

# Council

## Agenda

### Members of the Council

Cllr K A Vincent (Chairman)	Cllr R R Foulger (Vice Chairman)
Cllr A D Adams	Cllr J Leggett
Cllr S C Beadle	Cllr K G Leggett MBE
Cllr N J Brennan	Cllr I J Mackie
Cllr D J Britcher	Cllr T M Mancini-Boyle
Cllr P E Bulman	Cllr I N Moncur
Cllr S J Catchpole	Cllr M L Murrell
Cllr S M Clancy	Cllr J A Neesam
Cllr B Cook	Cllr G K Nurden
Cllr J K Copplestone	Cllr G Peck
Cllr A D Crotch	Cllr S M Prutton
Cllr J J Emsell	Cllr S Riley
Cllr J F Fisher	Cllr D Roper
Cllr R M Grattan	Cllr C E Ryman-Tubb
Cllr S C Gurney	Cllr N C Shaw
Cllr N J Harpley	Cllr M D Snowling MBE
Cllr D G Harrison	Cllr L A Starling
Cllr L H Hemsall	Cllr D M Thomas
Cllr S I Holland	Cllr J L Thomas
Cllr N C Karimi-Ghovanlou	Cllr S A Vincent
Cllr K S Kelly	Cllr S C Walker
Cllr D King	Cllr J M Ward
Cllr S Lawn	Cllr F Whymark
Cllr K E Lawrence	

### Date

Thursday 25 February 2021

### Time

7.00pm

### Place

To be hosted remotely at

Thorpe Lodge  
1 Yarmouth Road  
Thorpe St Andrew  
Norwich

### Contact

Dawn Matthews tel (01603) 430404

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@BDCDemServices

Trevor Holden  
Managing Director

17 February 2021

**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 speak on an agenda item, please email your request to [committee.services@broadland.gov.uk](mailto:committee.services@broadland.gov.uk), no later than 5.00pm on Monday 22 February 2021

# **A G E N D A**

**Page No**

<b>1</b>	<b>To receive declarations of interest under Procedural Rule no 8 – guidance and flow chart attached</b>	<b>7</b>
<b>2</b>	<b>Apologies for absence</b>	
<b>3</b>	<b>To consider the minutes of the meeting on 14 January 2021</b>	<b>9</b>
<b>4</b>	<b>Matters Arising</b> (if any)	
<b>5</b>	<b>Announcements</b>	
	To receive announcements from	
	(1) The Chairman – list of Civic Engagements attached	<b>15</b>
	(2) The Vice Chairman	
	(3) The Leader	
	(4) Members of the Cabinet	
	(5) Head of Paid Service	
<b>6</b>	<b>Questions from the public</b>	
	To consider any questions received from members of the public in accordance with Procedural Rule 10	
<b>7</b>	<b>Public Speaking</b>	
	To consider representation from members of the public who have expressed the wish to convey their views on items on this agenda	
	In accordance with the Constitution a total period of 15 minutes is allowed (each speaker may speak for 3 minutes only)	
<b>8</b>	<b>Overview and Scrutiny Committee</b>	
	To receive the non-exempt minutes of the meetings on	
	(1) 26 January 2021	<b>16</b>
	(2) 2 February 2021	<b>22</b>
<b>9</b>	<b>Cabinet</b>	
	(1) To receive the minutes of the meeting on 12 January 2021 (note: the matter referred to Council at minute no: 184 was considered at the Council meeting on 14 January 2021)	<b>35</b>
	(2) To receive the non - exempt minutes of the meeting on 9 February 2021	<b>41</b>

The following matters will need consideration by Council:

<b>9.1</b>	<b>Minute no: 193- Revenue Budget and Council Tax 2021/22</b>	<b>42</b>
	<i>N.B. This matter will be dealt with at agenda item 11 below</i>	
	To consider:	
	(1) The approval of the 2021/22 base budget as set out in appendices A to F attached subject to the amendments proposed by Cabinet and set out in the minutes.	<b>46 &amp; 56-65</b>
	(2) The use of the earmarked reserves as set out in Appendix E attached.	<b>62</b>
	(3) 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.	
	(4) That the Band D level of Council Tax be £129.91 for General Expenditure and £3.64 for Special Expenditure.	
<b>9.2</b>	<b>Minute no: 194 - Capital Budget Strategy and Capital Programme 2021/22 to 2025/26</b>	<b>47</b>
	To consider approval of the Capital Strategy ( <i>Appendix A</i> ) and the Capital Programme for 2021/22-2025/26 ( <i>Appendix B</i> ) subject to a business case being drafted for the proposed street lighting budget.	<b>66 73</b>
<b>9.3</b>	<b>Minute no: 195 – Treasury Management Strategy Statement 2021/22</b>	<b>48</b>
	To consider approval of the following:	
	(1) The Treasury Management Strategy Statement 2021/22	
	(2) The Treasury Management Policy Statement 2021/22 ( <b>Appendix 1</b> )	<b>74</b>
	(3) The Annual Investment Strategy 2021/22 ( <b>Appendix 2</b> )	<b>75</b>
	(4) The Treasury Management Practice (TMP1) ( <b>Appendix 3</b> )	<b>81</b>
	(5) The Treasury Management Scheme of Delegation ( <b>Appendix 4</b> )	<b>85</b>
	(6) The Prudential Indicators ( <b>Appendix 5</b> )	<b>87</b>
	(7) The Minimum Revenue Provision (MRP) Statement ( <b>Appendix 6</b> ).	<b>91</b>
<b>9.4</b>	<b>Minute no: 197 – Greater Norwich Growth Board: Joint Five Year Investment Plan</b>	<b>50</b>
	To	
	(1) agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2021-2026, included in appendix A;	<b>92</b>
	(2) approve 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.	
<b>9.5</b>	<b>Minute no: 198 – Delivery Plan 2021/22</b>	<b>51</b>
	To consider adoption of the one-year Delivery Plan for 2021/22 – Plan attached	<b>140</b>

<b>10</b>	<b>Planning Committee</b>	
	To receive the decisions of the meeting held on 27 January 2021	<b>208</b>
<b>11</b>	<b>Council Tax Resolution 2020/21</b>	<b>209</b>
<b>11.1</b>	To consider	
	(1) That the Council Tax Base for 2021/22 be noted.	
	(2) The sums that have been calculated for 2021/22 in accordance with Sections 31 to 36 of the Local Government Finance Act.	
	(3) That the County and Police precepts be noted.	
	(4) The Council Tax for 2021/22.	
	(5) That the Council's basic amount of Council Tax for 2021/22 is not excessive.	
<b>11.2</b>	To consider an Alternative Budget proposal by the Liberal Democrat Group as follows:	
	(1) A Council tax freeze for 2021-2 funded by draw on general reserves of £204,837.	
	(2) To better align the grants policies of Broadland with those of South Norfolk District Council. To increase the budget for community grants by £50,000 and increase local member grants to £1000 per member. This will be at a total cost of £73,500 to be funded from in year efficiency savings and a draw from general reserves. The maximum draw on general reserves will be £73,500.	
	<i>Comment from s151 Officer</i>	
	<i>Under section 25 of the Local Government Act 2003, as s151 Officer, I am required to advise on two specific matters prior to consideration of any budget and Council Tax proposals, namely the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves. With regard to the above budget proposals I confirm:</i>	
	<ul style="list-style-type: none"> <li><i>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.</i></li> <li><i>In my opinion the level of reserves is adequate for known and potential risks at this time.'</i></li> </ul>	
	<i>Note: In accordance with The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote will be taken on all matters relating to the budget and council tax setting.</i>	
<b>12</b>	<b>Schedule of meetings May 2021 to May 2022</b>	
	To approve the attached schedule of meetings for May 2021 to May 2022	<b>217</b>
<b>13</b>	<b>Pay Policy Statement 2021-2022</b>	
	To approve the content of Broadland District Council's 2021/22 Pay Policy Statement in advance of its publication on the Council's website by 31/3/21.	<b>218</b>

