

Cabinet

Agenda

Date

Tuesday 9 February 2021

Members of the Cabinet

Cllr S A Vincent
Chairman (Leader) Policy

Cllr T M Mancini-Boyle
(Deputy Leader) Finance

Portfolio holders

Cllr J K Copplestone Economic Development

Cllr J J Emsell Transformation and
Organisational Development

Cllr L H Hemsall Planning

Cllr J Leggett Environmental Excellence

Cllr F Whymark Housing and Wellbeing

Time

6.00 pm

Place

To be hosted remotely at
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Director / Assistant Director

Contact

James Overy tel (01603) 430540

Broadland District Council
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich NR7 0DU

E-mail: james.overy@broadland.gov.uk



@BDCDemServices

Public Attendance

This meeting will be live streamed for public viewing via the following link:
<https://www.youtube.com/channel/UCZciRgwo84-iPyRlmsTCIng>.

If a member of the public would like to attend to ask a question, or make a statement on an agenda item, please email your request to committee.services@broadland.gov.uk no later than midday on 1 February 2021.

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5	Public Speaking	
	To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.	
	In accordance with the Constitution a period of 3 minutes is allowed per member of the public.	
6	Representations from Non-Cabinet Members	
	To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.	
	In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.	
7	Overview and Scrutiny Committee	
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	The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.	
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Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. Affect yours, or your spouse / partner's financial position?
2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

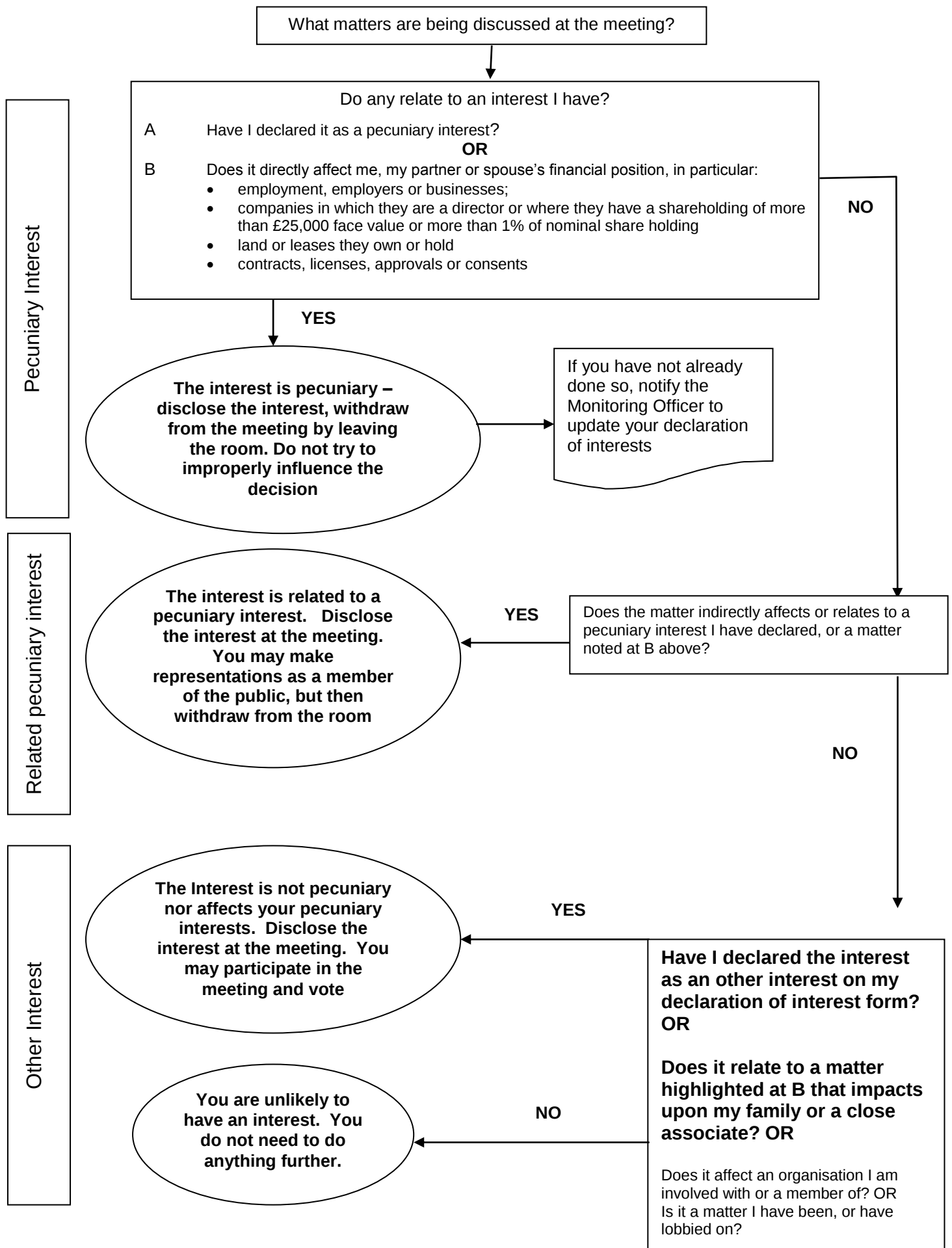
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER
IN THE FIRST INSTANCE**

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Minutes of a meeting of **Cabinet** held by video link on **Tuesday 12 January 2021** at **6.00pm** when there were present:

Cllr S A Vincent – Policy (Chairman)

Portfolio holders:

Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr L H Hempsall	Planning
Cllr J Leggett	Environmental Excellence
Cllr T M Mancini-Boyle	Finance
Cllr F Whymark	Housing and Wellbeing

Cllr T Adams, Cllr P Bulman, Cllr K Leggett, Cllr M Murrell and Cllr S Riley also attended the meeting.

Also in attendance were the Managing Director, Director Place, Director Resources, Director People and Communities, Chief of Staff, Assistant Director Economic Growth, Assistant Director Planning, Assistant Director Governance and Business Support (Monitoring Officer), Assistant Director Individuals and Families, Greater Norwich Planning Policy Manager and the Democratic Services Officers (LA and JO).

Mr Trevor Bennett, Chairman of Aylsham Town Council, was also in attendance.

174 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

The Chairman advised the meeting that his consultancy firm was promoting, a site for residential development in Colney through the Greater Norwich Local Plan. Although this was a disclosable pecuniary interest, he would not be required to leave the meeting when the Greater Norwich Local Plan item was considered, as no decision on sites was being made today.

He also informed the meeting that his father, Malcolm Vincent, was promoting a site for residential development in Costessey /Bawburgh through the Greater Norwich Local Plan. In this case there was no interest to declare, but he brought it to Members' attention in the interests of openness and transparency.

175 MINUTES

The Minutes of the meeting held on 8 December 2020 were confirmed as a correct record.

176 MATTERS ARISING

Minute No: 172 – Business Rates Pooling

The Chairman noted that concerns had been raised at the last Cabinet meeting about the increased risk associated with Business Rates pooling and he confirmed that it had now been decided that pooling would not take place during FY 2021/22.

177 PUBLIC SPEAKING

Mr Trevor Bennett, Chairman of Aylsham Town Council, addressed Cabinet regarding item 12 on the Agenda (Greater Norwich Local Plan – Regulation 19, Pre-Submission Publication).

He acknowledged that a lot of work had been put into compiling the Greater Norwich Local Plan, but he suggested that it had not followed a sound approach due to the significant increase in housing numbers without further consultation with residents. He also considered that the Plan was not compliant with the Duty to Cooperate.

He confirmed that Aylsham Town Council was not opposed to development and had recognised that it should have one large site allocation, but found a second site, which would lead to a 20 percent increase in population and place considerable strain on the Town's infrastructure, to be unacceptable.

He also had concerns that the Greater Norwich Local Plan had not taken account of the scale of the recession likely to be caused by Covid-19 and that the assessment in the Plan that it would be 'V' shaped was very unlikely.

The Chairman noted that the Greater Norwich Local Plan Team had sent a written response to Mr Bennett regarding his questions about the allocation in Aylsham.

The Portfolio Holder for Planning advised the meeting that the increase in housing was in response to the 'Planning for the Future' White Paper published in August 2020. She added that the Plan was for a long time period (up to 2038) and would not lead to an immediate increase in the population of Aylsham.

In response Mr Bennett said that there were still soundness issues, as it had been assumed that the White Paper would progress to national planning policy unchanged, which was also unlikely.

The Chairman and the Portfolio Holder for Planning thanked Mr Bennett for

attending the meeting and encouraged him to respond to the Regulation 19 consultation when it commenced on 1 February 2021.

174 REPRESENTATIONS FROM NON CABINET MEMBERS

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

175 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 5 January 2021, as each item was considered. He also thanked Cabinet and the Finance Team for attending the 5 January 2021 meeting to answer the Committee's budget questions.

176 ENVIRONMENTAL EXCELLENCE PANEL

Cabinet received the Minutes of the meeting of the Environmental Excellence Panel held on 26 November 2020.

The Portfolio Holder for Environmental Excellence advised the meeting that five readily deliverable projects had been identified in the Environmental Strategy Action Plan. These were: tree planting, electric charging points, single use plastic free Council, green energy supplier and a green Procurement Strategy.

It was also noted that Broadland's tree wardens were celebrating their 30th anniversary this year.

The meeting was informed that the scheme to plant 130,000 trees, would be complex and require careful planning.

177 WELLBEING PANEL

Cabinet received the Minutes of the meeting of the Wellbeing Panel held on 9 December 2020.

The Portfolio Holder for Housing and Wellbeing informed the meeting that the Panel had considered an update to the Health and Wellbeing Strategy. More updates would follow over 2021 in response to the pandemic.

178 WARM HOMES FUND – ADDITIONAL FUNDING – CONTRACT AWARD

The Assistant Director Individuals and Families introduced his report which requested that Cabinet approved the award of contracts for the delivery of external wall insulation, cavity and loft insulation work and air source heat pumps.

It was explained that the Council operated the Warm Homes Fund on behalf of Norfolk local authorities and had been awarded an extra £1.24 million in funding from the Department for Business Energy and Industrial Strategy, to allocate before 31 March 2021.

The Council was entitled to use the Procure East Midlands Framework to enter into a contract with Cornerstone East Anglia Limited to deliver external and cavity wall insulation and loft insulation work. The potential value of the contract was in the region of £800,000.

Similarly, the Eastern Procurement Framework could be utilised to enter into a contract with the Dodd Group to deliver Air Source Heat Pumps. The potential value of the contract was in the region of £200,000.

The above figures were rounded down approximations and the remainder of the £1.24m could be used for whichever scheme was the most popular.

Awarding contracts under framework agreements allowed contracts to be entered into quickly and also provided value for money, as they would have been competitively let.

The Portfolio Holder for Housing and Wellbeing emphasised that the additional funding would reinforce the good work already being done by the Council to support those in fuel poverty.

The Chairman noted that the frameworks were a convenient means of avoiding delay, rather than avoiding procurement.

It was confirmed that both companies were PAS 2030 accredited installers for retrofitting energy efficient projects.

The scheme would be advertised on the Council's website, as well as through food banks, Children's Services and other social providers.

The Chairman of the Overview and Scrutiny Committee advised the meeting that concerns had been expressed by the Committee regarding how the selection of the companies had been arrived at, but he had since received the technical details of the procurement process and was satisfied that it had been a robust and watertight process.

The Portfolio Holder for Housing and Wellbeing confirmed that he would bring this project to the notice of the SNAP Community Links Group, when he attended their meeting next week.

Voting was carried out by way of a roll call and it was unanimously

RESOLVED

1. To award a contract to Cornerstone East Anglia Limited under the terms of the East Midlands Framework for External Wall Insulation, Cavity and loft insulation work.
2. To award a contract to Dodd Group under the terms of the Eastern Procurement Framework for Air Source Heat Pumps.

Reasons for decision

To improve the warmth and efficiency of fuel poor residents' homes.

179 GREATER NORWICH LOCAL PLAN – REGULATION 19, PRE-SUBMISSION PUBLICATION

The Chairman noted that the Regulation 19 stage of the Greater Norwich Local Plan would move the process towards the final adoption of the Plan, which would succeed the existing Joint Core Strategy. The papers appended to the report showed the various changes that had been made to get to this stage. He added that 75 percent of the total figure of 49,492 dwellings in the Plan was already allocated.

The Portfolio Holder for Planning noted that a lot of work had taken place to get to the Regulation 19 stage and to align it with the ambitions of Government. Publication of the Plan from 1 February to 15 March 2021 would allow stakeholders to comment on its legal compliance and soundness before it was submitted for independent examination. It was aimed to finally adopt the Plan in September 2022.

It was confirmed that comments on the Plan could be made by phone and in writing, as well as online.

Voting was carried out by way of a roll call and it was unanimously

RESOLVED

1. To agree to publish the Greater Norwich Local Plan under regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012; and,
2. Delegate authority to the Assistant Director for Planning in consultation with the Portfolio Holder for Planning Authority to make any minor or factual corrections to the GNLP ahead of its publication.

Reasons for decision

To progress the GNLP in order that the Council's Development Plan remained effective and continued to have full weight in determining planning applications.

180 UPDATE TO LOCAL DEVELOPMENT SCHEME

The Portfolio Holder for Planning advised the meeting that amending the Local Development Scheme to reflect changes to the Greater Norwich Local Plan timetable, was a legal requirement to ensure that the emerging Local Plan documents were sound and legally compliant.

Voting was carried out by way of a roll call and it was unanimously

RECOMMENDED TO COUNCIL

To approve the proposed amendments to the current Local Development Scheme.

Reasons for decision

To meet legislative requirements.

181 PLACE SHAPING PANEL

Cabinet received the Minutes of the meeting of the Place Shaping Panel held on 4 January 2021.

The Chairman of the Panel advised Members that the Panel had given thorough consideration to the Greater Norwich Local Plan. In particular the increase in housing numbers, the impact of a decline in retail premises on housing need and the local economy in general.

The meeting closed at 6.42pm

Minutes of a meeting of the **Economic Success Panel** held by video link on **Monday 7 December 2020** at 6pm when there were present:

Cllr J Copplestone – Chairman

Cllr S Beadle

Cllr A Crotch

Cllr T M Mancini-Boyle

Cllr N Brennan

Cllr D King

Cllr K Vincent

Cllr S Catchpole

Officers in attendance were the Assistant Director of Economic Growth (TA), the Senior Economic Development Officer: Funding and Strategy (NC), the Programme Manager (AM) and the Democratic Services Officers (JH and LA).

31 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

None made.

32 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr P Bulman and Cllr N Harpley.

33 MINUTES

The minutes of the meeting held on 12 October 2020 were confirmed as a correct record.

34 MATTERS ARISING

Members requested an update on the proposed changes to the member-led community grant scheme which was brought before the Panel at the previous meeting. The Chairman explained that the proposals were discussed at the Overview and Scrutiny Committee meeting back in November and would be considered at the Cabinet meeting the following day (8 December). Any recommendations from Cabinet would then go on to full Council for approval.

35 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

To exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of

Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

36 FOOD INNOVATION CENTRE (FIC) – DELEGATED AUTHORITY

The Panel considered the report of the Assistant Director for Economic Growth which sought delegated authority for nominated Directors, in liaison with nominated Members, to make a number of decisions in relation to the Food Innovation Centre (FIC).

The Assistant Director for Economic Growth explained the background to the report, the upcoming steps of the project and the reasoning behind the request for delegated authority.

The Panel was invited to consider the proposals outlined in the report.

A detailed discussion took place on the proposal, as set out in the exempt minutes. Members recognised the importance of the project but were mindful of the potential risks associated with the development, and in giving delegated authority to officers.

An amendment was proposed, and duly seconded, that recommendation 2, be amended as follows:

“Cabinet delegates authority to the Leader, Portfolio Holder for Economic Development, and the Portfolio Holder for Finance, in consultation with the Director of Place and the Director of Resources, for the following...”

Upon being put to the vote, this amendment was lost. Cllrs Beadle and Catchpole requested that their vote in favour of the amendment be recorded.

A further amendment was proposed and duly seconded, that recommendation 2 within the report, be amended to add the Monitoring Officer to the list of consultees. Upon being put to the vote, this amendment was unanimously carried.

Members then voted on the recommendations of the report, as amended above, and it was

RESOLVED to recommend that Cabinet supports the recommendations outlined in the report, as amended above.

Cllrs Beadle and Catchpole requested that their vote against recommendation 2 be recorded.

The meeting closed at 7.25pm.

Service Improvement & Efficiency Committee

Minutes of a meeting of the **Service Improvement & Efficiency Committee** held via video link on **Monday 11 January 2021** at **6pm** when there were present:

Cllr J L Thomas – Chairman

Cllr P E Bulman

Cllr S I Holland

Cllr G K Nurden

Cllr S J Catchpole

Cllr D King

Cllr S M Prutton

Cllr J J Emsell

Cllr M L Murrell

Cllr D Roper

Cllr N Brennan and Cllr K Kelly also attended the meeting for its duration

Also in attendance were the Director of Resources (DL), the Assistant Director of Governance and Business Support (EH), the Chief of Staff (HR), the ICT and Digital Manager (CB), the Internal Consultancy Lead for Governance (NT) and the Democratic Services Officers (JH & LA).

13 APOLOGY FOR ABSENCE

An apology for absence was received from Cllr I J Mackie

14 MINUTES

The minutes of the meeting held on Monday 5 October 2020 were confirmed as a correct record.

15 SPARK TRANSFORMATION PROGRAMME UPDATE

The Chief of Staff and Assistant Director of Governance and Business Support presented the report which provided members with an update on the major transformation SPARK projects.

Joint Website

Members were informed of the progress regarding the joint website project, and the Chief of Staff advised that the final website design had been agreed and a prototype produced by Jadu. Once functionality testing was completed, members would be invited to member engagement sessions. The Chief of Staff further advised that service areas continued to develop content for the new website.

Joint Email

11 January 2021

Members were informed that trial migration work continued with testing carried out to look at the impact of linking with Officer 365. Members were further advised that initial testing on application users was carried out with a plan to start migrating users from April 2021. Officers explained that an all member briefing was scheduled to take place in the next two to three weeks, to provide members with more information, and would include details of training to be provided. Officers assured members that current issues with resources would not impact on the delivery due date.

One Network

Officers advised members that the project had gone out to tender, with officers evaluating the three responses received. Once a quality assurance review of scoring and due diligence had been undertaken, recommendations would be taken to Cabinet for decision on the contract award.

System Transformation

Members were advised that stakeholder meetings had been carried out in early December 2020, to set out a strategic review of system alignment. Workshops would be held with all officers who used the systems, which would set out the Council's strategy and approach to system change and implementation over the next three years.

Business Intelligence and Governance

Members were advised that this project was still in the scoping phase, where service leads were looking at how to utilise data and current systems to improve service areas.

New Ways of Working

Officers advised members on the progress of scoping work which looked at staff returns to the office and service area placements across the two sites during and post Covid.

Customer Satisfaction/Experience

Members were updated on work carried out to develop a new customer strategy across both Councils, utilising customers' insights and feedback to improve the Councils' services. Members were advised of a new customer service charter currently in development, which would be reviewed by members.

Complaint Handling

Members were informed that a new project had been added to the programme which looked at both informal customer feedback or comments and the Council's formal complaints process. During the discussion, one member suggested that officers looked at utilising social media as a channel for customer complaints. In response to queries regarding whether complaints were vetted to stop inappropriate complaints progressing through the

complaints process, the Chief of Staff confirmed that there was a process in place to ensure genuine complaints were placed to the relevant areas, and inappropriate or vexatious complaints were dealt with appropriately via a separate channel.

Resources Hub

Members were provided with an update on the organisational development projects, Broadland Waste Procurement project, and the Best in Class Housing Programme.

In response to queries raised regarding the set of principles outlined at page 11 of the report, officers advised that the set of principles were agreed in 2018 as part of the feasibility study and could not be amended by the Committee. They clarified that they had been included in the report, to show the set of principles officers followed as part of the SPARK transformation projects.

Concerns were raised by members with regard to the staffing levels of certain service areas and that savings should not become dependent on the reduction of staff. The Assistant Director of Governance and Business Support advised the Committee that there had been no changes to staffing structures and that any staff shortages were due to the natural turnover of staff or the redeployment of staff to cover Covid response work. She further reassured members that the Council was committed to retaining and developing current staff.

The Chairman thanked officers for their report which was noted by the Committee.

16 PROJECT UPDATE – TELEPHONY

The Assistant Director of Governance and Business Support presented her report, which included an update on the installation of soft phones across the Council, the introduction of hunt groups across service areas, call filtering from Customer Services, additional training provided to officers, the introduction of phone champions, and the reduction on the abandoned call rates.

Members discussed the abandoned call rates of services such as Council Tax and queried staff capacity. In response, the Director of Resources advised that initial calls to the team were taken by an outside company and that there had been issues with calls transferring back to office staff. Regarding staff capacity, she explained that only a proportion of staff were answering calls with the remainder of staff performing other duties. The abandon rate data had been used to pinpoint busier call periods, where more officers were required to handle calls, therefore creating a more reactive service.

In response to a query as to why planning abandon call rates were not included in the report, officers advised that at the time the data was collected,

the planning team did not use the new telephony system to process calls. Officers confirmed that the planning team was now using the new telephony system.

Members requested clarification on when a call was considered abandoned, and in response, the Internal Consultancy Lead for Governance advised that if the customer in the queue ended the call before the service team answered, the call was deemed abandoned. Members noted that this included callers in a queue, after they had been transferred from customer services.

The Chairman thanked officers for the update and members noted the report.

17 MEMBER IT UPDATE

The Assistant Director of Governance and Business Support presented her report, which provided members with an update on Member ICT. She thanked all those members who had completed the survey and/or attended one of the drop-in sessions, which had considered the ICT needed to allow members to fulfil their role.

Members were informed that the migration to Office 365 would replace members' current blackberry software and that training and supplementary guides would be provided.

With regard to members access to committee agendas, officers advised that in the long term it was planned to deliver agendas remotely through a committee management system, and in the short term they would continue to receive paper copies of agendas whilst meetings were held remotely.

Discussion turned to the use of a device which could turn a television screen or monitor into a second screen for members' iPads. The ICT and Digital Manager explained how this device worked and advised that his team was currently trialling the software to determine its effectiveness.

Members raised concerns regarding connectivity issues when joining remote meetings as some members lived in areas with poor broadband coverage. Officers advised that all members were provided with a 4G sim card alongside their iPad to be used to access the internet when there was no internet available.

Members then thanked the Assistant Director of Governance and Business Support for her report which was noted.

The meeting closed at 7.12pm.

Minutes of a meeting of the **Place Shaping Panel** held by video link on **Monday 18 January 2021** at **6pm** when there were present:

Cllr P E Bulman – Chairman

Cllr N J Brennan

Cllr L H Hemsall (for part
of the meeting)

Cllr D M Thomas

Cllr S M Clancy

Cllr G K Nurden

Cllr J M Ward

Cllr S Catchpole, Cllr K Leggett, Cllr S Prutton and Cllr K Vincent also attended the meeting for its duration.

Also in attendance were the Assistant Director of Planning, Place Shaping Manager and Democratic Services Officers (JH and JO).

29 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Cllr S Clancy	32 - Greater Norwich Growth Board: Five-Year Investment Plan	Disclosable Pecuniary Interest, owner of a site within the Greater Norwich Development Plan area
Cllr L Hemsall	32 - Greater Norwich Growth Board: Five-Year Investment Plan	'Other' interest as the Portfolio Holder for Planning and Conservation
Cllr G Nurden	32 - Greater Norwich Growth Board: Five-Year Investment Plan	'Other' Interest, owner of a property within the same area as one of the Community Infrastructure Levy Projects.

30 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr N Harpley, Cllr S Lawn and Cllr L Starling.

31 MINUTES

The Minutes of the meeting held on 4 January 2021 were confirmed as a correct record, save for the following amendment.

Minute No: 27 – Greater Norwich Local Plan – Regulation 19, Pre-Submission Publication

Additional wording was added to recommendation 1, which read:

1. To publish the draft GNLP under regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 from 1 February to 15 March 2021 *and that Cabinet takes due regard of the implications of the economic and retail study on housing numbers in relation to Norwich specifically.*

32 GREATER NORWICH GROWTH BOARD: JOINT FIVE-YEAR INVESTMENT PLAN

The Chairman noted the importance of this report given the number of Broadland specific projects included. He advised the meeting that members were being asked to endorse these recommendations to Cabinet for investment from the Community Infrastructure Levy (CIL) fund.

The Place Shaping Manager introduced the report which asked Members to consider the Five-Year Investment Plan for 2021-2026, in addition to the Annual Growth Programme (AGP) for 2021-2022.

It was explained that the three Greater Norwich local authorities pooled their CIL funding and allocated it to priority projects that supported the growth agenda across the three districts.

The Panel was advised that the Investment Plan set out an updated position on infrastructure delivery, revised CIL income and the Council's latest position in terms of income and commitments. The Plan also provided an update on the projects previously agreed and information on the preparation carried out for schemes in future years. Whereas the AGP covered those projects with allocated funding for 2021/22.

Members noted that projects not included in the AGP had not been allocated funding at this stage but would be the subject of future consideration by each individual Council going forward.

Members were asked to note that two of the four projects identified for funding in the AGP fell within Broadland. These were: £100,000 for the Brundall Sports Hub and £312,000 for the Bure Valley Path: Access and Recreational Enhancement project. In addition, it was proposed that £2m be awarded to support the education capital programme across Greater Norwich.

The Portfolio Holder for Planning, Cllr L Hemsall, expressed disappointment at the amount awarded to education as, year-on-year, the same amount of funding was awarded with no apparent improvement to infrastructure, which gave the impression that the level of funding awarded was insufficient.

In response, the Place Shaping Manager advised the Panel that the annual allocation of CIL to education was agreed by all of the constituent partnership partners at the Greater Norwich Growth Board (GNGB) level; he explained that if the Panel wanted to indicate their desire to see the position revisited then it was reasonable for them to do so. He also confirmed that he had conveyed the views expressed by the Portfolio Holder for Planning regarding the size of the education contribution, to the Directors of the Infrastructure Delivery Board that sit under the Greater Norwich Growth Board (GNGB).

In response to a query on Growth Programme 25 – Broadland Northway, the Place Shaping Manager advised that the monitoring of traffic was the responsibility of Norfolk County Council, although Broadland District Council had some responsibility for ensuring that conditions were complied with. He agreed to investigate this further and provide the Panel with any available information.

One Member expressed disappointment that the Carrow to Deal Ground riverside walkway was not going ahead, which halted progress on the scheme for a walkway from Norwich to Thorpe St Andrew. The Place Shaping Manager advised Members that he would investigate further and feedback to the Panel the rationale behind the stalling of the scheme.

Members further discussed the Deal Ground and Carrow worksite, where it was noted that the site had been included on multiple local plans and investment plans over the years with no resolution. The Place Shaping Manager informed Members that he was aware of ongoing constructive discussions between the various landowners, Norwich City Council and Homes England regarding the sites. He advised Members that the process was ongoing, however, there were significant challenges to be overcome.

Discussion followed regarding access to the North West Country Park, and Members noted the potential for alternative access from the Northern Distributor Road, which would not have to run through Horsford Village. and were keen for this to be explored further. The Place Shaping Manager agreed to raise this with the Project Manager.

In response to a Member's question, the Place Shaping Manager explained that the Brundall Sports Hub was allocated £100,000 in CIL funds, as this was identified as the funding gap, required to ensure delivery of the scheme. The remainder of the £1.3M funding for the project came from: Section 106 contributions, contributions from the Mallards and Pastures developments within the area, in addition to investment from Brundall Investment Limited.

The Place Shaping Manager confirmed that further CIL contributions for the Brundall Sports Hub could not be ruled out at this stage, but in terms of construction costs the contract would be let on a fixed price basis and any increased costs would be borne by the tender.

RECOMMENDED TO CABINET

That Cabinet,

1. Agrees the Greater Norwich Five Year Infrastructure Investment Plan 2021-2026, included in appendix A.
2. Approves the allocation of CIL to 4 specified projects, these projects will form the 2021/22 Annual Growth Programme (AGP); the allocation of £2M to support the Education Capital Programme within Greater Norwich; and, the allocation of an additional £341,000 to projects GP46 and GP53 that were initially allocated funding within the 2018/19 AGP.

The meeting closed at 6.35pm.

REVENUE BUDGET AND COUNCIL TAX 2021/22

Report Author:	Rodney Fincham, Assistant Director - Finance t 01508 533982 e rodney.fincham@broadland.gov.uk
Portfolio Holder:	Finance
Wards Affected:	All wards
Purpose of the Report:	This report provides information affecting the Council's revenue budget for 2021/22 in order for the Cabinet to make recommendations to Council on 25 th February regarding the Council's budget and council tax for 2021/22.

Recommendations:

- 1 That Cabinet recommends to Council:
 - The approval of the 21/22 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
 - The use of the earmarked reserves as set out in **Appendix E**.
 - That the Council's demand on the Collection Fund for 2021/22 for General Expenditure shall be £6,061,601 and for Special Expenditure shall be £169,801.
 - That the Band D level of Council Tax be £129.91 for General Expenditure and £3.64 for Special Expenditure.
- 2 That Cabinet agrees:
 - Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
 - The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
 - The future budget pressures contained in the Medium-Term Financial Strategy.

1 SUMMARY

- 1.1 It is the responsibility of the Cabinet to prepare a revenue budget for approval by Council. Based on consideration of the information in this report, Cabinet needs to make recommendations to the Council meeting in February where the council tax, including the element relating to preceptors, will be decided.
- 1.2 This report presents a summary of the Council's draft 2021/22 Revenue Budget and contains details of the proposed fees and charges for 2021/22.
- 1.3 This report is divided into a number of sections that as a whole cover the various elements that need to be considered when setting the Council's budget for the coming year and the council tax for the District.

Section 2	Revenue Budget Requirement 2021/22
Section 3	Local Government Finance Settlement
Section 4	Budget Consultation
Section 5	Fees & Charges
Section 6	Medium Term Financial Strategy
Section 7	Reserves
Section 8	Council Tax
Section 9	Special Expenses
Section 10	Advice of Chief Finance Officer

2 REVENUE BUDGET REQUIREMENT 2021/22

- 2.1 The proposed revenue budgets and associated Delivery Plan seek to advance the Council's priority areas:
- Growing the Economy
 - Supporting individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively.

- 2.2 The draft budget requirement for 2021/22 is summarised in the following.

	Pay £'000	Non Pay £'000	Income £'000	Net £'000
Resources / MD	3,128	4,569	-1,027	6,670
Place	2,651	1,322	-1,848	2,125
People & Communities	2,132	25,173	-23,646	3,659
Net Cost of Services (Including HB)	7,911	31,064	-26,521	12,454

- 2.3 A more detailed breakdown is shown in **Appendix A**, and the main changes to the base budget are as shown in **Appendix B**.
- 2.4 All spending areas have been reviewed to ensure that there are appropriate budgets for service areas, and these accord with the Delivery plan.

Staffing Costs

- 2.5 The proposed budget includes provision for a cost of living rise of 1%. The actual award will be determined under local pay bargaining arrangements.
- 2.6 The proposed budget also includes £120,000 for performance related pay and vouchers / team awards. The reward scheme details are yet to be agreed.
- 2.7 Within the staffing budgets, most areas have either a static establishment, or a small reduction where saving have been generated via the One Team savings programme. There are however a few areas where staff numbers have increased as follows:
- Recovery Officers – There are an extra 1.6 FTE temporary Council Tax / Business Rates recovery officers. These are fully funded by Norfolk County Council.
 - IT – There are 2 additional temporary IT officers to help implement the significant IT programme.
 - District Direct - Additional District Direct officer on a 12 month contract to cover mental health discharges. This post is fully externally funded by Adult social care, integrated commissioning team.
 - s106 / CIL – The team administering CIL has been increased from 2.7 to 3.2FTE. The cost of this team is fully covered by the CIL 5% admin fee which for 21/22 is likely to be in the order of £150,000. This increase will help the team not only focus on collecting the money, but also on supporting parishes, and ensuring that CIL receipts are applied to fund projects.
 - Recycling – An additional 0.6 FTE Recycling and Partnership officer has been included. This is on the basis of them being able to drive up recycling rates and thus generating additional recycling credits to offset the additional cost.
 - Marketing and Comms – Temporary roles have been added to the marketing and comms team to provide additional support to the Council's Covid communication response and broader marketing and communications activities. The posts have been covered within the existing team budget, Covid response budget, and additional advertising revenue.
 - Environmental Strategy – As agreed by Cabinet on 3 November 20, an additional resource has been included to help implement the actions set out in the Environmental Strategy.
- 2.8 All the posts have been included based on there being member agreement to the change, or there being no net additional cost to the Council.
- 2.9 Members will also be aware of a number of temporary additional roles to support the Council's Covid response. These are being fully funded from Covid grant monies and again do not represent any additional cost to the Council.

Community Infrastructure Levy (CIL)

- 2.10 CIL is not included within the Council's revenue budget as it relates to funding for infrastructure and is accounted for separately to the Council's revenue budget, with the exception of the agreed 5% proportion for administration of the scheme by the Council, which is estimated to be £150,000 in 21/22.

20/21 Budgetary Performance

- 2.11 Quarter 3 monitoring predicts an anticipated year end favourable variance against the current year latest budget of £860,000. This underspend is primarily due to:
- Salary savings due to vacancies
 - Additional income from land charge fees, and recycling credits
 - Savings on clinical waste collection costs, and the money set aside for changes to the waste operation, and
 - Increased investment income.
- 2.12 For 2021/22 any recurring savings or additional income arising from the current financial year have been taken into account.

Joint Working

- 2.13 As a result of the joint working with South Norfolk, the workforce operates as 'one team' supporting two councils. Some staff are still fully charged to one authority (for instance all leisure staff are charged to SNC as only SNC operate leisure centres). However, all joint costs have been split SNC 55% / BDC 45% from 1 January 2020 onwards.
- 2.14 In order to monitor the savings from the joint working with South Norfolk Council, a Cost and Saving Tracker is maintained, and this has been regularly reported to the Joint Lead Members Group (JLMG). Going forward it is proposed that this is reported to Joint Informal Cabinet.
- 2.15 The Cost and Saving Tracker estimates that cumulative net savings of £2.26m will have been delivered by the end of 20/21, and we are on track to deliver over £8.7m gross (£7.5m net) savings within 5 years. These saving are shared between BDC and SNC. All the savings delivered to date have built into the 21/22 budgets.

COVID Budgets

- 2.16 Covid will have a long lasting impact on our residents, businesses and our operations. For 21/22 the budgets include provision for £662,000 of additional expenditure to respond to Covid. This is fully funded from Government grants.
- 2.17 In addition, it is likely that some of the budgets allocated to support our Covid response in the current year will be carried forward as a number of our support programmes will be continuing into 21/22.
- 2.18 A further report will be presented to members with details of the Covid support proposals for 21/22 in due course.

3 LOCAL GOVERNMENT FINANCE SETTLEMENT

- 3.1 The Provisional Local Government Finance settlement for 2021/22 was announced on 17th December 2020.
- 3.2 The Final Local Government Financial settlement will be announced in the coming weeks and officers will provide a verbal update to the Cabinet meeting if information is available at that time. It is proposed that any changes from the provisional settlement are managed through reserves, so as not to impact on Council Tax setting and that this is delegated to the s151 Officer.

Grant Figures

- 3.3 The following table shows the key grant figures.

	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
Business Rates Baseline (Note 1)	11,156	11,419	12,411	11,872	11,872
Business Rate Tariff	-8,471	-8,653	-9,552	-8,996	-8,996
Baseline Need	2,685	2,766	2,859	2,876	2,876
New Homes Bonus	2,066	2,008	2,174	2,318	1,625
Lower Tier Services Grant					366
Revenue Support Grant	804	438		30	
Total	5,555	5,512	5,033	5,224	4,867

Note 1: The Business Rates baseline is the predicted / reference level of Business Rates that the authority is expected to retain. This is different to the actual amount retained which includes a proportion of the growth in business rates.

- 3.4 The Lower Tier Services Grant is a new grant this year and is in response to the current exceptional circumstances. The Government has stated that this is a one-off, and that no local authority should take this funding floor as guaranteeing similar funding floors in future years, including in future finance reforms.
- 3.5 The above table demonstrates the Councils reliance on Business Rates income and new homes bonus.

Business Rates Income

- 3.6 Members will be aware that the Norfolk Local Authorities are participating in a business rates retention pool scheme during 2020/21. Furthermore, the Norfolk authorities agreed that any additional retained growth from pooling was allocated to a Norfolk wide 'Joint Investment Fund' which is used to fund projects across Norfolk.
- 3.7 However, the risk of a significant drop in Business Rate income during 2021/22 means that the Norfolk authorities collectively do not consider it prudent to continue with pooling for 2021/22.
- 3.8 The decision not to pool for 2021/22 means that there will not be any addition to the 'Joint Investment Fund', rather than there being a loss of income direct to BDC.

New Homes Bonus Grant

- 3.9 The provisional allocation for 2021/22 is £1,624,543, of which £61,040 relates to the Affordable Homes Premium (218 x £350 x 80%). The New Homes Bonus Grant for 2020/21 was £2,318,102.

- 3.10 The amount of income from New Homes Bonus (NHB) will reduce in the future. The 2021/22 element of NHB will be paid for one year only, and the Government is due to consult on the future of this housing incentive. The indication is that this change will include moving to a new, more targeted approach which is aligned with other measures around planning performance. A new approach is a risk for Broadland within the medium-term financial plan.
- 3.11 At present the existing New Homes Bonus is estimated to fall to:
- £792,000 in 2022/23
 - £250,000 thereafter.

Service Specific Grants

- 3.12 The Council continues to receive Housing Benefit Administration Grant for the administration on Housing Benefit. However, this is reducing over time as the benefit moves over to Universal Credit.
- 3.13 The Council will receive £296,502 in Homeless Prevention Grant in 2021/22. This represents an increase of £79,502 over the Flexible Homelessness support grant and homeless reduction grant received in 2020/21.

4 BUDGET CONSULTATION

- 4.1 The Council undertook a budget consultation via its website between 24 November 2020 and 4 January 2021.
- 4.2 The consultation received 22 responses, and therefore may not be representative of the population.
- 4.3 The key messages from this year's budget consultation exercise are:
- There was 68% support to target resources primarily on those most in need.
 - There was a more mixed response to investing in commercial ventures - 55% support.
 - There was 73% support for targeting resources to encourage business growth.
 - There was 76% support for charging service uses for discretionary services, as opposed to charging general taxpayers.
 - There was a more mixed response for increasing council tax to protect services - 59% support
- 4.4 The full Budget Consultation results are shown in **Appendix C**.

5 FEES & CHARGES

- 5.1 It is proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure of 1.1%.

Garden Waste Brown bin

- 5.2 The only exception to this is the Green Waste Bin charge. This has remained the same since 2018/19. This year it is proposed to increase these charges by £5 to reflect inflationary growth in operating costs.

	20/21 charge	21/22 proposed charge
Direct Debit customers	£46.00	£51.00
Non-Direct Debit Customer	£53.50	£58.50
Re-joining Fee (Note 1)	£20.00	£20.00

Note 1: Only introduced in 20/21 and is intended to deter subscribers cancelling their subscription during the winter months and re-joining in the spring.

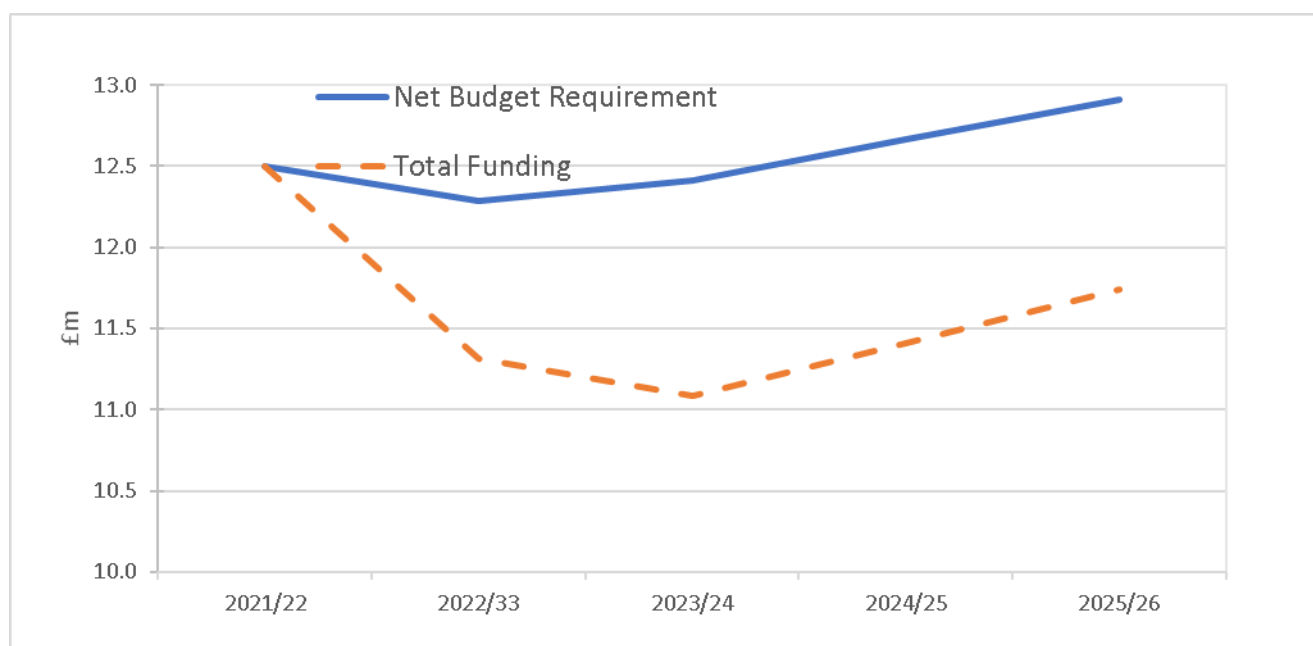
- 5.3 The Green Waste Bin charge remains comparable with what other Councils charge as shown below.

