255.40	2,665.48	3,075.55	3,690.66
Cawston	1,242.87	1,450.01	1,657.16	1,864.30	2,278.59	2,692.88	3,107.17	3,728.60
Coltishall	1,242.42	1,449.49	1,656.56	1,863.63	2,277.77	2,691.91	3,106.05	3,727.26
Drayton	1,276.41	1,489.14	1,701.88	1,914.61	2,340.08	2,765.55	3,191.02	3,829.22
Felthorpe	1,233.79	1,439.43	1,645.06	1,850.69	2,261.95	2,673.22	3,084.48	3,701.38
Foulsham	1,223.30	1,427.18	1,631.07	1,834.95	2,242.72	2,650.48	3,058.25	3,669.90
Freethorpe	1,231.94	1,437.26	1,642.59	1,847.91	2,258.56	2,669.20	3,079.85	3,695.82
Frettenham	1,224.39	1,428.45	1,632.52	1,836.58	2,244.71	2,652.84	3,060.97	3,673.16
Great & Little Plumstead	1,225.39	1,429.63	1,633.86	1,838.09	2,246.55	2,655.02	3,063.48	3,676.18
Great Witchingham	1,244.86	1,452.34	1,659.81	1,867.29	2,282.24	2,697.20	3,112.15	3,734.58
Guestwick	1,207.49	1,408.73	1,609.98	1,811.23	2,213.73	2,616.22	3,018.72	3,622.46
Hainford	1,225.15	1,429.34	1,633.53	1,837.72	2,246.10	2,654.48	3,062.87	3,675.44
Halvergate	1,230.71	1,435.82	1,640.94	1,846.06	2,256.30	2,666.53	3,076.77	3,692.12
Haveringland	1,206.23	1,407.27	1,608.31	1,809.35	2,211.43	2,613.51	3,015.58	3,618.70
Hellesdon	1,306.80	1,524.60	1,742.40	1,960.20	2,395.80	2,831.40	3,267.00	3,920.40
Hemblington	1,216.80	1,419.60	1,622.40	1,825.20	2,230.80	2,636.40	3,042.00	3,650.40
Hevingham	1,224.01	1,428.01	1,632.01	1,836.01	2,244.01	2,652.01	3,060.02	3,672.02
Heydon	1,253.71	1,462.67	1,671.62	1,880.57	2,298.47	2,716.38	3,134.28	3,761.14
Honingham	1,241.69	1,448.63	1,655.58	1,862.53	2,276.43	2,690.32	3,104.22	3,725.06
Horsford	1,231.07	1,436.25	1,641.43	1,846.61	2,256.97	2,667.33	3,077.68	3,693.22
Horsham & Newton St.Fa	1,232.33	1,437.72	1,643.11	1,848.50	2,259.28	2,670.06	3,080.83	3,697.00
Horstead with Stanningha	1,245.07	1,452.58	1,660.09	1,867.60	2,282.62	2,697.64	3,112.67	3,735.20
Lingwood & Burlingham	1,224.23	1,428.27	1,632.31	1,836.35	2,244.43	2,652.51	3,060.58	3,672.70
Marsham	1,235.61	1,441.54	1,647.48	1,853.41	2,265.28	2,677.15	3,089.02	3,706.82
Morton on the Hill	1,211.06	1,412.90	1,614.75	1,816.59	2,220.28	2,623.96	3,027.65	3,633.18
Old Catton	1,264.50	1,475.25	1,686.00	1,896.75	2,318.25	2,739.75	3,161.25	3,793.50
Oulton	1,226.93	1,431.41	1,635.90	1,840.39	2,249.37	2,658.34	3,067.32	3,680.78
Postwick with Witton	1,237.49	1,443.74	1,649.99	1,856.24	2,268.74	2,681.24	3,093.73	3,712.48
Rackheath	1,250.07	1,458.41	1,666.76	1,875.10	2,291.79	2,708.48	3,125.17	3,750.20
Reedham	1,226.13	1,430.48	1,634.84	1,839.19	2,247.90	2,656.61	3,065.32	3,678.38
Reepham	1,258.95	1,468.77	1,678.60	1,888.42	2,308.07	2,727.72	3,147.37	3,776.84
Ringland	1,258.01	1,467.68	1,677.35	1,887.02	2,306.36	2,725.70	3,145.03	3,774.04
Salhouse	1,233.40	1,438.97	1,644.53	1,850.10	2,261.23	2,672.37	3,083.50	3,700.20
South Walsham	1,240.13	1,446.81	1,653.50	1,860.19	2,273.57	2,686.94	3,100.32	3,720.38
Spixworth	1,249.49	1,457.73	1,665.98	1,874.23	2,290.73	2,707.22	3,123.72	3,748.46
Sprowston	1,285.31	1,499.52	1,713.74	1,927.96	2,356.40	2,784.83	3,213.27	3,855.92
Stratton Strawless	1,215.48	1,418.06	1,620.64	1,823.22	2,228.38	2,633.54	3,038.70	3,646.44
Strumpshaw	1,223.00	1,426.83	1,630.67	1,834.50	2,242.17	2,649.83	3,057.50	3,669.00
Swannington (See note)	1,222.21	1,425.92	1,629.62	1,833.32	2,240.72	2,648.13	3,055.53	3,666.64
Taverham	1,250.27	1,458.65	1,667.03	1,875.41	2,292.17	2,708.93	3,125.68	3,750.82
Thorpe St Andrew	1,269.05	1,480.56	1,692.07	1,903.58	2,326.60	2,749.62	3,172.63	3,807.16
Upton with Fishley	1,226.11	1,430.47	1,634.82	1,839.17	2,247.87	2,656.58	3,065.28	3,678.34
Weston Longville	1,230.71	1,435.82	1,640.94	1,846.06	2,256.30	2,666.53	3,076.77	3,692.12
Woodbastwick	1,216.65	1,419.43	1,622.20	1,824.98	2,230.53	2,636.08	3,041.63	3,649.96
Wood Dalling	1,217.08	1,419.93	1,622.77	1,825.62	2,231.31	2,637.01	3,042.70	3,651.24
Wroxham	1,237.85	1,444.16	1,650.47	1,856.78	2,269.40	2,682.02	3,094.63	3,713.56
All Other Parishes	1,203.40	1,403.97	1,604.53	1,805.10	2,206.23	2,607.37	3,008.50	3,610.20

Note :- The Parish Council covers the parishes of Swannington, Alderford, and Little Witchingham.