<b>14</b>	<b>Monitoring Officer Report</b>	
	To consider the report of the Monitoring Officer	<b>232</b>
<b>15</b>	<b>Outside Organisations – Feedback from Representatives</b>	
	To note the reports from Members appointed to represent the Council on outside bodies	<b>247</b>
<b>16</b>	<b>Questions from Members</b>	
	To consider the following questions received in accordance with Procedural Rule 12.4:	
<b>16.1</b>	<b>Cllr S Catchpole - Question to the Portfolio Holder for Environmental Excellence:</b>	
	According to Broadland District Council's current Environment Strategy (p10), "threats to our biodiversity include habitat loss and fragmentation, pollution, invasive non-native species and climate change."	
	One of the strategic approaches to this challenge of our natural environment here in Broadland, identified in the Strategy, is to "Enhance existing local green spaces, in terms of their recreational offer and their biodiversity value."	
	On inspection of the £82k Community and Environmental Protection budget, only the usual costs to satisfy regulation of air quality and water sampling etc are provided for.	
	Without a 2021/22 budget to make enhancements of local green spaces, how will this be achieved and when?	
<b>16.2</b>	<b>Cllr D Thomas – Questions to the Portfolio Holder for Economic Success:</b>	
	Question 1	
	"The North West Woodlands/Houghan Plantation is causing frustration for a lot of residents, I am receiving more messages than I would like regarding its name which appears to be in the public domain - is there anymore work on the name or has this been agreed?"	
	Question 2	
	I recently asked the Cabinet member if they could advise why a recent cycle paths survey for the land was not put on the BDC webpage but Twitter and Facebook, I was delighted to hear that there were over 750 responses (more than the recent budget consultation - 22) but why not the BDC page? At the time when I first asked Cllr Copplestone wasn't aware, I was wondering if there is any update?	
	Question 3/request	
	Lastly could I ask that myself and my ward colleague Cllr Starling at kept in the loop about items like I've asked as I am finding out more about the park via EDP24 or Social media before my Cllr Inbox, thank you"	

### **16.3 Cllr D Roper – Question to the Leader**

Would the Leader please advise on whether he feels there is any likelihood at all of the collaboration project being extended to include Breckland District Council.

### **17 Motions**

To consider any Motions received under Procedural Rule 13:

### **18 Exclusion of Press and Public**

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.

### **19 Overview and Scrutiny Committee**

To receive the exempt minutes of the meeting on 2 February 2021 **257**

### **20 Cabinet**

To receive the exempt minutes of the meeting on 9 February 2021 **262**

## 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?

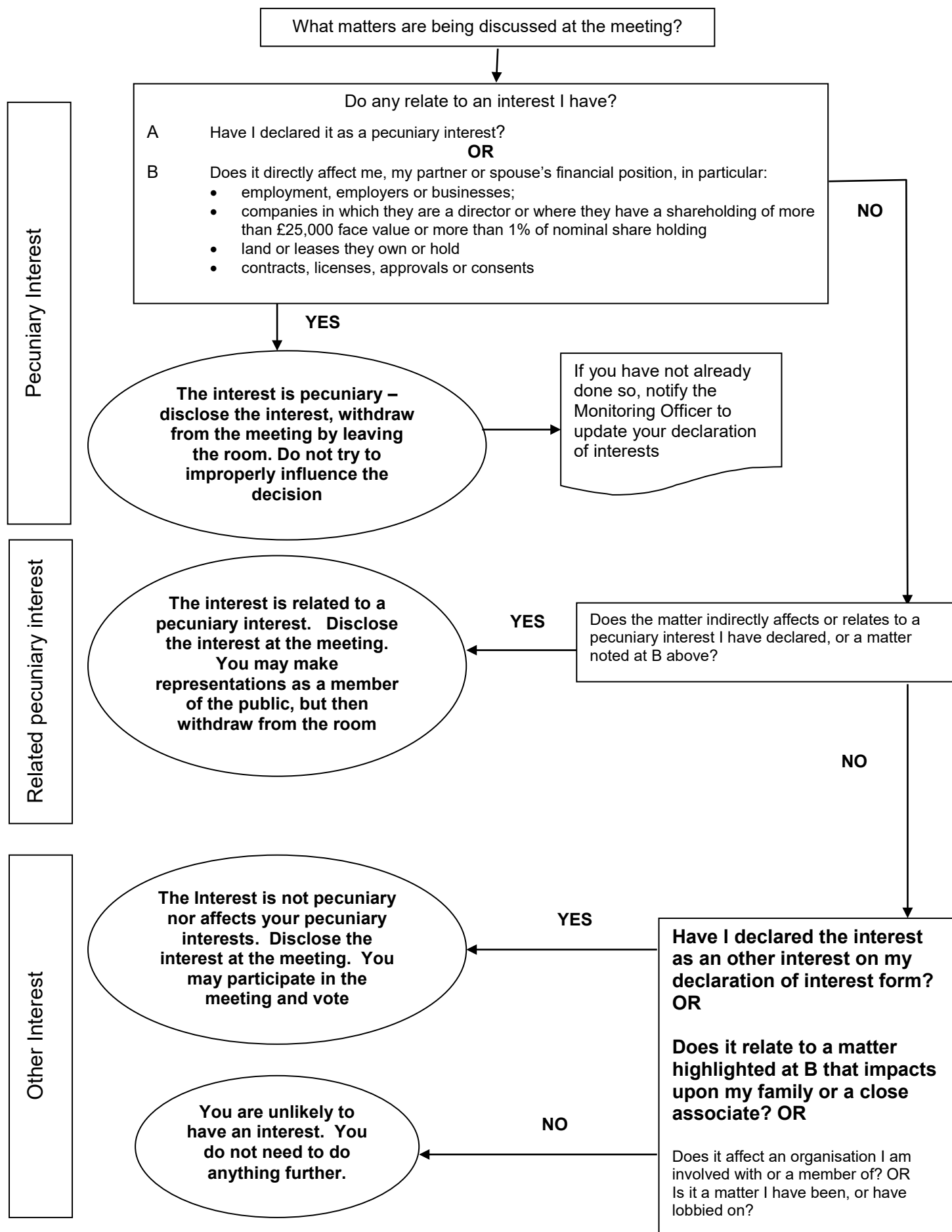
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

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 the **Council** held remotely on **Thursday 14 January 2021** at **7.00pm**.