Council	Reduced for DD (if applicable)	Full price for invoices (if applicable)
Becklund Council	£46.00	£46.00
North Norfolk Council	£48.00	£55.00
South Norfolk Council	£50.20	£56.30
Broadland Council	£51.00	£58.50
Norwich City Council	£52.00	£52.00
Kings Lynn and West Norfolk Council	£56.24	£56.24
Great Yarmouth Council	£71.00	£71.00

Table shows 20/21 prices, except Broadland which shows the increase for next year

6 MEDIUM TERM FINANCIAL STRATEGY

- 6.1 The following graph shows the Council's projected Net Budget Requirement compared to the predicted Total Funding over the next few years.



- 6.2 This shows a funding gap developing in 2022/23 of approximately £1m. The primary reason for this is the expected reduction in new homes bonus grant after this year.

- 6.3 Furthermore, a number of key decisions made over the past year, have resulted in additional cost pressures and / or potential savings not being able to be delivered. The impact of this is that the funding gap has not reduced. This means that over the coming years the Council could well be faced with some very difficult decisions in order to balance the long term budgetary position.
- 6.4 The likely reduction in future funding and the need to finance the 5-year capital programme are key reasons why it is recommended to increase the 2021/22 Council Tax. Increasing Council Tax protects the Council's income base and helps prevents future service cuts, as well as providing a source of funding for the capital programme.
- 6.5 **Appendix D** provides the Medium-Term Financial Plan (MTPF) figures supporting this graph.
- 6.6 The figures in the plan are based on the 2021/22 Local Government Finance Provisional Settlement. Future year funding figures are uncertain due to the Government's ongoing funding review, which is expected to be consulted on in 2021/22 and introduced for 2022/23.
- 6.7 The Council has benefited from growth in Business Rates income. Changes to the Business rates retention scheme are expected in 2022/23. However as yet we do not know what impact these will have on the Council.
- 6.8 The key messages from the MTPF are:
- That further savings/income will need to be made over the plan period.
 - It is anticipated that the existing New Homes Bonus grant will be phased out, and replaced with a smaller scheme.
 - Changes are anticipated but unknown at this stage in relation to business rates income and also the fairer funding review.
 - Work to deliver the savings envisaged from the collaboration with South Norfolk Council is an important factor in maintaining a balanced budget.
 - The five-year capital programme, which is also on this agenda, and which will have revenue budget implications both in terms of financing and other budget lines such as IT licences depending on the individual project.
 - With significant pressure on the Council's budget over the medium term, the Medium-Term Financial Strategy includes future Council Tax increases of £5.00 a year which is the maximum increase currently permitted for District Councils without a referendum being triggered.

Borrowing

- 6.9 Future years' capital programmes may be funded partly through borrowing, this will initially be internal borrowing from the Council's own cash balances; future external borrowing must be affordable within the context of the revenue budget. Nevertheless, while interest rates remain low there is a case for borrowing on a fixed interest rate basis if the income generated from an investment clearly exceeds the cost of financing. The exact timing of borrowing depends upon the progress and phasing of the Capital Programme and the level of revenue reserves.

7 RESERVES

General Revenue Reserve

- 7.1 The impact of the proposed revenue budget and the capital programme on the General Revenue Reserve is shown in the table below:

	£'000
Estimated Balance as at 1 April 2021 (excluding potential underspend in 20/21)	4,523
Funding Gap	-
Projected balances as at 31 March 2022	4,523
Funding Gap	-967
Projected balances as at 31 March 2023	3,556
Funding Gap	-1,325
Projected balances as at 31 March 2024	2,231
Funding Gap	-1,250
Projected balances as at 31 March 2024	981

- 7.2 In the short term the projected General Fund Balance remains above the recommended level of £2m. However, there is a need to address the funding gap over the medium term.
- 7.3 In reality, provided the Council does address the funding gap, then the balance on the General Revenue Reserve is unlikely to fall as shown in the table above.

Earmarked Reserves

- 7.4 **Appendix E** details the Council's Earmarked reserves and the predicted movement on these.

8 COUNCIL TAX

Taxbase

- 8.1 The projected tax base for 2021/22 is 46,660 Band D equivalent households. The projected tax base has increased by 0.5% compared to the tax base in 2020/21, due to housing growth in the District and officers working to identify new properties as soon as they are taxable.

Council Tax Referendum limit

- 8.2 As a shire district council authority, the Council is allowed to raise its Band D Council Tax by the greater of £5 or 2% without breaching the Council Tax Referendum limit.
- 8.3 Under the Localism Act, local communities have the power to decide if a Council Tax rise is excessive. Any district council that wishes to increase its Council Tax beyond the prescribed limit is required to hold a referendum to seek the approval of the electorate. The process of holding a referendum would have implications on cash flows and investment interest, as well as costing in excess of £150,000.

BDC Council Tax

- 8.4 It is proposed that Broadland Council increases its Council Tax for a Band D property from £125.52 to £129.91 for 2021/22. This equates to a 3.50% rise.
- 8.5 The Council Tax is calculated by taking the total income to be collected (£6,061,601) and dividing this by the Taxbase (46,660).

Norfolk County Council (NCC)

- 8.6 NCC have the option of increasing their Council Tax by 4.99% (1.99% general increase plus 3% Adult Social Care Precept). The actual increase is yet to be confirmed.

Police and Crime Panel

- 8.7 The Police and Crime Panel have the option of increasing their Council Tax by £15. The actual increase is yet to be confirmed.

Parishes

- 8.8 At the time of writing, parish precepts for the Financial Year 2021/22 were still being set. A full list of precepts will accompany the Council Tax report to Full Council. Broadland Council has no influence over the level of these precepts.
- 8.9 For 2021/22, the Government has again decided not to apply any thresholds for Council Tax increases set by Parish and Town Councils, which if exceeded would trigger a referendum.
- 8.10 Officers will use the information provided by the preceptors in producing the Council Tax resolution for the Full Council meeting on 25th February. Should the level of Council Tax proposed by Norfolk County Council or the Police and Crime Panel be different from that assumed in the resolution, then an amended resolution will be circulated at the Full Council meeting.

9 SPECIAL EXPENSES

- 9.1 Where a Parish/Town Council requires this Council to run specific services then the cost is recouped through the special expense's mechanism. For BDC this relates to street lighting in Drayton, Great Witchingham and Hellesdon.
- 9.2 It is proposed to increase the special expense band D charge by £5 in order to provide funding for future essential works such as lamp column replacement.
- 9.3 The Band D charges being proposed are as follows:

Drayton	£27.89
Great Witchingham	£20.97
Hellesdon	£30.24

10 ADVICE OF THE SECTION 151 OFFICER

- 10.1 The Local Government Act 2003 places two specific requirements on an authority's Section 151 (s151) Officer in determining the Council's budget and Council Tax. Under section 25, the s151 Officer must advise firstly on the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves.
- 10.2 **Appendix F** contains the full advice of the s151 officer on these matters.
- 10.3 In summary the advice is
- Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.
 - Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

Section 114

- 10.4 The Section 151 Officer is also required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure.
- 10.5 Section 114 notices are rare, and the advice of the Section 151 Officer is that the possibility of such a notice being required at Broadland Council is very remote at the present time.

11 OTHER OPTIONS

- 11.1 Cabinet can propose an alternative revenue budget, capital programme and Council Tax to Council, subject to the advice of the s151 Officer on the prudence and robustness of the budgets.

12 ISSUES AND RISKS

- 12.1 Resource Implications – These budget proposals set out the resource plans for the Council during 2021/22.
- 12.2 There are always a number of unknown variables at the time of setting the budget. Where this is the case, officers have made prudent estimates based on the most up to date information available.
- 12.3 Legal Implications – The Council has a legal duty to set a balanced budget.
- 12.4 Equality Implications – The budget contains reductions in spending without impacting on the level of service that our residents presently receive – for instance as a result of the joint working with South Norfolk Council. There are also increases in fees and charges, with discounts available for some services to residents on low incomes. Officers believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.

- 12.5 Environmental Impact - The budget will allow the Council to deliver its statutory duties in respect of the environment.
- 12.6 Crime and Disorder - The budget will allow the Council to deliver its statutory duties in respect of the community safety.

13 CONCLUSION

- 13.1 The proposed 2021/22 revenue budget is balanced and has no calls on general revenue reserves, subject to the final Government Finance Settlement figures not changing substantially from the provisional figures.
- 13.2 The Council Tax is proposed to increase from £125.52 in 2020/21 to £129.91 for 2021/22 for a band D property.
- 13.3 Further increases of £5.00 each year are assumed in future years for the purposes of the Medium-Term Financial Strategy.
- 13.4 Some fees and charges have been increased for service areas and commercial activities and will be reviewed again in 2022/23.
- 13.5 Over the next few years, the Council needs to find annual savings or additional income and savings of approximately £1m, in addition to the collaborative savings, primarily because the level of Government funding is expected to continue to decrease in future years.
- 13.6 The likely reduction in future funding is the key reason why it is recommended to increase the 2021/22 Council Tax. Increasing Council Tax protects the Council's income base and helps prevent future service cuts.
- 13.7 There is increased financial risk while future changes to the funding formula and business rates are still under discussion. The amount of the New Homes Bonus remains a major risk and is subject to further Government reforms and the successful delivery of enough new homes.

14 RECOMMENDATIONS

- 1 That Cabinet recommends to Council:
- The approval of the 21/22 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
 - The use of the earmarked reserves as set out in **Appendix E**.
 - That the Council's demand on the Collection Fund for 2021/22 for General Expenditure shall be £6,061,601 and for Special Expenditure shall be £169,801.
 - That the Band D level of Council Tax be £129.91 for General Expenditure and £3.64 for Special Expenditure.

- 2 That Cabinet agrees:
 - Changes to the proposed fees and charges as set out in section 5.
 - 3 That Cabinet notes:
 - The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
 - The future budget pressures contained in the Medium-Term Financial Strategy.
-

Background Papers
Delivery Plan 2021/22

APPENDIX A: REVENUE BUDGET REQUIREMENT 2021/22

	Pay £'000	Non Pay £'000	Income £'000	Net £'000	Prior Yr £'000
Resources / MD					
Corporate Costs (inc Pension lump sum payment)	120	1,144	0	1,264	1,064
COVID Support	0	662	-662	0	0
Finance	406	46	-2	450	539
Council Tax & NNDR	514	68	-249	333	366
Governance	337	719	-36	1,020	1,034
Facilities	139	542	-66	615	620
Human Resources	216	339	0	555	471
ICT & Digital	529	889	0	1,418	1,186
Executive Team	355	18	0	373	359
Chief of Staff	512	142	-12	642	593
	3,128	4,569	-1,027	6,670	6,232
Place					
Economic Growth	509	735	-185	1,059	907
Community & Environmental Protection	339	82	-47	374	421
Food, Safety & Licensing	232	32	-165	99	64
Planning	1,205	382	-1,231	356	304
Building Control	0	38	0	38	39
Business Support	366	53	-220	199	212
	2,651	1,322	-1,848	2,125	1,947
People & Communities					
Communities and Early Help	448	206	-75	579	497
Housing Standards & Independent Living	348	29	-88	289	375
Housing Benefit Payments	0	18,000	-18,060	-60	-190
Housing and Benefits	962	1,107	-1,615	454	811
Waste Services	374	5,831	-3,808	2,397	2,553
	2,132	25,173	-23,646	3,659	4,046
Net Cost of Services (Including HB)	7,911	31,064	-26,521	12,454	12,225
Net Cost of Services (Excluding HB)	7,911	13,064	-8,521	12,454	12,225
Investment Income				-346	-282
Interest Payable				0	75
Minimum Revenue Provision (to repay borrowing)				0	0
Internal Drainage Board Levy				260	252
Council Tax Deficit / (Surplus) - Offset by Covid Grant				-295	0
Transfers to / (from) Earmarked Reserves				133	30
Transfers to / (from) GF Balance				0	0
				12,206	12,300
Funded by					
Council Tax - District Element				6,062	5,828
Council Tax - Special Expenses				170	141
NNDR (Business Rates) - Baseline Income				2,876	2,876
NNDR (Business Rates) - Retained Growth				1,107	1,107
Lower Tier Services Grant				366	0
Other Government Grants				0	30
New Homes Bonus				1,625	2,318
				12,206	12,300

APPENDIX B: BUDGET MOVEMENTS

The main changes to the base budget are as shown in the table below.

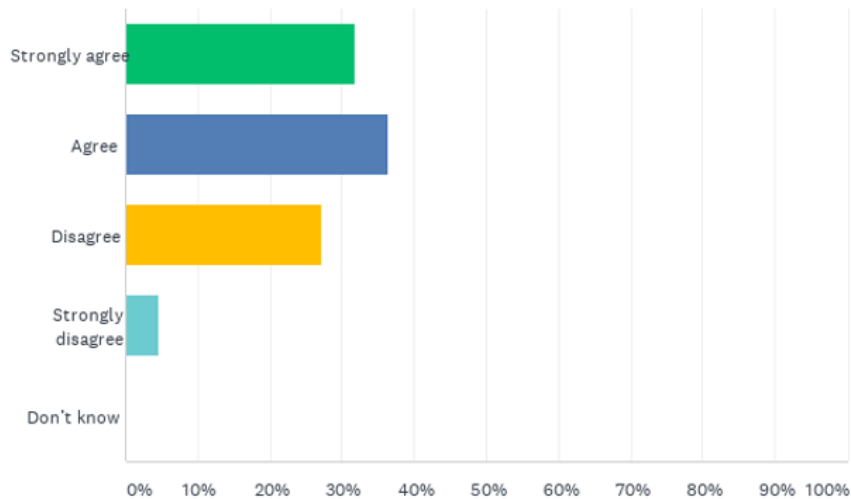
	£'000	£'000
Base Budget 2020/21		12,225
Inflationary Cost Pressures		140
Salary Related Changes		
Net change in salary costs	102	
Increase in pension payment for pension deficit £671k to £692k	21	
Total Reward & Recognition Scheme	60	183
Cost Pressures		
Governance – Increase in expected number of Internal Audit days	10	
Governance – Reflects actual Members allowances payable	17	
HR – To ensure training budget allows £500 for each officer / member	48	
HR – Never previously budgeted for apprentice levy	30	
ICT & Digital – Software licenses eg Microsoft Mobility Suite and O365	85	
ICT & Digital – Allowance for additional upgrades	50	
ICT & Digital – MITEL less savings from ISDN line with Gamma	19	
ICT & Digital – Additional consultancy to help align systems	30	
Community Assets – BVR – As per Council decision 25 May 20	25	
Community Assets – Marriotts Way – As per Council decision 25 May 20	9	
Community Assets – Northwest Woodlands County Park	27	
Community Assets – Play areas	55	
Planning - £10k NSP, £145k GNLP, £31k GNGB, £12.5k GNGB Sports	199	
Strategy – These have previously never been included in the budget as they have been assumed to be fully funded from the Equalisation reserve – They are therefore now included for full transparency.		
Waste – Additional disposal costs linked to increase in tonnage, inflationary increase in gate fee, & reduction in rebate (smoothing mech)	186	
Waste – Other	7	
Other	70	867
Reductions in Income		
Reduction in Business rates income for Growth Delivery Team	38	
Rough sleeping funding potentially ending	40	
Other	25	103
Savings		
Community Assets - Cessation of ash die back funding	-22	
Community & Environmental – Removal of car allowances budget	-31	
Planning – Removal of car allowances budget / savings on adverts	-17	
Housing & Benefits – Budget for War Pensioners HB overstated	-30	
Housing & Benefits – Various minor savings	-14	
Waste – Various minor savings	-30	
Other	-46	-190
Growth in Income		
Council Tax – Summons costs increased in line with normal year actual	-15	
Governance – Estimated profit share from NPLAW - as a result of becoming a stakeholder	-24	
Planning – 5% Admin share of CIL Income built into budgets for the first time	-150	
Planning – Net Neighbourhood planning grant	-9	
Housing Standards & Independent Living – Care and Repair income	-45	
Housing and Benefits – Council Tax Admin Grant	-100	
Housing and Benefits – Income form Tustings	-2	
Housing and Benefits – Additional homelessness grant	-80	
Waste – Trade Waste	-10	
Waste – Recycling Credits	-215	
Waste – Increase in Garden Waste Brown bin income	-204	

	£'000	£'000
Waste – Other	-8	
Other	-12	-874
Base Budget 2021/22		12,454

APPENDIX C: BUDGET CONSULTATION

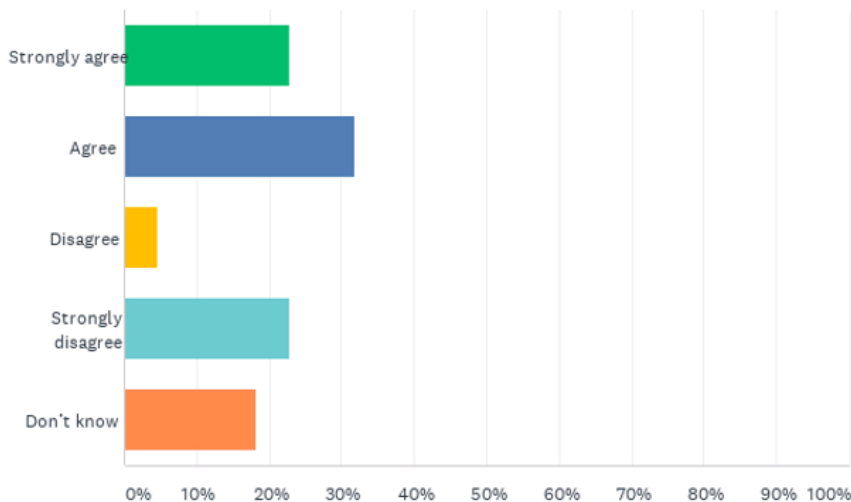
Q1: To what extent do you think that we should target resources primarily on the most vulnerable and those most in need?

Answered: 22 Skipped: 0



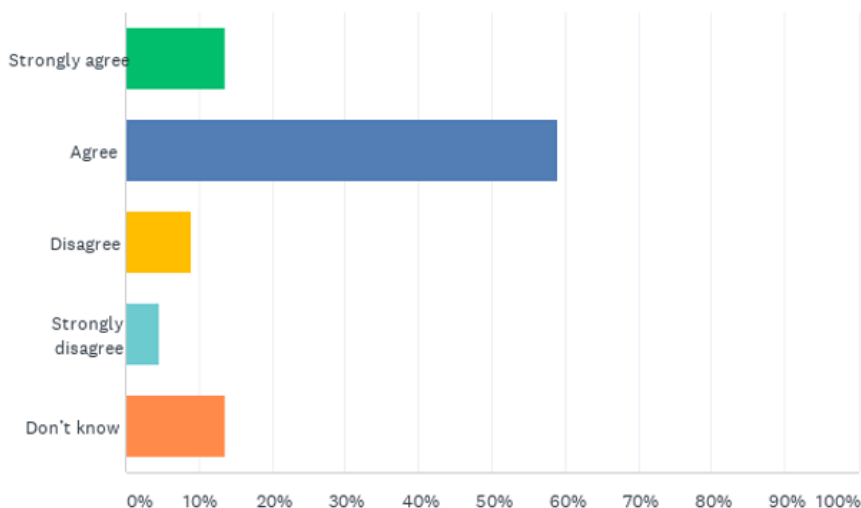
Q2: Over the last few years, we have embarked on a joint housing development venture, creating Broadland Growth Limited. This has provided housing in Broadland as well additional income for the Council. To what extent do you think we should continue to expand this and other similar initiatives?

Answered: 22 Skipped: 0



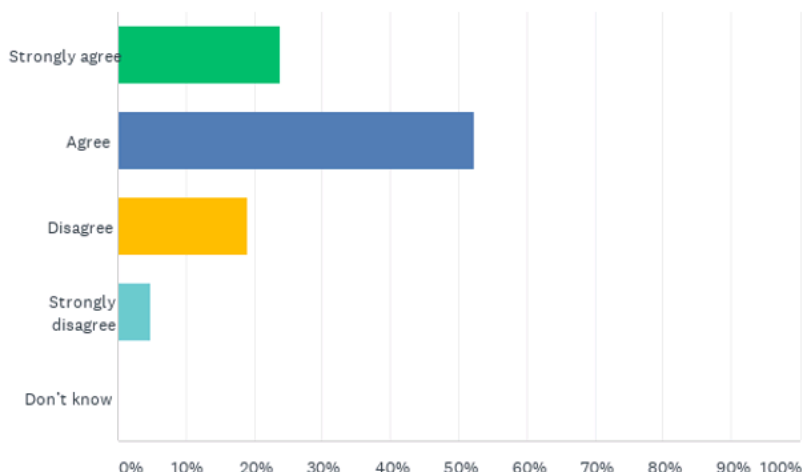
Q3: We would like to know if you think we should target a share of our resources to encourage business growth?

Answered: 22 Skipped: 0



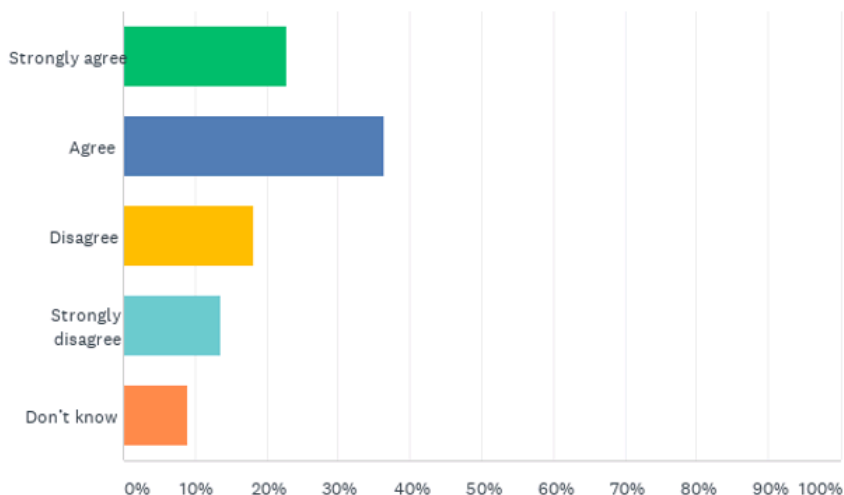
Q4: Some of the charges we make are for services that are discretionary and only used by some of our residents. These charges include our garden waste service and our planning service. To what extent do you believe that these services should be paid for by the customers who benefit from these services rather than general council taxpayers?

Answered: 21 Skipped: 1



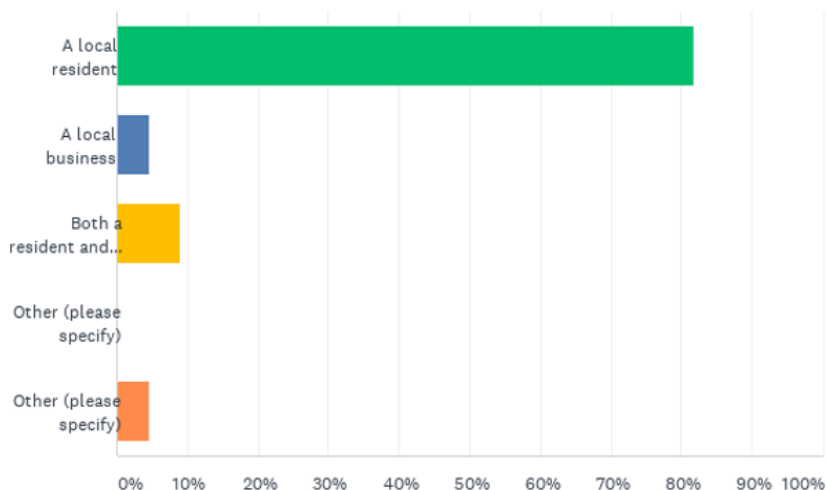
Q5: By increasing its share of council tax in 2021/22 by £5, the Council would raise £230,000 (compared to no increase) to help to protect the services that improve your quality of life, and to continue to support our response to Covid 19. To what extent do you support the Council increasing its share of council tax by up to £5 in 2021/22?

Answered: 22 Skipped: 0



Q6: To help us to understand who is responding to this consultation, please can you tell us if you are:

Answered: 22 Skipped: 0



APPENDIX D: MEDIUM TERM FINANCIAL PLAN (MTFP)

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Base Net Expenditure	12,454	12,454	12,235	12,366	12,614
<u>Recurring Adjustments:</u>					
Inflationary Pressures		249	245	247	252
Collaboration Savings		-489	-113		
Increase in pension contribution		21			
Base Net Expenditure for following year	12,454	12,235	12,366	12,614	12,866
<u>Non Recurring Adjustments</u>					
Investment Income - General	-346	-346	-346	-346	-346
Internal Drainage Board Precept	260	260	260	260	260
Transfers to / (from) Earmarked Reserves	133	133	133	133	133
Net Budget Requirement	12,500	12,281	12,413	12,660	12,912

Funded by					
Council Tax - District Element	6,062	6,370	6,686	7,008	7,337
Council Tax - Special Expenses	170	170	170	170	170
Council Tax - (Deficit) / Surplus	295				
NNDR (Business Rates)	3,983	3,983	3,983	3,983	3,983
New Homes Bonus	1,625	792	250	250	250
Lower Tier Services Grant	366				
Total Funding	12,500	11,315	11,088	11,410	11,739

Funding Gap / (Annual Surplus)	0	967	1,325	1,250	1,173
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Council Tax Calculation					
Council Taxbase (Homes)	46,660	47,220	47,787	48,360	48,940
Council Tax	129.91	134.91	139.91	144.91	149.91
	6,062	6,370	6,686	7,008	7,337

New Homes Bonus Calculation					
2018-19	616				
2019-20	542	542			
2020-21					
2021-22	467				
Future years		250	250	250	250
	1,625	792	250	250	250

APPENDIX E: EARMARKED RESERVES

BDC Reserves		Estimated Balance 31/3/21	21/22 Revenue	21/22 Capital	Balance 31/3/22	22/23 Revenue	22/23 Capital	Balance 31/3/23
Repairs & Renewals - General	To finance significant irregular replacement, repair or maintenance works to Council owned assets.	322		-322	0			0
Repairs & Renewals - Street Lighting	To finance replacement and maintenance to footway lighting managed on behalf of town and parish councils.	155	113	-310	-42	30	-35	-47
Spend Equalisation - Other	To smooth out fluctuations in revenue expenditure incurred in irregular annual patterns.	138			138			138
Spend Equalisation - Elections	To smooth out fluctuations in revenue expenditure incurred in irregular annual patterns.	200			200			200
Spend Equalisation - Local Plan	To smooth out fluctuations in revenue expenditure incurred in irregular annual patterns.	350			350			350
Economic Success Fund	To create jobs and foster economic growth within the Broadland area.	284			284			284
Insurance	To cover increased excess charges that were agreed as part of the revised insurance contract.	59			59			59
Building Control Trading	To cover expected losses in revenue on the formation of the CNC Building Control Partnership.	14			14			14
Housing Assistance Policy	To earmark repayments of housing loans in accordance with the Housing Assistance Policy.	260			260			260
Developer Contributions - Adopted Land	To earmark S106 agreement receipts for the future maintenance of adopted amenity land.	445			445			445
Developer Contributions - Play Areas	To earmark receipts received under S106 Agreements for the provision of children's play areas.	131			131			131
Neighbourhood Plans - Front Runner	To fund work on the district's Forward Plan.	203			203			203

BDC Reserves		Estimated Balance 31/3/21	21/22 Revenue	21/22 Capital	Balance 31/3/22	22/23 Revenue	22/23 Capital	Balance 31/3/23
Community Infrastructure Levy Reserve – 5% Admin	To contain income from the Community Infrastructure Levy for expenditure on infrastructure projects.	393			393			393
Community Infrastructure Levy Reserve – Surcharge for Late Payment	To contain income from the Community Infrastructure Levy for expenditure on infrastructure projects	10			10			10
Business Rates Reserve	To offset the effects of successful appeals against business rates charges.	2,703			2,703			2,703
I.T. Reserve	To fund a rolling programme of hardware and software upgrades	1,300		-537	763		-425	338
Broadland Growth Reserve	To fund projects to encourage economic growth within the district.	2,177		-2,000	177			177
Bridge Maintenance Reserve – Marriott's Way	To fund maintenance on Marriott's Way bridges.	60		-60	0			0
Bridge Maintenance Reserve – Bure Valley Railway	To fund maintenance on BVR bridges.	270	20	-50	240	20	-90	170
Refuse Services	To help fund the purchase of a new fleet of refuse vehicles, and improvements to the depot.	3,000		-3,000	0			0
Food Innovation Centre - For Capital Build	To support the building of a new Food Innovation Hub.	535		-420	115		-125	-10
Food Innovation Centre - For Revenue Support Package	To support the revenue aspects of the new Food Innovation Centre.	455	0		455			455
Total Earmarked Reserves		13,466	133	-6,699	6,900	50	-675	6,275

APPENDIX F: ADVICE OF THE s151 OFFICER

The advice of the s151 officer on the robustness of the estimates included in the budget, and on the adequacy of the financial reserves is as follows.

1 Robustness of Estimates

- 1.1 The budget estimates have been produced on a prudent basis, with an emphasis on identifying the existing cost pressures the Council faces and a realistic level of savings and efficiencies. The budget has been constructed so that all known costs are budgeted for, and income budgets are based on realistic projections. The budget is therefore constructed on a prudent basis.
- 1.2 There are however a number of significant potential risks in the robustness of the estimates as follows:
 - There is likely to be an ongoing impact due to Covid. Monies have been set aside in the 21/22 budget however there is a risk that these could be insufficient.
 - The expected changes to the formula for council funding and changes to the business rates retention scheme is a source of major uncertainty at the present time, as the impact of any changes could have a variety of impacts. While best estimates have been made, the impact of these changes on the council's funding remain unclear.
 - There is an assumption that the Council is able to collect the level of Council Tax planned. The Council has consistently performed well in this area. As Universal Credit is rolled out, the Council is working to ensure that it can manage any resultant customer debt issues.
 - The Council depends on a number of contractors, suppliers and partners to deliver services. The use of partners is important as a delivery model for certain services, and there is a risk that some of these either contract their activities or cease to exist altogether. There could be cost implications that arise should this occur. Where it appears likely that this may happen with particular organisations, then the Council will take appropriate contingency measures to mitigate the impact.
 - There is a risk that the present growth in the economy stalls and growth is not as assumed in the Medium-Term Financial Strategy. If this were to occur, it would impact on the level of income received by the Council through its fees and charges as well as income from business rates retention. There would also be an impact on the demand on the services provided by the Council such as increasing homelessness and benefit claimants. This in turn would lead to an increase in the savings required in future years.
 - Budget estimates have been prepared on a cautious basis, limiting costs and growth where possible and ensuring income expected to be received, both through fees and charges and grant streams are at a level officers are confident can be delivered. There is a risk that this will be overly sensitive.
 - Although the UK has now left the EU, it is still unclear what the long term implications will be on the Council and its funding going forwards.
- 1.3 Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.

2 Adequacy of Reserves

- 2.1 As S151 officer I am also required to report on the adequacy of reserves.
- 2.2 Section 26 of the Local Government Act 2003 gives the Secretary of State power to fix a minimum level of reserves for which an authority must provide in setting its budget. The Secretary of State has the view that section 26 would only be used “...in which an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty.”
- 2.3 The level of reserves is predicted to remain at the level required to finance the medium-term financial strategy. The plans in the Capital Programme include using earmarked reserves to fund an element of the capital programme over the next five years.
- 2.4 The projected level of the main General Fund reserve held by the Council at 31st March 2022 is £4.5m (excluding the 2020/21 surplus). This level of reserves provides sufficient flexibility should any of the assumptions made in this budget prove too optimistic.
- 2.5 Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

CAPITAL STRATEGY AND CAPITAL PROGRAMME 2021/22 TO 2025/26

Report Author: Helena Craske
Capital Accountant
01508 533915
hcraske@s-norfolk.gov.uk

Portfolio: Finance

Ward(s) Affected: All

Purpose of Report:

To present the Capital Strategy and the proposed Capital Programme for 2021/22 to 2025/26.

Recommendation:

Cabinet is asked to recommend to Council the Capital Strategy (**Appendix A**) and the Capital Programme for 2021/22-2025/26 (**Appendix B**).

1 SUMMARY

- 1.1 It is the responsibility of the Cabinet to prepare a budget for approval by the Council.
- 1.2 This report is one of a number of reports to be considered by Cabinet at this meeting to set the Council Budgets.
- 1.3 This paper focuses on the Capital Strategy and the associated Capital Programme.

2 BACKGROUND

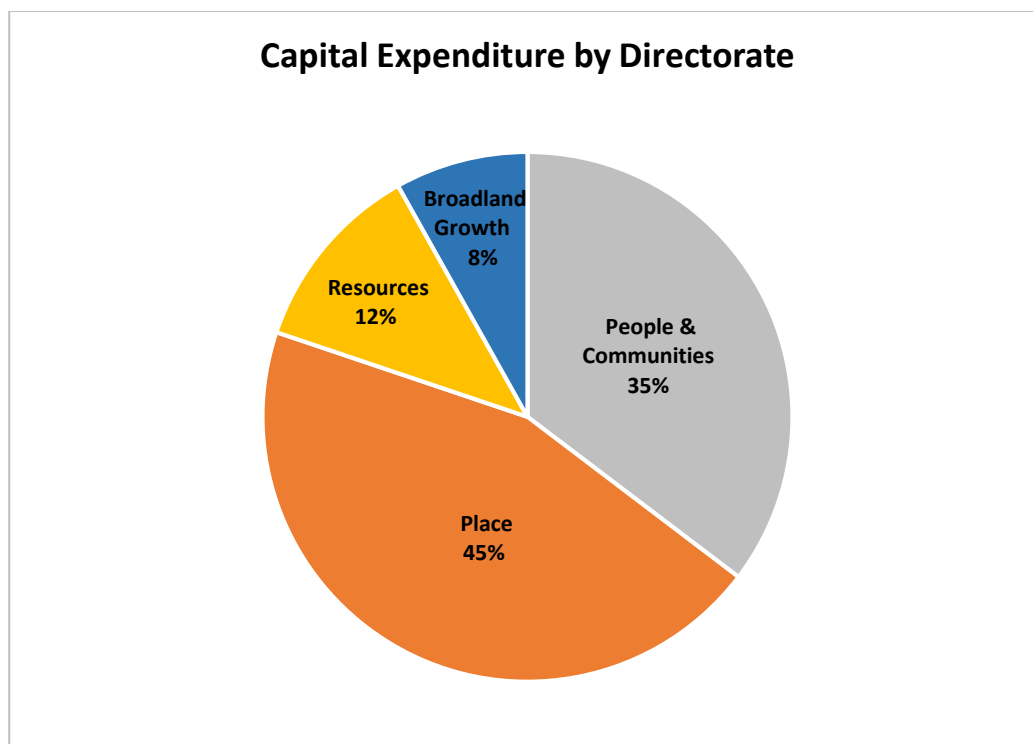
- 2.1 As part of the Council's budget process the Capital Strategy, and associated Capital Programme, is reviewed in order to assess, as part of the overall financial strategy of the Authority, what the scale and composition of the programme should be, and the consequential funding implications for the financial strategy.

3 CAPITAL STRATEGY

- 3.1 The Capital Strategy sets out the Council's approach to the use of its capital assets and resources. It is the framework for determining the capital programme and the effective use of the Council's resources.
- 3.2 This strategy seeks to deliver the Council's vision for the district as set out in the 2021/22 Delivery Plan. These ambitions are:
- Growing the Economy.
 - Supporting individuals and empowering communities.
 - Protecting and improving the natural and built environment, whilst maximising quality of life.
 - Moving with the times, working smartly and collaboratively.
- 3.3 The Capital Strategy focuses investment to deliver these priorities while also contributing to the financial sustainability of the Council by supporting opportunities to develop more efficient service delivery and to generate additional income.
- 3.4 The full capital Strategy is included as **Appendix A**.

4 SUMMARY OF CAPITAL PROGRAMME

- 4.1 The detailed five-year capital programme is shown in **Appendix B** and comes to £24.6 million. The pie chart below shows how the programme is broken down by Directorate over the next five years.



4.2 Expenditure by Directorate is summarised in the following sections.

5 PEOPLE AND COMMUNITIES

Waste Services

- 5.1 A budget of £3m has been included in the Programme to allow for the potential purchase of refuse vehicles and/or the refurbishment of the existing waste depot at Frettenham. Expenditure against this budget would be subject to a full business case and the Council may need to borrow to fund any additional costs, should they be identified.
- 5.2 Annual budgets are in place for the purchase, renewal and replacement of waste bins for homes in the district.

Disabled Facilities Grant

- 5.3 The Council receives ring-fenced Disabled Facilities Grant funding from the Government through the Enhanced Better Care Fund managed by Norfolk County Council. The allocation for 2020-21 was £886k and is projected to remain at this level for future years. It is important that this funding is fully committed in each year to avoid it having to be returned to Government. These grants are valuable in helping people stay in their own homes.

6 PLACE

Economic Growth

- 6.1 The capital programme for 2021/22 and 2022/23 includes budgets to fund the development of a Food Innovation Centre. The project is expected to be partially funded by grant funding from the European Regional Development Fund (ERDF), alongside a contribution from the New Anglia Local Enterprise Partnership. All grant funding will need to be secured before the project can commence.
- 6.2 The Centre aims to facilitate greater levels of innovation and growth within the Food and Drink processing sector by providing lettable food grade premises, bespoke related innovation support to businesses as well as developing a world leading cluster and enabling ground-breaking innovation collaborations.
- 6.3 A budget is in place to ensure there are adequate resources to fund the ongoing upkeep of the Bure Valley and Marriotts Way bridges and other necessary works on the Bure Valley Railway, which the authority has a responsibility to maintain. The budget is mainly financed from an earmarked reserve kept specifically for this purpose.
- 6.4 A Streetlighting budget of £310k has been included in the programme in 2021/22. This is to facilitate the commencement of a column replacement programme and will be financed using the Streetlighting reserve.

7 BROADLAND GROWTH

- 7.1 £2m is included in 2021/22 to expand the operations of Broadland Growth Ltd to enable the company to deliver a number of mixed housing developments across the District and an investment return to the Council. This is subject to a business case but is included in the capital programme to give a full picture of the potential extent of the programme.

8 RESOURCES

Facilities

- 8.1 Provision for the continuing maintenance / enhancement of Thorpe Lodge is included in the programme. A wider accommodation review will take place and only essential works will be carried out until the wider review has been completed.

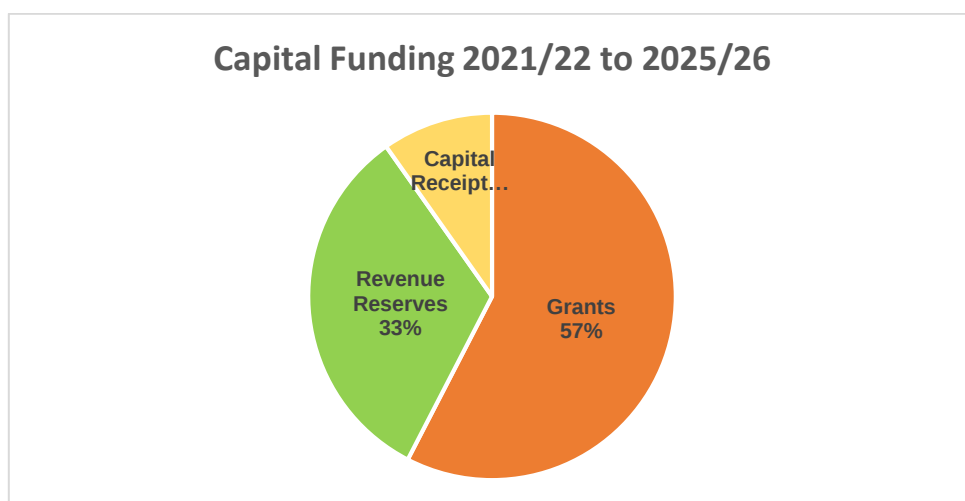
ICT and Digital

- 8.2 The capital programme sets aside the capital funding required to deliver the ongoing requirements for PC and server replacements, mobile working, equipment purchases and improvements to the website over the next five years.