A roll call was taken and the following Members were present:

Cllr K A Vincent – Chairman

Cllr A D Adams	Cllr D Harrison	Cllr G Peck
Cllr S C Beadle	Cllr L H Hemsall	Cllr S M Prutton
Cllr N J Brennan	Cllr S I Holland	Cllr D Roper
Cllr D J Britcher	Cllr N C Karimi-Ghovanlou	Cllr C E Ryman-Tubb
Cllr P E Bulman	Cllr K S Kelly	Cllr N C Shaw
Cllr S J Catchpole	Cllr D King	Cllr M D Snowling
Cllr S M Clancy	Cllr S Lawn	Cllr L A Starling
Cllr J K Copplestone	Cllr K E Lawrence	Cllr D M Thomas
Cllr A D Crotch	Cllr J Leggett	Cllr J L Thomas
Cllr J J Emsell	Cllr K G Leggett	Cllr S A Vincent
Cllr J F Fisher	Cllr T M Mancini-Boyle	Cllr S C Walker
Cllr R R Foulger	Cllr M L Murrell	Cllr J M Ward
Cllr R M Grattan	Cllr J A Neesam	Cllr F Whymark
Cllr S C Gurney	Cllr G K Nurden	

Also in attendance were the Managing Director, the Director of Resources, the Director of Place, the Director of People and Communities, the Assistant Director Governance & Business Support (Monitoring Officer), the Assistant Director Finance & Chief Financial Officer (Section 151 Officer), the Governance Manager and the Democratic Services Officers (DM & LA).

## **214 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8**

No declarations were made.

## **215 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr B Cook, Cllr N J Harpley, Cllr I J Mackie, Cllr I N Moncur and Cllr S Riley.

**216 MINUTES**

The minutes of the extraordinary meeting held on 17 December 2020 were, by way of a roll call, confirmed as a correct record and signed by the Chairman.

**217 MATTERS ARISING**

No matters were raised.

**218 ANNOUNCEMENTS**

The Chairman reported that she was sad to inform Council of the recent death of Mike Britch who was well known to Members as a former director of the Council's Joint Venture Company, Broadland Growth Ltd. Council joined the Chairman in a moment of silence and reflection.

Members noted the civic engagements undertaken by the Chairman of the Council since the last meeting. The Chairman drew attention to the Business Awards and the opportunity taken to acknowledge and showcase the diversity of businesses across the district. It had been her pleasure to present the awards and congratulate the businesses particularly in the very challenging current circumstances.

The Vice Chairman of the Council shared with Members his recent experience of receiving his coronavirus vaccinations. The process had been well organised and he had no adverse reaction to the vaccinations. He urged everyone to take up the offer of the vaccination when offered it.

The Leader of the Council (Cllr Vincent) also urged everyone to take up the vaccine as this was vitally important in the fight to overcome the pandemic. He again wanted to take the opportunity to thank staff for their continued hard work and commitment to supporting residents at this difficult time, in particular the vulnerable. It was heart-warming to see the good work ongoing.

The Portfolio Holder for Economic Development (Cllr Copplestone) reported that businesses in the district had been receiving local restriction grants when in tier 2 and then tier 4 restrictions and these had now closed. The Government had announced a further £4.6 billion for business lockdown payments which would be mainly available for businesses in the hospitality, retail and leisure industries who would receive a one-off payment of £4k, £6k or £9k based on their rateable value. This grant was in addition to the tier 4 scheme and, where businesses had already received grants, it was anticipated these additional payments would be made without the need for a further application. Broadland had also received an additional £1.4m for

additional restrictions grants which opened on 15 January to support small businesses and the self-employed who had not previously received grant support. An expression of interest form was on the Council's website. The Portfolio Holder expressed her deepest thanks to staff in Economic Development and Finance for the continued efficient administration of the grant schemes during the ongoing pandemic which was much appreciated by all Councillors and by the district's business community.

The Portfolio Holder for Finance (Cllr Mancini-Boyle) reported that the Community Lottery had successfully been launched that week and tickets were selling well. She encouraged Members to purchase tickets to help support good causes. It was still possible for new good causes to register to join the lottery. The first draw was due to take place on 27 February 2021.

The Portfolio Holder for Planning (Cllr Hemsall) reported that the Greater Norwich Local Plan was going forward to publication and consultation from 1 February to 15 March, with submission to the Inspector in July 2021 with a view to formal adoption by September 2022.

The Portfolio Holder for Housing and Wellbeing (Cllr Wymark) reported that £120k of additional funding had been made available to the Council by the Ministry of Housing, Communities and Local Government to support disabled facilities grants and other capital social care projects such as works to enable the discharge of people from hospital and provide adaptations for terminally ill patients and those suffering from COVID. There was additional funding to help people with mental health problems and for family carers. Money was also available to support fuel poverty and the Council had helped to secure an additional £1.4m of funding for the Norfolk Warm Homes Partnership which it was hoped would support improvements to 180 homes across the County to improve their energy efficiency.

The Managing Director added his heartfelt thanks to staff. Over the Christmas and New Year period staff had been working directly to support communities and in the New Year would be helping with track and trace and the roll out of vaccinations. Staff had been engaged as community wardens, were supporting the NHS and continued to support businesses and the vulnerable. He reiterated his sincere thanks to staff who were working long hours and selflessly to continue to deliver support during the pandemic. He urged everyone to stay safe in these difficult times.

On behalf of Members, the Chairman thanked the Managing Director and staff for all that they were doing during these challenging times and asked him to pass on these thanks.

## **219 QUESTIONS FROM THE PUBLIC**

It was noted that there had been no questions from the public.

**220 PUBLIC SPEAKING**

It was noted that there had been no requests for public speaking.

**221 OVERVIEW AND SCRUTINY COMMITTEE**

The minutes of the Overview and Scrutiny Committee meetings held on 1 December 2020 and 5 January 2021 were received.

**222 CABINET**

The minutes of the Cabinet meeting held on 8 December 2020 were received. (It was noted that the matters referred to Council at minute nos: 171 and 173 had been resolved at the extraordinary meeting on 17 December 2020.)

The decisions of the Cabinet meeting held on 12 January 2021 were also received and the following matter considered:

***Item no 13: Update to Local Development Scheme***

The Portfolio Holder for Planning advised Council of the need to update the Local Development Scheme to reflect changes to the emerging Greater Norwich Local Plan timetable and she invited Members to support the Cabinet recommendation.

It was then, by way of a roll call,

**RESOLVED**

to approve the proposed amendments to the current Local Development Scheme as attached at Appendix 1 to the signed copy of these minutes.

***Item no 12: Greater Norwich Local Plan – Regulation 19, Pre Submission Publication.***

With regard to the Cabinet decision to publish the Greater Norwich Local Plan under regulation 19 of the Town and County Planning (Local Planning) (England) Regulations 2012, (item 12 in the Cabinet decision list), a Member asked what assurances could be given that proper consultation would be carried out mindful of the fact that some sites had changed significantly since the Regulation 18 publication. The Portfolio Holder for Planning reiterated that the Regulation 19 consultation would take place from 1 February to 15 March and any site specific queries could be referred to the team as part of that consultation. She understood that sites included in the Regulation 18

consultation would also form part of the Regulation 19 consultation which would allay any concerns. If there were any other issues, these could be raised with her as Portfolio Holder or with the Greater Norwich Local Plan team.

## **223 PLANNING COMMITTEE**

The decisions of the Planning Committee meetings held on 2 December 2020, 17 December 2020 and 6 January 2021 were received.

## **224 AUDIT COMMITTEE**

The minutes of the Audit Committee meeting held on 26 November 2020 were received. The Chairman of the Audit Committee highlighted that the final statement of accounts for 2019/20 had been signed off and he commended the efforts of the Finance Team in finalising the accounts. He also highlighted that the external audit report had not raised any material matters and that the risk register had been approved but that it would receive further consideration by the Committee in consultation with the Portfolio Holder prior to referral to Cabinet in March.