- 8.3 There is an additional budget included in the programme for the investment in IT infrastructure and software upgrades that will be required to support the Council's IT network and systems. This work is being carried out in collaboration with South Norfolk Council in order to deliver better value for money and enable a fully joined up network going forward.

9 FINANCING THE CAPITAL PROGRAMME

- 9.1 This section focuses on the main sources of funding that are proposed to be used to fund the capital programme.
- 9.2 The new five-year capital programme will be financed from a mixture of revenue and capital reserves, capital receipts and grants. The projected sources of funding are shown in the graph below and **Appendix B** provides further details.



Effect on Reserves

- 9.3 During the five-year programme £8.0 million of revenue reserves will be used to fund the programme as shown in the table below:

	£000
Refuse Services Reserve	3,000
Broadland Growth Reserve	2,000
IT Reserve	1,300
Food Hub Reserve	545
Street Light Reserve	457
Bure Valley Reserve	350
Repairs & Renewals Reserve	322
Marriotts Way Bridges Reserve	60
Total Use of Revenue Reserves	8,034

Capital Receipts

- 9.4 The programme includes £2m for the repayment of loans from Broadland Growth Ltd. Also included is a receipt from the sale of council owned land, however, this will be subject to the market conditions at the time of sale.

Borrowing

- 9.5 The use of revenue reserves for capital purposes means that it is not expected that the Council will need to borrow to fund the capital programme over the next five years. However, there is a risk that the Council will need to spend more on waste services than the budgeted £3m. If this happens then the Council may need to borrow.

10 OTHER OPTIONS

- 10.1 Cabinet can propose changes to the Capital Strategy and Capital Programme, before recommending these to Council for approval.

11 ISSUES AND RISKS

Resource Implications

- 11.1 The size and composition of the capital programme has a significant impact on the medium-term financial plan.

Legal Implications

- 11.2 The Council is required to set a budget for 21/22.

Equality Implications

- 11.3 Officers believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.

Environmental Impact

- 11.4 There is no direct environmental impact arising from this report.

Crime and Disorder

- 11.5 There is no direct crime and disorder impact arising from this report.

12 CONCLUSION

- 12.1 The attached Capital Strategy and Capital Programme is affordable and supports the Council's priority areas.

13 RECOMMENDATION

Cabinet is asked to recommend to Council the Capital Strategy (**Appendix A**) and the Capital Programme for 2021/22-2025/26 (**Appendix B**).

Background Papers

None

Appendix A Capital Strategy 2021/22 to 2025/26

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.
- 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 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 our 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 and improving 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 The capital strategy helps address the strategic long-term purpose of investment and therefore stretches for many years.
- 4.4 The strategy 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 are set out in the Capital Programme.
- 5.3 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.
- 6.2 An accommodation review will be carried to consider the long-term accommodation strategy.
- 6.3 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.
- 7.3 The proposed total resources available to finance the current capital programme going forward from 2021/22 and slippage from 2020/21 will be in the region of £24.6 million as set out below:

Resources	£million
Capital Receipts	2.4
Grants	14.2
Revenue Reserves	8.0
Borrowing Requirement	0
Total	24.6

- 7.4 The use of reserves means that the Council's cash is projected to reduce in the short term. This reduction means that further capital expenditure in this period would need to be funded from generating additional resources or external borrowing.

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 need to borrow is not based on our levels of investment balances/reserves but on the Council's capital financing requirement (CFR).
- 8.5 The total amount of debt that the Council can take on needs to be affordable. Affordability will be kept under review as part of the Treasury Management Strategy and when setting revenue and capital budgets It will reflect the need for prudence along with the risk appetite of the Council.
- 8.6 There are many sources of borrowing available to the Council and it is likely that the Council will utilise a mix of these to spread the risk around loan maturities and future interest rates. Sources include:
- Public Works Loan Board (PWLb)
 - Borrowing from other local authorities

- Borrowing via the Municipal Bonds Agency (MBA)
- Borrowing from institutions such as the European Investment Bank and directly from commercial banks
- Borrowing from the money markets
- Local Authority stock issues and bills
- Commercial paper
- Structured Finance.

8.7. Government has issued Operational Circular 162 which took effect from 26 November 2020, setting out the PWLB lending arrangements that will apply to any loans arranged from that date. Government's intention, as stated in the Guidance, is "to end the situation in which a minority of local authorities used PWLB loans to support the acquisition of investment assets primarily for yield". As such the PWLB will not lend to a local authority that plans to buy investment assets primarily for yield anywhere in their capital plans, regardless of whether the transaction would notionally be financed from a source other than the PWLB. BNC has no such projects in its Capital Programme.

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 Within the funding constraints outlined above, it is necessary to set clear priorities for capital expenditure. All expenditure proposals require a clear

business case to justify the expenditure. The policy on capitalisation is included in the Council's annual accounts. Capital expenditure is authorised by Cabinet and Full Council through the budget setting process and monitored on a quarterly basis through reports to Cabinet.

- 9.3 Potential proposals should be assessed in line with the Council priorities. The table below highlights capital expenditure that is already planned or could be undertaken to meet the Council's priorities:

Growing the Economy	Supporting individuals and empowering communities	Protecting and improving the natural and built environment, whilst maximising quality of life	Moving with the times, working smartly and collaboratively
Contribution to Food Hub Project	Disabled Facilities Grants	Development/Purchase of Low Cost/Affordable Housing	Delivering the ICT Strategy and Digital Transformation
Property Development	Warm Homes Grants	Investment in Refuse Services	Improvements to the Council's operational buildings
Strategic Economic Developments to boost growth	Green Homes Grants	Wheeled Bin Purchases	
		Street Lighting Replacement Programme	

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 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 key 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

Appendix B – Broadland District Council Capital Programme

SCHEME	Team	Provisional Projects - i.e. those requiring a business case and/or Member approval to progress	Estimate 2021/22 £	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Total
Resources								
Investment	-	Y	2,000,000					2,000,000
Thorpe Lodge Refurbishment	Facilities		379,600	78,000	31,000	31,000	31,000	550,600
IT - Annual Replacement Programme	ICT and Digital		100,000	75,000	75,000	75,000	75,000	400,000
IT - Website / Digital	ICT and Digital		45,000					45,000
IT - System Replacement Programme	ICT and Digital	Y	485,250	350,000	350,000	350,000	350,000	1,885,250
Place								
Play Areas	Economic Growth							0
Woodlands	Economic Growth							0
Street Lighting	Economic Growth		310,000	34,800	35,300	38,300	38,300	456,700
Bure Valley Railway	Economic Growth	Y	310,000	90,000	90,000	90,000	30,000	610,000
Food Hub Project	Economic Growth	Y	8,880,000	500,000				9,380,000
Contingency for Food Enterprise Zone	Economic Growth	Y	420,000					420,000
Car Park Resurfacing	Economic Growth		50,000					50,000
Public Conveniences	Economic Growth		50,000					50,000
Historic Buildings Grants / Buildings at Risk	Planning		15,000	15,000	15,000	15,000	15,000	75,000
People & Communities								
Refuse services	Waste	Y	3,000,000					3,000,000
Brown Recycling Bins	Waste		35,000	35,000	35,000	35,000	35,000	175,000
Domestic Waste Bins	Waste		90,000	90,000	90,000	90,000	90,000	450,000
Disabled Facilities Grants	Housing		885,000	885,000	885,000	885,000	885,000	4,425,000
Minor Improvement Grants	Housing		30,000	30,000	30,000	30,000	30,000	150,000
Warm Homes Fund	Housing		500,000					500,000
Total			17,584,850	2,182,800	1,636,300	1,639,300	1,579,300	24,622,550
FINANCING								
Grants			10,265,000	1,260,000	885,000	885,000	885,000	14,180,000
Revenue Reserves			6,699,250	674,800	463,050	128,300	68,300	8,033,700
Capital Receipts			620,600	248,000	288,250	626,000	626,000	2,408,850
Borrowing			-	-	-	-	-	-
Total			17,584,850	2,182,800	1,636,300	1,639,300	1,579,300	24,622,550

TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22

Report Author:	Darren Slowther, Corporate Accountant 01603 430467 darren.slowther@broadland.gov.uk
Portfolio Holder:	Finance
Wards Affected:	All
Purpose of the Report:	This report sets out the authority's approach to the management of its borrowings, investments and cash flows.

Recommendations:

Cabinet is recommended to approve the following, and recommend these to Council

1. This Treasury Management Strategy Statement 2021/22
2. The Treasury Management Policy Statement 2021/22 (**Appendix 1**)
3. The Annual Investment Strategy 2021/22 (**Appendix 2**)
4. The Treasury Management Practice (TMP1) (**Appendix 3**)
5. The Treasury Management Scheme of Delegation (**Appendix 4**)
6. The Prudential Indicators (**Appendix 5**)
7. The Minimum Revenue Provision (MRP) Statement (**Appendix 6**).

1 SUMMARY

- 1.1 This report sets out the Treasury Management Strategy Statement 2021/22 and associated policies.
- 1.2 It is a regulatory requirement that these be approved annually by Full Council.

2 DEFINITION AND PRINCIPLES

- 2.1 The Chartered Institution of Public Finance and Accountancy (CIPFA) defines treasury management as:
- “The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*
- 2.2 MHCLG and CIPFA have extended the meaning of ‘*investments*’ to include both financial and non-financial investments. This Treasury Management Strategy Statement deals solely with financial investments. Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.
- 2.3 There are 3 key treasury management principles:
1. **Security** – To ensure monies are not placed at undue risk, by ensuring all monies are invested in appropriate counterparties or instruments commensurate with the organisation’s risk appetite.
 2. **Liquidity** - To ensure that cash flow is adequately planned, with cash being available when it is needed, and that sufficient funding is available to finance the organisation’s capital investment plans.
 3. **Yield** - To maximises investment returns (commensurate with risk) and minimise borrowing costs to minimise the costs to the organisation.
- 2.4 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as “non-treasury” activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities.

3 TREASURY MANAGEMENT STRATEGY STATEMENT

- 3.1 This Treasury Management Strategy Statement for 2020/21 encompasses a number of areas as follows:
- | | |
|------------|---|
| Section 4 | Treasury Management Policy Statement |
| Section 5 | Annual Investment Strategy |
| Section 6 | Expected Investment Returns |
| Section 7 | Treasury Management Practices |
| Section 8 | Treasury Management Scheme of Delegation & Reporting Requirements |
| Section 9 | Policy on use of External Service Providers |
| Section 10 | Prudential Indicators |
| Section 11 | Minimum Revenue Provision (MRP) Policy Statement |
| Section 12 | Borrowing Strategy |

4 TREASURY MANAGEMENT POLICY STATEMENT

- 4.1 In line with CIPFA's Treasury Management in the Public Services: Code of Practice the Council maintains a Treasury Management Policy Statement. This is the cornerstones for effective treasury management.
- 4.2 This Treasury Management Policy Statement is included in **Appendix 1** and details the policies, objectives and approach to risk management of the Council's treasury management activities, including policies where the Council has commercial investments held for financial return.
- 4.3 It is this Policy that sets out that the Council's primary objective in relation to investments is the security of capital. The liquidity or accessibility of the Council's investments followed by the yield earned on investments remain important, but are secondary and tertiary considerations respectively.

5 ANNUAL INVESTMENT STRATEGY

- 5.1 The Annual Investment Strategy sets out the Authority's:
- Investment Approach
 - Investment Risk Management Policy
 - Creditworthiness Policy
 - Other Investment Limits
 - Investment Risk Benchmarking
- 5.2 As at the end of December 2020 the Council had treasury investments of £46.1m. However, the application of resources (capital receipts, reserves etc.) to finance capital expenditure is expected to reduce the level of investments over time.
- 5.3 The Annual Investment Strategy categorises investments between:
- **Specified investments.** Investments that have a high level of credit quality and are subject to a maturity limit of one year.
 - **Non-specified investments.** Investments with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration before being authorised for use.
- 5.4 The Annual Investment Strategy also sets time and monetary limits for institutions on the Council's counterparty list.

6 EXPECTED INVESTMENT RETURNS

- 6.1 The Bank Rate is unlikely to rise from 0.10% for a considerable period so it has been assumed that investment earnings on short term and money market-related instruments will be sub 0.50% for the foreseeable future.
- 6.2 However, an investment return is being generated on our externally managed funds of approximately £30,000 a month.
- 6.3 On that basis the expected investment return for 2021/22 has been calculated as £346,300.
- 6.4 For comparison the investment return in 20/21 is expected to be c£500,000.

7 TREASURY MANAGEMENT PRACTICES (TMPs)

- 7.1 Treasury Management Practices set out the manner in which the Council will seek to achieve the Treasury Management policies and objectives, and prescribe how it will manage and control those activities.
- 7.2 Treasury Management Practice (TMP1) Credit and Counterparty Risk Management is included as **Appendix 3**.

8 TREASURY MANAGEMENT SCHEME OF DELEGATION, REPORTING REQUIREMENTS AND TRAINING

Scheme of Delegation

- 8.1 The Council delegates:
 - responsibility for the implementation and monitoring of its treasury management policies and practices to Cabinet, and
 - responsibility for the execution and administration of treasury management decisions to the Section 151 Officer.
- 8.2 The Council also nominates the Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.
- 8.3 Further details are included in **Appendix 4**.

Reporting Requirements

- 8.4 Members are required to receive and approve, as a minimum, three treasury reports each year as follows:
 - 1. **Treasury Management strategy** (this report) – This is forward looking and covers the plans for the year ahead. Approval is through Cabinet and then Council

2. **A mid-year treasury management report** – This is a progress report and will update on the mid-year treasury management position. Approval is through Cabinet.
3. **An annual treasury report** – This is a backward looking document and provides details of actual treasury management operations compared to the estimates. Approval is through Cabinet and then Council

Training

- 8.5 The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management.
- 8.6 The training needs of treasury management officers and members are periodically reviewed.

9 POLICY ON USE OF EXTERNAL SERVICE PROVIDERS

- 9.1 The Council recognises that responsibility for treasury management decisions remains with the Council at all times, and will ensure that undue reliance is not placed upon the services of our external service providers.
- 9.2 All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subject to regular review.
- 9.3 The Council currently uses Link Asset Services, Treasury solutions as its external treasury management advisors.
- 9.4 The Council purchased units in Payden & Rygel and Ninety One's pooled funds some time ago. Changes in the value of the Council's share reflect the net growth in the overall value of the funds. At the 31 December 20 the value of the Council's shares in the Payden & Rygel investment fund was £3.30m, and the market value of the Diversified fund with Ninety One Asset Management totalled £8.144m. The fund suffered from depreciation in value in March 2020 due to the impact on markets of Covid-19 of £773k, but has since recovered £732k of this loss.

10 PRUDENTIAL INDICATORS

- 10.1 The CIPFA Prudential Code sets out a number of indicators for authorities to use to ensure that their capital expenditure plans are affordable. These fall under 2 subheadings:
 - Prudential Indicators for Affordability

- Prudential Indicators for Prudence.

10.2 The Council's proposed Prudential indicators are included as **Appendix 5**.

11 MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT

- 11.1 The Council is required to pay off an element of its accumulated capital borrowing need (the CFR) through an annual revenue charge (the Minimum Revenue Provision - MRP).
- 11.2 The Council will use the Asset life method of calculating MRP, which means MRP will be based on the estimated life of the assets.
- 11.3 Further details about MRP are included in **Appendix 6**.

12 BORROWING STRATEGY

Borrowing Requirement

- 12.1 The Authority is currently debt free, and the current capital expenditure plans show no need to borrow.

Sources of Borrowing

- 12.2 The authority seeks to borrow at the most cost effective rate. It is therefore permitted to borrow from any of the following sources:
- PWLB – The primary source for most local authority borrowing due to its cost effective pricing structure (eg a percentage over gilt yields).
 - Bank overdraft – Can be cost effective for short term cashflow needs.
 - Other local authorities – Can be cost effective for shorter dated maturities out to 3 years or so.
 - Financial institutions (primarily insurance companies and pension funds but also some banks). Can be used out to borrow out of forward dates where the objective is to avoid a "cost of carry" or to achieve refinancing certainty over the next few years).
 - Municipal Bonds Agency – A developing viable alternative depending on market circumstances prevailing at the time of bond issue.

Policy on Borrowing in Advance of Need

- 12.3 The authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed.
- 12.4 Any decision to borrow in advance will be within the approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 12.5 Risks associated with any borrowing in advance activity will be subject to prior appraisal

and subsequent reporting through the mid-year or annual reporting mechanism.

13 PROSPECTS FOR INTEREST RATES

- 13.1 The Council has appointed Link Asset Services as its treasury advisor and **Appendix 7** provides their advice on their advice on interest rates a number of other treasury related matters.

14 ISSUES AND RISKS

- 14.1 **Resource implications** – The Treasury Management Strategy ensures funding is available to meet the Council’s needs. It also delivers investment income for the Council and helps to minimise the costs of borrowing.
- 14.2 **Legal implications** – Adoption of the CIPFA Code of Practice on Treasury Management is recommended by CIPFA and therefore falls within the remit of section 15 of the Local Government Act 2003.
- 14.3 Local authorities are required by Regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146] to have regard to the current editions of the CIPFA codes of best practice.
- 14.4 **Equality implications** – Treasury decisions are made impartially, within the guidelines.
- 14.5 **Risks** – Treasury management is not risk free. The primary objective of the Council’s Treasury Management function is to minimise risk to the principal amounts involved, whilst still maintaining optimum liquidity.

15 RECOMMENDATIONS

- 15.1 Cabinet is recommended to approve the following and recommend these to Council:
1. This Treasury Management Strategy Statement 2021/22
 2. The Treasury Management Policy Statement 2021/22 (**Appendix 1**)
 3. The Annual Investment Strategy 2021/22 (**Appendix 2**)
 4. The Treasury Management Practice (TMP1) (**Appendix 3**)
 5. The Treasury Management Scheme of Delegation (**Appendix 4**)
 6. The Prudential Indicators (**Appendix 5**)
 7. The Minimum Revenue Provision (MRP) Statement (**Appendix 6**).

Background Papers

CIPFA Treasury Management Code of Practice 2018
CIPFA Prudential Code of Practice 2018

Appendix 1: Treasury Management Policy Statement

The Council adopts the CIPFA definition of treasury management namely:

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Council 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 their risk implications for the Council, and any financial instruments entered into to manage these risks.

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 value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

The Council’s primary objective in relation to investments is 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 and tertiary considerations respectively.

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.

Where the Council has made commercial investments in property, in wholly owned companies or in joint ventures, the performance of these investments will be monitored and reported in line with the overall Treasury Management policy.

The 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.

Appendix 2: Annual Investment Strategy

1. The Annual Investment Strategy sets out the Authority's:
 - Investment Approach
 - Investment Risk Management Policy
 - Creditworthiness Policy
 - Other Investment Limits
 - Investment Risk Benchmarking

Investment Approach

2. Cash investments will be made with reference to the core balance and cash flow requirements, and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
3. Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow and to fund the Council's capital programme, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.
4. For its cash flow generated balances, the Council will seek to utilise instant access and notice accounts, money market funds and short-dated deposits, (overnight to 364 days), in order to benefit from the compounding of interest.
5. If there is a risk that the Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable. Conversely, if the risk is that Bank Rate is likely to fall significantly within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment Risk Management Policy

6. The Council's Investment Risk Management Policy has regard to the following:
 - MHCLG's Guidance on Local Government Investments ("the Guidance")
 - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the Code")
 - CIPFA Treasury Management Guidance Notes.
7. As set out in the Treasury Management Policy Statement, the Council's investment priorities will be security first, portfolio liquidity second and then yield (return).
8. The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means:
 - Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term

and long-term ratings.

- Other information: Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
 - Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
 - This authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists under the categories of ‘specified’ and ‘non-specified’ investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
 - **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 12.
 - **Transaction limits** are set for each type of investment.
 - This authority will set a limit for the amount of its investments which are invested for longer than 365 days.
 - Investments will only be placed with counterparties from countries with a specified minimum sovereign rating.
 - This authority has engaged external consultants, to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
 - All investments will be denominated in sterling.
9. This authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

10. As a result of the change in accounting standards for 2020/21 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Ministry of Housing, Communities and Local Government, [MHCLG], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1.4.18.)

Creditworthiness Policy

11. The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
 - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
12. The Section 151 Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
13. Credit rating information is supplied by our treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are provided to officers almost immediately after they occur, and this information is considered before dealing. For instance, a negative rating Watch applying to counterparty at the minimum Council criteria may be suspended from use, with all others being reviewed in light of market conditions.
14. The criteria for providing a pool of high-quality investment counterparties, (both specified and non-specified investments) is:
- Banks 1 - good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign Long-Term rating of AA, matching the UK's rating.and have, as a minimum, the following Fitch, Moody's and Standard & Poor's credit ratings (where rated):

	Fitch	Moody's	Standard & Poor's
Short Term	F1	P1	A-1
Long Term	A-	A3	A-

- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations. This bank can be included provided it continues to be part nationalised or it meets the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested. The Council's provider of banking services is Barclays Bank PLC.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies. The Council will use all societies which meet the ratings for banks outlined above
- Money Market Funds (MMFs) CNAV – AAA
- Money Market Funds (MMFs) LVNAV – AAA
- Money Market Funds (MMFs) VNAV – AAA
- UK Government (including gilts, Treasury Bills and the DMADF)
- Local authorities, parish councils etc subject to due diligence
- Housing associations subject to due diligence
- The Authority may also invest cash with other organisations, for example by making loans to small businesses. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment, on the specific advice of the Authority's treasury management adviser and on the provision of appropriate security, e.g. through a charge on assets.

15. *Use of additional information other than credit ratings.* Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment opportunities.

External Fund Managers

16. £11.465m of the Council's funds are externally managed on a pooled basis by Payden & Rygel (£3.131m) and Ninety One (£8.334m). The Council fully appreciates the importance of monitoring the activity and resultant performance of the funds. In order to aid this assessment, the Council is provided with regular reporting from its fund managers, including monthly statements and quarterly commentaries. In addition to formal reports, the Council also meets with representatives of the fund manager on a semi-annual basis. These meetings allow for additional scrutiny of the manager's activity as well as discussions on the outlook for the fund as well as wider markets.

Time and monetary limits applying to investments.

17. The criteria for specified and non-specified investments are detailed in TMP1. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long term Rating (or equivalent)	Money Limit	Time Limit
Banks 1 higher quality	AA-	£12.5m	2 years
Banks 1 medium quality	A	£10m	18 months
Banks 1 lower quality	A-	£7.5m	1 year
Banks 2 – part nationalised	N/A	£12.5m	2 years
Limit 3 category – Council's banker (not meeting Banks 1)	N/A	£12.5m	6 months
Other institutions limit	-	£5m	1 year
DMADF	UK sovereign rating	unlimited	2 years
Local authorities	N/A	£7.5m	2 years
Housing associations higher quality	AA	£10m	2 years
Housing associations medium quality	A	£7.5m	1 year
Housing associations lower quality	A-	£5m	1 year
	Fund rating	Money Limit	Time Limit
Money Market Funds CNAV	AAA	£10m	liquid
Money Market Funds LVNAV	AAA	£10m	liquid
Money Market Funds VNAV	AAA	£10m	liquid

Other Investment Limits

18. Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.
- a) **Country limit.**
The Council has determined that it will only use approved counterparties from countries with a **minimum sovereign credit rating of AA** from Fitch (or equivalent).
- b) **Other limits.**
In addition:
- no more than £5 million of total cash will be placed with any non-UK country at any time;
 - limits in place above will apply to a group of companies;
 - sector limits will be monitored regularly for appropriateness.

Investment Risk Benchmarking

19. In order to ensure security, the Council will use appropriate benchmarks. These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report. The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:
- 0.1% (1 in 1000) historic risk of default when compared to the whole portfolio.
 - This benchmark is an average risk of default measure and would not constitute an expectation of loss against a particular investment.
20. Liquidity – in respect of this area the Council seeks to maintain:
- Bank overdraft - £0m
 - Liquid short-term deposits of at least £4m available with a week's notice.
21. Yield - local measures of yield benchmarks are:
- Investments – internal returns above the 7-day LIBID rate. LINK, the Council's treasury advisors have stated that they will maintain continuity by providing clients with LIBID investment benchmark rates on the current basis with a view to communicating with clients when full financial market agreement is reached on how to replace LIBOR (the LIBID rate is derived from LIBOR). This is likely to be an iteration of the overnight SONIA rate.

Appendix 3: Treasury Management Practice (TMP1) Credit and Counterparty Risk Management

1. Treasury Management Practices set out the manner in which the Council will seek to achieve the Treasury Management policies and objectives, and prescribe how it will manage and control those activities.
2. This TMP covers Credit and Counterparty Risk Management.

Guidance

3. MHCLG issued Investment Guidance in 2018, and this forms the structure of the Council's policy below.
4. 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

5. 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.
6. The investment policy proposed for the Council is:

Specified Investments

7. 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:

- The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
- Supranational bonds of less than one year's duration.
- A local authority, housing association, parish council or community council.
- 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.
- 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.

8. 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 para. 15.

Non-specified investments

9. 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.
10. 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

	Non-Specified Investment Category	Limit (£)
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. 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](#)

11. 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).
12. 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.
13. 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.

Approved Countries for Investments

14. This list is based on those countries which have sovereign ratings of AA- or higher, (we show 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 credit worthiness service.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Hong Kong
- Qatar
- U.K.

Appendix 4: Treasury Management Scheme of Delegation

The following Treasury Management Scheme of Delegation shall apply.

Full Council

The following matters are the responsibility of 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.

Cabinet

The following matters are delegated to 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 making recommendations to the responsible body.
- Approving the selection of external service providers and agreeing terms of appointment.
- Receiving and reviewing regular monitoring reports and acting on recommendations.

sS151 (responsible) officer

The following matters are delegated to the Council's s151 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, affordable and prudent 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 investments 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 investments and long-term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- Ensuring that members are adequately informed and understand the risk exposures taken on by an 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 investments; 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 qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

Appendix 5: Prudential Indicators

Prudential Indicator for Affordability 1 - Capital expenditure

1. This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

	Estimated Outturn 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000
Total Capital Expenditure	9,654	17,585	2,183	1,636	1,639	1,579

Prudential Indicator for Affordability 2 – Financing Cost to Net Revenue Stream

2. This prudential indicator calculates the ratio of financing costs to net revenue stream. Financing costs are broadly defined as the net of the return on investments and other financial assets, against the payments made on debt and similar financial liabilities.
3. This is a measure of the authority's ability to meet any debt payments from its revenue. An increasing positive figure indicates an increasing inability to meet such payments.

	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26
Financing Cost	-346,300	-339,300	-332,400	-325,700	-319,100
Net Revenue Stream	12,005,000	11,984,000	12,114,000	12,360,000	12,610,000
Ratio of Financing Costs to Net Revenue Stream	-2.88%	-2.83%	-2.74%	-2.64%	-2.53%

Prudential Indicator for Affordability 3 – Capital Financing Requirement

4. The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

5. The table below summarises capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

	Estimated Outturn 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000
Total Capital Expenditure	9,654	17,585	2,183	1,636	1,639	1,579
Capital receipts	-470	-621	-248	-288	-626	-626
Capital grants	-2,859	-10,265	-1,260	-885	-885	-885
Revenue	-6,325	-6,699	-675	-463	-128	-68
Net financing need for the year (borrowing required)	0	0	0	0	0	0

Prudential Indicator for Affordability 4 – External Debt

6. The **authorised limit** for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
7. The **operational boundary**. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000
Total CFR	0	0	0	0	0	0
External Borrowing	0	0	0	0	0	0
Total Debt	0	0	0	0	0	0
Authorised Limit	3,000	3,000	3,000	3,000	3,000	3,000
Operational Boundary	5,000	5,000	5,000	5,000	5,000	5,000

8. Full Council should be advised at the earliest opportunity if the Operational Boundary is exceeded. The Authorised Limit must not be exceeded without formal agreement in advance by Council.

Prudential Indicator for Prudence 1 – Gross Debt and the Capital Financing Requirement

9. Within the range of prudential indicators, there are a number of key indicators to ensure that the Council operates its activities within well-defined limits.
10. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.
11. The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting that the Council has not anticipated the need to undertake any external or internal borrowing for the duration of the projected period.

	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000
External Debt at 1 April	0	0	0	0	0	0
Expected change in External Debt	0	0	0	0	0	0
Actual gross external debt at 31 March	0	0	0	0	0	0
The Capital Financing Requirement	0	0	0	0	0	0
(Under)/over borrowing	0	0	0	0	0	0

12. The S151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Prudential Indicator for Prudence 2- Maturity structure of borrowing

13. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

	Lower Limit (Cumulative)	Upper Limit (Cumulative)
Under 12 months	0%	50%
12 months to 2 years	0%	80%
2 years to 5 years	0%	90%
5 years to 10 years	0%	95%
10 years and above	0%	100%

Prudential Indicator for Prudence 3 – Principal sums invested for longer than 365 days

14. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
Principal sums invested for longer than 365 days	5,000	5,000	5,000	5,000	5,000

15. If the authority decides to take up long-term debt to finance a major capital project in the future, it will discuss the matter with its treasury advisors to determine the best option in terms of repayment pattern, term and whether fixed or variable rates would be more efficient. As debt is likely to consist of one loan, it is not possible to set meaningful limits on the authority's debt maturity profile in advance.

Appendix 6: MRP Statement

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) and Guidance on Minimum Revenue Provision (MRP) requires full Council to approve a statement of its MRP policy in respect of the forthcoming financial year, indicating which of the four options set out in the Guidance are to be followed in the financial year:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

The Council has adopted Option 3 as its policy.

This means MRP will be based on the estimated life of the assets, in accordance with the regulations. This option provides for a reduction in the borrowing need over approximately the asset's life.

MRP in respect of leases brought on balance sheet under the IFRS-based Local Authority Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

With the exception of overdrafts for working capital purposes, the cash advances will be used by the companies to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. If the Council borrows to fund these loans, the Capital Financing Requirement (CFR) will increase by the amount of loans advanced and once loans are repaid to the Authority the CFR will reduce accordingly.

As the Authority is satisfied that the companies will make repayments over the life of the capital programme, we do not deem it necessary to set aside MRP for repayment of this debt. However, if there is a doubt about the companies' ability to repay the loans, we will start to provide MRP over the life of the loans.

MRP Overpayments

Any MRP charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31 March 2021 the total VRP overpayments were £0.

Appendix 7: Prospects for Interest Rates

The Council has appointed Link Asset Services as its treasury advisor and this appendix provides their advice on a number of treasury related matters.

Interest Rates

The following table gives Link's central view on interest rates.

Link provided the following forecasts on 11.8.20. However, following the conclusion of the review of PWLB margins over gilt yields on 25.11.20, all forecasts below have been reduced by 1%. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View													
9.11.20													
These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20													
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00
10 yr PWLB	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30
25 yr PWLB	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80
50 yr PWLB	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60

Additional notes by Link on this forecast table: -

- Please note that we have made a slight change to our interest rate forecasts table above for forecasts for 3, 6 and 12 months. Traditionally, we have used LIBID forecasts, with the rate calculated using market convention of 1/8th (0.125%) taken off the LIBOR figure. Given that all LIBOR rates up to 6m are currently running below 10bps, using that convention would give negative figures as forecasts for those periods. However, the liquidity premium that is still in evidence at the short end of the curve means that the rates actually being achieved by local authority investors are still modestly in positive territory. While there are differences between counterparty offer rates, our analysis would suggest that an average rate of around 10 bps is achievable for 3 months, 10bps for 6 months and 20 bps for 12 months.
- During 2021, Link will be continuing to look at market developments in this area and will monitor these with a view to communicating with clients when full financial market agreement is reached on how to replace LIBOR. This is likely to be an iteration of the overnight SONIA rate and the use of compounded rates and Overnight Index Swap (OIS) rates for forecasting purposes.
- We will maintain continuity by providing clients with LIBID investment benchmark rates on the current basis.

The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to 16th December, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected in the near-term as economic recovery is expected to be only gradual and, therefore, prolonged. These forecasts were based on an assumption that a Brexit trade deal would be agreed by 31.12.20: as this has now occurred, these forecasts do not need to be revised.

Gilt yields / PWLB rates

There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was a heightened expectation that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.

Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields spiked up during the financial crisis in March, we have seen these yields fall sharply to unprecedented lows as investors panicked during March in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks took rapid action to deal with excessive stress in financial markets during March, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21.

As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9th November when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

Investment and Borrowing Rates

Investment returns are likely to remain low during 2020/21 with little increase in the following two years.

Borrowing interest rates fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were negative during most of the first half of 20/21. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. The unexpected increase of 100 bps in PWLB rates on top of the then current margin over gilt yields of 80 bps in October 2019, required an initial major rethink of local authority treasury management strategy and risk management. However, in March 2020, the Government started a consultation process for reviewing the margins over gilt rates for PWLB borrowing for different types of local authority capital expenditure.

Creditworthiness

Although the credit rating agencies changed their outlook on many UK banks from Stable to Negative during the quarter ended 30.6.20 due to upcoming risks to banks' earnings and asset quality during the economic downturn caused by the pandemic, the majority of ratings were affirmed due to the continuing strong credit profiles of major financial institutions, including UK banks. However, during Q1 and Q2 2020, banks made provisions for expected credit losses and the rating changes reflected these provisions. As we move into future quarters, more information will emerge on actual levels of credit losses. (Quarterly earnings reports are normally announced in the second half of the month following the end of the quarter.) This has the potential to cause rating agencies to revisit their initial rating adjustments earlier in the current year. These adjustments could be negative or positive, although it should also be borne in mind that banks went into this pandemic with strong balance sheets. This is predominantly a result of regulatory changes imposed on banks following the Great Financial Crisis. Indeed, the Financial Policy Committee (FPC) report on 6th August revised down their expected credit losses for the UK banking sector to "somewhat less than £80bn". It stated that in its assessment, "banks have buffers of capital more than sufficient to absorb the losses that are likely to arise under the MPC's central projection". The FPC stated that for real stress in the sector, the economic output would need to be twice as bad as the MPC's projection, with unemployment rising to above 15%.

All three rating agencies have reviewed banks around the world with similar results in many countries of most banks being placed on Negative Outlook, but with a small number of actual downgrades.

CDS prices

Although bank CDS prices (these are market indicators of credit risk) spiked upwards at the end of March / early April 2020 due to the heightened market uncertainty and ensuing liquidity crisis that affected financial markets, they have returned to more average levels since then. Nevertheless, prices are still elevated compared to end-February 2020. Pricing is likely to remain volatile as uncertainty continues. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its LINK provided Passport portal.

COUNCIL TAX ASSISTANCE SCHEME 2021/22

Report Authors:

Lindsay Sayer / Richard Dunsire
Housing and Benefits Manager/ Housing and Wellbeing
Senior Manager
01603 430632 /01508 533620
lindsay.sayer@broadland.gov.uk
richard.dunsire@broadland.gov.uk

Portfolio:

Finance

Wards Affected:

All Wards

Purpose of the Report:

To obtain agreement to adopt the current Council Tax Assistance Scheme, with no changes, for the financial year 2021/22

Recommendation:

That Cabinet considers the proposal and approves the Council Tax Assistance scheme for 2021/22.

1 SUMMARY

- 1.1 The Council is required to review its Council Tax Assistance Scheme annually. The Council needs to approve the scheme, and any changes, by 11 March and adopt the revised scheme from 1 April each year. We are not proposing any changes this year.

2 BACKGROUND

- 2.1 From 1st April 2013, the Government abolished the national Council Tax Benefit system. Since then each billing authority is required to set a Council Tax Assistance scheme for the year ahead. Council Tax Assistance is a discount scheme which reduces Council Tax bills to a more affordable level for low income households.
- 2.2 Each year the billing authority must consider whether or not to revise its scheme, or replace it with another one. This must be agreed by 11 March of the financial year preceding the effective date of the revisions.
- 2.3 Government sets out how the scheme must operate for pensioners under prescribed regulations but allows local authorities to shape their own scheme for those of working age.
- 2.4 In previous years amendments to the Scheme have been made to reflect national welfare reform changes and to streamline administrative processes.

3 CURRENT POSITION

- 3.1 Last year, changes were introduced to the administration of the scheme to account for the continued rise in Universal Credit claimants. This has increased the efficiency of the scheme substantially, which was well-timed as Covid-19 has expedited the migration to Universal Credit.
- 3.2 Due to Covid-19 there has been an increase in claims for Council Tax Assistance by (106) %. We are not able to fully predict the continued impact the pandemic will have on unemployment and the subsequent number of new claims.
- 3.3 There have been no welfare policy announcements this year that would necessitate any amendments to the scheme.

4 PROPOSED ACTION

- 4.1 The changes made last year enabled us to administer to the scheme more efficiently, despite the increase in claims. Due to this, and the fact that no policy changes have occurred that would require a reconsideration of the scheme, we

are not proposing any changes for 2021/22. This will ensure stability to residents and continue to support those that need our help.

5 ISSUES AND RISKS

- 5.1 The accelerated roll out of Universal Credit in the Broadland area will continue to have an impact Council Tax Assistance Scheme, both in its administration and the amount households will receive.
- 5.2 The impact the Covid-19 pandemic will have on unemployment and household income is likely to be considerable for the foreseeable future.
- 5.3 It is vital that the Council continues to consider the impact of both these issues on its Council Tax Assistance Scheme.
- 5.4 **Resource Implications** – The changes made last year to the administration of the Scheme ensures we are able to continue to administer this with current resources.
- 5.5 **Legal Implications** – Schedule 4 of the Local Government Finance Act 2012 states that local authorities must consider revising or replacing its Council Tax Assistance Scheme every year. Failure to do so by 11 March may lead to intervention from the Secretary of State.
- 5.6 **Equality Implications** – There are no equality implications with the proposal.
- 5.7 **Environmental Impact** – n/a
- 5.8 **Crime and Disorder** – n/a
- 5.9 **Risks** – Although there has been a significant upturn in claimants the cost to the council in lost revenue has been restricted to £30,047.68 (up to Jan 2021), due to the short-term nature of many of these claims. This loss of income is being funded through additional Covid-19 related funding provided by central government. There is a risk that this could peak further however initial lockdown claims appear to have levelled off as more people move to either the welfare system or more Covid resilient sectors. We hope to also see anticipated improvements within the economy during 2021/22 therefore any income lost should be less than within 2020/21.

6 CONCLUSION

- 6.1 While it is anticipated that the Covid-19 pandemic and continued migration to Universal Credit will continue to have an impact on the administration of the Council Tax Assistance scheme, the changes made last year ensured that the scheme is fit to deal with this impact therefore we are not proposing any changes to the scheme for the financial year 2021/22.

7 RECOMMENDATIONS

- 8.1 We recommend that Cabinet agree to the proposal to adopt the current Council tax Assistance Scheme, with no changes, for the financial year 2021/22.

GREATER NORWICH GROWTH BOARD: JOINT FIVE-YEAR INVESTMENT PLAN

Report Author: Paul Harris
Planning
01603 430444
paul.harris@broadland.gov.uk

Portfolio: Planning

Wards Affected: All

Purpose of the Report:

Agree the content of the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2021-2026 and approve the allocation of the Community Infrastructure Levy (CIL) to the projects included within the first year of the five-year plan. The five year plan includes: a progress report on previously approved projects; proposals for new projects to be funded by CIL in 2021/22, otherwise known as the 2021/22 Annual Growth Programme (AGP); updated forecasts of CIL income; and, information on future funding priorities.

Recommendations:

It is proposed that Cabinet recommend that Council:

1. agrees the Greater Norwich Joint Five Year Infrastructure Investment Plan 2021-2026, included in appendix A; and,
2. approves the allocation of CIL to 4 specified projects, these projects will form the 2021/22 Annual Growth Programme (AGP); the allocation of £2M to support the Education Capital Programme within Greater Norwich; and, the allocation of an additional £341,000 to projects GP46 and GP53 that were initially allocated funding within the 2018/19 AGP.

1 SUMMARY

- 1.1 This report presents the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2021 to 2026. The five year plan includes: progress report on previously approved projects; proposals for new projects to be funded by CIL in 2021/22, otherwise known as the 2021/22 Annual Growth Programme; updated forecasts of CIL income; and, information on future project priorities.
- 1.2 In accordance with the CIL pooling arrangements for Greater Norwich's Infrastructure Investment Fund (IIF), each of the three CIL charging authorities, Broadland District Council, Norwich City Council and South Norfolk Council, need to agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2021 to 2026 and approve the allocation of CIL to specified projects as part of the Annual Growth Programme (AGP).

2 BACKGROUND

- 2.1 In 2013 the Greater Norwich authorities (Broadland District Council, Norwich City Council, South Norfolk Council and Norfolk County Council) together with the New Anglia Local Enterprise Partnership, signed a City Deal with Government. To help achieve our growth ambitions, the City Deal agreed a strategic infrastructure programme supported through Government-approved access to borrowing at a preferential rate and the local authorities' commitment to pool a significant proportion of Community Infrastructure Levy (CIL) income to form an Infrastructure Investment Fund (IIF).
- 2.2 In order to effectively plan for and deliver infrastructure to support planned growth the Greater Norwich Growth Board has responsibility for managing the IIF and assembling the Annual Growth Programme (AGP) from the Joint Five-Year Infrastructure Investment Plan (5YIIP).
- 2.3 Prior to the preparation of this 5YIIP, the Greater Norwich Infrastructure Plan (GNIP) was updated. The GNIP can be found here: <http://www.greaternorwichgrowth.org.uk/delivery/greater-norwich-infrastructure-plan/>. The GNIP identifies infrastructure priorities to the end of the Joint Core Strategy (2026) and details the progress of infrastructure delivery within the Greater Norwich area.