## **225 MONITORING OFFICER REPORT**

Members considered the report of the Monitoring Officer. The Leader of the Council invited Members to support the recommendations regarding changes to the Constitution in relation to the Terms of Reference of the Appeals Panel. The changes would enable the Appeals Panel to meet in accordance with Covid restrictions if necessary. The Portfolio Holder for Planning and the Chairman of the Appeals Committee commended the work of officers in reviewing the current practices to ensure the Panel could continue to meet effectively and continue to reflect the ethos of Member engagement with residents. It was then, by way of a roll call

### **RESOLVED**

to amend the Constitution in respect of the Terms of Reference of the Appeals Panel (a copy of the amended terms of reference attached at Appendix 2 to the signed copy of these minutes).

## **226 OUTSIDE ORGANISATIONS – FEEDBACK FROM REPRESENTATIVES**

Members received and noted the feedback from Members on Outside Bodies.

## **227 QUESTIONS FROM MEMBERS**

The following question was received in accordance with Procedural Rule 12.4.

**Cllr D Roper**

*“Has there been any indication from government about whether elections scheduled for 6th May 2021 will still take place on this date or of any possible change in arrangements. Secondly, what would be the financial implications for Broadland District Council if these elections were conducted entirely through postal votes?”*

### **Response by the Leader**

The Leader confirmed that there had been no indication from government that the elections scheduled for the 6 May would be cancelled or postponed or moved to all-out postal vote elections at this stage. Also there had been no confirmation on the funding arrangements should the elections change to an all-out postal vote election. The Council would continue to plan for the election until clarification on any changes was received from Government.

### **Supplementary Question from Cllr Roper**

Would the Leader be making any representations to the Government about whether the elections should take place and how they should be conducted?

### **Response by the Leader**

Representations had been made and would continue. His preference would be to see the election held later in the year.

The Managing Director added that representations had been made through the District Councils' Network and that feedback was awaited. Parliament had confirmed the previous day that the election was still scheduled for 6 May but would continue to be kept under review.

## **228 MOTIONS**

No motions were received under Procedural Rule 13.

*The meeting closed at 7:55pm*

## CIVIC ENGAGEMENTS – 2020/21

Date	Event	Attended by
<b>January 2021</b>		
27 <sup>th</sup>	<p>Virtual ceremony for Holocaust Memorial Day hosted by the Lord Mayor of Norwich, which featured a number of presentations including some powerful testimonies from survivors of religious genocide.</p> <p>This year's national commemoration theme "Be the Light in the Darkness" encouraged reflection on how we can play our individual part in combatting the prejudice and hate that sometimes surrounds us.</p> <p>The ceremony is now available on the St Peter Mancroft YouTube channel for anyone wishing to view the recording.</p>	Chairman

*A number of scheduled events have been cancelled or postponed due to the pandemic*

Minutes of a meeting of the **Overview & Scrutiny Committee** held by video link on **Tuesday 26 January 2021** at **10.00 am** when there were present:

Cllr S Riley – Chairman

(Cllr A Adams was in the Chair for the first part of the meeting)

Cllr A D Adams	Cllr S I Holland	Cllr M L Murrell
Cllr N J Brennan	Cllr C Karimi-Ghovanlou	Cllr G K Nurden
Cllr P E Bulman	Cllr K S Kelly	Cllr S M Prutton
Cllr S J Catchpole	Cllr D King	Cllr N C Shaw

Cllr T Mancini Boyle also attended the meeting.  
Amanda Murr, Head of Community Safety, Norfolk County Community Safety Partnership was also in attendance.

Also in attendance were the Assistant Director Governance & Business Support (Monitoring Officer), Assistant Director Individuals and Families, Governance Manager, Senior Governance Officer (SW) and the Democratic Services Officers (LA and JO).

*In the absence of the Chairman the Vice-Chairman took the Chair.*

### **218 APOLOGY FOR ABSENCE**

An apology for absence was received from Cllr Harpley.

### **219 MINUTES**

The Minutes of the meeting held on 5 January 2021 were confirmed as a correct record, save for the following amendment:

*Minute no: 216 - Greater Norwich Local Plan – Regulation 19, Pre-Submission Publication*

~~Following a vote with 8 in favour, 1 against and 1 abstention it was:~~

Cllrs: Adams, Brennan, Holland, Karimi-Ghovanlou, Kelly, Murrell, Prutton and Shaw voted in favour of the recommendation, Cllr Catchpole voted against the recommendation and Cllr Riley abstained. Therefore, the vote was carried with 8 in favour, 1 against and 1 abstention.

### **RECOMMENDED TO CABINET**

Options (1 and 2)



- (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.

The Chairman advised the meeting that the decisions made by Cabinet at its 12 January 2021 meeting corresponded with the recommendations made by the Overview and Scrutiny Committee at its 5 January 2021 meeting.

### **220 EARLY INTERVENTION AND COMMUNITY SAFETY**

Amanda Murr, Head of Community Safety at the Norfolk County Community Safety Partnership (NCCSP) gave a presentation on the NCCSP Strategy 2021-24 (a copy of which is attached to the signed copy of these Minutes).

The Committee was advised that the NCCSP was made up of a number of partners including; district councils, the County Council, Police, Probation, Youth Offending Team, Drug and Alcohol Action Team and the Fire Service.

Current priorities were addressing drug supply through county lines, domestic abuse and 'Prevent' (preventing extremism and radicalisation).

Members were asked to note that local priorities were also identified, as areas varied greatly and there were hotspots that required early intervention.

To deliver the proposed interventions £500,000 would be available upon the launch of the Strategy.

The Strategy included a number of Key Themes, these included: Building Resilient Cohesive Communities, Neighbourhood Crime, Reducing the Threat of Criminal Exploitation and Safeguarding Communities from the Harm of Abuse and Serious Violence.

In response to a query the Committee was advised that a dynamic response was provided to support victims of domestic abuse and to make them aware of services that could assist them. The lockdown had increased pressure on these services, but a lot of work was being put into domestic abuse prevention and especially ensuring that there was no duplication of effort. The Committee was also advised that the Council contributed £30,000 a year to support measures to counter domestic abuse.

In response to a question about abuse on social media Amanda Murr advised the meeting that this issue was dealt with by Norfolk Constabulary. However

she would look into the matter and provide a response to the Committee.

The public consultation on the Strategy would take place from 29 March to 12 April 2021, with the final sign off on 19 April 2021. Work was currently being undertaken on how the public consultation would be administered to ensure maximising public engagement with the process.

The Chairman thanked Amanda for her presentation.

*Cllr S Riley in the Chair.*

### **221 APPRENTICESHIPS AND NEW SCHEMES**

The Assistant Director Individuals and Families introduced the report which set out the schemes of work the Council was progressing to support young people in apprenticeships and gaining skills and employment. This was an initial report and more in depth information would be brought to Members as the initiatives were developed.

Members were advised that young people (aged 18-24) had been disproportionately impacted by the Covid-19 pandemic. On top of this a range of other factors also caused youth unemployment. These included: gaps between education and employment; lack of skills needed for work; employers preferring experienced staff and lack of quality vocational pathways.