3 CURRENT POSITION

- 3.1 The GNIP identifies infrastructure priorities to the end of the Joint Core Strategy (2026) and details the progress of infrastructure delivery within the Greater Norwich area. The GNIP was updated prior to the preparation of this 5YIIP¹. The GNIP is listed as a background paper to this report.
- 3.2 Taking account of a range of evidence and information from Council Officers and other Stakeholders, the 5YIIP identifies projects that are currently considered to be a priority for delivery over the next 5 years to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.

¹ <http://www.greaternorwichgrowth.org.uk/delivery/greater-norwich-infrastructure-plan/>

- 3.3 If agreed by the each of the three CIL charging authorities within Greater Norwich, Broadland District Council, Norwich City Council and South Norfolk Council, projects recommended to be allocated pooled CIL funding within the 5YIIP will be duly adopted within the respective year's Annual Growth Programme (AGP). Projects identified within the 5YIIP but not within an AGP remain priorities but have not been allocated CIL funding.
- 3.4 This 5YIIP plan also sets out an updated position on infrastructure delivery, includes revised CIL income forecasts, provides updates on projects accepted within previous AGPs and outlines planned preparatory work for infrastructure schemes for future years.

21/22 Annual Growth Programme (AGP)

- 3.5 In accordance with the agreed processes for the Infrastructure Investment Fund (IIF), the Greater Norwich Infrastructure Delivery Board (IDB) met on 9th of October 2020 to agree which projects are to be put forward as the proposed 2021/22 Annual Growth Programme (AGP). As a result, 4 new projects totalling £921,124 have been recommended to be supported through the IIF.

Project Name	Applicant	Amount of CIL requested	Total project size
Brundall Sports Hub	Broadland	£100,000	£1,345,655
Bure Valley Path: Access and Recreational Enhancement	Broadland	£259,124	£841,406
Kett's Heights	Norwich	£312,000	£312,000
Football Development Centre (FDC) Bowthorpe 3G Pitch	Norwich	£250,000	£929,400
Total		£ 921,124	

- 3.6 In addition, it is proposed that Education receive £2million to support the development of their capital programme within Greater Norwich. This allocation will provide additional funding support for an extensive expansion project at Ormiston Victory Academy (previously allocated funding through the 20/21 AGP). It is also proposed that GP46 and GP53, two existing Marriott's Way projects that were initially allocated funding within the 18/19 AGP, are to be allocated an additional £341,000 for their joint delivery in 21/22.
- 3.7 Approximately £1,000,000 from the IIF remains committed to ongoing projects that were identified in previous AGPs.
- 3.8 Delivery updates for all existing projects including further details regarding GP46 and GP53 are provided in Appendix of the 5YIIP

- 3.9 The total value of the 21/22 Annual Growth Programme is £2,921,124.
- 3.10 At its meeting on 1st December 2020 the Greater Norwich Growth Board recommended the approval of the Draft Five Year Infrastructure Investment Plan 2021-26, including the 2021/22 Annual Growth Programme to each Partner's Cabinets and Councils.

4 PROPOSED ACTION

- 4.1 As set out in section 3, the projects identified within this 5YIIP are those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.
- 4.2 Following a successful outcome to their evaluation in accordance with the agreed project appraisal procedure, the 4 new projects identified for CIL funding in 2021/22 have been agreed by the Greater Norwich Growth Board. The 4 projects include 2 projects considered to be key priorities by Broadland that either enable or support planned growth within the district. Specifically, these projects are: Brundall Sports Hub and the Bure Valley Access Path.
- 4.3 On the basis of the above, and in accordance with the recommendation in section 8, it is proposed that Cabinet recommend that Council agrees the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025 and approve: the allocation of CIL to the 4 specified projects, these projects will form the 2021/22 Annual Growth Programme (AGP); the allocation of £2M to support the Education Capital Programme within Greater Norwich; and, the allocation of an additional £341,000 to projects GP46 and GP53 that were initially allocated funding within the 2018/19 AGP.

5 OTHER OPTIONS

- 5.1 Cabinet may choose to recommend amendments to the 5YIIP prior to its agreement, agree funding for only some of the 4 projects identified for CIL funding in 2021/22, or proposed that funding is not approved to support the Education Capital Programme and/or that an additional £341,000 to projects GP46 and GP53 is not approved.
- 5.2 In order to ensure a) the timely delivery of the AGP, and b) that all projects that receive pooled CIL funding have been properly evaluated in accordance with agreed project appraisal procedure, it would not be reasonable to recommend additional projects for CIL funding within the 2021/22 AGP. The project appraisal process ensures, as far as practicable, that projects are strategically justified and deliverable.
- 5.3 If Cabinet considers that there are additional priority projects that should be considered for the allocation of pooled CIL funding then a further recommendation should be made. This recommendation should instruct the Director of Place to progress such projects in accordance with the Pooled CIL funding arrangements for consideration as part of the 2022-2027 5YIIP and 2022/23 AGP.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – The most significant immediate risks relate to project cost control and delivery. For the projects within Broadland, these risks are being minimised through project management and/or effective partnership working practices. The time/costs associated with these practices will be met within existing officer resources.

There may also be ongoing management and maintenance costs following delivery of the schemes. For the Bure Valley Path, elements within the highway would be adopted by Norfolk County Council as Highway Authority and maintained under their capital programme. Elements of the scheme related to Bure Valley Path itself would be maintained under the public services cooperation agreement between Broadland District Council and Norfolk County Council for the Bure Valley Path.

Once delivered, ongoing maintenance of Brundall Sports Hub will be the responsibility of the Parish Council. In this regard it is currently intended that the Parish Council will establish a Company Limited by Guarantee (CLG), who will in turn tender for an operator to run the day to day operations.

There remains a risk that CIL income will not cover all commitments made within the agreed programme. This risk is mitigated by the significant amount of CIL liable from planned growth within Greater Norwich. A forecast of income from planned growth is included in Table 1 of the 5YIIP.

The Planning for the Future White Paper published in August 2020 proposes that the existing CIL and S106 regimes of securing development contributions are replaced with a new, consolidated “Infrastructure Levy”. At a national level the new system would aim to increase revenues when compared to the current system. However, the White Paper also recognises that in some low value areas development would be likely to fall below the minimum value-based threshold for making contributions under the new system. The White Papers sets out that the impact on areas with lower land values under the proposed new system will be given further consideration. This situation will need to be kept under review.

- 6.2 **Legal Implications** – No specific legal advice has been sought as part of the preparation of this report. There are not, however, considered to be any specific legal implications arising from the agreement of the 5YIIF or approval of the AGP.

In accordance with the Council’s practices, there has been engagement with the Monitoring Officer, and the wider Corporate Management Leadership Team (CMLT) in the preparation of this report.

- 6.3 **Equality Implications** – An Equalities Impact Assessment accompanies this report.

- 6.4 **Environmental Impact** – The environmental impacts associated with the Brundall Sports Hub have been taken into account in the approval of the planning application for the site.

The crossing of the A140 included as part of the Bure Valley proposals will be subject to a planning application and environmental impacts will be considered

within the application. There are not considered to be any environmental impacts associated with the other aspects of the scheme.

- 6.5 **Crime and Disorder** – There are ongoing issues around management of graffiti along the bridges connected with the Bure Valley Pathway. This will continue to be addressed as part of the ongoing management of the Bure Valley Path.
- 6.6 **Risks** – There are not considered to be any specific risks other than those specifically documented above arising from the recommendations in this report.

7 CONCLUSION

- 7.1 The projects within this 5YIIP have been appropriately identified with reference to evidence and the input of Officers and stakeholders. The project are therefore appropriately identified as those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.
- 7.2 The 4 new projects proposed for CIL funding in 2021/22 have been agreed by the Greater Norwich Growth Board (GNGB), following an assessment of their suitability by the Greater Norwich Project's Team, in accordance with the adopted processes for the Infrastructure Investment Fund (IIF). It is therefore appropriate to allocate pooled CIL funding to these projects.
- 7.3 With available CIL funding in place, the allocation of £2M to support the Education Capital Programme remains an important part of the ongoing support provided to address the education impacts of growth. Increasing the allocated funding to projects GP46 and GP53 will ensure that they are able to fulfil their potential to improve access and accessibility on the Marriott's Way.

8 RECOMMENDATIONS

It is proposed that Cabinet recommend that Council:

- 8.1 agrees the Greater Norwich Joint Five Year Infrastructure Investment Plan 2021-2026, included in appendix A; and,
- 8.2 approves the allocation of CIL to 4 specified projects, these projects will form the 2021/22 Annual Growth Programme (AGP); the allocation of £2M to support the Education Capital Programme within Greater Norwich; and, the allocation of an additional £341,000 to projects GP46 and GP53 that were initially allocated funding within the 2018/19 AGP.

Background Papers

Greater Norwich Infrastructure Plan (GNIP) 2020

Greater Norwich Growth Board

Draft Joint Five-Year Infrastructure Investment Plan 2021-2026

December 2020

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INTRODUCTION

The projects identified within this Infrastructure Investment Plan are those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal; one of the key strands of the City Deal was the delivery of an infrastructure programme facilitated by a pooled funding arrangement between the Authorities.

Income received from the Community Infrastructure Levy (CIL) is pooled within the Infrastructure Investment Fund (IIF) which is administered by the Greater Norwich Growth Board (GNGB). The projects which receive IIF funding during the forthcoming financial year will be adopted as the 2021/22 Annual Growth Programme (AGP).

This Plan incorporates the updated position on infrastructure delivery, includes revised CIL income projections, provides updates on projects accepted within previous AGPs and outlines planned preparatory work for infrastructure schemes for future years.

THE GREATER NORWICH GROWTH BOARD

The Greater Norwich Growth Board is a partnership that is unlike any other in the UK. Norfolk County Council, Norwich City Council, South Norfolk District Council, Broadland District Council and the New Anglia Local Enterprise Partnership are the five partners that make up the GNGB. They have chosen to work together to accelerate the delivery of infrastructure within the wider Greater Norwich area, because they truly understand the benefits that can be achieved by looking beyond individual administrative boundaries.

Since the establishment of the GNGB in 2014, their partnership working practices and particularly the pooling arrangements of CIL contributions within the IIF, are now considered an exemplar model of working by the Planning Advisory Service (PAS). They have cited the GNGB as a partnership who are pursuing ambitious growth agendas under strong strategic leadership and cross boundary collaboration.

Since 2014 the partnership has allocated over £21m of IIF funding and £40m of CIL supported borrowing which has levered in at least an additional £180m to deliver infrastructure projects within the Greater Norwich area.

The GNGB's successes were emphasised when they became the winners of the partnership working category at the 2020 national Planning Awards. An accolade that has confirmed that their unique working arrangement is to be celebrated. The partnership looks forward to continuing to work together to pool their shared skills and resources, leveraging additional funding, increasing delivery outcomes whilst continually planning for even bigger infrastructure schemes for the future.

DEVELOPMENT OF THE JOINT FIVE-YEAR INFRASTRUCTURE INVESTMENT PLAN

Prior to the development of this Plan, the Greater Norwich Infrastructure Plan (GNIP) was updated¹. The GNIP identifies infrastructure priorities to the end of the current Joint Core Strategy (2026) and details the progress of infrastructure delivery within the Greater Norwich area. The latest version also provided thematic strategic priorities against which the projects submitted for funding have been assessed. The 2020 GNIP was accepted at the GNGB meeting on 19th May.

This Plan provides the reprogrammed financial commitments for IIF funding against the forecasted CIL income until 2025/26. This will be followed by the Annual Growth Programme (AGP) for 2021/22, which will provide more detail on the projects which have been accepted on to the Greater Norwich Growth Programme.

The GNGB agreed new processes for project selection on 27th of November 2018, and this is the second year that the projects have been progressed through this full process before being recommended for inclusion in the AGP. A call for new projects is triggered upon the acceptance of the GNIP. This year's call closed on 11th September, the Greater Norwich Projects Team (GNPT) appraised each submission and provided recommendations to the Infrastructure Delivery Board (IDB) alongside comments received from the Greater Norwich Delivery Officers Group. The new processes have led to clear acceptance criteria for projects, a measured and robust selection process to support informed recommendations from the IDB which enables the GNGB to allocate CIL in a clear and decisive manner.

Projects listed within the forthcoming financial year within this Five-Year Plan should be considered as the proposed AGP for 2021/22.

The GNGB will initially consider this Draft Five Year Plan on 1st December 2020.

As the Accountable Body for the GNGB, Norfolk County Council will also receive a report on the 2021/22 AGP in early 2021

The three District Councils will consider this Plan at their Cabinet meetings in January/February 2021. As per the agreed processes, the approval of this plan by each District Council will commit IIF funding to those projects within the forthcoming financial year, accepting them as the AGP 21/22.

The final AGP 21/22 will return to the GNGB for formal joint agreement at their meeting on 18th March 2021.

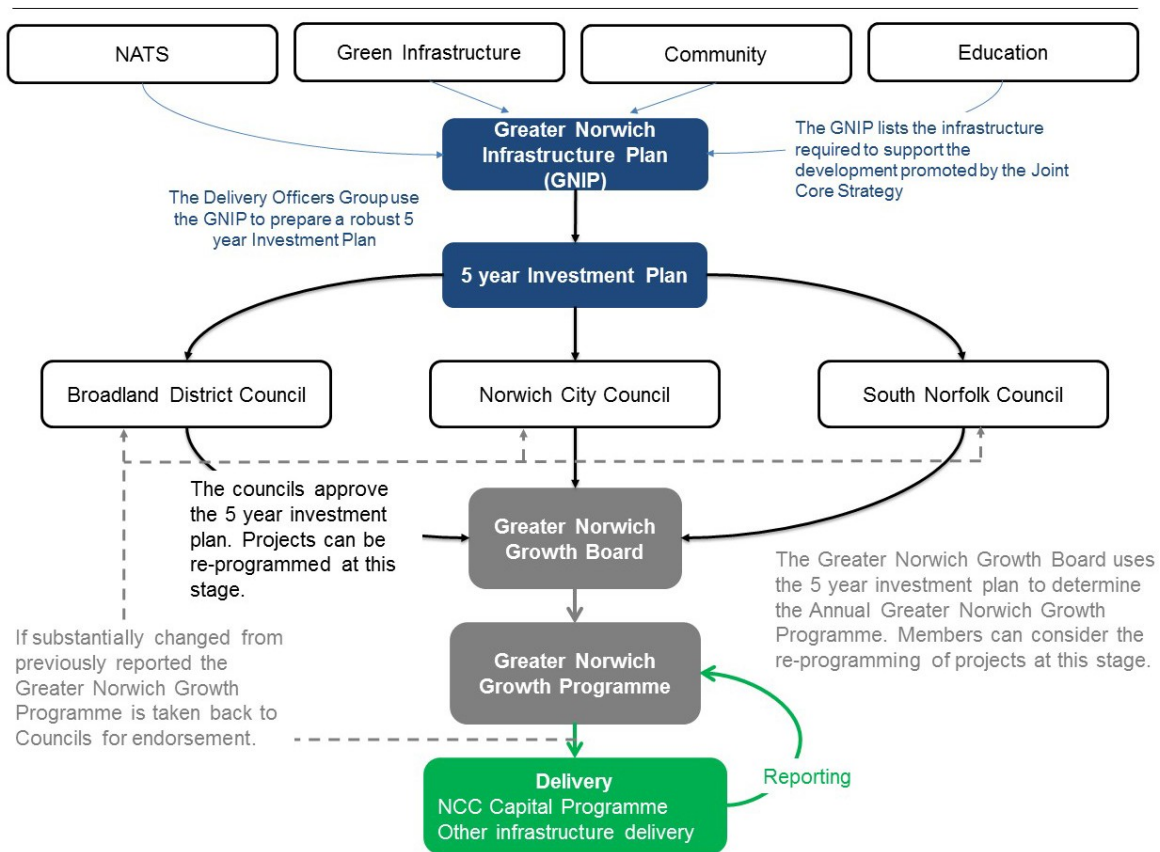


Figure 1 - Infrastructure Investment Plan Development Process

PROPOSED 2021/22 ANNUAL GROWTH PROGRAMME

In accordance with the processes for the Infrastructure Investment Fund (IIF), the Infrastructure Delivery Board met on 9 October 2020 to agree which projects are to be put forward as the proposed 2021/22 Annual Growth Programme (AGP). As a result, 4 projects totaling £921,124 have been identified to be supported through the IIF. Details of these projects have been included in this report as Appendix A.

Project Name	Applicant	Amount of CIL requested	Total project size
Brundall Sports Hub	Broadland	£100,000	£1,345,655
Bure Valley Path: Access, and Recreational Enhancement	Broadland	£259,124	£841,406
Ketts Heights	Norwich	£312,000	£312,000
Football Development Centre (FDC) Bowthorpe 3G Pitch Project	Norwich	£250,000	£929,400
TOTAL		£921,124	

In addition, it is proposed that Education receive £2million to support the development of their capital programme within Greater Norwich. This new allocation will support development at Ormiston Victory Academy. More details regarding all Education IIF allocations, can be found on page 9.

It is proposed that GP46 and GP53, two Marriott's Way projects that were initially allocated funding within the 18/19 AGP, are to be allocated an additional £341,000 for their joint delivery in 21/22. The scale of the change to the original projects means that they have been reconsidered against current funding criteria but as these are existing projects within the Growth Programme they have not been included within the above list of new allocations. Details of how the project has been appraised can be found within the project updates in Appendix C.

Approximately £1m from the IIF remains committed to ongoing projects that were identified in previous AGPs. Updates on these projects are provided in Appendix C.

ECONOMIC DEVELOPMENT AND REGENERATION

A number of projects supported by IIF significantly contribute to the economic growth of areas by providing transport, green infrastructure and community benefits. These projects support the wider regeneration of areas but often requires many years of strategic planning to come to fruition. Projects which the GNGB have already identified as strategic priorities within the Greater Norwich area include:

Anglia Square

A planning application for the comprehensive redevelopment of Anglia Square comprising up to 1250 dwellings, hotel, ground floor commercial floorspace, cinema, multi- storey car parks and to replace the chapel was submitted to Norwich City Council in March 2018 (ref: 18/00330/F). Following the resolution of Norwich's Planning Application Committee to approve the scheme (6th December 2018) the application was called in by the Secretary of State for his determination.

A planning inquiry was conducted in February 2020 and notwithstanding a recommendation to approve from the inspector, the Secretary of State refused planning for the development in November. The implications of this decision are not yet known but securing the comprehensive redevelopment of Anglia Square will remain a key regeneration priority for the partnership.

East Norwich

Following the closure of Carrow Works in 2020, significant regeneration proposals are being developed in East Norwich. The redevelopment area comprises not only the Carrow works site but the adjacent Carrow House (which is expected to be vacant in early 2021) and the further brownfield sites of the Utilities Site and Deal Ground which lie to the east of the mainline railway and provide the interface between the City and the Broads national park.

The area represents the largest regeneration scheme in Greater Norwich and has the potential to deliver a sustainable new community comprising up to 4,000 homes alongside considerable employment and community spaces.

To unlock the potential of this area there will need to be considerable investment in infrastructure to support redevelopment. This will be a complex exercise and is currently being examined through a detailed masterplanning exercise which will supplement policies concerning the area in the emerging Greater Norwich Local Plan. This masterplanning exercise is being overseen by a public private partnership.

The level of infrastructure investment to unlock the development remains to be established. However, the expectation is that this may require public sector leadership in order to deliver. One possible source of funding that may assist with this is the Infrastructure Investment Fund and the GNGB may need to draw down further borrowing via the City Deal in order to ensure timely delivery of the site.

Delivery of infrastructure in this manner not only has the potential to deliver a major development but also has the potential to massively improve access to the Broads and Whitlingham Country Park for much of the City's population. (See GI section for River Yare Crossing).

Norwich Airport Industrial Estate

This involves the significant delivery of public realm improvements, infrastructure and transport links at Norwich Airport Industrial Estate. This will enable this key employment location to offer more attractive, modern premises which better serve the needs of the existing SME community and those of emerging high value sectors identified in the New Anglia LEP Strategic Economic Plan and the Greater Norwich City Deal.

Norwich Research Park (NRP)

Work commenced in March 2020 on a £7m investment funded by SNC and NALP comprising c. 19,000 sq. ft grow on space for R&D businesses and the necessary infrastructure to open up the Enterprise Zone. These works are due to be completed by June 2021. Additional development work which is also in train includes the delivery of an 800 space multi-storey car park, improvement to the Norfolk and Norwich University Hospital roundabout, improvement of sustainable transport into and within the site as part of the Greater Norwich Transforming Cities Fund, the last but one section of the Hethersett Lane cycle way, and a working group to resolve the power issues of this site.

Various projects in and around the NRP will help improve its connectivity to the wider area, as well as enhance the local environment. Key improvements which have all received IIF funding include a new bus interchange at Roundhouse Way, a more direct footpath link to the significant housing growth at Bowthorpe which has been enabled by a new footbridge across the River Yare. Health walks to improve the wellbeing of patients, employees and residents alike which have been implemented in the grounds of the NNUH, along with further enhancements to Green Infrastructure links between the NNUH, Research Park and the nearby housing development.

Greater Norwich Food Enterprise Zone

Located on the Food Enterprise Zone at Food Enterprise Park (Honingham), the Food Innovation Centre is being led by Broadland District Council to provide food grade premises, a fully fitted test kitchen, a sensory food tasting facility in conjunction with a comprehensive innovation support package for eligible businesses, based in Norfolk and Suffolk. Once built, these facilities will meet excellent sustainable development criteria (Breeam Excellent) as well as compliance with supermarket requirements (British Retail Consortium) both of which are attractive to future tenants. Subject to securing the funding package, the build is expected to start in Q2 2021 with a 12 month build time.

Various projects in and around the Food Enterprise Park will help improve its connectivity to the wider area. These include the dualling of the A47 with a junction access to the FEP and an additional power supply to support the delivery of whole of the FEP (100 acres)

Smart Emerging Technologies Institute – SETI

The East of England Smart Emerging Technologies Institute (SETI) is a planned research and innovation initiative aiming to create the fastest collaborative research testbed in Europe. The project is led by the University of East Anglia in collaboration with BT at Adastral Park, University of Cambridge and University of Essex.

SETI is based around the development of a closed loop fibre network which will enable data transfer more than 1,000 times faster than broadband connections. SETI will be a science, technology and business asset for the region that will push the boundaries of leading science research and benefit the UK as a whole. Although delayed due to Covid-19, work on the technology and business case for SETI is progressing and will be published early 2021 .

Cambridge Norwich tech Corridor (CNCT)

CNCT continues to grow offering a range of support to both businesses and policy makers. In conjunction with promoting the location as a great place to do business, a new focus for this project is *Cluster Development* in the different high-growth locations in the Corridor.

CIL ALLOCATION- FOUR THEMATIC GROUPS

Greater Norwich's adopted CIL charging policy examined the delivery requirements of four types of infrastructure to support the planned housing growth. Applications from these four thematic groups of Transport, Education, Green Infrastructure and Communities (which includes Sports) are therefore welcomed to apply to the IIF.

TRANSPORT

Transport for Norwich (TfN)

Transport for Norwich (TfN), is the adopted transport strategy used to deliver improvements across Greater Norwich. The current strategy recognises that everybody's journeys are different and looks to give people viable options on how they choose to travel and actively promotes sustainable transport. The strategy has already delivered key improvements such as the Broadland Northway, a network of Park and Ride facilities and 'Pedalway' cycle routes, the award-winning Norwich Bus Station and bus priority measures in the City Centre and along radial routes.

The implementation plan of transport delivery was adopted 2010 and updated in 2013 and sets out the range of transport measures, together with their general intended phasing, for delivery over the short to medium term.

In 2018 the TfN Board agreed to a review of the transport strategy and an update of its implementation plan. This is underway and an initial public consultation in March 2018 highlighted that investment in public transport was the top priority, with measures to tackle congestion, maintaining existing infrastructure and reducing the impact transport has on air quality being other key priorities. It is envisaged that a new preferred strategy and action plan will be consulted on in spring 2021 for adoption later in 2021.

Projects supported by IIF

The 2015/16 AGP agreed to the use of the IIF to top up other funding to help deliver the NATS programme over the period 2015/16 to 2019/20 and committed a total of

£3,570,000. Many projects which were initially programmed to receive IIF funding have since taken advantage of alternative external funding streams including Growth Deal and Cycle City Ambition Grant (CCAG) to deliver projects. The NATS projects which have been allocated IIF are:

- GP11 - St Clements Toucan crossing
- GP13 - Eaton Centre Interchange
- GP13b - Roundhouse way Bus Interchange
- GP16 - Golden Ball street highways improvements
- GP17b – Cromer Road - Aylsham Rd (A140)
- GP24 - Colney River Crossing

- GP26b- Hempnall Crossroads
- GP32 - Broadland Way: Green Lane North to Plumstead Rd
- GP45 - Green Pedalway junction improvements
- GP46 – Marriott's Way: Access improvements in Costessey
- GP53 – Marriott's Way: Resurfacing at Drayton
- GP74 - Plumstead Road Roundabout

Strategic Transport Schemes

The 2016/17 AGP agreed to use IIF funding in future years to ensure the delivery of large strategic transport projects, including the Broadland Northway and Long Stratton bypass together with Hempnall crossroads junction.

GP25 - Broadland Northway

Construction of the Broadland Northway was completed in April 2018 and there has been significant positive feedback from residents and businesses regarding the reduced journey times and simpler journeys the new route provides. The monitoring of traffic impacts is ongoing. The road was paid for by the Department for Transport, Growth Point funds and the Community Infrastructure Levy. With the agreement of all the Greater Norwich partners, £40m of borrowing to support its delivery took place during the 2016/17 financial year and will be repaid by future CIL income from the IIF.

GP26 - Long Stratton Bypass and Hempnall Crossroads

The Long Stratton Bypass will be funded from a combination of developer funding and public sector funding. It was announced in September 2019 that the Department for Transport had awarded major road network funding for the development of the business case for the Long Stratton bypass. This enables the scheme to move forwards to the next stage of development.

The Outline Business Case is nearing completion and it is expected that this will be submitted to the Department for Transport in December 2020 and once approved will confirm 70% of the overall project cost from DfT, with a further release of scheme development funding. The remainder of the overall project funding (30%) will be made up of a developer contribution and up to £10m of CIL supported borrowing.

We are working with the Developer to progress the planning applications for the bypass and associated development to submit revised proposals for re-consultation in 2021. In the meantime, work continues on the bypass which has recently moved into detailed design.

The £10m of borrowing was agreed through the Greater Norwich City Deal agreement which was signed with MHCLG in 2015. This agreement gives the GNGB access to lower-

cost borrowing from the Public Works Loan Board (PWLb). A total of £80m of borrowing was agreed through the City Deal, £10m of which was allocated specifically to support the delivery of Long Stratton Bypass

The borrowing is expected to be required in 2022/23. Confirmation of the final sum and details of the loan arrangements will be included within next year's version of this Plan. Forecasted loan repayments have been programmed within the Growth Programme (Appendix C page 19), but this is subject to change and agreement by all partners.

GP26b Hempnall Crossroads

Hempnall crossroads is now fully operational. The 20/21 Annual Growth Programme included a £561,760 contribution to this project, listed as GP26b in Appendix C.

Other funding streams

A range of funding in addition to that from the IIF will continue to be sought to fund the existing and future TfN Implementation Plans. This will include locally held Local Transport Plan funding, as well as Cycle City Ambition Grant (CCAG), Local Growth Fund monies and specific funding awards from government.

Transforming Cities Fund

The Greater Norwich 'Transforming Cities' application is based around transforming connectivity in and around Norwich through a coordinated package of improvements on three transport corridors and in the city centre.

Greater Norwich was successful in securing an initial allocation of £6.1m from an early allocation of Transforming Cities funding. This was used to deliver 6 transport schemes across Greater Norwich during 2019/20, which included new pedestrian crossings, provision of segregated cycle facilities between Wymondham and Hethersett, improvements to Norwich bus station and the implementation of a new cycle share project.

It was announced in September 2020 that a further £32m of Transforming Cities funding had been allocated to Greater Norwich. We have prioritised corridors and schemes that will maximise benefits and value for money and are deliverable within the challenging timescales of the funding programme (up to end 2023). We have also tried to deliver the best possible balance between bus, walking and cycling schemes, which will be supplemented by a coordinated and sustained behaviour change programme that will be locally funded and delivered.

EDUCATION

Children's Services publish their Schools Local Growth and Investment Plan (SLGIP) annually in January as part of the Children's Services Member briefing paper to Cabinet. SLGIP recognises growth across the whole County but the most significant growth is within the Greater Norwich area. Land has been or is being secured for up to thirteen new schools in Greater Norwich to support the forecasted growth.

Those currently being progressed are:

- Blofield, new building to move and expand existing school – land discussions ongoing
- Cringleford, at design stage but waiting for S106 triggers for commencement and access to site
- Silfield new primary – awaiting housing triggers
- North Norwich – early land discussion only
- Salhouse Road new primary – awaiting housing triggers
- Poringland new primary – site appraisal underway

Children's Services' Capital Priorities Group oversee the work to determine the order, timing, details and funding of education priorities. Norfolk County Council Cabinet considered the funding of the schools' capital programme in October 2020. Cabinet agreed that NCC investment would fund any shortfall to ensure the delivery of essential school places once all other funding opportunities have been explored.

2017/18 commitment

Hethersett – funding drawn down for two schemes to support housing growth in the village.

- £1m was committed towards the expansion of 11-16 places at Hethersett High Academy. A new classroom block was completed for September 2020, with a total budget of £8m, and the remaining funding government grant for Basic Need.
- £1m to increase Hethersett VC Junior school to a full Primary The scheme is due to complete in November 2020. The total budget is £4.5m, with residual funding from a government grant for Basic Need and condition.

2018/19 commitment

£2M committed in 2018/19 will be used to fund two projects:

- To identify and secure a new site to move the existing school at Blofield into larger and more modern school accommodation. Land assembly conversations are moving forward.

- To ensure the existing primary school site in Brundall has suitable accommodation for larger cohorts of children. This involves the provision of 2 new classroom blocks, demolition of caretaker bungalow and improvement to parking provision. There was a delay in the programme due to planning, but completion is anticipated for December 2020.

2019/20 commitment

£2M committed in 2019/20 to support the delivery of a new 420 place primary school in Cringleford on allocated S106 land with a consideration for the need for a nursery alongside the primary school. The design is being developed and surveys are underway, at risk. Further progress on this scheme requires access to the land, and the land transfer from the developer, which is scheduled upon the occupation of 100th home. (A request to transfer the site early was rejected by the developer.) The developer has recommenced work on site following the pause during the initial Covid-19 outbreak, but their pace of build out will depend on housing market conditions.

2020/21 commitment

£2M committed in 2021/22 to support capital for an extensive expansion project at Ormiston Victory Academy in Costessey. This involves a new three-story classroom block and internal remodeling to increase the number of school places to 1500 for 11-16 year old's. A planning application is due to be submitted, with work starting on site in 2021. Completion is required for September 2022.

2021/22 commitment

A further £2M is proposed to be allocated to support the considerable expansion of Ormiston Victory Academy, with a total project cost likely to be in the region of £9.5m. The shortfall of £5.5m will be met with a government grant of Basic Need and if necessary, NCC borrowing.

GREEN INFRASTRUCTURE

The Green infrastructure Programme Team comprise officer representatives from the four Greater Norwich partner authorities, together with the Broads Authority as a key stakeholder. They are responsible for identifying the green infrastructure strategic priorities within the Greater Norwich area and ensuring that the Green infrastructure network meets the requirements of the Habitats Regulations Assessment of the Joint Core Strategy and other subsidiary Development Planning Documents.

The below are projects that have been prioritised by the GNGB for future investment the majority of which have received IIF funding to deliver elements of their progress in previous AGPs.

Green Loop – Broadland Way and Marriott's Way

A key element of the North-East Norwich Growth Triangle (NEGT) Area Action Plan is an off-carriageway cycle and pedestrian route between east Norwich at Thorpe St Andrew and the Northern Broads at Wroxham, known as Broadland Way.

Broadland Way is designed to be a multi-functional Green Infrastructure corridor that provides residents of the new development with a safe walking/cycling route that can be used for commuting or leisure, whilst also providing ecological connectivity.

Combined with Marriott's Way and the Bure Valley Path, this new facility will form a Green Loop to the north of Norwich linking northern city areas of growth with the countryside and providing a highly biodiverse corridor. Marriott's Way particularly fulfils several key functions as a wildlife link, a health-promoting asset through cycling and walking, and an outdoor classroom.

River Yare Crossing

This project will help support regeneration of the wider East Norwich area, which is identified as a strategic regeneration area in the emerging Greater Norwich Local Plan. It will take the form of a cycle/pedestrian bridge crossing the River Yare to enable better access to Whitlingham Country Park from the city centre. The masterplan concerning the East Norwich redevelopment will explore this issue further.

Yare Valley

The project aims to develop the unifying concept of a river parkway: a linear country park based on the River Yare Corridor between Bawburgh and Whitlingham Country Park. The parkway would comprise a collection of linked spaces along banks of the River Yare. This 'umbrella' project was included in the Green Infrastructure Delivery Plan and included several smaller projects, some of which have been brought forward since the study was published.

River Wensum

A strategy has been developed to guide regeneration of the River Wensum Corridor in Norwich, extending to Whitlingham in the east, which was adopted by Norfolk County Council, Norwich City Council, the Environment Agency and the Broads Authority in Summer 2018.

The strategic objectives include enhancing connectivity throughout the river corridor (particularly with the Norfolk Trails network) and enhancing the natural environment and green infrastructure. Key green infrastructure proposals which have received IIF funding in previous AGPs include the completion of a missing link on the Riverside Walk, improvements to accessibility of the existing Riverside Walk and enhanced links with the Broads network at Whitlingham in the longer term

The Norwich Riverside Walk

This is identified as a sub-regional green infrastructure corridor supporting growth locations in the Joint Core Strategy. The River Wensum Strategy noted above also aims to complete key missing sections of the riverside walk within the city. The development of the Riverside Walk alongside the Wensum helps to support the green infrastructure requirements for anticipated new housing and employment development that has been identified in the city centre and East Norwich.

North West Woodlands Country Park

North West Woodlands Country Park (NWWCP) project proposes the creation of a new country park facility surrounded by a large area of woodland, heathland and fenland in the Greater Norwich area. The site called Houghen Plantation (is the key area that has enabled the creation of this new country park) was purchased by Broadland District Council in 2019, and the amount is being repaid to the district from the IIF over a five-year period. The NWWCP project involves the delivery of a series of walking, cycling and trim trial routes, habitat restoration and enhancement schemes, public engagement events, car parking and visitor facilities as well as large woodland play area.

The NWWCP project helps to manoeuvre the Greater Norwich area into a strong position in which to deliver sustainable, well planned communities by enabling a mitigation strategy that alleviates the impact of growth on the internationally designated sites, thereby safeguarding them for generations to come. Ideally located (adjacent to the Broadland Northway, the Thorpe Marriott Greenway cycle and pedestrian route, and the purple and yellow bus routes) the NWWCP is able to intercept visits to the internationally designated sites whilst attracting visits from across the wider Greater Norwich area.

Burlingham Country Park

Burlingham Country Park project proposes the repurposing of one of the largest areas of land owned by Norfolk County Council. At over 12.5 km² the Burlingham site is located near Strategic Employment Sites and Major Housing Growth Sites.

Bounded by the River Bure to the north, the River Yare to the south and bordered by the Broads Nature Reserve, the project will:

- deliver high quality Green Infrastructure in the area
- provide improved countryside and recreational access for new residents
- reduce recreational pressure on the nearby sensitive environments.

This would create a Green Infrastructure Priority Corridor with high carrying capacity, identified as a priority in the Greater Norwich Infrastructure Plan.

COMMUNITY

A number of strategic community projects have been identified and funded in previous publications of this Plan. These include library improvements, open space developments and improved community facilities. Notable delivery has seen the completion of 8 Library projects across the Greater Norwich area, implementing the Open Library service.

The 2014 sports facilities and playing pitches study identified key areas requiring development, which are now being progressed and delivered by the Greater Norwich Sports Strategy Implementation Group. Projects that have been developed by this group and included in previous AGPs include Aylsham Sports Hub, Wymondham tennis club, Recreation Road swimming pool, Long Stratton Sports Hub and the Crusaders rugby football club.

At their September meeting, the GNGB agreed for a review of this 2014 study to be undertaken together with the development of a wider reaching Sports and Physical Activity Strategy. Once all match funding is confirmed, the review will be commissioned using Sport England's new Strategic Outcomes Planning Guidance and is expected to be complete by Autumn 2021. It will provide recommendations to implement an integrated approach to sport and physical activity. This more holistic approach will move away from just considering sporting participation within built facilities, it will:

- consider the contribution of improving physical and mental health and wellbeing to, reducing health inequalities,
- improve community cohesion
- address barriers to participation.

FIVE YEAR INVESTMENT PLAN FRAMEWORK

In a previous version of this plan, the growth programme had forecasted a deficit in 19/20. Following the implementation of new processes for the allocation of the IIF, a move to committing allocations to projects that are deliverable within the forthcoming year plus an increased understanding of CIL forecasting, the fund is now forecasted to hold a balance of £7.8m at the end of 21/22. (This figure is subject to change because it is dependent upon CIL income for the second half of 20/21 and all of 21/22 being received as forecast)

	To End March 2020	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
INCOME							
1 Actual CIL receipts	£22,525,542.65	£3,724,575					
2 Interest	£115,074.00						
3 Forecast CIL receipts		£6,877,184	£8,948,549	£7,212,085	£9,436,950	£8,315,831	£7,441,402
4 Cumulative Income	£22,640,617	£33,242,376	£42,190,925	£49,403,010	£58,839,960	£67,155,791	£74,597,193
EXPENDITURE							
5 Programme agreed	£3,672,000	£4,866,000	£1,488,000	£258,000	£143,000	£143,000	
6 Programme proposed (21/22 AGP)			£490,000	£432,000			
7 Borrowing agreed	£6,737,000	£2,057,045	£2,057,045	£2,057,045	£2,057,045	£2,057,045	£2,057,045
8 Cash Reserve		£2,000,000					
9 Borrowing proposed				£472,808	£472,808	£472,808	£472,808
10 Education	£6,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000
Total Expenditure	£16,409,000	£10,923,045	£6,035,045	£5,219,853	£4,672,853	£4,672,853	£4,529,853
11 Cumulative Expenditure	£16,409,000	£27,332,045	£33,367,090	£38,586,943	£43,259,796	£47,932,649	£52,462,502
12 Cumulative Surplus/Deficit	£6,231,617	£5,910,331	£8,823,835	£10,816,067	£15,580,164	£19,223,142	£22,134,691
13 Committed funds in future years (22/23 - 25/26)			£976,000				
14 FORECASTED non committed funds, available to spend			£7,847,835				

Table 1 – Proposed Five Year Infrastructure Investment Plan

Explanation of the above table.

- 1- The amount of CIL income received from the Districts and paid into the IIF.
- 2- Interest earned on the balance of funds held within the IIF since 2014.
- 3- The CIL income that the IIF is forecasting to receive in the next 5 years. Given the complex nature of CIL income, it is expected that these figures will change between publications of this Plan, particularly in years 3-5. The medium to long term effect on the construction industry following the Covid-19 outbreak, Brexit and the proposed planning reform add additional uncertainty to these figures.
- 4- Total CIL income received from the opening of the IIF to the end of each given financial year. Future years are forecasted figures.
- 5- The amount of CIL which will be drawn down from the IIF to deliver all projects in each given financial year. These projects have been agreed in previous AGPs and will either be being delivered over multiple years or are projects whose delivery has been

delayed and their draw-down has rolled over from a previous year.

- 6- The amount of CIL which will be drawn down by the projects proposed to be included within the 2021/22 Annual Growth Programme in each given financial year. These projects have been through the project selection process and are proposed and sponsored by the Infrastructure Delivery Board.
- 7- The agreed loan repayments for the Broadland Northway
- 8- It was agreed by each partners s151 officers that a reserve equal to one annual loan repayment be built up over 3 years from 2017/18 to safeguard this loan repayment, but in the 2019 5YIIP the accrued cash reserve was required to be reallocated back into the IIF to prevent an overall deficit occurring. Following the careful management of the fund and introduction of new allocation processes, the full £2M reserve was reallocated into the IIF in the 20/21 AGP.
- 9- The forecasted borrowing repayments calculated using the estimated amount that will be required to support the delivery of long Stratton Bypass. This forecasted amount will not be confirmed until all parties agree and sign a legal agreement enabling the loan to be drawn down and the repayments committed. This forecast is calculated assuming a £10m loan taken over 25 years beginning 22/23.
- 10- NCC has a statutory duty to support the growth of schools. A £2million allocation from the IIF has been identified for each year within this Plan. Future years should only be considered as an indicative figure which will be confirmed annually with the acceptance of each new Annual Growth Programme.
- 11- Total Expenditure from the opening of the fund to each year end. Future years are forecasted figures.
- 12- Total amount within the fund at the end of each financial year. Future years are forecasts only and are subject to change because both the income and expenditure are forecasted.
- 13- Amount committed to projects that will be drawn from the fund in future years. This will not be spent in the forthcoming year but is not available to be allocated to other projects.
- 14- The forecasted funds available within the IIF at the end of the forthcoming year which could be allocated to new projects. This is a forecast only because both income and expenditure are forecasted and are subject to a high degree of change. (see No.3)

This financial framework has been provided for the specific purposes of this Plan, to support the decision making of new allocations. A detailed breakdown of individual project drawdowns set against CIL income is detailed within the Full Growth Programme Appendix C

APPENDIX A – 2021/22 ANNUAL GROWTH PROGRAMME PROJECT DETAILS

This appendix sets out the projects which have been put forward to be funded by CIL in the 2021/22 Annual Growth Programme for Greater Norwich. The projects are listed by the authority in which they will be geographically delivered, together with their proposed CIL allocations.

Broadland

Brundall Sports Hub - £100,000

Phase one of the project is to deliver a Sports Hub to include a multi-sport floodlit 3G artificial grass pitch (AGP) with fencing, floodlighting, maintenance storage container, hard standing pathways, car parking and single storey club house/changing room building. With the possibility of a later Phase two to create a Community Gym

Bure Valley Path: Access, Promotion and Recreational Enhancement project - £263,124

This Access, Promotion and Recreational Enhancement project will deliver three distinctive schemes:

- Access – A crossing over the A140 delivering safe passage for cyclists and pedestrians;
- Promotion – a range of communications and marketing to promote the Bure Valley Path and the surrounding areas. This will include the promotion of circular walks along the route including a new booklet of walks with heritage, cultural and ecological interpretation;
- Recreation – the creation of 6 circular walks, way marking, surface improvements, and a range of improvements to the ecological corridor through the implementation of biodiversity improvements

Norwich

Kett's Heights - £312,000

Kett's Heights is located between two growth poles of Thorpe Hamlet ward and the NE growth triangle and lies close to significant growth proposed at Anglia Square. The proposed improvements to Kett's Heights provide for a more accessible and resilient space, but also provide enhancements to the green links through this area (linking with Mousehold Heath and Lion Wood). It connects to the green pedalway that leads to the start of the proposed Broadland Way near Dussindale / Broadland Business Park and is also adjacent to promoted walking routes that include Lion Wood and the Wensum Riverside Walk. The new access proposed will enable these walking routes include this site.

Key deliverables are;

- Improved access to the site with new steps from Kett's Hill and the provision of a new

ramped access from Ladbrook Place enabling access for all.

- Repairs to the walls and infrastructure of the site ensuring their preservation and the safety of users of the site.
- New habitat created and existing improved leading to increased biodiversity

Football Development Centre Bowthorpe – 3G Pitch Project - £250,000

The proposed project at FDC Norwich (Bowthorpe) will see the installation of a 3G full sized football pitch, replacing an existing full-sized grass pitch. By converting the existing grass pitch to an artificial 3G pitch we will ultimately be able to cater for more football activity, both traditional and recreational.

APPENDIX B – GREATER NORWICH GROWTH PROGRAMME

					CIL spend to date						Current*	Programmed CIL drawdown					
Ref	Expenditure	Project Budg	Other fundir	CIL fundin	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Agreed 2014/15 Growth Programme																	
GP1	Harrisons' Wood	(45)		(45)			(10)	(21)	(4)	(4)	(5)						
	Harrisons' Wood secured funding (S106)	45		45							45						
GP2	Darby Wood	(35)		(35)			(26)										
GP3	Marston Marsh	(30)		(30)			(24)	(1)									
GP4	Earlham Millennium Green - Phase 1	(15)		(15)			(3)										
GP5	Riverside Walk	(70)	(19)	(51)			(17)	(31)									
GP6	Marriott's Way - Phase 1	(60)		(60)			(60)										
GP7	Norwich Health Walks	(40)		(40)			(38)										
Agreed 2015/16 Growth Programme																	
GP8	Earlham Millennium Green - Phase 2	(66)		(66)			(52)										
GP9	Marriott's Way - Phase 2	(250)		(250)			(236)	(1)									
GP11	St Clements Toucan Crossing			(113)					(113)								
GP13	Eaton Interchange			(100)					(100)								
GP13b	Roundhouse Way			(50)								(50)					
GP16	Golden Ball Street (NATS)			(1,023)													
GP17b	Cromer Rd - Aylsham Rd (A140)			(87)								(87)					
Agreed 2016/17 Growth Programme																	
GP19	St Faiths to Airport Transport Link	(1,000)		(1,000)			(20)										
GP22	Pink Pedalway - Heathgate	(250)	(100)	(150)			(150)										
GP23	Carrow to Deal Ground riverside walk	(350)	(250)	(100)					(29)								
GP24	Colney River Crossing (NRP to Threescore)	(422)	(251)	(171)					(48)	(30)	(90)						
GP25	NDR (see borrowing costs below)																
GP26	Long Stratton Bypass (see borrowing costs below)																
GP26b	Hempnall Crossroads	(4,600)	(4,038)	(562)								(562)					
Agreed 2017/18 Growth Programme																	
GP27	Lizard and Silfield Nature Reserves	(14)		(14)							(14)						
GP29	Marriott's Way-Barn Road Gateway	(69)	(24)	(45)					(4)		(41)						
GP30	Sloughbottom Park - Andersons Meadow	(343)		(343)					(4)		(58)	(281)					
GP31	Riverside Walk accessibility improvements	(200)		(200)					(5)		(2)	(22)	(172)				
GP33	Strumpshaw Pit Circular Walk	(60)	(25)	(35)							(23)	(12)					
GP34	Cringeford N&N strategic connections	(68)	(10)	(58)									(58)				
GP36	Castle Gardens	(220)	(70)	(150)								(100)	(50)				
GP37	Long Stratton Sports Hub	(2,545)	(2,045)	(500)								(610)	(80)	(20)			
GP38	Football pitch improvements	(100)		(100)								(25)					
GP39	Hales cricket and bowls clubhouse improvements	(190)	(160)	(30)				(5)									
GP40	Ketts Park Sports Hub: Wymondham	(800)	(550)	(250)						(250)							
GP41	Wroxham Library: self service improvements										(34)						
GP42	Plumstead Road Library: self service improvements	(153)	(33)	(120)							(112)						
GP43	Diss library: self service improvements										(29)						
GP44	Education - Hethersett	(2,000)		(2,000)						(2,000)							
Agreed 2018/19 Growth Programme																	
GP45	Green Pedalway- junction improvements	(560)		(560)								(560)					
GP46b	Marriotts Way-Costessey resurfacing & Drayton ramp	(526)		(526)						(5)	(20)	(8)	(493)				
GP47	UEA to Eaton Boardwalk	(30)		(30)								(3)	(27)				
GP48	Wherryman's Way: Yare Valley Cycle Route	(23)		(23)							(5)	(18)					
GP49	Earlham Millennium Green Improvement Project: Phase 3	(25)		(25)							(4)	(21)					
GP50	Yare and Wensum Valleys Link	(170)		(170)								(170)					
GP51	Green Infrastructure: Access for All	(150)		(150)						(27)	(25)	(37)	(30)	(30)			
GP52	Thorpe Marriott Greenway	(121)		(121)						(5)	(9)	(107)					
GP55	Community Sports Hub - The Nest Horsford	(4,625)	(3,501)	(1,124)						(396)	(384)	(413)					
GP56	Harleston Library self-access improvement	(35)		(35)							(22)						
GP57	Costessey Library self-access improvement	(35)		(35)							(26)						
GP58	Loddon Library self-access improvement	(35)		(35)							(22)						
GP59	Earlham Library self-access improvement	(35)		(35)							(26)						
GP60	Mile Cross Library self-access improvement	(35)		(35)							(24)						
GP61	Education - Blofield and Brundall	(2,000)		(2,000)								(1,000)	(1,000)				
Agreed 2019/20 Growth Programme																	
GP62	Education - Cringleford	(2,000)		(2,000)									(1,000)	(1,000)			
Agreed 2020/21 Growth Programme																	
GP63	North West Woodlands Project	(1,265)	(546)	(719)								(147)	(143)	(143)	(143)	(143)	
GP64	Hellesdon Station Green Infrastructure	(453)	(221)	(232)								(36)	(111)	(86)			
GP65	East Wymondham Green Infrastructure	(46)	(2)	(44)								(44)					
GP66	20 Acre Wood Community Access Improvements	(62)		(62)									(62)				
GP67	Ketts Country Long Distance Trail	(98)		(98)								(15)	(83)				
GP68	Frenze Beck Green Infrastructure	(45)	(10)	(35)								(35)					
GP69	Aylsham Sports Hub Stage 3	(986)	(511)	(475)								(385)	(90)				
GP70	Wymondham Tennis Club	(150)		(150)								(150)					
GP71	Crusaders Rugby Football Club	(600)	(450)	(150)									(150)				
GP72	Recreation Road Pool	(60)		(60)								(60)					
GP73	Norwich Parks Tennis	(423)	(320)	(103)								(103)					
GP74	Plumstead Road Roundabout	(1,350)	(625)	(725)								(725)					
GP75	Education - Ormiston Victory Academy (allocation rolled forward to 21/22)																
Proposed 2021/22 Growth Programme																	
GP75	Education - Ormiston Victory Academy	(9,000)	(5,000)	(4,000)									(4,000)				
GP76	Brundall Sports Hub	(1,346)	(1,246)	(100)									(100)				
GP77	Bure Valley Path	(841)	(582)	(259)									(30)	(229)			
GP78	Kett's Heights	(312)		(312)									(109)	(203)			
GP79	FDC Bowthorpe 3G Pitch	(929)	(679)	(250)									(250)				
Full Growth Programme							(178)	(511)	(1,109)	(2,944)	(930)	(5,866)	(7,978)	(1,690)	(143)	(143)	-
Cash reserve (agreed in 19/20 Annual Growth Programme)												(2,000)					
GP25	GP25 Broadland Northway (amount borrowed)			(40,000)				(40,000)									
	Interest and loan repayment against borrowing						(559)	(2,057)	(2,057)	(2,057)		(2,057)	(2,057)	(2,057)	(2,057)	(2,057)	
GP26	GP26 Long Stratton Bypass (forecasted borrowing amount)			(10,000)										(10,000)			
	Forecasted interest and loan repayments against the borrowing													(473)	(473)	(473)	(473)
TOTAL borrowing costs (annual payment made from pooled CIL)								(559)	(2,057)	(2,057)	(2,057)	(2,057)	(2,057)	(2,530)	(2,530)	(2,530)	(2,530)
TOTAL pooled CIL funding requirement							(178)	(1,070)	(3,166)	(5,001)	(2,987)	(9,923)	(10,035)	(4,220)	(2,673)	(2,673)	(2,530)
Actual pooled CIL Income					56	851	2,490	3,215	3,334	5,710	6,870	3,725					
Forecasted pooled CIL Income												6,877	8,949	7,212	9,437	8,316	7,441
Forecasted annual pooled CIL surplus / (deficit)					56	851	2,312	2,145	167	709	3,884	679	(1,087)	2,992	6,764	5,643	4,912
CIL Interest Earned						0	7	14	15	30	49						
Forecasted Cumulative CIL balance (including interest)					56	907	3,226	5,385	5,567	6,306	10,239	10,917	9,831	12,823	19,587	25,230	30,142
Forecasted Cumulative CIL income					56	907	3,397	6,612	9,945	15,655	22,525	33,127	42,075	49,288	58,725	67,040	74,482
Forecasted Cumulative CIL commitment							(178)	(1,248)	(4,414)	(9,415)	(12,402)	(22,325)	(32,325)	(32,360)	(36,580)	(39,252)	(44,445)

* Current Draw down figures are made up of part actual draw down (spend) and part programmed future draw down

APPENDIX C – PROJECT UPDATES

Broadland

GP1 - Early Delivery of Public Access to Harrison's Plantation: £45,000

Norfolk County Council's Natural Environment Team delivered a completed Woodland Management Plan in June 2015. This woodland management plan focused on Harrison's Plantation and the Breck. Further work relating to Boar Plantation has been deferred.

Initial works to ensure that Harrison's Plantation and the Breck were suitable for public access were undertaken 2015/16. The woods, now referred to as Harrison's Wood, were opened to the public in May 2016.

There has been a long delay to the transfer of the land to Broadland District Council which were delayed further due to the redeployment of resources during the Covid-19 outbreak. The Council is now urging for this to be resolved and for the transfer to be completed before the end of 2020. On completion of land transfer repayments into the IIF will commence as per original agreement.

GP33 - Strumpshaw Pit Circular Walk: £35,000

This project aims to expand the dog walking capabilities of Strumpshaw Pit, offering an alternative location for walking and offsetting the impact of visitor numbers in the protected sites of Norfolk.

Part one of the project includes improvements to the landfill gas infrastructure and part two involves improved parking facilities for cars and bicycles. Match funding has been sourced to enable the delivery of the wider project which also includes improvements to the access to the circular walk and consideration for the biodiversity improvements along the path.

Preliminary design work on the car park is complete and is now ready for consultation. Discussions have been had with South Norfolk Green Infrastructure Officer and agreement is in place to use section 106 funds on access improvements including tree maintenance, path maintenance and car parking. Works have been temporarily suspended due to Covid-19.

GP52 - Thorpe Marriott Greenway: £121,000

The Thorpe Marriot Greenway is designed in order to promote better greenspace and access in the Thorpe Marriott area. This is through creating a path through the current tree belt that will link the Thorpe Marriot estate, the Marriott's Way, Nabour Furlong, Pendlesham Rise, Littlewood (three woodlands owned by Broadland District Council) and the NDR green bridge that leads to Drayton Drewray. This will also help to deliver the identified Thorpe Marriott to Hevingham Secondary Green Infrastructure Corridor (S6).

Current status of this project is as follows;

- Confirmation of final works programme from Openreach pending.
- Confirmation of installation date for Waymarking and Interpretation boards from NORSE pending

Project can be closed after Openreach and NORSE works have been completed and invoices settled. Agreement of a launch event is under discussion.

GP55 - The Nest-Community sports Hub Horsford Manor site: £1,000,000

Norwich City Community Sports Foundation (CSF) has obtained the Anglia Windows sports site at Horsford Manor within Broadland District to develop a large scale "Community Hub" that will provide inclusive facilities for the growing community. The project is divided into three phases totalling £14.8m. Named 'The Nest' it will comprise:

Phase 1 (pitches, clubhouse and sleeping pods) is complete and operational with many organisations and individuals already using the facilities.

Phase 2 is a £4.6m project being partly funded by CIL and will deliver a 3G Artificial Grass Pitch, changing rooms, a meeting / IT suite, two large multi-use spaces, stadium seating, highways new entrance, car parking and a gas and electricity sub. Building has commenced but there have been programme delays in 2020 due to the Covid-19 outbreak.

In March 2020 a change request was presented to the Greater Norwich Growth Board for an additional £124,277 for this project. Assurance was given to the Board that the Nest had already been proactive in securing a total of £4million match funding for the second Phase of the project, and it was confirmed that the project remained viable and was progressing well. Additional funding was approved, with the total CIL funding allocation now at £1,124,277.

GP63 - North West Woodlands Country Park - £719,290

The North West Woodlands Country Park (NWWCP) project creates a new country park facility surrounded by a large area of woodland, heathland and fenland in the Greater Norwich area. The project delivers a series of walking, cycling and trim trial routes, habitat restoration and enhancement schemes, public engagement events, car parking and visitor facilities as well as large woodland play area.

Since the site has been purchased the main path has been re-graded and a culvert installed to make the paths drier and more accessible. A secondary path has been scraped and widened to allow better access. In addition to this access points have been installed on the site, the carpark has been redressed and surfaced, grazing introduced on site to manage heathland areas, benches, seating and way marking and interpretation panels have been installed. Play equipment will be the subject of a public consultation so installation dates for this milestone will be delayed till Dec 2021. Additional car-parking

and access improvement will be delivered in May 2021 and wider links across adjacent sites will be completed in Jan 2022

Funding was awarded to purchase the site which was completed in December 2019, and a Project Officer post is now in place to lead on delivery of the scheme.

GP69 - Aylsham Sports Hub Stage 3 - £475,000

The Project is to deliver a full-size, floodlit 3G pitch which can be sub-divided into 3 smaller pitches suitable for football and rugby, on the site of the Aylsham Sports Hub at Aylsham High School, owned by the Aylsham Cluster Trust.

The facilities will fulfil a need identified by the Football Association and the local community and related partners to provide all weather floodlit facilities in the Aylsham area. This facility will be available to local clubs and teams, along with recreational football players to hire on a pay as you go basis or block bookings. The pitch will come with its own 2 team changing rooms and a referee area attached and adjacent to the gym/fitness building in line with Football Association regulations so could be used for tournaments and official events. This will be operated under Aylsham Sports Hub. The project secured an additional £510,750 of match funding to deliver the project.

The 3G facility was completed and handed over on 28 August 2020, with floodlights being connected on 13 September 2020. The pitch is currently open and being used by a number of football clubs in the area, with casual bookings also now available.

The project is on track to deliver the changing areas by March 2022, in the meantime temporary changing facilities have been made available in the existing sports hall.

GP74 - Plumstead Road Roundabout - £725,000

The project will deliver a new roundabout on Plumstead Road. The delivery also includes the creation of new footways and cycleways, a new pedestrian crossing, road re-alignment and associated services. In delivering the scheme, the project will directly unlock the development of 315 homes across two allocated sites located within the Broadland Growth Triangle. Furthermore, it will ensure that the strategically important orbital link road between Salhouse Road and Plumstead Road can be delivered.

Additional £625,000 of match funding from the LEP and Business Rates Pool has been secured to facilitate delivery.

Good progress has been made to agree with NCC that they will design and build the roundabout. Due to a number of factors, including booking road space, the S278 process and Covid-19 all milestones have slipped. However, a clear project plan is in place now with NCC to ensure a start on site in January 2021 with a three month build programme.

Norwich

GP17b – Cromer Rd-Aylsham Rd (A140) Bus Priority and sustainable transport improvements: £87,000

The primary objective is to implement on-carriageway bus priority measures through the reallocation of road space on the A140 Cromer Road north of Norwich city centre. This will enable the benefits of the Broadland Northway to be realised by improving bus journey reliability and bus service performance as well as having a positive impact on bus patronage. The project involves the provision of an inbound bus lane between Fifers Lane and Waterloo Road along the Cromer Road/Aylsham Road corridor. The provision of the inbound bus lane would be shared with cyclists

The feasibility study is complete, and confirmation received that this scheme will be brought forward under Transforming Cities Funding Phase 2. Detailed design and safety audit are currently underway.

GP23 - Carrow to Deal Ground riverside walk: £100,000 – (prematurely closed)

Delivery of a short section of cycle / footway on the north bank of the River Wensum to provide a key 'missing link' in the route between Norwich city centre / rail station and the Deal/Utilities sites (part of what is known as East Norwich).

Delivery of this project was stalled in 2018 due to the uncertainty of the neighboring sites. With no clear indication of when they will come forward the rationale for delivery of this section of route no longer exists. £260,000 of match funding for the project (originally from Sustrans) could be better redeployed elsewhere so the project opted to prematurely close with the remaining funds released back into the IIF. The project drew down £29,000 in 2017/18, no further funds will be requested.

GP29 – Marriott's Way- Barn Road Gateway: £44,500

Improvements to the gateway to Marriott's Way to improve legibility and raise the quality of this important entrance. The project was enhanced with an additional £8,000 of Heritage Lottery Funding which enabled railway heritage fencing and a gate. The project is now complete.

GP30 – Marriott's Way: Sloughbottom Park – Anderson Meadow: £342,504

Improvements to a section of the route to increase safety, comfort and personal security. Works include path widening/realigning, providing street lighting, improving an adjacent storm drain, vegetation management, tree planting, and drainage improvements.

The scheme is split into two phases:

- Phase 1 – Dragon Bridge to Mile Cross Road Bridge adjacent Andersons Meadow
- Phase 2 – Mile Cross Road Bridge to Sloughbottom Park

Additional expenses incurred and delays to programme due to Covid-19, but works are now progressing and on track for completion

GP31 - Riverside walk accessibility improvements: £200,000

The project aims to enable the use of the Riverside Walk (between New Mills and Carrow Bridge) by all, including access measures on and adjacent to the walk, and improved signage and waymarking linking the river with the city centre and other key attractions. Works were tendered in May/June. Secured contractor for steelworks elements however were unable to appoint a main contractor. Tender documentation requires preparation. Structural engineers' drawings complete and our drawings require revising accordingly ready for tender. Covid-19 has resulted in the timescales for a number of projects shifting, with some being brought forward and others pushed back. Staff resource has also been affected which has resulted in insufficient resource to deliver the scheme this financial year.

GP36 - Castle Gardens: £150,000

Restoration and improvement works to Castle gardens to promote the use of the gardens as a linear park. Restoration works will safeguard the gardens for future use whilst planned improvements will ensure that the gardens can be maintained within the available budgets. The linkage to the gardens from the surrounding street scene will be enhanced along with improved linkages to the castle and green.

Initial programme delay and potential issues with the Castle keep project have led to delayed progression. Further information has now been provided by the Castle team allowing for a project timeline to be established with greater clarity.

Whilst there is potential of issues with supply chains due to Covid-19 disruption. Procurement for the project is due to be advertised in November 2020 with an anticipated start date of January 2021 to avoid the Christmas period.

GP38 - Football Pitch Improvements: £100,000

This project provides football pitch improvement works at Eaton Park, Sloughbottom Park, Britannia Barracks and Fountain Ground including drainage improvements, improved grass species and improved goal facilities through the provision of new posts, nets and additional ground sockets. Also the purchase of additional equipment to allow a good standard of maintenance for the pitches. This will permit moving the pitches annually to prevent excessive wear, improve the playability of the pitches and increase capacity.

Project initiation document has been completed setting out proposed project. A project plan will be developed from this with the work being undertaken over 3 phases. Norfolk FA have undertaken a pitch strategy for Norfolk, so we are working with them on this to ensure that our spend is carried out where a specific need has been identified through this strategy.

Due to Covid-19 improvement works were delayed due to staff being furloughed. Programme of improvements will commence once the football season has ended. Completion of the full project is still expected to be March 2022.

GP45 - Green Pedalway – Earlham Road section: £560,000

The Green Pedalway project sees a comprehensive upgrade and extension to this strategic cycle route. This project relates to improvements to the Earlham Road (B1108) junction with Mill Hill Road and Heigham Road. This project has been combined with Cycle City Ambition Grant funding awarded by the Department for Transport for safety improvements at the Earlham Road (B1108) / Outer ring road (A140) roundabout and along the length of Earlham Road between the outer ring road and Heigham Road.

Construction of this scheme is complete. Final account to be agreed and project signed off by November 2020.

GP47 - UEA to Eaton Boardwalk extension: £30,000

The project is to extend the existing boardwalk which forms part of the Yare Valley Walk between UEA and Eaton/Cringleford. The boardwalk currently only extends half the length of the path from the UEA to Eaton/Cringleford. Environmental permit from environment agency will be required. The developer is providing £70,000-worth of work alongside this project.

After successful coordination with Environment Agency (EA) additional funding has been secured through EA for wider environmental improvements. These works are funded and will be delivered by the EA but we will be working alongside them with this project to increase biodiversity benefits and budget efficiencies e.g. combined ecological surveys.

Works have been defined and agreed with landowners / site managers. Detailed design and production information under development but Covid-19 has caused some delay due to IT limitations of working remotely, effects on staff resource, and the resulting shift in timescales for other projects. Start on site has been revised to Aug/Sept 2021.

GP49 - Earlham Millennium Green (EMG) Phase 3: £25,000

The main pedestrian route through EMG is already being improved and upgraded under Phase 2 of a CIL funded improvement project. Under an earlier Phase 1, habitat improvements were undertaken including refurbishment and enlargement of the wildlife

pond. The current proposals seek to build on this work by:

- Improving links to the main route through the site from Bowthorpe, and from West Earlham via George Fox Way
- Refurbishing and improving existing but 'tired' entrance features such as estate fencing and gates
- Provision of a new, high quality interpretative signboard
- Replacing 3 worn-out timber pond and river dipping platforms with more durable recycled plastic versions
- Refurbishing an existing timber footbridge connecting EMG with Earlham Marsh

All planned works have been completed. Design work on provision of new interpretative signboard is progressing with an anticipated completion date of March 2021.

Improvement works to resurface Bredon Gravel path have stalled due to Covid-19 impact on Contractor. It is anticipated that this final stage will be completed by March 2021

GP50 - Yare and Wensum Valleys Link: £170,000

The River Wensum and Yare run close together in the west of the city between Marriott's Way and the Three Score development site. The link between the two river valleys is a recognised green infrastructure corridor and the route of the purple pedalway. The project will improve this link for walkers, cyclists and wildlife.

Delays in obtaining information, lack of staffing resource and Covid-19 restrictions for some sub-projects has led to overall delay on this project. Restart dates awaited.

GP64 - Hellesdon Station Green Infrastructure: £232,200

The project will deliver a range of inter-related green infrastructure improvements in the Hellesdon Station area. These improvements will boost the transport and ecological functions of strategic green infrastructure corridors to support growth:

- Marriott's Way - Red pedalway (and National Cycle Route 1) and Purple pedalway (Outer circuit): Improvements to make walking and cycling routes safer and more convenient including a parallel pedestrian / cycle zebra crossing of Hellesdon Road, path re-alignment onto the railway track bed and accessible ramp,
- New and improved recreational facilities: canoe launch platform, picnic area, path access and car park improvements,
- Natural area enhancements to river valley sites; Hellesdon Mill Meadow, Marlpit Paddock and Hellesdon Marsh. These include vegetation management, habitat improvement, tree planting and landscaping which will result in biodiversity gains.
- Community involvement through volunteering and engagement with community groups.

Transforming Cities Fund matched funding has been confirmed. Construction of Hellesdon Road crossing and Marriott's Way ramped access and path anticipated to commence.

GP66 - 20 Acre Wood Community Access Improvements: £62,450

The project will improve an existing woodland path through 20 Acre Wood from Enfield Road to Earlham Green Lane. The current informal path is used regularly by the community to access the West Earlham shops, school and Health Centre.

The project involves installing a raised hard surface path to avoid damaging any tree roots, and this would be suitable for both cyclists, pedestrians, mobility scooters and push chairs. Additionally, the project would install way-markers at each end of the path, and a wooden chicane to slow pedestrian movement from the path to the tarmac path and road.

A second part of the project will deliver an element of community engagement working with the Friends of West Earlham Woods and the Local Infant and Primary Schools to develop a sense of community ownership of the woodland.

Due to Covid-19 and demands of other project work on staff, the project has been deferred until April 2021.

GP72 - Recreation Road Pool: £60,000

The project outputs include constructing new fencing to allow the swimming pool to be accessed during the school day whilst safeguarding pupils; constructing a covered cycle store to encourage users to cycle to the centre; and increasing the size of the car park to increase community access to the pool, while also increasing the number of hours which are available to be used by potential customers which in turn makes it more viable as a sustainable business proposition.

The project is due to progress, but currently it has been put on hold due to Covid-19, with the main focus on making the centre Covid secure for reopening.

GP73 - Norwich Parks Tennis: £103,453

The project will deliver a total of 5 all-weather tennis courts across two different parks in Norwich, to add to the provision offered by the Norwich Parks Tennis Programme. The courts will be located at Heigham Park (3 courts) and at Lakenham Recreation ground (2 courts). The additional courts and improvements are required to support the future growth of affordable quality tennis, accommodating the demands of the growing population in the Greater Norwich area. The project has secured an additional £319,330 of match funding to deliver the project.

Tender documents are currently advertised on the NCC portal with a closing date of 09 October 2020. This date has been extended due to Covid-19 and difficulties with availability of sub-contractors. Delivery is anticipated for end November / early December.

South Norfolk

GP34 - Cringleford N & N Strategic Connections: £58,000

Allocation initially agreed within the 17/18 AGP to create new and improved Green Infrastructure links in the area of the N&N Hospital, Yare Valley Walk and Cringleford. The delivery of this project was put on hold whilst discussions continued with local landowners. It is expected that the project will be re-confirmed within the forthcoming year and an update will be reported to the Infrastructure Delivery Board to seek agreement to proceed.

GP37 - Long Stratton Sports Hub: £500,000

The project aims to bring together a number of facility-providing partners (South Norfolk Council, Long Stratton High School and Long Stratton Parish Council) to improve the sport and leisure facility stock in the village in anticipation of significant housing growth. It will create a new sport and leisure 'Hub' across three adjacent sites and provide new and enhanced facilities that are fit for purpose and better suited to the current and future facility needs of local residents. Management will be shared across the three sites, resulting in economies of scale and efficiencies in service delivery. In May 2020 a project change request was agreed by the Infrastructure Delivery Board and a further £110,000 of CIL funds were awarded as a result of updated construction costs.

Project works had been progressing well, but Covid-19 has led to a pause in progress whilst staff resources are re-directed. The Business case and risk log for the project in post-Covid are due to be considered by SNC officers and members in November 2020. Financial sustainability of the project has been compromised by the pandemic and the associated drop in customers that the completed facility could generate.

GP39 - Hales cricket and bowls clubhouse improvements: £30,000

There is an identified need for a replacement pavilion to serve Loddon and Hales Cricket Club and Hales Bowls Club on their shared site on Green Road. The latter had been forced to relocate to the current venue as a result of housing development on their previous site off Yarmouth Road in Hales. The proposed new pavilion will give both clubs a permanent home in spaces that meet their respective needs, allowing them to develop and grow participation across a range of ages.

Phase One – site access improvement works were completed in January 2020. Awaiting start of phase 2 works.

GP48 - Wherryman's Way: Yare Valley Cycle Route: £23,000

Improve the Yare Valley Cycle Route, which follows the Wherryman's Way Loddon cycle loop which links into the Norwich cycle map and Norwich pedalways project.

The works were programmed to be delivered by Spring 2020, but progress has been slow due to absences of key project staff impacting on capacity to deliver work. We are working with the wider team to allocate additional resource in order to progress this project.

GP65 - East Wymondham Green Infrastructure: £44,422

Oxford Common is an area of natural countryside that has been identified as having the potential to support recreation and the improvement of green infrastructure within the south and east Wymondham areas. The project will install appropriate infrastructure around the site to create an accessible area for local residents to visit for recreation purposes. The project will establish approximately 1800 metres of new permissive paths, resulting in a newly defined circular route and the possible enclosure of 9 hectares of grassland for restoration of the site to County Wildlife Site (CWS) standard.

There has been a delay in agreeing the legal CIL funding agreement due to Covid-19, but this is expected to be agreed in the next few weeks, with no major issue outstanding. It is anticipated that the work will be completed before the end of the 2020/21 financial year.

GP68 - Frenze Beck Green Infrastructure: £35,200

The project will deliver a number of green infrastructure updates and installations on Frenze Beck, on the eastern edge of Diss. The work to be delivered includes the installation of new entrance gates, the design and installation of new information boards and trails, installing benches and picnic benches and the installation of gravel footpaths to unlock access to two viewing areas.

There has been a slight delay in the contractor work because they are dealing with a back log of work and delay in ordering goods due to the Covid-19 lock down.

GP70 - Wymondham Tennis Club: £149,962

The project improves Wymondham Tennis Club's facilities at Kett's Park in Wymondham. This includes a new fourth court to provide additional capacity in an area of high housing and population growth.

Additionally, the project will deliver the resurfacing of three existing courts which have experienced a lack of investment and appropriate maintenance under the management of the town council, the conversion of floodlights to LED Lumineers to provide lower running costs and deliver a greener operation and the enhancement will also see netball courts provided on the site, bringing outdoor, publicly-accessible, floodlit courts to Wymondham for the first time.

There have been delays in programme due to re-prioritisation of officer work related to

the Covid-19 response.

GP71 - Crusaders Rugby Football Club Clubhouse Extension: £150,000

The project will deliver new infrastructure and enhanced facilities at Crusaders Rugby Club, based in Little Melton (South Norfolk). The enhanced facilities to be provided include four en-suite changing rooms that meet RFU guidelines, a new referees' changing space, refurbished and extended social spaces, an accessible entrance, first floor viewing area and new accessible toilet facilities. £450,000 of match funding has been secured.

The Covid-19 period has seen some significant personnel changes within the club and a new committee is now in place to drive the project forward over the coming months. Some concerns about availability of national governing body funding to support capital projects in post-Covid environment as many NBGs have been hit hard financially by the pandemic. Construction commencement anticipated to be March 2021.

Greater Norwich area-wide

GP46 & 53 Marriott's Way Ramp & Resurfacing: £526,000

The Marriott's Way Thorpe Marriott to Costessey surfacing works (GP46) and Marriott's Way Ramp (GP53) projects came forward as part of a programme of works identified through the Marriott's Way Implementation and Delivery plan, informed by public and stakeholder consultations in 2015.

The projects aim to improve access and accessibility on Marriott's Way and link into a number of other projects along the route funded from the Heritage Lottery Fund, Transforming Cities as well as the IIF, to help facilitate the use of Marriott's Way as a key walking and cycling route and a sustainable transport corridor for people commuting into and out of Norwich. They involve the improvement in access points and resurfacing between Thorpe Marriott and Costessey plus the creation of a ramp to the rear of the Tesco supermarket in the Drayton area to reduce the gradient allowing much improved accessibility for all.

Having progressed both schemes, it became apparent that the works required, and the initial estimated costs of the proposed works were both significantly over the original allocation. In October 2020 a change request was presented to the Infrastructure Delivery Board (IDB), seeking further CIL funds to undertake the works. The IDB concluded that due to the scale of additional funds required, these projects should be re-presented as a full new IIF application as one merged project. A new application was submitted, fully appraised and then recommended for inclusion in the IIF by the IDB on 6th November 2020. The original total budget for both projects was £185,000. The total revised amount sought to deliver both projects is £526,000.

GP51 - Green Infrastructure, Access for All: £150,000

A number of Green Infrastructure trails across the Greater Norwich area have been audited for both power chair use and general accessibility, identifying the improvement works necessary to allow such access. This project implements a range of smaller scale accessibility improvements across various projects and areas.

Agreement of the alternative access arrangements and planned improvements scheduled for March 2020 were delayed due to Covid-19. Limited availability of key project staff has impacted on project delivery. Wider team discussions are ongoing to allocate additional resources to progress the project.

GP67 - Kett's Country Long Distance Trail - £97,630

Recreation of Kett's Country Long Distance walking trail linking Norwich through to Wymondham and creating a series of 5 local circular walks linked to areas of increased development. This will include installation of new signage and furniture, creation of walks books and promotional materials, removal of all access obstacles and deliver countryside access improvements. Installation of new data counters to monitor usage and economic impact. This project provides additional access to Green Infrastructure to the new populations at Wymondham and Hethersett.

There has been a delay to meeting anticipated deadlines due to Covid-19. Ground truthing works are now expected to complete in November 2020

APPENDIX D – FUTURE TRANSPORT PROJECTS

Scheme name	Summary description and scheme benefits
Traffic signal priority for all buses	Develop the traffic control system to enable all buses to benefit from priority measures being available, improving the reliability and journey times of the public transport network.
St Stephen's Street	Improve bus stop infrastructure, pedestrian, cycle and public realm facilities through the busy heart of the city centre.
Norwich Rail Station mobility hub	Improve the Foundry Bridge junction next to the rail station with much more space for pedestrians and simpler crossing arrangements. Improve access for cyclists and provide improved facilities for buses to serve the station.
Thorpe Road (Clarence Road – Carrow Road)	Located on the edge of the city centre, this scheme involves the implementation of a contraflow lane to provide cyclists and bus passengers with a more direct and improved access to the rail station and city centre along this key access route from the east of the city.
Grapes Hill Roundabout	Review signaling arrangements to improve traffic flow, remove congestion to buses and general traffic through this busy junction and accommodate cycling and walking crossings for users of the pink pedalway.
City centre eastbound through traffic reduction	Introducing eastbound through-traffic reductions in the city centre enables substantially improved facilities for pedestrians and conditions for cycling between the northern part of the city centre and the market area. A reduction in traffic through Agricultural Hall Plain and down Prince of Wales Road will reduce delays to buses along this key city centre bus corridor and improve conditions for walking and cycling in this part of the network that saw investment in Tranche 1 TCF
Tombland	Significant improvements to walking and cycling provision at this key cultural and heritage site will be delivered. This site is also a key interchange with bus services and the pink pedalway cycle route.
King Street	Widen pavements and provide dedicated cycle facilities to create a coherent and direct link for walking and cycling along National Cycle Route 1 and improve the connection between cultural institutions, substantial new residential development and the city centre.
Norwich Bus Station mobility hub	Improve pedestrian access to the Norwich Bus Station from Queens Road, encouraging an increased number of people to access the Norwich Bus Station from the west.

Scheme name	Summary description and scheme benefits
Wayfinding	Invest in new and transformative infrastructure to encourage more sustainable modes of transport for commuting and leisure journeys. Feedback is that a lack of wayfinding discourages people from trying different modes and routes and an improvement to this aspect of the sustainable transport network will support the livability and healthy, active lifestyles of the city. This will also extend the pedalway signage system to reflect the adjustments to network configuration as a result of further investment in the pedalway network.
Wymondham Rail Station platform access	Deliver step-free access to the Cambridge-bound platform, which is currently not available for those with impaired mobility, suitcases, pushchairs, etc.
Thickthorn P&R Phase 1	Expand the existing Park & Ride site by circa 400 spaces in order to facilitate a new service to the expanding Norwich Research Park (NRP). Establish a 'Park and Cycle' initiative, building on the Beryl Bike scheme, implemented using Tranche 1 of TCF, as well as cycling connections to the nearby blue pedalway.
Norfolk & Norwich University Hospital mobility hub	Provide a new bus interchange close to the outpatient's entrance that resolves congestion and reduces the conflict with vulnerable users of the disabled car parking area. Introduce bike share to strengthen the mobility hub provision and increase passenger capacity
South Park Avenue and Unthank Road	A narrow carriageway along part of this route causes substantial delays to buses due to their size and lack of manoeuvrability. Carriageway widening and removal of obstructive parking will reduce bus journey times and improve the reliability of the busiest bus route in Norfolk between the city centre and the University of East Anglia (UEA) / NRP.
Newmarket Road (Eaton Road – Christchurch Road)	Extend the high-quality Danish stepped cycle track to the Outer Ring Road (ORR). Introduce a new signalised crossing to accommodate the large numbers of pedestrians and cyclists travelling to the City of Norwich School. Newmarket Road is a key bus corridor and the large flow of buses will see journey time reductions and improved reliability through traffic junctions at this location.
St Stephen's Road	Widen footway substantially to accommodate high pedestrian volumes heading between Norwich Bus Station and St Stephen's Street bus facilities to City College Norwich alongside the busy A11 corridor.
Dereham Road (Longwater Lane - Wendene)	Widen the off-carriageway path for use by cyclists, who are currently forced to share the carriageway with large quantities of fast-moving traffic. Introduce new bus lanes on both approaches to a key junction to remove delays experienced by bus passengers.
Dereham Road / Richmond Road	Upgrade the existing crossing with an improved shared path facility to allow for increased capacity for pedestrians and cyclists, providing a safe connection for nearby pupils and residents.

Scheme name	Summary description and scheme benefits
Dereham Road / Breckland Road with Costessey & Bowthorpe mobility hub	Provide a new bus gate and consolidate bus stops at a new mobility hub at a more central location where residents of Costessey and Bowthorpe can access more frequent and express bus services. Replace the existing unappealing subway with a signal-controlled pedestrian and cycle crossing.
Earlham Green Lane – Marriott's Way	Improve the environment for cycling between Earlham Green Lane and Norwich Road to create a safe link between the green pedalway and National Cycle Route 1, both of which work to provide alternative cycle routes to the busy Dereham Road. Upgrade the existing pedestrian crossing over Dereham Road with a wider crossing facility that can also be used by cyclists.
Marriott's Way to Hellesdon Road	Realign the existing Marriott's Way walking and cycling route to the more direct track bed route with a new sealed surface and a ramped access to a new crossing close to Hellesdon Bridge
Dereham Road / Larkman Lane and Larkman mobility hub	Create a new outbound bus lane on the approach to Larkman Lane and improve access to bus services at this location for those on foot and bike. Delays to bus services accessing this mobility hub will be removed.
Dereham Road / Old Palace Road / Heigham Road	Improve cycle facilities and provide greater priority at the junction to aid bus and cyclist movements through the junction.
Norwich Airport industrial estate link	Provide a new sustainable transport link between the International Aviation Academy / Airport industrial estate) and Norwich International Airport. This link will be for pedestrians, cyclists and buses only and not general traffic.
Cromer Road and Aylsham Road (Fifers Lane – Glenmore Gardens)	Create significant lengths of inbound bus lane on the most congested segment of Cromer Road and Aylsham Road on the direct route from the Airport, Airport Park & Ride site and bus services from North Norfolk without the requirement to remove any general traffic lanes.
Boundary junction	Change permitted movements through the busy Boundary junction that complement the Cromer Road and Aylsham Road bus lanes scheme. Introduce and designate a new pedalway connection to Mile Cross and Hellesdon facilitated by these changes.
Cycle and pedestrian crossing of Outer Ring Road (Mile Cross)	Improvements to cycle and pedestrian crossing facilities of the ORR at Mile Cross. This connects with a new pedalway route to Hellesdon via Reepham Road.