Actions being taken by the Council to counter this trend include a 'Kickstart Programme', a Government scheme for 18-24-year olds, offering employers an incentive by paying wages for up to 25 hours a week for six months to employ a young person to give them vital skills for work. Currently the Council had 12 internal placements and had applied to be a Gateway employer to support small businesses work with the scheme. Currently around 20 businesses had applied for the scheme with around 24 placements being considered. Although Kickstart started in November 2020, delays due to resources by the Department of Works and Pensions (DWP) meant that placements were likely to commence in February 2021.

In addition the Council was working with the DWP to develop a programme to support young and older people who had become unemployed as a result of the pandemic. A member of the Housing Benefits Team had been placed on this programme and would be matched by a DWP Jobs Coach. Together they would identify and assist the recently unemployed get back into the workplace by utilising Norfolk County Council's Adult Learning Service and Registered Provider Housing Support, as well as the Broadland Choices Programme

The Assistant Director Governance and Business Support (Monitoring Officer) advised the meeting that officers would be bringing back a report to the Overview and Scrutiny Committee that provided more detail regarding the Apprenticeship Levy, which had focused on older apprentices historically at the expense of younger people. The Council aimed to provide young people with the knowledge and experience to get a job and was seeking to take a more consistent approach to how it managed internal apprentices across both authorities and tap into the Apprenticeships Levy in the most effective way; possibly by joining up with public sector partners to do this

Members noted that the original concerns of the Committee centered on the Apprenticeship Levy and the detrimental effect that it was having on the take up of apprenticeships.

The Chairman noted that the Levy needed to be addressed, as it had led to a 21 percent reduction in apprenticeships starts between 2016/17 and 2018/19. He requested that a paper setting out some clear statistics on this matter be brought to the Committee, so that the Council could feed back to Government the detrimental effect the Levy had had on apprenticeships. He also requested that the Committee be updated on the work with partners on apprenticeships, with a focus on helping small businesses who could struggle with the bureaucracy involved with recruiting an apprentice.

In response to a question about support for apprentices who had had the period of their apprenticeship reduced, the Assistant Director of Individuals and Families advised the meeting that this was due to Government legislation, but it was something that the Council could explore further to understand whether this had been detrimental or could in fact reflect the needs of the modern workplace. The Assistant Director Governance and Business Support added that internal apprentices in the One Team were matched to the training or qualification for their role, so the length of apprenticeship would match the time it would take to gain that qualification. Extensions to apprenticeships had also been given, if it was taking longer than expected to gain the qualification.

Members were advised that the apprenticeships needed to be looked at holistically and that a update to the Committee in March could look at all aspects of the issues and concerns that had been raised by Members.

In answer to a query about the use of Carrowbreck, it was confirmed that it had provided excellent training, not just in formal qualifications but in interview techniques and transferable skills for the job market, that were sadly lacking in the careers advice being provided by schools. It was hoped that after the pandemic training would recommence at Carrowbreck.

In respect of the Kickstart scheme, the Assistant Director Individuals and Families advised the meeting that the number of placements required to become a Gateway employer had reduced from 50 to 30, so the Council now

met this criteria. Other Gateway employers were the County Council, North Norfolk District Council and Norwich Chamber of Commerce, so there was good coverage locally. Members were informed that the Economic Development Team were preparing for a huge push to publicise the scheme at its launch.

It was confirmed that there were no trades, such as plumbers or electricians, in the first tranche of Kickstart placements, but it was hoped that these would be attracted to the scheme as it was developed. It was also confirmed that there was a whole range of apprenticeship schemes available and that colleges were also accessing this funding.

In response to a query about engagement with schools at an earlier age, as well as with business and trade bodies, the Assistant Director Individuals and Families confirmed that the Council was intending to do a lot more to engage with schools, but would probably not be able to actually go into them until September 2021. In respect of external bodies more engagement was planned to promote apprenticeships.

The Assistant Director Governance and Business Support advised the meeting that key priorities and objectives in respect of apprenticeships would be set out in the more in-depth report that would be brought to the Committee at its 30 March 2021 meeting.

### **AGREED**

1. to welcome the report and to note that the report being brought to the Committee in March would include an analysis of the Apprentice Levy and the effect that Government policy has had on the take up of apprenticeships; and
2. that the report would also set out the overall approach being taken by the Council to support and promote apprenticeships, including working with partner organisations.

## **222 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME**

The Chairman went through the Committee's Work Programme and the following was noted:

- The Apprenticeships report (Minute 221 refers) would be brought to the 30 March 2021 meeting.
- A Community Safety Update would be presented to the Committee following the signing off of the Norfolk County Community Safety Partnership Strategy 2021/24.

- The Committee would be invited to comment and provide feedback on initiatives to improve the health and wellbeing of residents at the 30 March 2021 meeting. This would be used to inform the Provision of Leisure Principles report that would be going to Cabinet in June.
- A company had been commissioned to re-survey the bridges owned by the Council and was expected to report back in April. Therefore, the Bridge Maintenance Reserves report scheduled for the 30 March 2021 meeting would be deferred to the June meeting, to allow a more comprehensive report to be brought to the Committee
- The Housing Allocations Policy would be reviewed by the Committee six months after its 1 April 2021 implementation date.
- A date for the next meeting of the Staff Turnover Time and Task Limited Panel would be arranged following the meeting.
- In response to the email sent to parish and town councils requesting topics for scrutiny, Sprowston Town Council had suggested the following topic for the Committee to consider:

*Production of a guidance document on the process for when town and parish councils should get involved with developers and the planning authority to ensure they have the opportunity to participate in discussions about the allocations of public open space.*

The Committee **AGREED** that this item would be placed on the Work Programme and considered in due course.

- The Portfolio Holder for Economic Development would be meeting the Programme Director - Better Broadband for Norfolk on 10 February 2021. Depending on the outcome of the discussions the Portfolio Holder might be invited to update the 30 March 2021 meeting regarding broadband coverage. The Chairman would determine this matter in due course.
- Updates on the Norfolk Sustainable Water Management Strategy and from the 18 January 2021 meeting of the Boards Internal Drainage Board would be circulated to Members following the meeting.

A Member proposed scrutinising public consultations to investigate how they could be improved to generate greater public engagement. Arrangements would be made for the Member to meet with the relevant responsible officer and the Senior Governance Officer to discuss undertaking a TOPIC analysis of the item.

*The meeting closed at 11.55am.*

Minutes of a meeting of the **Overview & Scrutiny Committee – Review of Cabinet Agenda** held by video link on **Tuesday 2 February 2021** at **10.00 am** when there were present:

Cllr S Riley – Chairman

Cllr A D Adams  
Cllr N J Brennan  
Cllr P E Bulman  
Cllr S J Catchpole

Cllr Harpley  
Cllr S I Holland  
Cllr C Karimi-Ghovanlou  
Cllr K S Kelly

Cllr M L Murrell  
Cllr G K Nurden  
Cllr S M Prutton  
Cllr N C Shaw

Cllr J Copplestone, Cllr A Crotch, Cllr J Emsell, Cllr L Hemsall, Cllr J Leggett, Cllr K Leggett, Cllr T Mancini-Boyle and Cllr K Vincent also attended the meeting.

Also in attendance were the Director of Place, Director of Resources, Director of People and Communities, Chief of Staff, Assistant Director Economic Growth, Assistant Director Finance, Assistant Director Governance & Business Support (Monitoring Officer), Assistant Director Individuals and Families, Strategy and Programme Manager, Senior Governance Officer (SW) and the Democratic Services Officers (LA and JO).