Scheme name	Summary description and scheme benefits
Sprowston Road (Denmark Road - Outer Ring Road)	Provide an outbound (uphill) protected cycle lane alongside new sections of inbound and outbound bus lanes. This will be facilitated by a combination of kerb realignment, narrower traffic lanes and parking relocation to connect to the Broadland Growth Triangle (BGT).
Sprowston Road (Magdalen Road – Denmark Road)	Introduce a new one-way traffic circulation to significantly aid the flow of buses along this main public transport route into the city centre from north Norwich and further afield. This is the most significant cause of bus delay along this corridor. There are significant improvements for pedestrians as cars will park entirely on the carriageway and not half on the carriageway / half on the pavement as presently (due to narrow carriageway widths and two-way traffic flows). Inbound cycling will be safer and more attractive – outbound cycling will be directed onto local quieter road.
Heartsease Fiveways junction	A redesign of the junction will provide significant improvements for cyclists and pedestrians and enable bus operators to provide more efficient and reliable services.
Kett's Hill roundabout	Improve safety for cyclists and introduce a bus lane on the city-bound approach. This scheme strongly complements the Heartsease Fiveways junction scheme as they are on the same corridor.
LED street lighting and readiness for Smart City Technology	The current approach to street lighting is based around reducing energy consumption through initiatives that include the implementation of new technologies such as Light Emitting Diode (LED) lanterns and the Central Management Systems (CMS). In addition, there is the opportunity to trial the use of traffic counting cameras and other sensors for highway network analysis, which could be used to control street lighting level, inform road users of live traffic conditions and help plan maintenance and development of the highway network. Seek to roll out across Greater Norwich new LED street lighting and associated technologies that will enable Smart City Technology to be deployed.
Car Club Expansion across all corridors	As well as general public use, small and medium sized enterprises are regular users of the existing Norfolk Car Club, increasing economic activity, productivity and jobs and using Club vans is popular among business members as it enables them to reduce transport costs by not owning vehicles, allowing the savings to be reinvested into staff recruitment and business growth. Expand the provision of car club vehicles across Greater Norwich and the City Centre

Scheme name	Summary description and scheme benefits
Initiatives to support car sharing	Surveys have shown that, on average, 85% of private vehicles on the roads in Greater Norwich have one person in them. At peak times, this can increase to more than 95%. These low levels of vehicle occupancy limit the number of people that the road network can carry, causes congestion, delay and worsening air quality, and impacts the ability of the network to meet future travel demands of businesses and individuals. Support initiatives aimed at encouraging motorists to share vehicles, such as marking out of shared parking bays in car parks and development of appropriate IT. This would be supported by a comprehensive behaviour change programme.
St Stephens Street roundabout	The roundabout and its associated subway system provides an unattractive arrival experience for pedestrians and can be dangerous for cyclists to negotiate. It is especially heavily used by students moving to and from City College. Provide an improved environment for pedestrians and cyclists and an enhanced gateway to the city.
Magdalen Street / Anglia Square mobility hub	Magdalen Street is a key historic pedestrian thoroughfare in the north of the city centre that is used by all the public transport services travelling to and from the north of Norwich and forms part of the blue pedalway. Improve pedestrian crossings, widen pavements, reduce street clutter, and increase bus stop capacity at Anglia Square to create a more attractive and safer environment for all. Introduce mobility hub facilities.
Pink pedalway: Palace Street	Palace Street offers a poor level of service to cyclists using the pink pedalway between the city centre and the north east of the city. Extend the two way off-carriageway cycle track from Tombland to St Martin at Palace Plain.
City Centre low / zero emission zone	The City Council formally declared the whole of the city centre as an air quality management area (AQMA) in November 2012 and further action is needed to improve air quality. Make the minimum emission specifications more rigorous in the heart of the city centre, supported by other projects in the programme that aim to improve air quality

Scheme name	Summary description and scheme benefits
Wymondham train station mobility hub	More than 1 million people travelled between Norwich and Cambridge by rail in 2018, which is the highest ever amount. However, no bus services call at Wymondham station to enable convenient onward travel. This means that people travelling to the Norwich Research Park (NRP) must travel into Norwich and then travel back out. Explore options for travelling directly to the NRP from Wymondham.
Cross Valley Link	The lack of a direct connection between UEA and NRP that is usable by buses requires lengthy routing via Earlham Road to serve the NNUH, NRP and UEA. Provide a new transport link across the Yare Valley from the western end of Chancellors Drive to cater for the increasing movements of people across the wider UEA, NNUH and NRP site, providing segregated routing for buses, pedestrians and cyclists.
Mobility Hubs at Wymondham Market Cross and Hethersett (in addition to those mentioned above)	Introduce mobility hub facilities and catchment works.
Longwater junction	There is considerable current and planned housing development in Easton and Costessey around Longwater. These areas are beyond the current limit of the Norwich cycle network because the Longwater junction presents a barrier to cycling beyond Bowthorpe. Extend the Green pedalway from Bowthorpe to Easton via a new pedestrian / cycle bridge over the A47 that avoids the Longwater junction to connect communities with schools, services and jobs in the city.
Mobility Hubs at Easton, Queens Hills, Dereham Road (near Hotblack Road) and Dereham Road (near Duoro Place) (in addition to those mentioned above)	Introduce mobility hub facilities and catchment works.

Scheme name	Summary description and scheme benefits
Yellow pedalway extension to Horsham St Faith	Horsham St Faith and The Nest community sports facility are within cycling distance of the city, but they are not accessible via the current cycling infrastructure. This means that cyclists have to ride with the heavy traffic on Holt Road between the airport and the Broadland Northway. Provide an off-carriageway cycle path on the east side of Holt Road to better connect these locations.
Airport P&R mobility hub	Consider the potential for a new P&R site accessed off the Broadland Northway junction on A140. This could provide additional capacity and would benefit from other public transport measures along the corridor.
North East Norwich new Park & Ride supersite	An option could be considered for a new potential replacement Park & Ride site accessed from the Broadland Northway serving the Sprowston Road corridor.
Mobility hubs at Wroxham Road shops, Sprowston Road near Templemere and Sprowston Road near Denmark Opening	Introduce mobility hub facilities and catchment works.
Pink pedalway: Salhouse Road	Traffic conditions make it hard for people to cycle on Salhouse Road between the end of the pink pedalway at Harrison's Wood and the Broadland Northway. Extend the Pink pedalway with an off carriageway cycling and walking path between Harrison's Wood and the Broadland Northway.

Scheme name	Summary description and scheme benefits
Plumstead Road / Woodside Road	The current double mini roundabout at this location is difficult to navigate, particularly for public transport. Consider options to amend the junction layout to make it easier to navigate for buses and other road users.
Mobility hubs at Plumstead Road shops, Salhouse Road (near Atlantic Avenue) and Rackheath	Introduce mobility hub facilities and catchment works.
Broadland Way	Traffic-free cycling and pedestrian access between Rackheath and Broadland Business Park in the growth triangle as part of a planned longer route to Wroxham would encourage cycling to work. Provide traffic-free pedestrian and cycle path between Middle Road and Broad Lane.
Yarmouth Road / Pound Lane	Traffic congestion causes delays to bus passengers. Provide eastbound bus lane on approach and seek to reduce delays and improve capacity through the junction.
Yarmouth Road / Thunder Lane	The signalised junction at Thunder Lane causes delays to buses on Yarmouth Road. Identify options to provide priority to the main traffic flow on Yarmouth Road.
Thorpe Road / Harvey Lane – bus priority	Delays are experienced by bus passengers on the approach to Harvey Lane. Introduce a bus lane on the outbound approach to Harvey Lane.

Scheme name	Summary description and scheme benefits
Removal of parking at pinch points	On-street parking at various locations along Yarmouth Road creates pinch points that delays general traffic, particularly buses, and creates difficult cycle conditions. Seek to relocate some existing on street parking to off-road parking on Yarmouth Road.
Purple Pedalway: Lion Wood	The purple pedalway connects Thorpe Road to Plumstead Road via Lion Wood. The path through the ancient woodland is heavily rutted and flash floodwater collects in the valley and surges down to Wellesley Avenue South and Thorpe Road. Provide a more appropriate surfaced path so cyclists and people with mobility problems can access the woodland and move between neighbouring areas. Install sustainable urban drainage features to capture and infiltrate floodwater to mitigate flooding.
Rackheath – East-West highway link across railway	New highway access is required to serve housing development in the growth triangle. Build a highway bridge over the rail line as part of the growth triangle link road.
Mobility hubs along Thorpe Road at Harvey Lane, near Primrose Crescent and Broadland Business Park	Introduction of mobility hub facilities and catchment works.

APPENDIX E – FUTURE PIPELINE PROJECTS
GREEN INFRASTRUCTURE, COMMUNITY AND EDUCATION PROJECTS

Green Infrastructure - Highest priority projects

District	Project/Scheme Description	GI Priority Area	Status	Total Est. Scheme Cost (£,000)	Contributory funding (£,000)	SOURCE	Funding need (£,000)	Spend profile £'000								
								2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Broadland	Green Loop - Bure Valley railway a140 Crossing	Green Loop	Feasibility	tbc		CIL/Other										
Norwich / Broadland	Lion Wood - SUDS project, to improve the drainage of water from Pilling estate through Lion Wood, enhancing and improving the biodiversity	Thorpe Ridge to The Broads via North Burlingham	Feasibility work about to commence.	260	10	Anglian Water @ NCC	250				10	100	150			
Norwich	Riverside Walk Missing Link Duke St to St George's St	Norwich - Wensum Parkway	Feasibility	1,200	880	CIL / Other	320				100	1,100				
South Norfolk	Wymondham A11 Corridor GI study	Wymondham to Norwich A11 Corridor	Feasibility and design	TBC		BRP/ CIL/ Other										
Norfolk Council / Broadland	Green Loop- connecting Broadland Way, Bure Valley Path and Marriott's Way	NE Norwich	Feasibility on-going	tbc		Other/CIL	tbc									
Norfolk Council	Burlingham Country Park	NE Norwich - East Broadland GI Plan	Feasibility at stage 1	tbc	0	Other/CIL	tbc									
Norfolk Council	Yare Valley Parkway	SW Norwich	Feasibility on-going	tbc		Other/CIL	tbc									

Community Facilities

District	Project/Scheme Description	Status	Total Estimated Project Cost (£,000)	Contributory funding (£,000)	SOURCE	Funding need (£,000)	Spend Profile £'000s									
							2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Broadland	Brook & Laurel Farm Community Building	Requires Project Brief / Feasibility	500	100	S106/CIL	370									x	
Broadland	North Sprowston & Old Catton Community Space including library	Requires Project Brief / Feasibility	2,400	0	S106/CIL	2,400										x
Broadland	Rackheath Community Building	Requires Project Brief / Feasibility	500	0	S106/CIL	500									x	
Broadland	Cremer's Meadow, Brundall	Project Development	25	0	CIL / NBhd	25			x							
Broadland	Great Plumstead Open Space / Community Orchard	Project Development	25	0	CIL	25			x	x						
Norwich	Earlham Park toilets	80	80	CIL NBhd	0				40	40						

Sports Facilities

District	Project/Scheme Description	Status	Total Estimated Project Cost (£,000)	Contributory funding (£,000)	SOURCE	Funding need (£,000)	Spend Profile £'000s									
							2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Broadland	Extend and Refurbish Rackheath Pavilion	Requires Project Brief / Feasibility	TBC from feasibility		CIL NBhd	TBC				x						
Broadland	Modernisation of Thorpe St Andrew School swimming pool	Feasibility Study required	1000		S106/ CIL											
Broadland	New Sports Hall in Thorpe St Andrew	Feasibility Study required	2700	1900	S106/ CIL	800										
Broadland	Modernisation of Hellesdon High School sports hall	TBC from feasibility			S106/ CIL											
Broadland	Gym and Dance Hall contribution Aylsham	Planning Permission Secured (District Reference: 20190804)	1626	1000	S106/Other	626					x					
Broadland	Modernisation of Sprowston High School Swimming Pool		1000		S106/ CIL											
Broadland	Modernisation of Sprowston High School Sports Hall	Feasibility Study required	TBC from feasibility		S106/ CIL											
Broadland	A new sports hall in a growth area (such as Rackheath) co-located with a new secondary school	Masterplan developed planning application expected Summer 2017	2750		S106/ CIL											
Broadland	A new sports hall in Acle	Feasibility Study required	2700		S106/ CIL											
Broadland	Improve Facilities at King George V Playing Field	Requires Project Brief / Feasibility	TBC from feasibility		S106, CIL and Other											
Broadland	The Nest- Horsford Manor Community Sports Hub (Phase 3)	Phase 1 complete, fund raising for phase 2 complete, New Phase 3 being developed	6500		CIL and other				x	x	x	x				
South Norfolk	New Swimming Pool and Sports Hall in Diss	ALS/FMG completed feasibility report 2018/19. OPE funding secured to advance project to next stage, on Community Hub concept.	16-18,000,000	6,800-8,800	CIL/ Other	15,900						1600				
South Norfolk	Artificial Grass Pitch in Diss	Linked to above project, potentially on Diss High School site	500		CIL/ Other							500				
South Norfolk	New Pitches North Hethersett	To be Delivered by Development			S106	n/a		x								

Education

District	Project/Scheme Description		Status	Total Estimated Project Cost (£,000)		Contributory funding and Source		Funding shortfall	To fund from other sources	Spend profile £'000s											Post 2026
						S106	Basic Need			to date		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
South Norfolk	Trowse New 210 Primary		on site with completion schedule Autumn 2020	5,000		800	4,200		0	2,580			1,720								
South Norfolk	Hethersett New 420 Primary		on site with completion schedule Autumn 2020	8,000		4,500	3,500		0	500		3,750	3,750								
Norwich	Bowthorpe infant and junior school expansion		Feasibility completed on existing schools awaiting housing growth	4,000		2,500		1,500								500	1,750	1,750			
South Norfolk	Hethersett Junior reorganisation		on site with completion scheduled Autumn 2021	4,100			3,100		1,000				500	1,800	1,800						
South Norfolk	Wymondham High Extension		On site completion late 2020	6,100		6,100			0	2,000			1,000	2,550	2,550						
South Norfolk	Wymondham New 420 Primary Silfield		Developed design underway but paused due to access and services	8,000		5,100	0		2,900	500						3,750	3,750				
South Norfolk	Mulbarton Primary expansion to 3FE		Masterplan complete. Awaiting pressure on pupil numbers	4,150				4,150						500	1500	2150					
Broadland	Little Plumstead VA Primary Extension to 420		Planning approval received. Awaiting pressure on pupil numbers	4,050		400		350	3,300			250	400		1,700	1,700					
South Norfolk	Hethersett High Academy expansion		On site completion Autumn 2020	8,000		1,754	5,036		1,210				2,000	3,000	3,000						
Broadland	Hellesdon New 420 Primary		Waiting for development to commence	8,000		0	0	8,000							500	3,500	4,000				
South Norfolk	Easton Primary Extension to 420		Awaiting further housing growth for permanent capital project	4,000		0	0	4,000								1,000	1,500	1,500			
South Norfolk	Hingham Primary Mobile Replacement/capacity increase to 210		Planning application made	1,000				221	779					450	450						
South Norfolk	Cringleford New 420 Primary		Design progressing awaiting access to site as set out in S106	8,000		0	0	8,000								500	3,500	4,000			
South Norfolk	Long Stratton New 420 Primary		Waiting for development to commence	8,000		0	0	8,000											500	3,500	4,000
South Norfolk	Costessey Ormiston Victory Academy increase to 1500 11-16 age pupils		Detailed design with planning application Winter 2020	9,500		0	5,500	4,000							500	4,500	4,500				
South Norfolk	Poringland new 420 primary		Site appraisal process underway	8,000		0	TBC	8,000	TBC								500	3,000	4,500		
Broadland	North Norwich New Secondary and existing schools		Feasibility underway for Sprowston High expansion and discussion on possible new site in North Norwich	26,000				26,000									2,600	2,600	2,600	7,800	10,400
Broadland	Blofield New 420 Primary		Discussions with Broadland/Parish on new site.	8,000				8,000						500	3,500	4,000					
Broadland	Brundall Primary extension to confirm 315 places		Planning application made	600				TBC													

Broadland	Beeston Park New Free School 420 Primary #1		Waiting for development to commence	8,000			8,000							500	3,500	4,000			
Broadland	South of Salhouse Road New 420 Primary		Waiting for development to commence	8,000			8,000									500	3,500	4,000	
Broadland	Beeston Park New Free School 420 Primary #2		Waiting for development to commence	8,000			8,000											500	7,500
Broadland	Rackheath New 420 Primary #1		Waiting for development to commence	8,000			8,000									500	3,500	4,000	
Broadland	Rackheath New 420 Primary #2		Waiting for development to commence	8,000			8,000												8,000
Broadland	Land East of Broadland Business Park New 420 Primary		Discussions with land promoter	8,000			8,000								500	3,500	4,000		

Equalities and Communities Impact Assessment

Name of Officer/s completing assessment:
Paul Harris

Appendix B

Date of Assessment: 07/01/2021

1. What is the proposed Policy (please provide sufficient detail)?

For the purposes of the assessment the term 'Policy' relates to any new or revised policies, practices or procedures under consideration.

Joint 5 Year Infrastructure Investment Plan 2021 to 2026 and 2021/22 Annual Growth Programme.

2. Which protected characteristics under the Equalities Act 2010 does this Policy impact: (indicate whether the impact could be positive, neutral, or negative)

Protected Characteristic	Potential Impact		
	Positive	Neutral	Negative
Age	☒		
Disability	☒		
Race		☒	
Sex		☒	
Religion or Belief		☒	
Sexual Orientation		☒	
Marriage/Civil Partnership		☒	
Pregnancy/Maternity		☒	
Gender Reassignment		☒	

3. Which additional Communities characteristics does this policy impact?

Health	☒		
Place inc. Rurality	☒		
Low Income and Poverty		☒	

4. What do you believe are the potential equalities impacts of this policy?

Please include:

- Partnership organisations worked with in the development of this policy
- Evidence gathered to inform your decision
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

Note: Impacts could be positive, neutral, or negative and impact groups differently

The Greater Norwich Growth Board Joint 5 Year Investment Plan 2021-2026 and Annual Growth Programme 2021/22 includes 2 specific projects that are relevant to Broadland. Projects directly related to Norwich and South Norfolk will be separately considered, in terms of EQIA, by those Councils.

The 2 specific projects relates to Broadland comprise: Brundall Sports Hub and Bure Valley Pathway.

Inherently these projects are likely to have a neutral impact on most of the protected characteristics. The two characteristic where there are potential for impacts are Age and Disability, specifically in terms of the usability of the project for those with physical disabilities or age related mobility issues.

The Bure Valley Pathway project comprises the delivery of a crossing over the A140, delivering a safe passage for cyclists and pedestrians, the creation of 6 circular walks (including way marking and surface improvements. As a minimum, it can reasonably be expected that the Council will not diminish the quality of the access to the pathway. Therefore the impact of this project is assessed as being neutral. Opportunities to improve access to the site for those with physical disabilities or mobility issues will be considered as part of the development of detailed proposals for the enhancement of the pathway, with the potential for positive equalities impacts to result. There are some early discussions about creating dementia friendly walks and improving access on to the Bure Valley path with infrastructure improvements. This will include looking at the path surfaces, and existing car parks to see whether access and parking can be improved to widen the appeal and use of the path for disabled users.

Brundall Sports Hub comprises the delivery of a multi-sport 3G pitch, floodlighting, car-park and club house/changing room. The design and construction of the facility will meet all obligations under the DDA.

5. What do you believe are the potential communities impacts of this policy?

Please include:

- How the policy can meet agreed priorities
- Evidence gathered to inform your decision
- Partnership organisations worked with in the development of this policy
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

Note: Impacts could be **positive**, **neutral**, or **negative** and impact groups differently

Both projects are expected to have a potentially positive impacts on Health, Place, inc. Rurality. Specifically, Brundall Sport Hub will help to diversity and improve access to sports and fitness facilities within Brundall and its surrounding rural area. The Bure Valley Pathway project will enhance access and accessibility of the pathway and create further circular walks from the pathway, this will benefit Aylsham and the surrounding rural area.

6. How is it proposed that any identified negative impacts are mitigated?

Please include:

- Steps taken to mitigate, for example, other services that may be available
- If a neutral impact has been identified can a positive impact be achieved?
- If you are unable to resolve the issues highlighted during this assessment, please explain why
- How impacts will be monitored and addressed?
- Could the decision/policy be implemented in a different way?
- What is the impact if the decision/policy is not implemented?

Negative impacts, which require mitigation, have not been identified in relation to the above projects. There is however the potential to ensure that opportunities are maximised within the Bure Valley Pathway project by ensuring that opportunities for improving access for all are taken in the implementation of the project.

Signed by evaluator:



Signed by responsible head of department:

Helen Melors

Please send your completed forms to the equalities lead to be reviewed and stored in accordance with our legal duty.

REVIEW DATE – 06 / 01 / 2022

DELIVERY PLAN 2021/22

Report Author: Sinead Carey
Strategy & Programmes Manager
01508 533661
sinead.carey@broadland.gov.uk

Portfolio: Policy

Wards Affected: All

Purpose of the Report:

The purpose of this report is for Cabinet to recommend to Council the approval and adoption of the Delivery Plan for 2021/22.

Recommendations:

1. To recommend that Council approves the adoption of the one-year Delivery Plan for 2021/22.

1 SUMMARY

- 1.1 This report provides an overview of the development of Broadland District Council's Delivery Plan for 21/22, in collaboration with South Norfolk Council. The Delivery Plan outlines the activities and projects the Council will be undertaking to meet the priority areas outlined in the four-year Strategic Plan. The Delivery Plan includes delivery measures to enable the success of activities to be monitored.

2 BACKGROUND

- 2.1 The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, Council agreed to developing in-year Delivery Plans which sets out how we will achieve our ambitions set out in the Strategic Plan.

- 2.2 At the heart of the Strategic Plan 2020-2024, is the vision for our place:

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

- 2.3 This vision is underpinned by the Council's strategic priorities:

- Growing the economy
- Supporting individuals and empowering communities
- Protecting and improving the natural and built environment, whilst maximising quality of life
- Moving with the times, working smartly and collaboratively

- 2.4 While being developed concurrently and giving members a common approach to tracking service delivery, the Delivery Plan also enables both Broadland District Council and South Norfolk Council to pursue local policies and operational models that most accurately reflect the specific requirements in each council area.

- 2.5 In April 2020, it was anticipated that we would develop a new two-year plan for 2021/22, aligned to a new two-year budget setting process. In late March 2020, the Covid-19 pandemic hit the UK, which is continuing to have significant impacts on our communities, businesses and organisation and it was recognised that it would be increasingly challenging to develop a two-year plan at this stage. Subsequently, Council in December 2020 agreed to develop a one-year plan for 2021/22 instead.

3 CURRENT POSITION/FINDINGS

- 3.1 The Delivery Plan (see appendix A) sets out the key activities to be delivered within the first year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. To enable success of the activities to be monitored, the Delivery Plan provides several Delivery Measures which are reported into Cabinet in Q2, Q3 and Q4.

- 3.2 The Delivery Plan is broken down into the following areas:
- An introduction to the plan and how it links with the Strategic Plan and vision for the Council
 - An overview of where our money comes from and how it is planned to be spent in 2021/22
 - The key Delivery Measures for each priority
 - The key activities and budgets which are broken down by directorate
- 3.3 In response to the pandemic, the Council in July 2020 developed the Covid-19 recovery blueprint for businesses and residents in Broadland and South Norfolk. The recovery plan sets out how we will continue to look after vulnerable residents and provide help for local businesses into the future. The Delivery Plan for 21/22 has outlined the ways in which we will respond to the challenges the pandemic has brought and our plan for supporting our districts in the future.

4 PROPOSED ACTION

- 4.1 This report proposes that Council approves the adoption of the Delivery Plan for 2021/22.

5 OTHER OPTIONS

- 5.1 Members could choose to not to adopt the Delivery Plan for 21/22. This would however, mean that we would not have a clear plan for delivery for the coming year.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – The Delivery Plan is aligned to the budget setting process and is subject to change if the budget changes. The budget for 21/22 is also being considered in another item on the Cabinet agenda. The Delivery Plan will feed into the development of service specific plans which will ensure that there are the right resources in place to deliver the plan effectively.
- 6.2 **Legal Implications** – no implications.
- 6.3 **Equality Implications** – no implications.
- 6.4 **Environmental Impact** – no implications.
- 6.5 **Crime and Disorder** – no implications.
- 6.6 **Risks** – Risks to the Council and to the delivery of our Plan is managed through both a Strategic Risk Register which comes to Cabinet in Q2, Q3 and Q4 and through operational risk registers managed within service areas.

7 CONCLUSION

- 7.1 In summary, the Delivery Plan sets out the ambitions for the Council moving forward and provides an in-year overview of the different activities which will take place to ensure we are delivering on what we have set out to achieve.

8 RECOMMENDATIONS

1. To recommend that Council approves the adoption of the one-year Delivery Plan for 2021/22.

Background Papers

None.

DELIVERY PLAN

2021 – 2022

Two Councils
One Team

Our Delivery Plan for 2021/22



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 2017 which has seen the councils develop a single officer team working across two districts.

Our Strategic Plan for 2020-2024 has outlined our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next three years working as a partnership.

Challenges in the future are 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 challenges. 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.

Coronavirus is the biggest challenge the UK has faced in generations. Its impact on people's health, wellbeing and the economy continues to be substantial. The response to date has required the support of people and organisations at all levels to work together.

From delivering food to those in need to supporting businesses through quick access to grants; the wider community in our districts have truly pulled together. It is clear that the impacts of the pandemic will be with us for future years and this Delivery Plan, alongside our Recovery Plan, has outlined the ways in which we will respond to the challenges the pandemic has brought and our plan for supporting our districts in the future.

This document, our Delivery Plan, has been developed around our priorities and ways of working and describes our intended activities for 2021/22.

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 focussed on the three service areas the council is made up of, with each activity carried out being linked back to the key priority areas.

The Vision for our place

Working together to create the best place and environment 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 and improving 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 a place which has a 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.

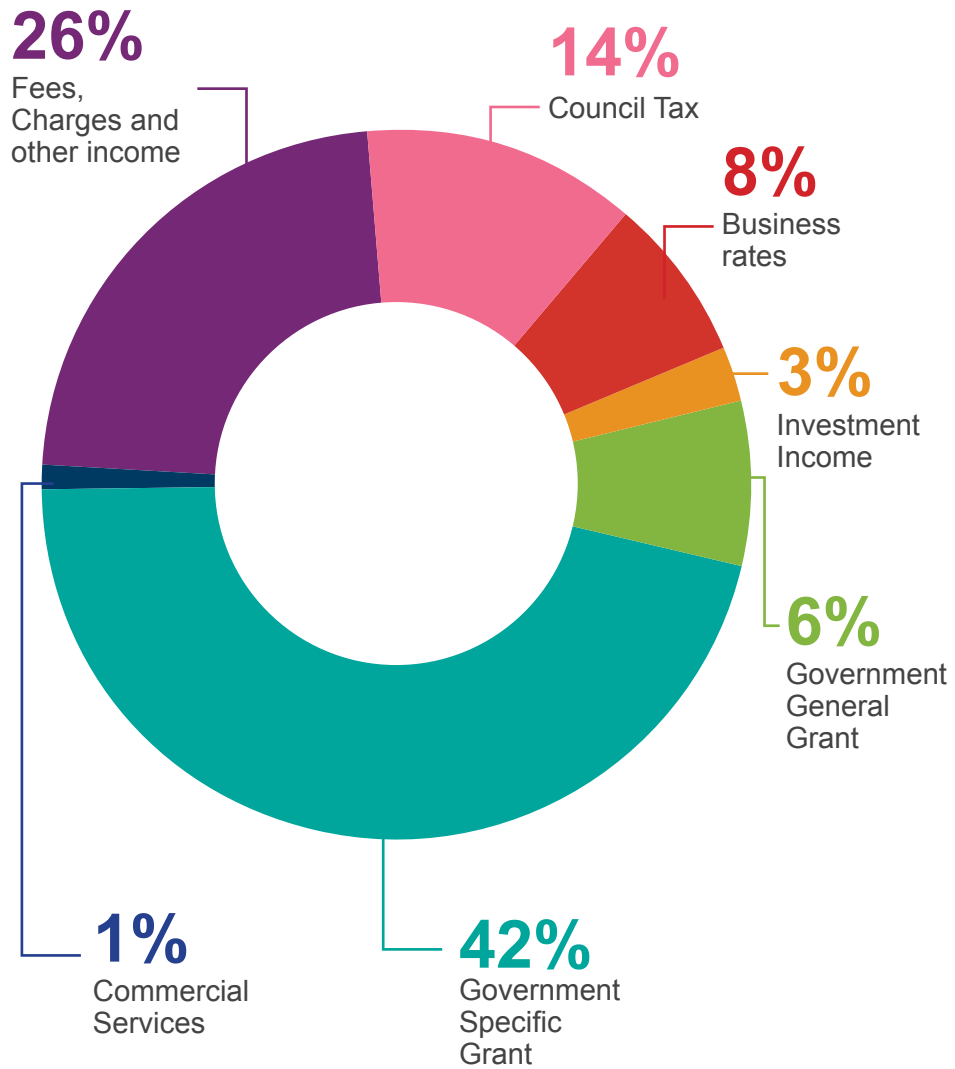
This plan outlines our spend for 2021/22 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45% (Broadland) and 55% (South Norfolk). This is reflected in the financial tables in this plan.

2021/22 outlook

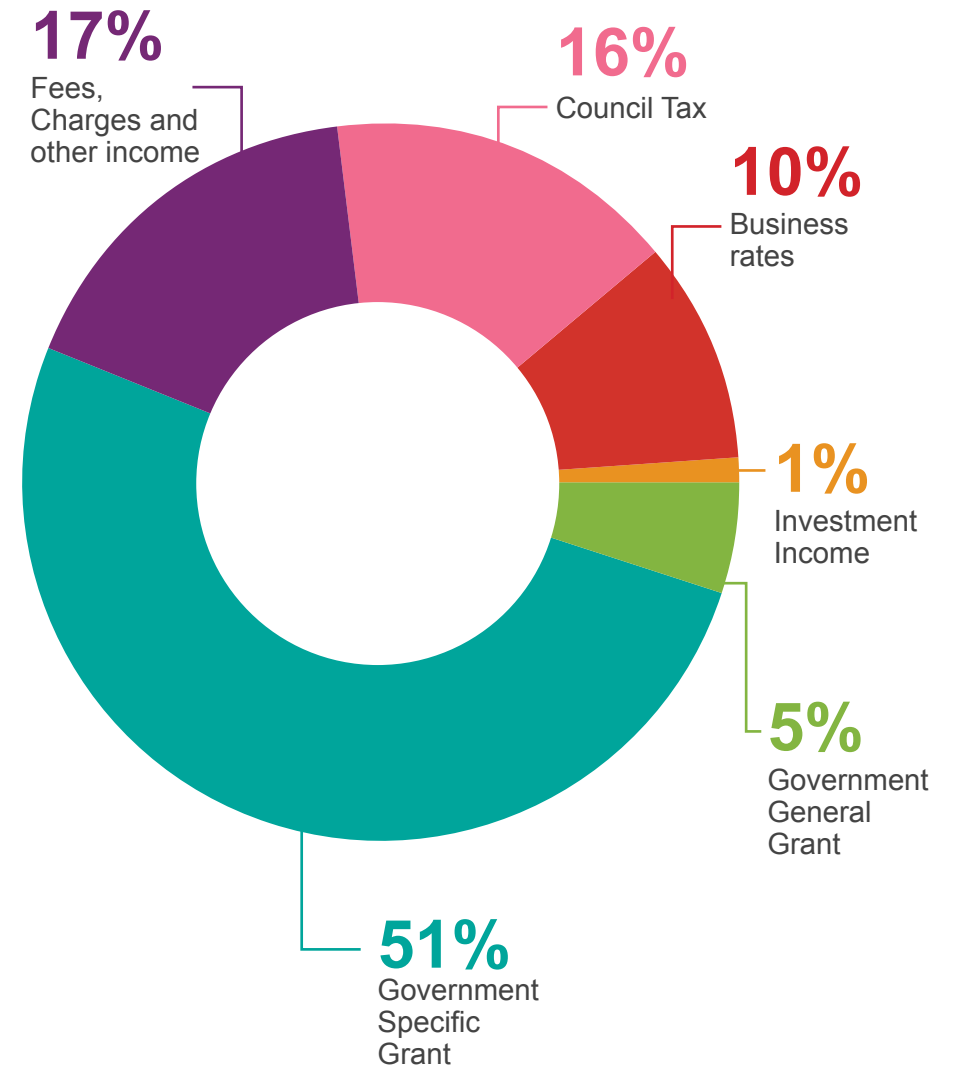
Our total controllable funding for 2021/22 is:

- **£20.9m for Broadland District Council**
- **£32.3m for South Norfolk Council**

South Norfolk Council



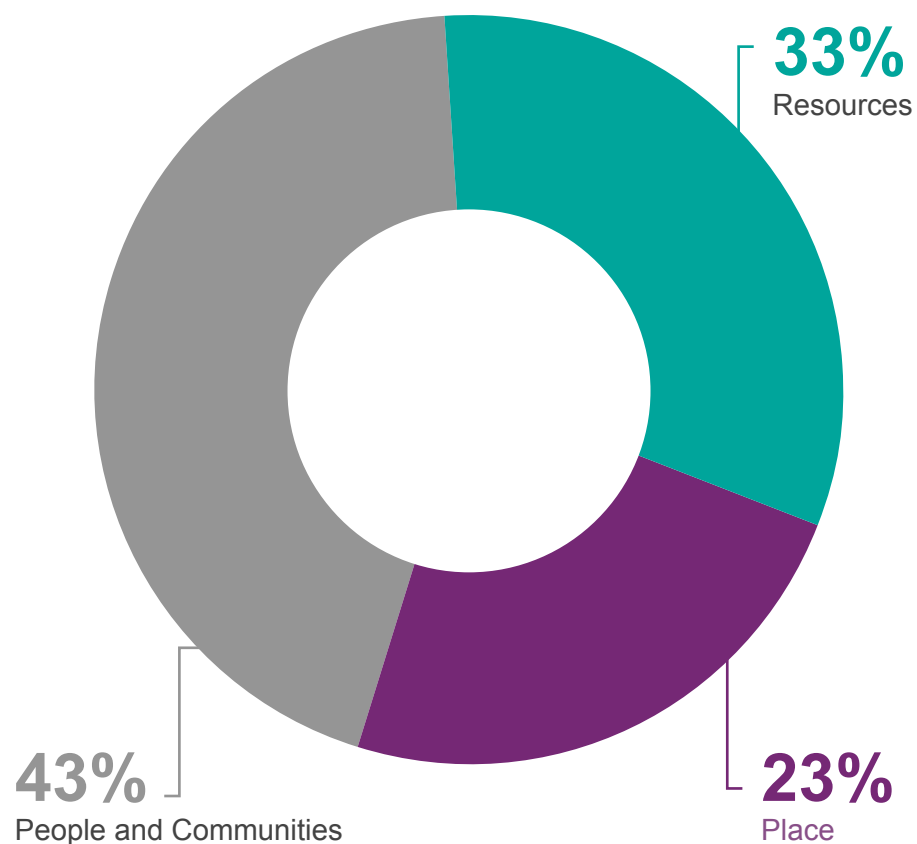
Broadland District Council



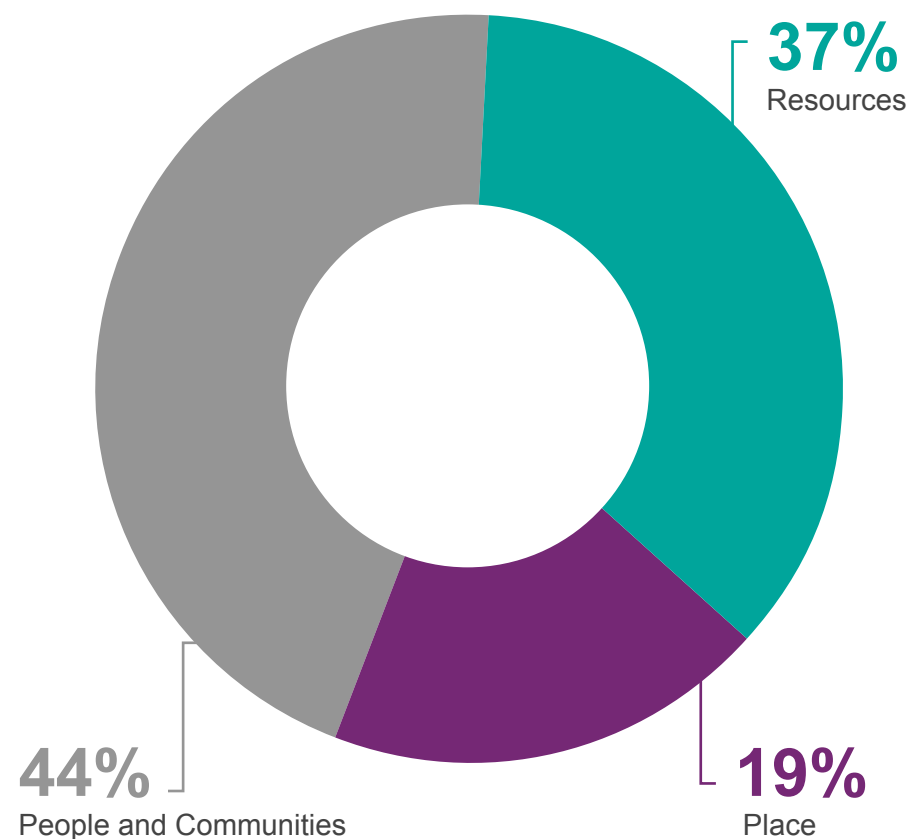
How our budget is to be spent in 2021/22

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'.

South Norfolk Council



Broadland Council



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 both Broadland and South Norfolk Cabinets in Q2, Q3 and Q4.



	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	1	N5	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 line with the customer satisfaction strategy	Quarterly (once baselined)	Innovation, Strategy & Programmes
	3	1	Staff satisfaction	Success will look like an increase on the baseline figure ascertained in 20/21	Quarterly (once baselined)	OD
	4	P4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
	5	P3	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate (13.4% based on survey by LGA on average turnover)	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 look like an increase on that baseline figure.	Quarterly	HR / OD
	7	L3	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate – Annual	Annual	Council Tax

Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	8	L4	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate – Annual	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	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 in employment and claiming benefits	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 of 20/21. Success will look like 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	Across a number of activities	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth
	15	A5	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents to be supported by Q4	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	Achieve 80% of the pre-Covid19 footfall at all South Norfolk Leisure Centres by end Q4	Quarterly	Leisure

Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	17	D2	Number of residents supported to live independently	800 persons assisted to live independently by Q4	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% by Q4	Quarterly	Communities and Early Help
	20	E7	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/ Council Tax Benefit	It takes 7 days to process new claims and change of circumstances 80% by Q4	Quarterly	Housing and Benefits
	21	G7	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
	22	G8	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	G9	% 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 of 20/21. Success will look like an increase on that baseline figure	Quarterly (once baselined)	Food, Safety & Licensing

Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	25	C6	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
	26	C6	% of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
	27	C6	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
	28	C6	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
	29	C7	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
	30	C9	Number of litter picks/clean up initiatives supported	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that baseline figure	Quarterly (once baselined)	Waste Services
	31	C9	Number of confirmed incidents of flytipping	The baseline measure will be ascertained in Q4. Success will look like an decrease on that baseline figure	Quarterly (once baselined)	Environmental Protection

People and Communities

Team	Ref	Activity for 2021/22	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: Use the learning from the Covid-19 crisis to identify how we can build on the community hub partnership between districts, county council and other partners to develop the capacity and capability to effectively manage resident issues before they become crises. This includes: - Working with partners, continue to provide community level support, information and guidance to those made vulnerable through the Covid-19 pandemic for as long as necessary - Design with partners and establish a common and accessible community hub model which enables strong inter agency working and alignment of resources, access to support for residents and develops community capacity and navigation to provide support	A multi-agency hub which operates across both districts and supports residents to access the support they need and navigate the complicated public sector. A hub model which goes further to prevent crises (e.g. homelessness), by supporting residents at an earlier stage with good levels of contact into the local hub. A hub model which further develops, empowers and engages communities to help each other.	A new community hub model is in place with strong partnership support that has clear ambitions and goals to prevent issues escalating – Q2 A fully commissioned District Direct programme is delivering in community hospitals and acute trusts – Q1	n/a	AD Individuals and Families	 

		- 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					
	A2	Support aspirations and skill of residents, including: - Work with partners to develop a skills and employment offer to improve public and private sector opportunities to support our economy post Covid-19, such as the Kickstart scheme - 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 - Engage with schools, businesses and partners to increase aspirations of young people and increase take-up and awareness of local opportunities	There is an increase in: - Numbers of apprenticeships and other career opportunities, specifically in hard to recruit council jobs - More people affected by Covid-19 back into employment compared to the national average 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	The councils have provided young people with information and advice about careers in local Government – Q1 Choices programme offers all residents in both districts a chance to develop skills for work – Q2	n/a	AD Individuals and Families/AD Economic Growth	
	A3	Create a community offer and events brand package: Develop and launch a community brand which: - Aligns our community events - Maximises sponsorship, community investment and CSR	Commercial partners are engaged. There is increases in the inward investment in the	Model developed to enable businesses to support the councils in improving the	n/a	AD Individuals and Families / AD Chief of Staff	

		Engage communities to participate in community wellbeing events and schemes	council areas, increasing community capacity. Attendance at and engagement in wellbeing events across both districts increases.	environment, our communities and the economy – Q3			
	A4	Embed social value in procurement (<i>looking at the additional value created in service contracts which have a benefit to the wider community</i>): Work with partners to develop and embed social value in procurement to develop a more inclusive economy.	There is an agreed One Team policy position, alongside partners, embedded into all contracts monitored using the TOMS framework.	Q4	n/a	AD Individuals and Families/AD Finance	
Operational/Service Delivery (BAU)							
	A5	Provision of non-statutory services to support vulnerable residents, including: - Enhanced community support through the Covid-19 pandemic - Help Hub requests for support - Social Prescribing (SNC) - Welfare and debt advice - Emotional Wellbeing and Resilience Service - Domestic abuse service - Handyperson service - Pathways	Residents are supported to avoid crises. Demand on the Councils and other statutory services is reduced.	Ongoing	n/a	AD Individuals and Families	
	A6	Safeguarding: Embed a joint safeguarding protocol across the organisation and 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	

	A7	Continue to develop our community Wellbeing 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. Increased uptake or attendance at community wellbeing events or schemes.	Ongoing	n/a	AD Individuals and Families / AD Community Services	
Team	Ref	Activity for 2021/22	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, finalise options for the future re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC only).	Our leisure centres are used to the best of their ability and support partnership working while improving outcomes for our residents.	Initial business plan setting out options for approval – Q2	n/a	AD Community Services	
	B2	Expand Leisure Facility Offer: Develop and expand the offer to residents in line with agreed leisure principles and subject to agreed business cases through supporting community initiatives or working in partnership in line with agreed leisure principles, including; • Revisit of the Long Stratton High School Pool business case in light of Covid-19 (SNC only)	There is an agreed policy position for development of community-based leisure opportunities and each business case will be taken on merit. Successful deployment of schemes and uptake by local residents.	Ongoing	Capital funding to be agreed	AD Community Services/AD Economic Growth/AD Individuals & Families	

		- Better utilisation of Ketts Park and improvements to Framingham Earl (SNC only) - BDC area; explore leisure facility opportunities and develop business cases where appropriate (BDC only) - Develop an action plan to establish the future leisure use of the new Country Park at Houghen Plantation					
Operational/Service Delivery (BAU)							
B3	Implement the ongoing recovery plan to increase use and income with an enhanced centre-based leisure offer and improve activity levels of residents (SNC only) Work to ensure the leisure service is back to where it was before Covid-19.	Increase in: - Enhanced on-line offer - Footfall - Membership subscriptions - Profitability - Customer satisfaction levels at centres - Increased targeting and market segmentation - Datahub	Ongoing	n/a	AD Community Services		
B4	Efficient and safe operational delivery of the leisure centres and community leisure offerings: Continue to improve our quality and safety through robust operational procedures and obtaining accredited standards (SNC only).	Implementation of Covid-19 recovery Plan. 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 201/22	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	Finalise options appraisal for the development of a Local Authority Trading Company (LATC) for delivery of waste services in South Norfolk (SNC only).	Initial feasibility report which allows for an informed decision to be made as to whether a LATC is a suitable option for South Norfolk.	Initial feasibility report setting out options – Q1	n/a	AD Community Services	
	C2	Complete re-procurement of the Broadland Refuse, Recycling and Street Cleansing services: Completion of tender process and the award of a new waste ten-year contract, work with new contractor on mobilisation of contract for operation April 2022 (BDC only).	Successful re-tendering of waste service, delivering high quality service at an affordable price.	Tender awarded Sept 2021 Mobilisation Oct-March 2022	Capital funding to be agreed	AD Community Services	
	C3	Alignment of waste customer services: Alignment of waste customer services, including policies and procedures leading to a single customer service experience and a single system for customer service requests and complaints.	The service is able to make efficiency savings and customer experience is improved	The service is fully aligned Q3	n/a	AD Community Services	
	C4	Finalise options and develop full business cases for the future of the existing Frettenham and Ketteringham depots: Establish the viability and options for the future use of the existing depots.	Options appraisals and feasibility studies completed for both depots.	Final business cases approved – Q2	Capital funding to be agreed	AD Community Services	

	C5	Review of Materials Recovery Facility Contract: Work with the Norfolk Waste Partnership to implement the findings of the options appraisal for replacement of Materials Recovery Facility from 2024.	Manage financial impacts of any increases in Gate Fees.	Options appraisal approved with partner authorities – Q1	n/a	AD Community Services	
Operational/Service Delivery (BAU)							
	C6	Increase recycling rates and reduce contamination: Improve recycling and contamination behaviour through a range of projects, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils. Work with the Norfolk Waste Partnership to support a range of initiatives and campaigns. This is linked to H5, the implementation of the Environmental Strategy.	Improve the environment by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Ongoing	Capital funding to be agreed	AD Community Services	
	C7	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 - Develop business care for introduction of in cab technology (SNC) and work	Complete business case for the roll out of in cab-technology (SNC). Work with Veolia to pilot their Echo in cab system on Garden Waste service Maintain operator licence accredited quality assurance standard (SNC). Increased level of income generated through commercial waste.	Ongoing	n/a	AD Community Services	

		with Veolia on piloting in cab technology (BDC)					
	C8	Delivery of Government Waste Strategy: Respond to and prepare for implementation of the government's waste and resources strategy.	Our services are efficient and delivered in line with the Governments strategy.	Develop implementation plan to ensure compliance with new strategy - Ongoing	n/a	AD Community Services	
	C9	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 • Grounds maintenance • Providing litter removal and dog bin services for communities This is linked to H5, the implementation of the Environmental Strategy.	Reduce time taken to clear up fly-tipping. Reduced level of instances and complaints relating to street scene recorded. Support community lead clean ups and litter picks	Ongoing	n/a	AD Community Services	

Team	Ref	Activity for 2021/22	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 and supporting them to remain independent and safe in their own homes.						
	Major Projects/Programme of work						
	D1	Align our housing standards team to create one single system, process and policy, including: - Review and alignment of disabled facilities grants, independent living grants and handyperson schemes to meet current and emerging needs - Review discretionary enforcement to create a common framework, with local discretion, across both councils	Increased preventative measures developed and implemented.	Initial preventative measures to be implemented – Q1	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 - Care and repair - 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 Q2	n/a	AD Individuals and Families	
	D3	Delivery of the Warm Homes Fund for residents: Development of 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 2021/22	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	Best in class housing programme: Redesign our housing allocations policy and implement: - Develop a more proactive approach to managing housing demand - Remodelling temporary accommodation for both councils - Exploring opportunities with other districts and partners to enhance our own investments	Refreshed housing and homelessness offer in place across both districts that is more efficient and supportive for residents to move on to more sustainable accommodation. Cost efficiency in the delivery of support. Reduction of unnecessary demand on homelessness services.	Ongoing implementation throughout 2021/22 and beyond, as per programme plan	TBC by any business case	AD Individuals and Families	
	E2	Redesign shared social housing IT 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 – Q1	n/a	AD Individuals and Families	
	E3	Implement our Housing First and complex needs offer: Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders,	Reduction of rough sleepers in both districts and improved tenancy sustainment.	Q3	n/a	AD Individuals and Families	

		care leavers, drug and alcohol use and mental health issues.					
	E4	Alignment of benefit functions: Begin the process to align our two benefits functions, to create single systems, policies and procedures 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	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)						
	E6	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	
	E7	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 Change in Circumstances reduced.	Ongoing	n/a	AD Individuals and Families	
	E8	Review security at our temporary accommodation: Review our security procedures at our temporary accommodation to ensure that we are complaint and safe.	The councils provide high quality and safe temporary accommodation.	Review complete Q1	n/a	AD Individuals and Families	

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	1,097	641	-361	-75	124	0
Leisure	3,594	0	-2,035	0	992	0
Waste Services	7,399	6,205	-4,899	-3,808	3,433	3,125
Housing Standards and Independent Living	476	371	-133	-88	900	1,415
Housing and Benefits	1,417	2,054	-1,264	-1,615	0	0
Totals	13,983	9,271	-8,692	-5,586	5,449	4,540
Resources: FTE – 343.61(131.34 excluding South Norfolk Depot and Leisure teams)						

Place

Team	Ref	Activity for 2021/22	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 deliver on the Councils' strategic intent of stimulating growth and prosperity by investment in major new infrastructure and facilities, securing significant inward investment, attracting, and providing financial support and advice to businesses - 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	Enterprise facilitation: establishing facilitation services to support businesses with developing their entrepreneurial skills.	A two-year project to support Businesses in Broadland to develop their entrepreneurial skills.	End of project – Nov 2022 Launch of enterprise start up grants – (April) Q1 Set up community-based resource network to provide free, confidential advice to entrepreneurs - (April) Q1 Free drop in for entrepreneurs to discuss their business ideas – (May) Q1	n/a	AD Economic Growth	

	F2	Harleston public realm improvements	Through external funding bids, undertake community engagement and deliver improvements at Harleston.	Public realm improvement completed in Harleston – (Dec) Q3	n/a	AD Economic Growth	
	F3	Review of Council-owned assets	Asset review to identify potential for repurposing, disposal or development opportunities.	Project scope developed - Q1 Business case developed – Q3	n/a	AD Economic Growth	
	F4	Coordinated programme and plan for the spend of Green Infrastructure and Affordable Housing contributions	Green Infrastructure and Affordable Housing spend programme from Community Infrastructure Levy (CIL) and S106 receipts.	Business case developed – Q1 Implementation – Q3	n/a	AD Economic Growth	
	F5	Development of Business Cases for further commercial investment opportunities	Identification and bringing sites forward into a pipeline of potential sites for development	Adopted framework developed – Q1 Pipeline shortlist of investable opportunities including business case – Q1	n/a	AD Economic Growth	
	F6	Promotion and development of Norwich Research Park: positively enable the growth of our world leading science base at the Norwich Research Park.	Continue to promote and attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Next steps promotion strategy – Q1	n/a	AD Economic Growth	

F7	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 South Norfolk and Broadland.	Development of Delivery Strategy – Q1	£8.9m	AD Economic Growth	 
F8	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.	Construction Starts – Q3 (Oct)	£1.86m	AD Economic Growth	
F9	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.	Community engagement & ongoing delivery of programme of improvement – Q1 Implementation of programme in conjunction with partners – Q2 Implementation and review of programme – Q3	£1.2m Interreg funding	AD Economic Growth	 

				Plan delivery of works/activities for 2022/23 - Q4			
	F10	North-West Woodland Country Park: Open the site to the public, improve the existing infrastructure and encourage its wider use (BDC only).	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	Complete improvements to existing pathways – Q2	n/a	AD Economic Growth	
	F11	Car Parking & Electric Vehicle Charging Points (EVCP): We will extend our network of EVCPs providing access for both residents and staff. We will continue to work with the Norfolk Parking Partnership and local parishes in Diss, Cringleford and Trowse to devise local parking schemes designed to deliver a settlement wide management and control due to extraordinary local pressures.	Increase the number of Electric Vehicle Charging Points in the districts. We will have a single team responsible for both strategic and operational, On and Off Street parking provision across the wider geography; and provide forward planning for transport needs in our Market Towns in order to provide a coordinated integration in Market Towns regeneration plans, with adequate future provision of parking.	Installation of EVCPs at The House – Q1 Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – Q1 BDC Car parking review: Business and Community consultation - Q1 Seek BDC Member approval - Q2/Q3 Delivery and implementation of schemes in Trowse and Cringleford – Q1	£7,500 (25% contribution to OLEV funding – (BDC review will trigger use of this funding)	AD Economic Growth	

				Commence local consultation process in Diss – Q1.			
				Consolidate Strategic and Operational Parking, EVCP network and Future Transport Planning – Q1			
Operational/Service Delivery (BAU)							
F12	Business Engagement: to proactively engage with our businesses to assess growth potential, skills/training needs and catalogue barriers to growth and populate a CRM system. This includes: - Promoting our Business Awards programme to engage and showcase the work of our very best businesses - 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.	Businesses and local communities are supported to grow by offering services which meet business need.	Development of new Business Engagement Strategy – Q1 Run focus groups to determine business needs - Ongoing	n/a	AD Economic Growth		
F13	Inward Investment (incl. commercial space) we will proactively engage with potential sectors, while building a live register of available commercial property. We will also market our Investment website	New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is	Relevant research completed, and draft inward investment strategy produced – Q3	n/a	AD Economic Growth		

		and work with LEP partners to maximise the areas' potential at a national and international level. This includes: - Developing a new joint inward investment strategy in conjunction with NALEP - Launching Food & Drink Sector Group to support the Food Innovation Centre	increased and barriers to growth are removed.				
	F14	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 continue to engage with Local Tourism Action Groups (L-TAGs) and major attractions to develop trails, itineraries, and collaborative projects. We will also work closely with the New Anglia LEP and other key tourism organisations within the region, within the Tourism Action Plan Steering Group and Best Practise Steering Group to support local tourism businesses through our business support offering.	The visitor economy within our districts grows and continues to be seen as a key sector. Raise awareness in and generate income for our area as a destination for use by TV & film industry.	Increase the presence of the two districts on the Visit Norfolk website – Ongoing TV & film industry understanding & promotion – Ongoing Support local tourism businesses through our business support offering – Ongoing	n/a	AD Economic Growth	
	F15	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. Consultation exercises are being planned and intelligence gathered to determine	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	Market town strategy approved by Members – Q1 Market town 'support package' available for use – Q2	External funding to be secured	AD Economic Growth	

		future needs of our high streets post Covid-19.	with local groups/businesses undertaken. Package of support measures/investment requirements developed.				
F16	Enable Faster Broadband: Approx. 95% of properties have superfast fibre available, we will work to encourage take up within communities and seek to address access where no service exists.	Increase in the proportion of residents and businesses with access to superfast broadband.	Following closure of the Better Broadband for Norfolk programme in March 2021, we will actively engage with local communities on Not-Spot areas - Ongoing	n/a		AD Economic Growth	
F17	Management of Council-owned assets, including but not limited to: • Open spaces and play areas • Countryside sites • Woodlands • Public toilets • Streetlights • Bridges and culverts	Continued operation and improvement of assets in accordance with regulations e.g. health & safety.	Ongoing	n/a		AD Economic Growth	
F18	Parish & Town Council engagement	Working in partnership with Parish & Town Councils on the spend of the Community Infrastructure Levy (CIL)	Ongoing	n/a		AD Economic Growth	
							

	F19	Broadland Growth Ltd – Client role	Provide client role on behalf of Broadland District Council in the Broadland Growth Ltd joint venture partnership with NPS.	Ongoing	n/a	AD Economic Growth	
	F20	Green Infrastructure projects	Planning, funding and delivery of green infrastructure projects to tie in with the Councils' place making role.	Ongoing	n/a	AD Economic Growth	
Team	Ref	Activity for 2021/22	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	To co-ordinate future development across the Greater Norwich area by working with partners to continuing 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	Progress of GNLP production against the adopted Local Development Scheme	Greater Norwich Local Plan Continuing preparation of GNLP in line with updated and agreed Local Development Scheme leading to Submission by end of Q4 21/22 South Norfolk Village Clusters	n/a	AD Planning	

		Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people's accommodation and transport		Publish Draft Plan (Regulation 18) for – Q1 Consultation Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 2021/22 Norfolk Strategic Planning Framework Version 3 endorsed by Local Planning Authorities – Q1 2021/22			 
	G2	Scope new Local Plan System, in light of the outcomes of the Planning White Paper	Preparation for new style local plan system: • Design coding • GIS/Data/automation	Process mapping for implementation of new system - Q3/4	n/a	AD Planning	
	G3	IT System Review and Scope: Implement a single Planning System and single Housing Monitoring System, if the business case is produced in 20/21 to support this, and it is classed as a prioritised project.	Single systems across the two councils.	Project scope completed and agreed by CMLT Q2 Commence project Q3	Subject to scope	AD Planning	
	G4	Working with partners and on the project delivery group in respect of design, ensuring acceptable impacts on other	Delivery of schemes by NCC.	Delivery of all schemes in the Transforming Cities	n/a	AD Planning	

		sites and consents and securing planning for the implementation of Infrastructure Projects including: Transforming Cities schemes • Wymondham Railway Station Access improvements • Thickthorn Park and Ride expansion • Mobility hub at the Norfolk and Norwich Hospital		programme by Q1 2023 Agree timescale of individual projects with NCC by Q1 2021			
	G5	Infrastructure delivery programme: Working as part of the Greater Norwich Growth Board, plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including: • Preparation of the 2021/22 Greater Norwich Infrastructure Investment Plan	Funding secured for the delivery of infrastructure to support growth with an agreed. Greater Norwich Infrastructure Investment Plan for 2021/22 identifying the delivery of planned infrastructure projects for the area.	Infrastructure Delivery Programme 5YIIP (5-year Infrastructure Investment Plan) for 2021 – 26 Agreed by GNGB (Greater Norwich Growth Board) Q3 5YIIP for 2021 – 26 and AGP (Annual Growth Program) 2021/22 agreed by Cabinets – Q4 AGP for 2021/22 ratified by GNGB – Q4	n/a	AD Planning	

	G6	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	Q3 – Outline Business Case submitted to DfT Determination of planning application delayed to Q1/Q2 21/22 Full permission for the bypass approved.	n/a	AD Planning	
	G7	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	
	Operational/Service Delivery (BAU)						
	G8	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	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	Update to Housing Land Supply Assessment – Q3 Agree AMR for 2020/21 – Q4 Ongoing - Prepare funding bids to overcome blockages to development, including CIL, BRP	n/a	AD Planning	

		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		applications and monitoring.			
	G9	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	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 95% of majors in agreed time	Quarterly updates	n/a	AD Planning	

		Monitor and administer the CIL process and S106 agreements					
	G10	Undertake Conservation Area Appraisals (CAA's) across the two districts.	Heritage Assets are protected and planning decisions are informed.	Conservation Area Appraisals completed by end of Q4, including: - Coltishall - Woodbastwick, - Langley, - Bergh Apton, - Ditchingham Work alongside BA - Halvergate and Tunstall - Halvergate Marshes - Belaugh	n/a	AD Planning	
	G11	Planning Enforcement: Investigation of alleged planning breaches and ensure compliance with planning consent.	There is an effective investigation of all alleged breaches of planning.	Implementation of enforcement plan. Q1	n/a	AD Planning	
Team	Ref	Activity for 2021/22	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).	Close inter-agency team working, joint tactical planning and joint action established with Police partner teams. Community tensions, anti-social behaviour and criminal activity	Design work completed and member approval agreed – Q1	n/a	AD Regulatory/AD Individuals and Families	

			reviewed frequently and localised interventions made to target offenders and reassure our communities. Intelligence-led tactical working demonstrably effective.	Pilot implementation monitored Q2, Q3 and Q4			
	H1A	Develop and deliver high-impact anti-social behaviour (ASB) strategies, tactics and methods in partnership with Norfolk Constabulary: to enhance the public protection of our residents from harm and to secure high levels of community safety.	Refinement of ASB policy, operating strategy and enforcement approaches. Demonstration of balanced ASB intervention and enforcement in casework results and enforcement actions.	Piloting, design work completed, and member approval agreed Q1 & Q2. Full implementation from Q3 onwards.	n/a	AD Regulatory/AD Individuals and Families	
	H1B	Review and refocus the regulation of environmental crime, with a particular focus on fly tipping: to prevent or minimise offending rates, increase detection and enforcement rates, and to protect high environmental quality.	Refinement of fly tipping enforcement policy, operating strategy and enforcement approaches. Demonstration of fly tipping investigation and enforcement in casework results and enforcement actions.	Piloting, design work completed, and member approval agreed – Q1 & Q2. Full implementation from Q3 onwards.	n/a	AD Regulatory	
	H1C	Closely target the councils' regulatory support to help tackle drug-related crime: working in partnership to support local policing teams.	Operational alignment of community protection officers working with police officers is fully tested. Rapid action demonstrated in support of operational policing teams to target drug-related crime and reassure local communities.	Piloting and testing of alternative approaches in Q1 and Q2 to demonstrate impact. Full implementation from Q3.	n/a	AD Regulatory	

	H1D	Work with key partners to establish a pilot 'Integrated Early Action' approach, building on existing multi-agency problem solving: to protect children and adults from escalations in early symptoms of problems they are facing and to reduce demands on the system arising when problems become more complex, challenging and lasting.	Stakeholder engagement work completed, and partner agency support confirmed. Pilot demonstrates through casework results that Integrated Early Action can effectively tackle early symptoms, prevent escalating problems and alleviate more complex service demands.	Testing with partners of support for this approach and initial design work in Q1 Piloting in Q2 to Q4	n/a	AD Regulatory/AD Individuals and Families	
	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	
	H3A	Emergency planning: Ongoing review of the Councils' emergency planning arrangements and implementation of a best practice response model, based on national best practice and local application.	Continual improvement to the strength and depth of the Council's response to emergency situations ensuring the respective communities are well served and levels of support and protection within the	A revised and updated emergency response plan and corresponding operating capacity.	Subject to review (but no significant budget increase	AD Regulatory	

			Council's responsibilities are optimised.		anticipate d)		
	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, and seizing the fresh opportunities arising from Covid-19 community mobilisation	n/a	AD Regulatory	
	H5	Adopt, and coordinate delivery of, the environmental strategy and action plan: to work with stakeholders and community leadership to deliver the environmental strategy and action plan which includes reducing the Councils' own carbon footprint	Delivery of priority actions in the environmental strategy and action plan is protecting and improving our environment	Q1 & Q2 review and refine the environmental strategy's action plan. Q3 & Q4 demonstrate momentum in key action plan projects and demonstrate early results.	n/a	AD Regulatory	
Team	Ref	Activity for 2021/22	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	n/a	AD Regulatory	

				Pilot implementation and monitoring - Q3 and Q4			
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 with a view to promoting business growth and diversification.	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a		AD Regulatory	
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	
	I6	Review Licensing service policy and delivery to maximise balanced regulation, business support and a level playing field.	Updated Licensing policy supports positive licensed businesses and promotes a level playing field. Review completed five-year balanced budget. Enhanced licensing team capacity to deliver rapid licensing and targeted inspection, investigation and enforcement.	Review Licensing fees and charges, service structure and enforcement policies in Q1 and Q2 to inform and underpin revised policy and objectives. Implement in Q3 and Q4 any changes resulting from the review.	n/a	AD Regulatory	
Team	Ref	Activity for 2021/22	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 under the building act 1984. Providing regulation to ensure a secure, safe and sustainable built environment, where buildings are fit for purpose.						
	Major Projects/Programme of work						
	J1	Safety Bill: Review and respond to legislative changes, as and when introduced, that govern the delivery of building control in the UK.	As a service, be able to deliver the building control function under the new safety bill legislation.	Milestones will be set by the government through the safety bill.	n/a	CNC Service Manager	
	J2	Archiving Project: To adhere to current GDPR – Start a program to scan, index and archive relevant non-digital records.	Complete a comprehensive review of all historic paper files currently stored at several locations.	Scope and review project requirements – Q2	n/a	CNC Service Manager	

			Begin the process of transferring all necessary records onto the electronic system.	Begin scanning in Q3			
	J3	ISO Recertification: Carryout a three-year ISO recertification audit.	Pass ISO recertification audit.	Preparation for the audit in Q1 & Q2 Audit carried out in Q3	n/a	CNC Service Manager	
	J4	Customer Feedback: Implement a structured and effective process to obtain and use customer feedback, ensuring alignment with the corporate Customer Satisfaction and Experience project.	Have effective customer feedback, being used to improve our customer experience and service offer.	Feedback process in place – Q2 Begin retrieval of customer feedback data – Q3 Plan / implement feedback driven improvements – Q4	n/a	CNC Service Manager	
Operational/Service Delivery (BAU)							
	J5	Service Delivery: Deliver the statutory building control service across five local authorities. Ensuring adherence to the legislation and regulations that govern building control in the UK.	Continued and sustained delivery of the building control function. Provide access to current approved documents and training for staff in relation to regulatory changes.	Ongoing	n/a	CNC Service Manager	
	J6	Measures: Continue to develop our suite of measures aimed at improving our service delivery.	Continue the development of our suite of measures.	Full suite to be implemented Q4	n/a	CNC Service Manager	

			Expand their use across the whole team to improve service delivery. Measures will include KPI's, individual and operational performance, customer satisfaction and financial. We will also share relevant measures with our stake holders.				
Team	Ref	Activity for 2021/22	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	2,212	1,205	-1,724	-185	9,936	9,600
Planning	1,955	1,578	-1,448	-1,231	0	15
Environmental Protection	484	420	-26	-47	0	0
Food, Safety and Licensing	314	263	-171	-165	0	0
CNC	2,022	38	-2,412	0	0	0
Business Support	597	419	-330	-220	0	0
Totals	7,584	3,923	-6,111	-1,848	9,936	9,615
Resources: FTE – 173.52						

Resources

Team	Ref	Activity for 2021/22	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	Alignment of services: review key Service Policies, Processes and Procedures and where possible, align between BDC and SNC.	There is a joined-up approach across the revenues team which allows for consistent processes across the organisation.	Ongoing	n/a	AD Finance	
	L2	Joint Revenues system project: Implement a joint revenues system if the business case produced in 20/21 supports this, and this is a prioritised IT project.	A new system is procured which allows for efficiencies to be delivered.	TBC	TBC	AD Finance	
	Operational/Service Delivery (BAU)						
	L3	Collection of Council Tax (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
L4	Collection of NDR (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance		

Team	Ref	Activity for 2021/22	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: 1) Thorpe Lodge - Delivery of the Toilet refurbishment (including provision of showers) 2) Thorpe Lodge – Delivery of Heating & Cooling (preliminary works – year 1 of 2-year project) 3) Thorpe Lodge – Delivery of Electric Vehicle charging points (infrastructure & installation) 4) Thorpe Lodge – Delivery of the Passenger lift refurbishment 5) Leisure Centres – Conduct Building Conditions Surveys	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 Dependent on outcome of Business Cases for all works, informed by stock condition surveys and new ways of working programme of work	1) £70K - £95k 2) £50K 3) £20k	AD Business Support & Governance	
	M2	Catering review/tender: following the review of catering provisions at Council sites, implementation of the solution will be undertaken.	There is a cost-efficient and commercial approach taken to the catering management of Council sites. Reviewing on a monthly basis.	Outcome dependent on review in 2020/21	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 are consistent across sites. This will be informed by the new ways of working programme of work.	Ongoing	n/a		
Team	Ref	Activity for 2021/22	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: Implement a joint finance system/cash receipting system if the business case	A new system is procured which allows for efficiencies to be delivered.	TBC Go Live	TBC	AD Finance	

		produced in 20/21 supports this, and this is a prioritised IT project.					
	N3	Financial support to key corporate projects such as: - Waste Services Procurement (link to C2) - Waste depot improvements (link to C4) - Economic Growth projects such as NRP and the Food Hub - New Ways of Working (links to R1)	Development of a sound financial case and support where applicable. Procurement advice to be provided as required.	Ongoing	n/a	AD Finance	
	N4	Produce a joint paper with Breckland Council setting out options for a joint procurement consortium.	Agreement to set up a joint procurement consortium covering at least Breckland, South Norfolk and Broadland.	Paper produced by Sep 21	N/A	AD Finance	
Operational/Service Delivery (BAU)							
	N5	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	
	N6	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		
	N7	Production of Statutory year end accounts: produce year end accounts for companies and both Councils		Q3 2021	n/a	AD Finance	

		(including group accounts) and external audit.					
	N8	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	
	N9	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	
	N10	Management of Council funds and/or maximising investment returns and/or organising borrowing if required.	Investment income achieving at least the budgeted level and in accordance with the Treasury Management Strategies. Borrowing minimised and borrowings are in accordance with agreed strategy.	Ongoing	n/a	AD Finance	
	N11	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	

	N12	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 2021/22	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 and efficient democratic process all of which ensure 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	Review and alignment of Constitutions: review of both authorities' 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	Links to all priority areas
	O2	Consideration of Review by the Committee on Standards in Public Life: The Committee made a number of best practice recommendations which have been considered and implemented as necessary. The members' Code of Conduct to be reviewed in this process once the model Code is finalised, 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.	Timeframe dependent on publication of guidance	n/a	AD Governance & Business Support	
	O3	Electronic System – Committee and FOI: Implement an electronic system to manage committees, FOIs and SARs if	A new system is procured which allows for efficiencies to be delivered.	TBC	n/a	AD Governance &	

		the business case produced in 20/21 supports this, and this is a prioritised IT project.				Business Support	
	O4	Internal Audit: To commence the procurement exercise for the provision of internal audit services to all members of the Internal Audit Consortium.	A new contract for the provision of Internal Audit Services to commence from 1 April 2022.	Completed by end Q4	n/a	AD Governance & Business Support	
Operational/Service Delivery (BAU)							
	O5	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	Links to all priority areas
	O6	Data Protection and Freedom of Information compliance: Ensure compliance with relevant legislation across both authorities, through provision of advice and statutory duties and documentation.	Minimal data protection breaches, with very few requiring reports to Information Commissioner's Office.	Ongoing	n/a	AD Governance & Business Support	
	O7	Internal Audit: Provision of an Internal Audit function.	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Internal Audit plan delivered to provide an annual opinion on the framework of governance, risk management and control	n/a	AD Governance & Business Support	
	O8	Publish an electoral register annually.	Annual publication of the register.	By 1 December 2021	n/a	AD Governance & Business Support	

	O9	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.	Rescheduled for 6 May 2021: PCC elections NCC elections 3 parish by-elections and 2 neighbourhood referendums	n/a	AD Governance & Business Support	
	O10	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	
	O11	Deliver canvass reform: by maximising the use of national and local 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 2021/22	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: To include: - Attract high calibre Graduates and Apprentices - Identify opportunities for Graduate & Apprenticeship positions - Engage with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4) - Actively support local initiatives to help long term unemployed gain meaningful employment	Number of Apprentice and Graduate hires % of retained apprentice & Graduates Number of initiatives supported	2021/22	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	
	Operational/Service Delivery (BAU)						
	P2	One Team Programme delivery: To include: Streamlining HR processes to better support consolidated business and enable greater capacity in service delivery areas	HR processes are compliant, meet organisation need and generate further capacity for the HR team to proactively support the day to day business of the organisation.	Itrent fully operation - Q1 Number of process improvements implemented	n/a	AD Governance & Business Support	

		- Review iTrent to ensure it is fit for purpose and review Oracle in line with other Local Authorities. - Review of HR processes					
	P3	Management of employee absences and turnover: management of employee absence and turnover with a view to reducing both short term and long-term absence across the organisation and management of employee turnover.	Short term and long-term sickness absence targets % reduction in absence Staff retention target of 90%	Monitored and reported Quarterly	n/a		
	P4	Employee Wellbeing: Proactive wellbeing support to optimise employee attendance and performance	Utilisation of Employee Assistance Programme and Mental Health First Aiders	Ongoing	n/a		
	P5	BAU Support: Return on investment of HR Business Partner model: Proactive HR support; consisting of values based, bespoke, moral, legal, ethical, and collaborative methodology resulting in outcome focussed service.	Early intervention leading to reduction in adverse employee relations External accreditation/recognition	Ongoing Monitored and reported quarterly	n/a		
Team	Ref	Activity for 2021/22	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	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	1,278,000	AD Governance & Business Support	

	Q2	Provision of a remote access solution to enable true workforce agility using a robust and secure solution.	Harnessing the requirements established via the New ways of working programme and building on the new landscape to be delivered via One Network and the additional applications and tools delivered via the Office 365 project to source and deliver a truly effective remote solution.	Whilst tactical remote working capacity was delivered during the Covid-19 pandemic, a truly flexible and efficient solution will be delivered based on need. Scoping to start alongside delivery phases of One Network, so from Q2 2021	TBC	AD Governance & Business Support	
	Q3	Strategic approach to systems transformation.	Taking the strategy being delivered via the Corporate SPARK hub and putting this into practice – including data transfer, systems replacements and transformation of future service systems.	TBA dependent on the scope and recommendations arising out of the strategy work	TBA dependent on the scope and recommendations arising out of the strategy work	AD Governance & Business Support	
	Q4	New ways of working Programme: Delivery of the Members ICT project.	Supporting the Members with their new ways of working and implementation of hybrid meetings and associated technological solution	Continuation from 2021 with full delivery by Q2 2021	£96,000	AD Governance & Business Support	
	Q5	New ways of working Programme – Delivery of the Laptop roll out project.	To complete the build and deployment of laptops to the workforce.	Q1 2021	£250,000	AD Governance & Business Support	

Operational/Service Delivery (BAU)						
	Q6	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.	Utilising the improved capability and features within the new service desk delivered Q3 2020 • Improvement of the quality of service & customer satisfaction • Improve flexibility of the ICT & Digital team • Increase agility and reliability for new ICT & Digital services • Common approach to the provision of Incident Management, Problem Management, Request Fulfilment and Change Management. • Identification of trends and opportunities for training to develop staff and improve service. • Provision of useful KPIs as well as the monitoring and management/reporting of the ICT & Digital SLA.	Ongoing	n/a	AD Governance & Business Support 

Team	Ref	Activity for 2021/22	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 SPARK Transformation programme management: Continued implementation of our SPARK Transformation programme, ensuring we deliver excellent business standards across the two Councils. Regular reporting on progress, issues and risks to CMLT and Members. Key projects/programmes for 21/22 include: • Launch and continued implementation of the new Website (linked to S1) • Domain Name Migration • Implementation of One Network across the two Councils • Continued implementation of further phases of the New Ways of Working Programme • Organisational Development implementation	Delivery against the savings target of £8.6m and ongoing efficiencies. Delivery of SPARK programme to a high quality and in line with the timeline for delivery and within agreed budgets.	Each programme and project to have individual plans and milestones.	Each project/programme will have associated capital budgets outlined in the Delivery Plan.	Chief of Staff	

		- Broadland Procurement of Waste Contract - Implementation of the systems transformation project - Implementation phase of the Customer Satisfaction and Experience project - Implementation phase of the Business Intelligence Programme					
	R2	Implementation of Programme and Project Management Approach: Continued implementation of the Approach and training of staff to enable the Councils' priorities to be delivered effectively and to timelines/budgets set.	All projects and programmes being delivered in a consistent and proportionate way across the organisation.	Training of staff – Ongoing	n/a		
	Operational/Service Delivery (BAU)						
	R3	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	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	 

		implement plans to mitigate against any issues arising Respond to the outcomes of the Governments Devolution and Local Government Reform White Paper					
	R4	Supporting the organisation to deliver high performance while working efficiently and effectively through delivery planning and performance and risk management by: - Developing the Delivery Plan for 2022/23 - Delivery of a quarterly Business Governance report to senior management, which feeds into the strategic risk, performance and finance report for Members - Analysing risk and performance outcomes to ensure the Councils' remain effective - Monitoring and reporting on strategic risk, performance and finance in Q2, Q3 and Q4	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 service improvement.	Delivery Plan for 22/23 through to Cabinets in February 2023 Risk and performance reported in Q2, Q3 and Q4	n/a	Chief of Staff	 
	R5	Provide training and support to the Internal Consultancy Team to ensure they are in the best place to deliver the Spark Transformation Programme. This includes: - Coaching and mentoring - Providing or co-ordinating training and development sessions	The Transformation Programme is delivered in an effective way, utilising the internal consultancy resource and an effective, impactful upskilled Internal Consultancy Team that delivers key transformation programmes.	Ongoing training and development throughout the year	n/a	Chief of Staff	

		Continuing to develop the longer-term ambitions for the Internal Consultancy Team model					
	R6	Provide ongoing transformation support and guidance to the organisation, teams and Members to help realise the benefits and efficiencies of collaborative working. This includes: - Ongoing development of the SPARK Transformation approach and toolkit. - Supporting teams to move to a 'new BAU' way of working following the impacts of Covid-19.	Delivery of the Spark approach to a high quality. Staff are supported and empowered to deliver transformation in their service areas.	Ongoing	n/a		

Team	Ref	Activity for 2021/22	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	Launch, maintain and improve a single website and domain to serve both Councils which provides optimum functionality and service for our customers. Activities to include: - Supporting council teams to review and improve content with user needs and user journeys in mind - Continual improvement of the website through user experience testing to ensure website is fit for purpose and meets residents needs	Good to high level of website traffic, traffic sources, bounce rate, average session duration, interactions per visit on new website when benchmarked against standard and best practice Good to high levels of resident and local business satisfaction when surveyed to measure perception Positive staff feedback	Website go live – Q1 2021 User experience testing Q3 2021	n/a	Chief of Staff	
	S2	To create targeted and effective stakeholder communication strategies in order to ensure all stakeholders receive the information they need at the right time through the right channels. - Resident communications including: - residents' magazines distributed three times a year	Growth in social media engagement measures Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage Increase in % of members who believe they are adequately to well informed	Residents magazines Q2 2021/22 Q3 2021/22 Q4 2021/22 Social media Year round Public relations Year round	n/a	Chief of Staff	

		○ delivering extensive social media content to drive the Councils' strategy and ambitions and support regional and central government messages in relation to Covid-19. ○ proactive public relations and media relations plan ○ Chairman marketing plan • Member communications plan and benchmarking survey • Internal communications strategy and annual delivery plan. Plus, benchmarking survey to understand if communication strategy is meeting the needs of staff.	compared with 2020 benchmark More than 75% of staff believe they are adequately to extremely well informed	Chairman marketing strategy Q2 2021/22 Member comms Benchmarking survey Q1 2021/22 Member communication strategy Q2 2021/22 Internal comms Benchmarking survey Q1 2021/22 Internal comms strategy Q2 2021/22			
	S3	Income generation: Creation of revenue streams through the creation of third-party advertising and sponsorship opportunities.	Increase in revenue compared with 2020/2021	Q1 2021/22 – Income generation strategy documented	n/a	Chief of Staff	
	S4	Branding: Branding review for both Councils and one team working.	Partnership and objectives behind councils' relationship found to be clear to residents	Q2 2021/22	n/a	Chief of Staff	

Operational/Service Delivery (BAU)						
S5	Promotion of annual events such as the Community Awards, Staff Awards and the Business Awards.	Good level of nominations for awards compared to previous years High engagement with social posts promoting event and event winners High business engagement through sponsorship of awards	Q2 and Q3	n/a	Chief of Staff	
S6	Marketing and comms campaigns for resources to cover some of the following: 1. Elections • Police and Crime Commissioner (PCC) Elections • Norfolk County Council (NCC) elections • Parish by-elections in Hellesdon South East, Hellesdon North West and Taverham North • Three Neighbourhood Plan Referendums in Taverham, Spixworth and Poringland 2. Annual Budget Survey 3. Council Tax Support Scheme survey	A good standard as per LGA comms measurement tools	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	

	S7	Economic and regional development: Marketing and comms campaigns to support awareness of building and development control, planning policy, environmental initiatives and the economic development of the districts to include some of the following: 1. Promotion of the Norwich Research Park & Ella M Barnes building as a world class research location for research into food and health, to increase partnerships, jobs and income. 2. Promotion of the Food Innovation Centre to small food and drink businesses looking to innovate and grow their businesses 3. Promotion of the Bure Valley Path and Railway improvements 4. Promotion of Broadland Country Park (Houghen Plantation) to residents 5. Supporting Tourism throughout the districts 6. Engagement with residents in market towns to support the growth of the local economy 7. Wymtrails 8. Environmental strategy – awareness and community involvement	A good level of awareness of promoted support/service with targeted stakeholder. Exact measure to be documented in the relevant Marketing and Comms Strategy	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	
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	S8	Environment and Licensing Services Marketing and comms campaigns to ensure residents are safe and protected. Covering food safety, pollution and pest control, public toilets, licensing – alcohol and taxis, public entertainment, waste collection and disposal, recycling and street cleaning. To include some of the following: 1. Community Emergency Planning within parishes 2. Enforcement review and policy (going to Cabinets in Nov) 3. Promotion of electric charging installations by commercial and community venues 4. Promotion of new licensing service which will offer advice to potential event organisers and ambitious licensees for running fetes, fairs, festivals and events in order to positively promote a wider range of community / tourist event opportunities. 5. Health and safety at work regulation promotion	A good level of awareness of promoted support/service with targeted stakeholder. Exact measure to be documented in the relevant Marketing and Comms Strategy	Throughout the year	n/a	Chief of Staff	
	S9	Housing, Leisure Centres, Waste and Community Services Marketing and comms campaigns to support raising awareness of and improving housing services, waste management and community services. To include some of the following: 1. Support the roll out and awareness of a county wide model for the	A good level of awareness of promoted support/service with targeted stakeholder. Exact measure to be documented in the relevant Marketing and Comms Strategy • Increase in Leisure centre member	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	

		Community Help Hub from April 2021. 1.1. Explore and improve awareness and engagement with the Help Hub by demographic 2. Protecting residents by raising awareness of scams 3. Create community brands, under which work will take place to improve the environment, our communities and economy. It will tie together corporate social responsibility, community sport events, community awards, member grants and will provide a platform on which to engage with commercial partners. 4. Promote the following services as and when required: • Help Hub • Social Prescribing • Welfare and debt advice • Emotional Wellbeing and Resilience Service • Domestic abuse service • Handyperson service • Tots2Teens • GP referrals scheme • Why Weight and Broadly Active • 10k races and development of park runs 5. Leisure Centre Recovery Plan 6. Promote any expansion to the Leisure Facility Offer through supporting community initiatives 7. Improving recycling rates	numbers, class attendance and uptake of online membership				 
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		8. Promotion of Warm Homes Fund 9. Campaign to support users when interacting with the redesigned shared social housing system					
	S10	Supporting resident engagement on County-wide initiatives Raising awareness of cross district and county wide initiatives with partners. To include some of the following: 1. Faster Broadband (Norfolk County Council) 2. Norfolk Waste Partnership 3. TCG/SCG 4. Greater Norwich Local Plan (in coordination with GN partners) 5. Long Stratton bypass (in coordination with Norfolk County Council comms)	A good level of awareness of promoted support/service with targeted stakeholder.	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	
Team	Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
T) Executive Support	Executive Support						
	Core purpose of the service: To provide strategic, operational and agile business support to ensure the smooth and effective running of the two councils, one team.						
	Operational/Service Delivery (BAU)						
	T1	Executive and Business Support: Ensuring the smooth and effective delivery of key processes, priorities and initiatives for the two Councils, one team.	Effective organisational delivery of key priorities.	Ongoing	n/a	Chief of Staff	

U) 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					
	U1	Delivery of the One Team HR and OD Strategy engagement and development strand - Development and training for all to support growth - Succession Planning that identifies and progresses talent - A Performance Scheme that recognises and rewards excellence - All employees have a voice and are heard	Delivery of the plan to achieve: 1) Employer of choice measures	Management training in place – Q1 2021 Talent Management & Development in place – Q1 2021	n/a	AD Governance and Business Support 
Operational/Service Delivery (BAU)						
	U2	Create culture to enable employees to be the best version of themselves - Cultural Development; foster a cohesive One Team working environment & philosophy - Create a coaching / enabling culture - Culture of authentic 2-way communication including Overcoming adversity & resilience - Bringing the One Team values to life	% response rate employee opinion survey % improvement wellbeing survey % improvement employee opinion survey % completion rate half year and end of year appraisals Year on Year % improvement. Mystery shopper Appraisal audits	Staff Survey issued – February 2021 Quarterly wellbeing surveys Mid-year and full year appraisal audit	n/a	AD Governance and Business Support 

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	682	580	-384	-249	0	0
Facilities	581	681	-143	-66	0	380
Finance	594	450	-20	-2	0	0
Governance	1,987	1,056	-577	-36	0	0
Human Resources	669	555	0	0	0	0
ICT and Digital	1,812	1,418	-80	0	622	630
Innovation and Strategy and Marketing and Communications	899	654	-14	-12	0	0
Senior Management Team and Executive Support	479	373	0	0	0	0
Corporate Costs (incl company loans - capital)	2,224	1,276	-43	0	9,150	2,000
COVID Support	794	662	-794	-662	0	0
Totals	10,721	7,705	-2,055	-1,027	9,772	3,010
Resources: FTE – 163.69						

MUTUAL AID AGREEMENT NORFOLK AND WAVENEY HEALTH & CARE PARTNERSHIP

Report Author: Emma Hodds
Assistant Director Governance and Business Support
(Monitoring Officer)
01508 533791
Emma.hodds@broadland.gov.uk

Portfolio: Leader

Wards Affected: All

Purpose of the Report:

In order to maximise an efficient response to management of Covid-19 across Norfolk, the Council has entered into a mutual aid agreement as a voluntary reciprocal exchange of employees between partners in the area.