### **223 APOLOGY FOR ABSENCE**

An apology for absence was received from Cllr D King. The Chairman advised the meeting that Cllr King was unwell and he and the Committee wished him a speedy recovery.

### **224 MINUTES**

The Minutes of the meeting held on 26 January 2021 were confirmed as a correct record.

## **CABINET REPORTS**

### **225 REVENUE BUDGET AND COUNCIL TAX 2021/22**

The Assistant Director Finance introduced his report, which covered the various elements that needed to be considered when setting the Council's budget for the coming year as well as the Council Tax for the District.

The report proposed that Broadland increase its Council Tax for a Band D property from £125.52 to £129.91 for 2021/22. This equated to a rise of

3.50%.

The Committee was advised that the proposed 2021/22 revenue budget was balanced and had no calls on general revenue reserves, subject to the final Government Finance Settlement figures not changing substantially from the provisional figures.

The proposed revenue budgets and associated Delivery Plan sought to advance the following 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.

The revenue budget took account of Covid-19, which would have a long lasting impact on residents, businesses and the Council's operations. For 2021/22 the budgets include provision for £662,000 of additional expenditure to respond to the pandemic. This was fully funded from Government grants.

The Council was reliant on income of around £2.8m in Business Rates for delivering its services and there was the risk of a significant drop in this figure for 2021/22. Similarly, the New Homes Bonus Grant was being reduced from £2.3m in 2020/21 to £1.6m in 2021/22.

To help offset some of these reductions in income a new one-off Lower Tier Services Grant of £366,000 had been introduced by the Government in response to the current exceptional circumstances.

It was proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure of 1.1%. The only exception to this was the Green Waste Bin charge, which had remained the same since 2018/19. This year it was proposed to increase the charge by £5 to reflect inflationary growth in operating costs.

It was also proposed to increase the special expense band D charge by £5 in order to provide funding for future essential street lighting works in Drayton, Great Witchingham and Hellesdon.

The Committee was advised that the budget requirement compared to the predicted total funding over the next few years, showed a funding gap in 2022/23 of approximately £1m. The primary reason for this was an anticipated reduction in New Homes Bonus Grant.

The meeting was informed that the Local Government Act 2003 required the Assistant Director Finance, as Section 151 Officer, to report on the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves.

In summary this advice was:

- 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.

A number of queries were raised by the Committee and in response the meeting was informed that:

- Budgets were submitted by each Assistant Directors and then challenged by Directors and Portfolio Holders, as part of the budget setting process.
- The General Fund balance was around £4.5m, which was above the recommended minimum of £2m.
- The Police and Crime Panel could independently raise their Council Tax precept by up to £15 without a referendum.
- The number of staff in the One Team were shown in the Delivery Plan
- Each additional £1 on band D Council Tax generated £46,660. The proposed £4.39 increase would, therefore, generate an additional £200,000 for 2021/22

The Assistant Director Finance also confirmed that he would forward details of the items listed as 'other' in Appendix B - Budget Movements, following the meeting.

The Committee was informed that as the Council was limited to a £5 per year increase in Council Tax and there was likely to be a reduction in New Homes Bonus it would need to make savings and/or increase income to make up the shortfall.

A number of members voiced concern about the proposed rise in Council Tax during the current crisis.

Voting was conducted by way of a roll call and by 9 votes to 4 it was:

### **RECOMMENDED TO CABINET**

Option (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.

Voting was conducted by way of a roll call and it was unanimously:

### **RECOMMENDED TO CABINET**

Option (2)

That Cabinet agrees:

- Changes to the proposed fees and charges as set out in section 5.

Voting was conducted by way of a roll call and by 12 votes to 0 with 1 abstention it was:

### **RECOMMENDED TO CABINET**

Option (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.

## **226 CAPITAL BUDGET STRATEGY AND CAPITAL PROGRAMME 2021/22 TO 2025/26**

The Assistant Director Finance presented the report that consisted of two elements; the Capital Strategy and the proposed Capital Programme for 2021/22 to 2025/26.

The Capital Strategy set out the Council's approach to the use of its capital assets and resources and was the framework for determining the capital programme and the effective use of the Council's resources.

The Capital Programme expenditure for 2021/22 was estimated to be around £17.6m, which was significantly higher than in previous years. Projects included:

- £2m investment in Broadland Growth Ltd to develop housing in the District and generate income for the Council and the public purse.
- £8.8m for the Food Innovation Centre (although Members were asked to note that the majority of this sum would be made up from European funding and the LEP).
- £3m to allow for the potential purchase of refuse vehicles and/or the refurbishment of the existing waste depot at Frettenham.
- £885,000 for Disabled Facilities Grant to help people stay in their own homes. This was fully funded by Government grant through the Better Care Fund.
- The IT System Replacement Programme was estimated at £485,250 for 2021/22

In response to a query about the provision of play areas, the Committee was advised that these were fully funded through S106 contributions from developers, so were not included in the Council's Capital Programme.

Voting was conducted by way of a roll call and by 10 votes to 0 with 2 abstentions it was:

### **RECOMMENDED TO CABINET**

Option (1)

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

## **227 TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22**

The Assistant Director Finance introduced the report, which set out the Treasury Management Strategy Statement 2021/22 and associated policies.

He advised the meeting that there were three key treasury management principles:

The first was security; which was maximised by ensuring that the Council's money was placed with appropriate high quality counterparties commensurate with the organisation's risk appetite.

The second was liquidity; which sought to ensure that the cash flow was adequately planned, with cash being available when it was needed.

The third principle was yield, which sought to maximise investment returns, commensurate with risk.

The Treasury Management Strategy Statement for 2020/21 encompassed a number of areas including the following:

- The Treasury Management Policy Statement – an overarching policy statement that set out the member steer for the Treasury Management of the Council.
- The Annual Investment Strategy – which set out the investment risk management policy and the key parameters that underpinned this approach.
- Expected Investment Returns – these were expected to be low as the bank rate was unlikely to rise above 0.10 percent for the foreseeable future.
- Prudential Indicators – these were used to ensure that the Council's capital expenditure plans were affordable and prudent.
- Borrowing Strategy – the Capital Programme did not indicate any need to borrow. But this situation might change in the future, for example, for the development of a new waste depot.

In response to a query about investing overseas it was confirmed that most of the Council's money was invested in the UK, although it was noted that it could invest up to £5m outside the UK from a list of countries approved for investment as set out in the Annual Investment Strategy. It was confirmed that the Council did not currently have a policy on investments with countries on the approved list with questionable ethical records. It was suggested that this would be matter for members to decide.

The Committee were also advised that the Council currently had around £5m invested in the money markets. This was a very liquid investment that could be returned within 24 hours if needed.

Voting was conducted by way of a roll call and by 9 votes to 3 it was:

### **RECOMMENDED TO CABINET**

Options (1 – 7)

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

### **228 COUNCIL TAX ASSISTANCE SCHEME 2021/22**

The Assistant Director Individuals and Families introduced the report, which requested that Cabinet approved the Council Tax Assistance Scheme, with no changes, for the financial year 2021/2.

He advised the meeting that the Council was required to review and approve its Council Tax Assistance Scheme annually and that as the scheme had worked well over the last year no changes were proposed for 2021/22. He added that nationally no changes had been introduced by the Government to affect how the scheme operated.