This agreement recognises the de facto movement of employees and to encourage and legitimise such movement in the interests of the parties involved. The mutual aid agreement will not affect the terms and conditions of the employee's contract of employment, and they will remain an employee of the named party.

Recommendations:

1. Retrospectively agree the decision to enter into the Mutual Aid Agreement, as agreed under urgency provision between the Leader and the Managing Director.

1 SUMMARY

- 1.1 In order to maximise an efficient response to management of Covid-19 across Norfolk, the Council has entered into a mutual aid agreement as a voluntary reciprocal exchange of employees between partners in the area.
- 1.2 This agreement recognises the de facto movement of employees and to encourage and legitimise such movement in the interests of the parties involved. The mutual aid agreement will not affect the terms and conditions of the employee's contract of employment, and they will remain an employee of the named party.

2 BACKGROUND

- 2.1 Covid-19 continues to present challenges to the NHS and local authorities within Norfolk as well as nationwide. In order to maximise the efficiency and effectiveness of their responses to the pandemic, the public bodies referred to in paragraph 2.2 wish to enter into a mutual aid agreement for the voluntary reciprocal exchange of employees between the named parties.
- 2.2 Mutual Aid agreement – named parties:
 - Queen Elizabeth Hospital NHS Trust
 - James Paget University Hospital NHS Foundation Trust
 - Norfolk and Norwich University Hospital NHS Trust
 - Norfolk Community Health and Care NHS Trust
 - East Coast Community Healthcare
 - Norfolk and Suffolk NHS Foundation Trust
 - East of England Ambulance Service NHS Trust
 - Norfolk and Waveney Clinical Commissioning Group
 - Cambridgeshire Community Services
 - NHS England / Improvement
 - Health Education England
 - Norfolk County Council
 - Norfolk Fire Service
 - Norwich City Council
 - Broadland District Council
 - South Norfolk Council
 - North Norfolk District Council
 - Breckland District Council
 - Great Yarmouth Borough Council
 - Borough of Kings Lynn and West Norfolk
 - Independence Matters
 - Norse Group
- 2.3 As mentioned, the agreement does not override employee terms and conditions and makes no change to the contract of employment. No employee will be made available to another party without their agreement and without the agreement of their Assistant Director.

- 2.4 The agreement also ensures that if the employee is required by the host to undertake travel or work in other locations during the mutual aid period, approved travel expenses of the primary employer will be reimbursed by the primary employer and recharged to the host.
- 2.5 In addition, during the mutual aid period, the host agrees to pay the Employer a fee for the services of the employee which equates to the total cost of the Employer paying to the host remuneration under the employment contract on a pro-rata basis. This shall include, for the avoidance of doubt:
- The relevant pro-rata salary of the employee
 - Superannuation costs payable by the Employer in respect of such remuneration
 - National insurance contributions payable by the Employer in respect of such remuneration
 - Pension contributions

3 CURRENT POSITION

- 3.1 Due to the immediate need of the NHS to assist them at a time where they are facing a pandemic that has not been seen in generations, it is important that as public sector organisations we pull together to ensure the right resource is provided at the right place at the right time.
- 3.2 Representatives from each of the organisations have been meeting over the last few weeks to clarify demand and then to make that with the supply available. Following a call to arms to the One Team, over 100 members of staff have put themselves forward to offer their time and help.
- 3.3 Under Part 3, 16.13 – Absence and Urgency of the Constitution the Managing Director is empowered to carry out any function of the Council with all such action being subsequently reported to the next appropriate meeting.
- 3.4 This then enabled the project to progress at the pace needed, with the Leader agreeing with the Managing Director that the Mutual Aid Agreement could be signed and entered into, with this retrospective report coming before the next Cabinet meeting. Agreement on this course of action was also sought and provided by the Chairman of the Overview and Scrutiny Committee.

4 PROPOSED ACTION

- 4.1 The local authorities of the agreement are able to provide much needed resource through to the NHS through those staff which are able to be redeployed from service not currently able to operate such as leisure services and also those staff that have offered either work time or their own time.
- 4.2 The proposal aims to utilise the extra resource within the NHS, where the additional capacity is required.

5 OTHER OPTIONS

- 5.1 The alternative is not to enter into a mutual aid agreement, but it is considered that this would lose the opportunity to maximise Norfolk's response to the pandemic, by reducing the capacity available to the NHS.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – Broadland District Council employees will be undertaking non-clinical tasks under this agreement. The arrangement covers the process and the ability to recharge the costs of this to the receiving party. In addition, employee induction, training, point of contact, pastoral point of contact and wellbeing assistance and support is in place for all staff deployed to the NHS.
- 6.2 **Legal Implications** – Broadland District Council has the power under the s113 Local Government Act 1972 to place its staff at the disposal of other local authorities, which includes the NHS bodies who are intended to be the parties to this agreement. The exception is Health Education England, which was until 2015 a Special Health Authority, which is within the scope of s113, but then became a non-departmental public body under the Care Act 2014. A non-departmental public body is not specifically included in the scope of the s113, however Health Education England is considered to be an NHS body under s72 National Health Service Act 1971. It is considered that if s113 does not apply to Health Education England, that the general power of competence under the s2 Localism Act 2011 would permit the Council to include Health Education England as a party to the mutual aid agreement.

Under s2B(1) of the National Health Service Act 2006 the Council also has the power to take such steps as it considers appropriate for improving the health of the people in its area and this can include making available the services of any person. This provision further strengthens the legal powers to do what is proposed.

The employment law aspect of making employees available to other organisations have been considered and there are no concerns, appropriate measures are included in the agreement itself to ensure that employment law aspects are properly covered.

- 6.3 **Health and Safety Implications** – the host will ensure that there are sufficient checks within each organisation to remove the risk of non-authorised personnel undertaking clinical practice due to poor quality assurance or control systems. The host will protect the health and safety of any employees as if they were the employees of the host, providing appropriate risk assessments, safe systems of work, PPE, equipment and information, instruction and training to keep the employee safe so far as is reasonably practical. The host will provide relevant information to the primary employer to provide assurance to this effect.
- 6.4 **Environmental Impact** – not applicable to this report.
- 6.5 **Crime and Disorder** – not applicable to this report.

- 6.6 **Risks** – the proposal of mutual aid is designed as part of the NHS resilience plan to bolster resource to respond to the pandemic to support patient safety and operational effectiveness. The risks to our workforce are primarily around health and safety. This risk will be mitigated by relevant training to the task and a completion of a personal risk assessment and authority to work.

7 RECOMMENDATIONS

- 7.1 Retrospectively agree the decision to enter into the Mutual Aid Agreement, as agreed under urgency provision between the Leader and the Managing Director.

**NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1
PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY
THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER
2006 (contains information relating to the financial or business affairs of any
particular person (including the authority holding that information))**

Pages 225 to 263 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person

CABINET

Tuesday 9 February 2021

Final Papers

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To receive the minutes of the meeting held on 28 January 2021

COVID-19 UPDATE REPORT

Report Author: Leigh Booth
ICT Lead Housing Standards, Communities and Help
Hub
01603 430119
leigh.booth@broadland.gov.uk

Portfolio: Leader

Wards Affected: All

Purpose of the Report:

The purpose of this report is to provide an overview of the impact of Covid-19 on the people, communities and businesses in Broadland, together with the detail of the Council's ongoing response.

Recommendation:

1. Note the content of this report regarding the local impact of Covid-19 together with the activities the Council is taking to mitigate those impacts.

1 SUMMARY

- 1.1 This report sets out the impact of Covid-19 on Broadland, together with the measures being taken by the Council, and its partners, to address and minimise those impacts. The report builds upon a previous update to Full Council In December 2020.

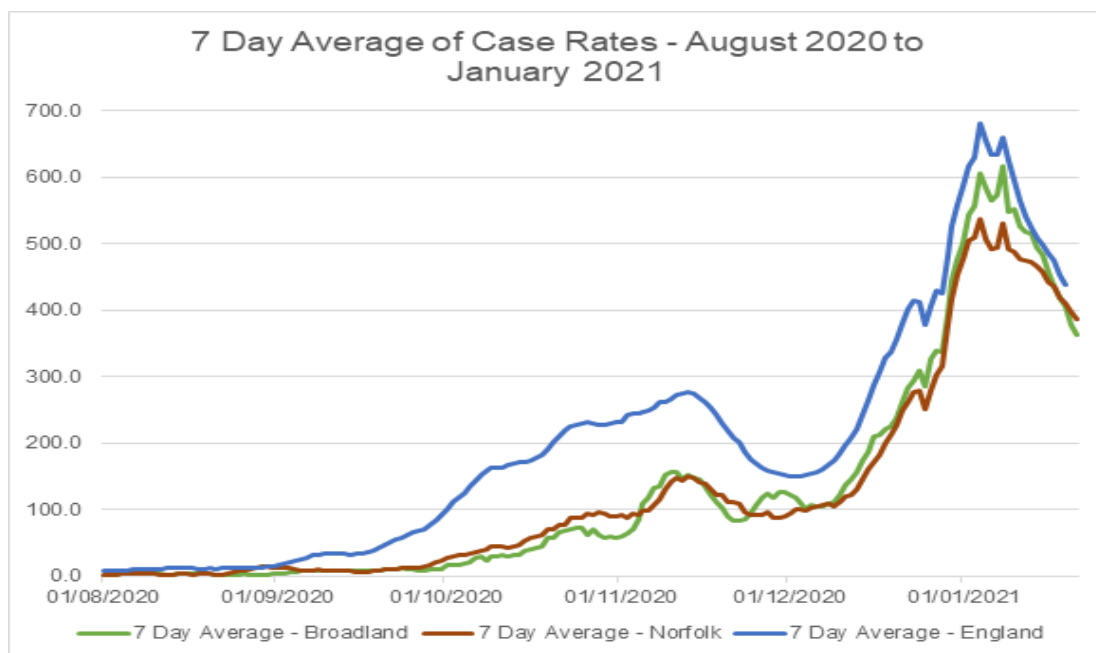
2 BACKGROUND

- 2.1 The Covid-19 pandemic is an unprecedented global crisis which has, since March 2020, had a significant impact on our communities, businesses and council services.
- 2.2 Having experienced two previous national lockdowns and movement between Tiers 2 and 4 in December 2020, the whole of England entered a third national lockdown on 4 January 2021. That lockdown is ongoing and based on a recent government announcement will not be lifted before 8 March 2021.
- 2.3 The Council's structure for responding to the latest lockdown continues to be robust and is inextricably linked to the national emergency planning framework and the Norfolk wide response.
- 2.4 The Council's structure includes the Covid-19 Coordination Group (C19CG) which together with the Corporate Management Leadership Team is the Gold level for officer decision making. The C19CG is chaired by the Chief of Staff.
- 2.5 In addition to the Gold group there are two further groups. Silver Group is chaired by the Director of People and Communities and is the driving force behind the direction, organisation and delivery of the Council's operational community activities.
- 2.6 The third group is the Business and Economy Group which is chaired by the Assistant Director Economic Growth and is currently focused on the delivery of the Council's business support grants.

3 CURRENT POSITION

3.1 Context and Incidents

Incidents of Covid-19 in Broadland remained relatively low, when compared to national averages, in the early part of the pandemic. However, in recent months the district along with the rest of Norfolk and England has seen a significant increase in those testing positive. At 21 January, 4846 people in Broadland (3.7% of the population) had tested positive and 271 residents in the district had died from Covid-19. The recent increase both locally and nationally has been driven by the new variant known as B.1.1.7 which has reportedly proved to be up to 70% more transmissible than previously identified variants.



Source: Public Health Data

- 3.2 The pattern of infections in Broadland in recent months have been primarily driven by those in Care Homes and Educational settings. However there have also been increasing numbers of household related infections. Since the latest lockdown the number of new positive cases has shown a slow but steady decline. Weekly updates on the latest infection rate along with the Council's response to the evolving situation are reported at the Covid-19 Joint Leader Briefing.
- 3.3 The level and geographic location of new infections are monitored and scrutinised by Silver Group at their twice weekly meetings and a focused response agreed as appropriate. That response will include deploying Community Hub staff, Covid Support Advisors (CSAs) and Environmental Health Officers (EHOs) in conjunction with partners including the Police.
- 3.4 Community Support

Since the start of the pandemic the Council has maintained a strong community hub operating model to support those who are vulnerable to Covid-19 and the subsequent economic downturn. The Hub currently operates on a 7 day per week basis and is open to calls from the public until 22.00 every night.

The support offered by the Community Hub includes:

- Continuing to work closely with a number of mutual aid and neighbourhood groups via the 'Community Links' programme, to ensure an ongoing and strong local volunteering response in local communities as necessary
- Supporting residents with advice, guidance and support including assisting them with prescriptions and medicine collections
- Ensuring communities and individuals have access to financial support and other essentials, via the local hardship funding arrangements or by referrals to the Norfolk Assistance Scheme

3.5 Homelessness and Financial Support for those in Need

Throughout the period of the pandemic the increase in need for support with homelessness and general hardship has been noticeable. Whilst the level of demand on Council housing and benefits services have remained fairly static throughout the period of the pandemic following a sharp increase during the first lockdown, they remain significantly higher than typical. This has placed increased pressures on the housing and benefits teams, and on occasions the availability of temporary accommodation. However, although demand is currently largely manageable it is expected it will rise again post lockdown, as measures such as furlough come to an end and the ban on evictions is lifted. Planning for this anticipated rise in demand is currently being undertaken by the team.

3.6 There are a number of options available to the Council that can be offered, as appropriate, to those who are struggling financially as a consequence of Covid-19.

These include the:-

- Covid Hardship fund – a flexible fund that can provide short term assistance while applying for traditional welfare benefits. This assists with basic needs to maintain access to food and heating.
- Discretionary Housing Payments – a fund provided by Central Government that allows the Council to assist people, in the appropriate circumstances, with a shortfall in rent.
- Warming Homes Payment - £250 offered to individuals who are on the Critically Extremely Vulnerable register and who have also contacted the Warms Home Team due to poor heating systems
- Council Tax Hardship Fund – Created to assist people who are struggling to meet their Council Tax payments as a consequence of a change in circumstances
- Rent and Deposit Schemes – a fund created so that we can assist people with the upfront deposits and costs of moving. These will either be through grants or loans.
- Track and Trace - a £500 payment to be provided to those on lower incomes who have tested positive, are isolating and have incurred a loss of income

3.7 In addition the Council has registered for and is awaiting confirmation that it is a 'Gateway Employer' for the national Kick Start Programme. Kick Start is designed to support 18 – 25 year olds to access a six month paid work placement. The placement is for 25 hours a week and the Department for Work and Pensions (DWP) provide funding to the employer that equates to the minimum wage.

3.8 Furthermore the Council has created an integrated employment project called Work4All which involves seconding a Housing Benefits officer for 12 months into a role working alongside a DWP work coach. The aim of this project is to improve information sharing and joint working between the Council and the DWP, to navigate people who have come out of work as a result of the pandemic who can with the right support return to the workplace.

3.9 Containing the Virus

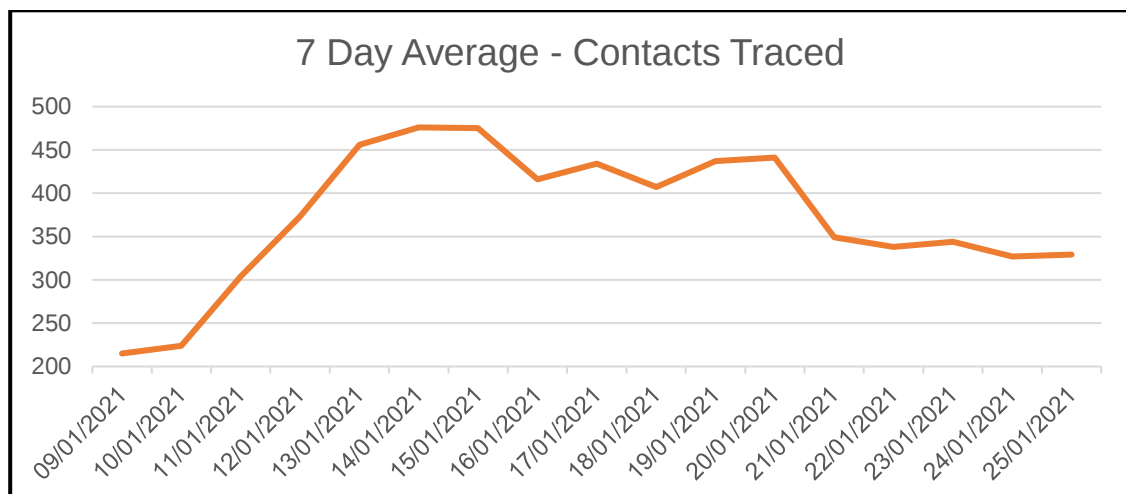
Utilising funding made available through the Containing Outbreak Management Fund (COMF) the Councils has recruited twenty CSAs and three Team Leaders. Since their appointment in December 2020 the CSA role has evolved as demand for their services has grown. The CSAs have formed three separate teams and are currently deployed in a number of ways, including

- Provision of advice and support to members of the public and businesses and encouraging the correct behaviours and adherence to lockdown rules and guidance
- Supporting the national and local testing regime through the Enhanced Contact Tracing Service

The CSA roles complement the wider staffing establishment, including short-term redeployees, Environmental Health Officers (EHOs) and Community Protection Officers (CPOs) who have been working on these tasks throughout the pandemic. Deployment of these roles flex according to need, and are directed weekly by Silver Group according to the information and local intelligence gathered. Changes in deployment are co-ordinated and supported in local Covid messaging.

3.10 Enhanced Contact Tracing

Since 7 January the Council has delivered an Enhanced Contact Tracing service. This service is delivered by one of the three CSA team's working in the community and contacting people personally and redeployed staff who make contact via the telephone. The chart below shows demand for this service to date. In the first week more than 600 people who has recently tested positive were contacted via telephone or visited, and assistance offered where appropriate to their individual circumstances. Demand on this service is expected to rise and will be ongoing beyond the lifting of the current lockdown.



Source: Communities and Help Hub Team

3.11 Supporting the Programme of Vaccination

The Council continues to work closely with the Clinical Commissioning Group (CCG) and local Primary Care Networks (PCNs) to support the national roll out of the vaccination programme. This support can be broken down into two areas:

- Vaccination of priority groups by local GP surgeries
- Large scale vaccination of everyone else

The Council has enabled and directly provided volunteers to assist in the running of some of the PCN based vaccination centres and has assisted in identifying suitable premises. This involvement is on an ad-hoc basis currently but as the Vaccination Programme gathers pace it is expected that the Council will be called on to assist in all manner of ways to ensure that those in need are able to attend their vaccination appointments. This additional work will be structured in order that the Council can focus on maximising the impact of its resources.

3.12 Council Covid-19 Information Campaign

Since the inception of the first lockdown the Council has conducted an ongoing campaign that underpins the public and business facing, national and countywide Covid information and advice messaging programme. The Council Communications and Marketing Team has created bespoke localised information posters and leaflets that convey information about the current restrictions and advise where there have been local outbreaks and the need for extra caution. This service covers seven day working and includes social media messaging and monitoring to ensure the public are receiving the most up to date information and advice.

3.13 Regulatory and Enforcement

Local authority powers primarily relate to Covid compliance on business premises, although our EHOs and CSAs have also been working with partner agencies to promote, monitor and intervene in support of broader compliance. Officers continue to do everything they can to advise and support businesses in these difficult times. They offer information, advice and support to businesses seeking clarity and interpretation of the Covid-19 legal requirements and guidance. Whilst some enquiries are straightforward, many are not, due to the limited capacity of regulations and guidance to cover every business setting and eventuality. Consistency of advice and interpretation is being coordinated between regulatory agencies.

3.14 Since the introduction of the latest lockdown all non-essential shops are now closed, which has decreased regulatory activity in some areas whilst increasing it in others. There have been national and local compliance and enforcement campaigns aimed at those businesses that remain open, in which the Council and its partners have played a leading role. A strong monitoring and Covid safety presence was put in place leading up to the festive period in our retail areas and market towns, focussed on potential risks in licensed premises. Recently there has been a focus on retail essential businesses such as Supermarkets, DIY stores

and Garden Centres both prior to and as part of a national two week compliance campaign. In most of the retail premises visited, there were one or two areas identified for improvement. In isolated cases a more substantial improvement was needed. These concerns were raised with the business's, advice given and follow up checks undertaken where necessary to ensure the measures needed were put in place. Wherever serious non-compliance might persist, such as trading when prohibited from doing so or ignoring core legal restrictions, this would be met with immediate enforcement action.

- 3.15 A good deal of regulatory work has also been carried out in response to complaints about alleged Covid non-compliance, for example recent attention had been drawn to hand car wash sites which have been prohibited from working during the third lockdown. Since New Year a Regulatory led team of CSAs has focussed on a prevention role by maintaining a highly visible presence across the district. In addition to regular patrols of high street shopping areas and retail parks the team has been using live Public Health data to identify and visit areas of greatest community transmission. This has led to patrols in residential areas where the data indicates high infection levels with no obvious single source of outbreak. To increase the area of coverage, our officers have started joint patrols with Police officers. Public Health data is analysed each week and new hotspots are identified. The CSA teams have become adept and agile at responding to the ever changing pattern of infection.

3.16 Business and Economy

The Council is continuing to provide direct financial support to local businesses via a wide range of Central Government grant schemes. The Local Restrictions Support Grants (LRSG) and Closed Business Lockdown payments are available to businesses that were mandated to close by the Government under national and local restrictions. As of 25 January, 982 applications have been received and 897 grants have been paid out, totalling £7.7M. This reflects 89% of the Council's LRSG allocation. Officers continue to promote this scheme and are seeking to make direct contact with the remaining eligible businesses to ensure we achieve maximum take-up.

- 3.17 In addition, the Council has been allocated £3.77M from the Additional Restrictions Grants Scheme. This is a discretionary grant and in Phase One of the scheme the Council prioritised grants to qualifying businesses not covered by other grant schemes. The application window for Phase One opened on 3 December and closed on the 23 December. Phase Two opened on 19 January 2021 and will remain open until approximately 80% of the funding is spent. Further discussions will be held at that time to determine how the remainder will be allocated.

3.18 Local Elections

The Council continues to make plans for the already deferred elections now due to take place on 6 May 2021. Inevitably the cost of conducting the elections will increase as additional equipment, staff and volunteers will be needed to ensure

that all processes, including polling stations and the count venue are Covid secure.

3.19 Staff Wellbeing

Since the advent of Covid-19 the Council has developed a series of interventions designed to support staff in these particularly challenging times. These include:

- Training 43 Mental Health First Aiders
- Undertaking a series of staff Wellbeing surveys. Feedback received from these surveys have led to the following activities:
 - Wellbeing and mental health routinely feature in all staff briefings
 - A wellness discussion form and a mood diary has been developed that enables managers and individuals to focus on mental health at work.
- Training managers on 'leading in extraordinary circumstances' to assist them in managing teams in a virtual world.
- Launched a monthly wellbeing calendar to raise awareness of local, national and international health and wellbeing campaigns.
- Trained colleagues dealing with customer facing enquiries on Resilience.
- Putting in place regular Keep in Touch calls for Clinically Extremely Vulnerable colleagues working from home or supported at home if in operational roles.
- Launched 'Your home workout' which allows free access to a variety of virtual fitness classes.
- Workout and desk stretches available on our intranet, created by the Leisure Team
- Covid secure working practice sessions and Covid induction for new starters.
- Guidance provided to employees on flexible working, working remotely and email management.

In addition the Council will roll out further training for managers on mental health as well as offering a Mental Health Awareness course for all staff via our e-learning platform.

3.20 Staff Redeployment and Volunteering

Since the inception of Covid-19 staff have been routinely redeployed as needed into areas of greatest need within the Council.

Most recently, and in response to the NHS request for assistance more than 90 staff have volunteered to support with non-Covid related tasks and thereby reduce pressure on clinical staff at the hospital. Some staff have already had an induction and are now working within the Norfolk and Norwich University Hospital in their

new roles and are receiving on-site support from Council colleagues and the hospital.

3.21 Planning for the Post Covid-19 Recovery

In July 2020 Cabinet agreed and recommended to Full Council a post pandemic Recovery Plan. The Plan provided an overview of the then context in terms of impacts and challenges of Covid-19 on our economy, communities and the Council itself. The Plan identified the key priority areas for the Council to concentrate on in the coming months. Agreement on the Plan led to revisions of the Councils Delivery Plan for 2020/2021.

3.22 Sadly Covid-19 has continued to impact upon the Council and our communities in a way that could not have been imagined six months ago. It is therefore proposed that last year's Recovery Plan be reviewed and the priority areas re-visited and presented back to Cabinet for further consideration.

4 PROPOSED ACTION

4.1 This report outlines the activities already taken to address the impacts of Covid-19 in Broadland. It is proposed that the approach taken thus far be maintained and built upon utilising the locally developed enhanced processes for gathering information and intelligence, in order to focus on issues as they arise and provide effective and targeted local support.

5 ISSUES AND RISKS

5.1 Resource Implications

This table summarises the various Covid-19 funding that the Council has received to date in 2020/21.

	£'000
General Grant for Covid Pressures	
COVID-19 Emergency Funding for Local Government	1,625
Supporting Towns and Villages and the Economy	
Norfolk Strategic / Fighting Fund	429
European grant money for the High Streets work (To be reclaimed)	116
Track & Trace	
Track & Trace Isolation Fund (£500 self-isolation payment, mandatory)	41
Track & Trace Discretionary Fund	52
Track & Trace Admin Cost	26
Enforcement / COMP Funding	

	£'000
Local Authority Compliance and Enforcement Grant (Marshals)	49
Norfolk Local Outbreak Control Plan - EHO Backfill (£25k pm x 4 mths)	100
Contain Outbreak Management Fund (COMF) - Covid Support Advisors	250
Support to the shielded population (CEV) - Fuel Poverty	17
Contain Outbreak Management Fund - Surge Payment	86
Contain Outbreak Management Fund – Enhancement of District Direct/Deep Cleaning (funding for 5 Local Authorities across Norfolk)	81
Homelessness	
Rough Sleeping Funding	2
Homelessness - Next Steps Accommodation Programme (NSAP)	522
Hardship	
Funding from Norfolk Community Foundation	2
Hardship Fund - £150 Council Tax Support	714
Hardship Fund – Allocated from main Covid Grant	23
Business Grants	
Lockdown 1 - Mandatory £10k and £25k payments	24,425
Lockdown 1 - Discretionary 5% of Main Grant Spend	1,223
Local Restrictions Support Grant (Closed) addendum (Nov Lockdown)	1,799
Additional Restrictions Grant (ARG) - £20 per head + top up	3,777
Tier 2 Local Restrictions Support Grant (Closed)	25
Tier 2 Local Restrictions Support Grant (Open)	414
Christmas Support Payment (CSP) Wet Pub Grant	45
Tier 4 Local Restrictions Support Grant (Closed) Addendum	1,125
Tier 5 Local Restrictions Support Grant (Closed) Addendum	1,125
Tier 5 Local Restrictions Support Grant (Closed) Addendum - Lump Sum	4,500
Grants to Cover Specific Cost Pressures	
New Burdens Funding T1 (to cover our cost of operating grant schemes)	170

	£'000
New Burdens Funding T2 (to cover our cost of operating grant schemes)	77
New Burdens payment in respect of council tax hardship fund and business rate reliefs.	22
Additional Business Rates Reliefs	
Grant to cover additional NDR reliefs	14,207
	56,988

5.2 Lost Income Funding

In addition, the Council is able to claim back 75% of its net lost income (subject to a 5% deductible). To date the Council has claimed back £348,000.

5.3 Allocation of General Funding

Regarding the general COVID-19 Emergency Funding for Local Government, Members have allocated this funding to specific areas to cover specific pressures as follows.

	£'000
General Expenditure	500
Homelessness Expenditure	300
Operation Beacon to support businesses	
Business Facility grants	
Cost of Council tax support	224
Increase in DHP budget	
Reduction in Council tax collection	120
Contribution to Norfolk Strategic Fund	150
Rollout of laptops to better facilitate home working	115
Member IT to better facilitate remote meetings	35
Additional regulatory expenditure	45
Hardship money	100
	1,589

5.4 Legal Implications – There are no direct legal implications for the Council arising from this report. However it should be noted that the Covid-19 legislation enacted earlier this year, together with a range of new powers, policy and practice changes introduced by central government, require the Council to respond rapidly to ensure all activities (particularly those related to enforcement) are applied effectively and are legislatively compliant.

5.5 Equality Implications – It is widely recognised that there is an inherent inequality in the way Covid-19 impacts different groups of people and most particularly those who are vulnerable. The Council strives to mitigate the disproportionate impact of Covid-19 on the most vulnerable in our communities. Use of the various funding

streams available to those self isolating or in greatest need, homelessness measures, provision of food parcels, prescription delivery and other hub activities are all practical examples of how the Council is actively addressing those inequalities.

In addition the Council has worked with partners to address issues of Vaccine Hesitancy amongst our communities. This involves encouraging and assisting the vulnerable and those who have concerns about the efficacy of the Covid-19 vaccines to engage in the national Vaccination Programme and thereby secure protection.

- 5.6 **Environmental Impact** – There are no direct environmental impacts arising from this report.
- 5.7 **Crime and Disorder** – There are no direct crime and disorder implications for the Council arising from this report.
- 5.8 **Risks** – The primary risk associated with this report is a further prolonged period in lockdown. The current lockdown was introduced on 4 January 2021 and seems likely to continue until at least 8 March 2021. Allied to this is the current slow decrease in the new infection rate in the district that inhibits the ability for non-essential businesses to re-open and for the economy to begin the long awaited and needed recovery. Both scenarios and the related risks are subject of a rolling review within the Councils Covid-19 response framework and mitigating action will be taken if and when needed.

6 CONCLUSION

- 6.1 This report outlines the considerable risks of Covid-19 to people, communities and businesses in Broadland together with council services. The report describes the considerable activity that has been and continues to be undertaken by council staff together with our partners, to minimise wherever possible the impacts, both short and long term of the pandemic.

7 RECOMMENDATION

- 7.1 Note the content of this report regarding the local impact of Covid-19 together with the activities the Council is taking to mitigate those impacts.

Background Papers

Our Plan for Recovery from the Covid-19 Crisis – Cabinet July 2020

Budget Update – Second Wave Covid Funding – 8 December 2020

Covid-19 Update Report – Full Council December 2020

Minutes of a meeting of the **Environmental Excellence Panel** held by video link on **28 January 2021** at **6.00pm** when there were present:

Cllr K S Kelly – Chairman

Cllr N J Brennan

Cllr K E Lawrence

Cllr S M Prutton

Cllr D J Britcher

Cllr J Leggett

Cllr J M Ward

Cllr J F Fisher

Cllr G K Nurden

Cllr S Catchpole and Cllr T Mancini-Boyle also attended the meeting.

Also in attendance were the Director of People and Communities, Assistant Director Community Services, Assistant Director Regulatory, Environmental, Internal Consultancy Lead – Waste, Policy and Partnerships Officer, Recycling and Partnerships Officers (MB, NN, LF), Contracts, Policy & Partnerships Manager, Internal Consultancy Assistant – Waste Systems and Processes, National Management Trainee and the Democratic Services Officers (JH and JO).

Alex Davies and James McMahon, from Eunomia, were also in attendance.

55 MINUTES

The Minutes of the meeting held on 26 November 2020 were confirmed as a correct record.

56 MATTERS ARISING

Minute No: 51 – Progress on Environmental Strategy Delivery Planning

The Assistant Director Regulatory advised the Panel that the Environmental Coordinator post would be advertised shortly

He also informed members that scoping for electric vehicle charging points was being undertaken by the Economic Development Team. The Team were currently identifying suppliers, before considering contracts and energy terms and financial details. The charging points would initially be on land owned by the Council. A project plan on this would be brought to a future Panel meeting once the scheme had been developed further.

The National Management Trainee informed the Panel that a lot of work was being undertaken on the tree planting project. The Tree Warden coordinator had offered assistance and would be willing to plant ten percent of the Council's target (13,000 trees) using trees from the Tree Warden's nursery. He had also suggested producing a pamphlet for a heritage trail where members could plant native trees as part of the target.

A number of parish councils were looking at greening projects and might also like to get involved in the project. Work was also being undertaken to adopt best practice in managing trees to ensure that the project was self-sustaining and it was also intended to work closely with communities to develop a sense of ownership for the trees. Members were advised that they could be reassured that a lot of groundwork had been done for the Environmental Coordinator, so that the project could start promptly once the post holder was in place.

The Assistant Director Regulatory informed members that he would be bringing a report to the next meeting with proposals to review the enforcement policy in respect of fly-tipping.

57 RECYCLING INITIATIVES UPDATE REPORT

The Policy and Partnerships Officer presented the report, which outlined proposals that the Council could explore further to achieve a 60 percent recycling rate by 2025, following input from the Panel at its meeting on 8 October 2020.

The Panel had requested that officers explore the following areas to achieve this:

- Behaviour change
- Extending food waste collection
- Providing smaller bins for some residents
- Text messaging to residents
- Improving communication Kerbside Waste Electrical and Electronic Equipment collections
- Incentives for garden waste

Analysis of the last 10 years had shown that recycling in Broadland has stayed fairly consistent although dry recycling had decreased slightly and food and garden waste had increased.

Residual waste decreased slightly overall following an early decade high, this had been due to tighter markets and more material rejected at the sorting facility to improve the quality of material.

To achieve a 60 percent recycling rate the tonnage of recycling collected would need to increase by 5,173 tons or 21 percent.

Implementing district wide food waste and garden waste collections would increase the recycling rate, but this would be at a significant increase in cost.

Central Government had indicated through the Resources and Waste Strategy 2018 and the Environmental Bill that it would like to see a 65 percent recycling target achieved by 2035, as well as a range of other waste reduction measures. The Government had, however, committed to funding the net costs of new burdens on local authorities arising from any new statutory duties introduced to increase consistency in recycling.

In the interim a short term action plan had been drawn up to encourage behaviour change, reduce residual waste and increase opportunities for recycling by engagement and developing partnerships.

The next steps were to finalise the Action Plan, including clearly identifying the required resources, measures and outcomes and commencing work in collaboration with partners.

It was also proposed to consider and respond to consultations set by Government concerning requirements for consistency in recycling collections, new burdens funding and statutory guidance with a view to informing medium and long-term work plans.

It was intended to prepare an update report to be presented to the Panel in autumn 2021 detailing progress and plans to deliver consistency in waste and recycling collections.

In response to a query it was confirmed that incentivising techniques to encourage an element of competitiveness in respect of recycling in communities could be an area that was looked at.

Members noted that Household Waste Recycling Centres were operated by the County Council.

The Panel was advised that Veolia were looking at the potential of undertaking a limited trial of Waste Electrical and Electronic Equipment (WEEE) collection over the next few months and that the materials would be collected in cages attached to the existing waste collection vehicles.

Members were also informed that the current waste contract had capacity for a limited expansion of the food waste service to a further 1,700 households. This was expected to be rolled out during April 2021 and would be for properties adjacent to current rounds. It would be supported by a comprehensive communications campaign. Part funding of the capital costs for this expansion would potentially be covered by Norfolk County Council, subject to the approval of a business case.

Following a discussion by members on the potential for the introduction of smaller residual bins and three weekly collections Cllr Fisher volunteered his ward as area in which a trial could be carried out.

The Assistant Director Community Services advised the meeting that reducing the contamination of recycling was a key element in achieving a 60 percent recycling rate, as last year of the 1,245 tons of recycling collected 210 tons (16 percent) had been rejected.

AGREED

To

1. support scoping of reducing residual waste work streams, as outlined in Section 4 that will contribute to increasing the Council's recycling rate and are outside of the Government proposals; and
2. support commencement of behavioural change work streams as in section 4.2, that will contribute to increasing recycling rates, reducing residual tonnage and reduce contamination rates and are outside of the Government proposals; and
3. note current situation and to support participation in the Government's consultations to inform the consistency requirements for food and garden waste collections in preparation for introduction in 2023.

58 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 1 of Part I of Schedule 12A of the Local Government Act 1972, would be disclosed to them.

59 UPDATE ON WASTE SERVICES REVIEW

Alex Davies and James McMahon from Eunomia gave the Panel a presentation on progress with the Strategic Environmental Services procurement. Members also considered an update from the Internal Consultancy Lead – Waste, on the Waste Customer Services Review. Finally members received a brief outline of the review being undertaken of the two Council's waste depots.

Following consideration of the three updates it was:

AGREED

To note the report.

In closing the meeting the Chairman emphasised the commercially sensitive nature of the papers before the Panel and that they should remain confidential.

The meeting closed at 7.30pm.