Voting was conducted by way of a roll call and it was unanimously:

#### **RECOMMENDED TO CABINET**

Option (1)

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

*The Committee adjourned at 11:25am and reconvened at 11:35am, when all Committee Members listed above were present.*

### 229 DELIVERY PLAN 2021/22

The Strategy and Programme Manager introduced the report, which recommended the adoption by Council of the 2021/22 Delivery Plan and set out the activities and projects the Council would be undertaking to meet the priority areas outlined in the four-year Strategic Plan.

Members were informed that it had been intended that the Council would develop a new two-year plan for 2021/22, aligned to a new two-year budget setting process. However, the impact of Covid-19 pandemic meant that it would be too challenging to develop a two-year plan at this stage and, therefore, a one-year plan had been drafted for 2021/22 instead.

The Delivery Plan set out the key activities and budgets for 2021/22, which were broken down by directorate and also included delivery measures to enable the success of activities to be monitored.

The Delivery Plan also set out the ways in which the Council would respond to the challenges the pandemic had brought and the plan for supporting the District in the future.

In answer to a query about the differences in the budget breakdowns between Broadland and South Norfolk members were reminded that there was a 45/55 cost/savings split between the Councils. The split had averaged out both authority's budgets having excluded waste collection and leisure services at South Norfolk. The split had been reviewed by External Audit, who had found it to be appropriate. The Director of Resources suggested that the differential could also be due to a contract and she confirmed that she would check on this matter and respond to the Committee following the meeting.

Members raised a number of questions and in response the meeting was informed that:

- Temporary accommodation was included in the Delivery Plan, as part of the Best in Class Housing Programme. The Director of People and Communities confirmed that he would ensure that this was highlighted in the Delivery Plan. He would also amend activity A3 to set out the TOMS acronym (Themes Outcomes and Measures) in full.
- Complaints regarding Council Tax went through a central complaints procedure. A member advised the Director Resources that she would email her a query regarding a complaint from a resident.
- The Council worked with a large number of partners and agencies, as part of its Domestic Abuse service.

Voting was conducted by way of a roll call and it was unanimously:

### RECOMMENDED TO CABINET

Option (1)

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

### 230 GREATER NORWICH GROWTH BOARD: JOINT FIVE-YEAR INVESTMENT PLAN

The Director of Place 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.

Members were asked to note that two of the four projects identified for funding in the 2021/22 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.

Voting was conducted by way of a roll call and it was unanimously:

### RECOMMENDED TO CABINET

Options (1 and 2)

1. To agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2021-2026, included in Appendix A; and
2. To approve 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.

### 231 COVID-19 UPDATE

The Chief of Staff introduced the report, which provided 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.

Members were advised that incidents of Covid-19 in Broadland remained relatively low, when compared to national averages, however, in recent months the figure had been increasing. At 21 January 2021, 4,846 people in Broadland (3.7% of the population) had tested positive and 271 residents in the District had died from Covid-19.

The pattern of infection in Broadland had mainly been in care homes and educational settings during the early stages of the pandemic, but there had more recently been increasing numbers of household related infections. However, since the latest lockdown the number of new positive cases had shown a slow but steady decline.

In response to the pandemic the Council was deploying Community Hub staff, Covid Support Advisors and Environmental Health Officers in conjunction with partners, including the Police.

The Hub currently operated on a seven day per week basis and was open to calls from the public until 22.00 every night.

The support it offered included:

- Working 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 had access to financial support and other essentials, via the local hardship funding arrangements or by referrals to the Norfolk Assistance Scheme

Since the advent of Covid-19 the Council had developed a series of interventions designed to support staff and promote their wellbeing during this crisis. These included:

- Training 43 Mental Health First Aiders
- Wellbeing surveys.
- Launched 'Your home workout' which allowed free access to a variety of virtual fitness classes.
- Workout and desk stretches available on the intranet, created by the Leisure Team
- Guidance provided to employees on flexible working, working remotely and email management.

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

Staff had also been routinely redeployed into areas of greatest need within the Council. Some staff had already had an induction and were now working within the Norfolk and Norwich University Hospital in their new roles and were receiving on-site support from Council colleagues and the hospital.

The Council also had a post pandemic Recovery Plan in place with key priority areas for the Council to concentrate on in the coming months. Agreement on the Plan had led to revisions of the Delivery Plan for 2020/2021.

The Chairman welcomed the report and expressed his sympathies to the many people who had suffered and lost loved ones during the pandemic.

Voting was conducted by way of a roll call and it was unanimously:

### **RECOMMENDED TO CABINET**

Option (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.

### **232 MUTUAL AID AGREEMENT NORFOLK AND WAVENEY HEALTH & CARE PARTNERSHIP**

The Assistant Director Governance and Business Support (Monitoring Officer) introduced the report, which confirmed that the Council had entered into a mutual aid agreement as a voluntary reciprocal exchange of employees between partners in the area.

The agreement would maximise an efficient response to the management of Covid-19 across Norfolk, by providing much needed resource to the NHS through those staff who were able to be redeployed.

Following a call to arms to the One Team, over 100 members of staff had put themselves forward to offer their time and help. Twenty one staff members had been inducted at the Norfolk and Norwich University Hospital and had confirmed they were being well supported.

It was confirmed that the agreement did not override employee terms and conditions and made no change to contracts of employment. No employee would be made available to another party without their agreement and without the agreement of their Assistant Director.

It was confirmed that members could not take part in this arrangement, as they were not subject to pre-employment checks.



However, they were encouraged to volunteer through Voluntary Norfolk, if they wished to help fight the pandemic.

The Chairman noted that it had been agreed by himself, the Leader and the Managing Director that the arrangements could be agreed retrospectively in the best interests of the residents of Broadland.

Voting was conducted by way of a roll call and it was unanimously:

### **RECOMMENDED TO CABINET**

Option (1)

To note the decision to enter into the Mutual Aid Agreement, as agreed under urgency provision between the Leader and the Managing Director

### **233 EXCLUSION OF PRESS AND PUBLIC**

#### **RESOLVED**

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.

### **234 FOOD INNOVATION CENTRE –CONTRACTS AND AGREEMENTS**

The Committee considered the exempt report from the Assistant Director Economic Growth, which requested delegated authority be given to senior officers and Portfolio Holders to enter into specific contracts, service level agreements and tenancy agreements on behalf of the Council in relation to the Food Innovation Centre project.

Voting was conducted by way of a roll call and by 12 votes to 1 it was:

### **RECOMMENDED TO CABINET**

Options (1-7) as set out in exempt minutes.

### **235 CONTRACT FOR THE ICT INFRASTRUCTURE TO SUPPORT ONE NETWORK**

The Committee considered the exempt report of the Transformation Manager and the ICT and Digital Manager, which sought approval from Cabinet to

award a contract to the preferred provider for the provision of new ICT Infrastructure.

Voting was conducted by way of a roll call and it was unanimously:

### **RECOMMENDED TO CABINET**

Options (1- 3) as set out in the exempt minutes.

*The meeting closed at 13.22pm*

DRAFT

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.

## **178 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.

## **179 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.

## **180 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.

## **181 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.

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**182 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.

**183 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.

### **184 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.

### **185 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 **Cabinet** held by video link on **Tuesday 9 February 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 K Kelly, Cllr K Leggett, Cllr M Murrell, Cllr S Riley and Cllr K Vincent 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 Finance, Assistant Director Governance and Business Support (Monitoring Officer), ICT Lead Housing Standards, Communities and Help Hub, Senior Economic Development Officer: Funding and Strategy and the Democratic Services Officers (LA, JO).

## **186 MINUTES**

The Minutes of the meeting held on 12 January 2021 were confirmed as a correct record, save for the following typographical error:

*Minute No 182 - Warm Homes Fund – Additional Funding – Contract Award*

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

The Portfolio Holder for Housing and Wellbeing advised members that the meeting referred to above was the South Norfolk and Broadland Community Links Group. The Warm Homes Fund project had been well received at the meeting.

**187 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.

**188 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 2 February 2021, as each item was considered.

**189 ECONOMIC SUCCESS PANEL**

Cabinet received the Minutes of the meeting of the Economic Success Panel held on 7 December 2020.

**190 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE**

Cabinet received the Minutes of the meeting of the Service Improvement and Efficiency Committee held on 11 January 2021. The Portfolio Holder for Transformation and Organisational Development informed the meeting that the Committee would receive a further update on Member IT in April.

**191 PLACE SHAPING PANEL**

Cabinet received the Minutes of the meeting of the Place Shaping Panel held on 18 January 2021.

**192 ENVIRONMENTAL EXCELLENCE PANEL**

Cabinet received the Minutes of the meeting of the Environmental Excellence Panel held on 28 January 2021. The Portfolio Holder for Environmental Excellence advised members that the post for an Environmental Coordinator, to deliver the Environmental Strategy, was currently being advertised.

**193 REVENUE BUDGET AND COUNCIL TAX 2021/22**

The Assistant Director Finance introduced his report, which covered the various elements that needed to be considered when setting the Council's budget for the coming year as well as the Council Tax for the District.

The report proposed that Broadland increase its Council Tax for a Band D property from £125.52 to £129.91 for 2021/22. This equated to a rise of 3.50%.

Cabinet was advised that the proposed 2021/22 revenue budget was balanced and had no calls on general revenue reserves.

The proposed revenue budgets and associated Delivery Plan sought to advance the following 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.

The Assistant Director Finance drew members' attention to Appendix B, which showed the main changes to the base budget for 2021/22

The revenue budget took account of Covid-19, which would have a long lasting impact on residents, businesses and the Council's operations. For 2021/22 the budgets include provision for £662,000 of additional expenditure to respond to the pandemic. This was fully funded from Government grants.

Since the report was drafted the final Local Government Financial Settlement had been announced and it was confirmed that no one of the main figures had changed from the provisional settlement.

The Council was reliant on income of around £2.8m in Business Rates for delivering its services and there was the risk of a significant drop in this figure for 2021/22. Similarly, the New Homes Bonus Grant was being reduced from £2.3m in 2020/21 to £1.6m in 2021/22.

To help offset some of these reductions in income a new one-off Lower Tier Services Grant of £366,000 had been introduced by the Government in response to the current exceptional circumstances.

It was proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure of 1.1%. The only exception to this was the Green Waste Bin charge, which had remained the same since 2018/19. This year it was proposed to increase the charge by £5 to reflect inflationary growth in operating costs.

It was also proposed to increase the special expense band D charge by £5 in order to provide funding for future essential street lighting works in Drayton, Great Witchingham and Hellesdon.

Cabinet was advised that the budget requirement compared to the predicted total funding over the next few years, showed a funding gap in 2022/23 of approximately £1m. The primary reason for this was an anticipated reduction in New Homes Bonus Grant.

The meeting was informed that the Local Government Act 2003 required the Assistant Director Finance, as Section 151 Officer, to report on the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves.

In summary this advice was:

- 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.

The Portfolio Holder for Finance advised members that the Cabinet was reluctantly proposing an increase in Council Tax due to the funding gap in the Medium Term Financial Strategy.

She also drew members' attention to Appendix B and informed the meeting that Cabinet wished to propose some amendments under Cost Pressures.

The Portfolio Holders then suggested the following changes to the Base budget:

	Per Report	Change	As agreed	Reason
<b>Cost Pressures</b>				
Governance – Internal Audit days	10.0	-10.0	0.0	Audit days in 21/22 now anticipated to be lower than originally estimated
HR – Training budget	48.0	-12.0	36.0	Reduction in allowance for Member training to £250 per Member
ICT & Digital – Software licenses	85.0	-7.5	77.5	Provision for desk booking system to be funded by Covid-19 monies
ICT & Digital – Allowance for additional upgrades	50.0	-50.0	0.0	Rather than providing an annual budget, to consider need on a case by case basis
ICT & Digital – Additional consultancy to help align systems	30.0	-30.0	0.0	Rather than providing an annual budget, to consider need on a case by case basis
Community Assets – Northwest Woodlands County Park	27.0	-27.0	0.0	Initial maintenance costs are able to be funded from transferred funding
Community Assets – Play areas	55.0	-27.0	28.0	Reassessment of likely need.
Planning – £10k NSP, £145k GNLP, £31k GNGB, £12.5k GNGB Sports	199.0	-145.0	54.0	£145k GNLP to be funded from Equalisation Reserve in line with treatment in previous years
Waste – Disposal costs	186.0	375.0	561.0	Increase to provide for potential increase in gate fee
<b>Extra RSG</b>	0.0	-30.6	-30.6	
<b>Draw on reserves</b>	0.0	-35.9	-35.9	
	<b>690.0</b>	<b>0.0</b>	<b>690.0</b>	

The Portfolio Holder for Finance advised the meeting that the additional Revenue Support Grant of £30,630 together with the reductions made in the base budget would go towards the anticipated increase in the Waste Disposal Gate Fee although this would still leave a draw of around £30,000 on General

Reserves.

The Assistant Director Finance confirmed that none of the proposed changes would affect the robustness of the budget.

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

**RECOMMENDED TO COUNCIL**

- The approval of the 2021/22 base budget; subject to the amendments proposed above (Appendix A to F attached to the signed copy of these minutes).
- 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.

**RESOLVED**

- Changes to the proposed fees and charges as set out in section 5.

To note:

- 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.

**Reasons for decision**

The report was a factual account.

**194 CAPITAL BUDGET STRATEGY AND CAPITAL PROGRAMME 2021/22 TO 2025/26**

The Assistant Director Finance presented the report that consisted of two elements; the Capital Strategy and the proposed Capital Programme for 2021/22 to 2025/26.

The Capital Strategy set out the Council's approach to the use of its capital assets and resources and was the framework for determining the capital programme and the effective use of the Council's resources.

The Capital Programme expenditure for 2021/22 was estimated to be around £17.6m, which was significantly higher than in previous years. Projects included:

- £2m investment in Broadland Growth Ltd to develop housing in the District and generate income for the Council and the public purse.
- £8.8m for the Food Innovation Centre (although Members were asked to note that the majority of this sum would be made up from European funding and the LEP).
- £3m to allow for the potential purchase of refuse vehicles and/or the refurbishment of the existing waste depot at Frettenham.
- £885,000 for Disabled Facilities Grant to help people stay in their own homes. This was fully funded by Government grant through the Better Care Fund.
- The IT System Replacement Programme was estimated at £485,250 for 2021/22.

The Assistant Director Finance confirmed that the Capital Programme was affordable and that there was no requirement to borrow to fund it.

The Portfolio Holder for Finance advised the meeting that she had some concerns regarding the proposed street lighting budget and would like a business case to be drafted for it, before it was approved.

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

**RECOMMENDED TO COUNCIL**

To approve the Capital Strategy (Appendix A attached to the signed copy of these minutes) and the Capital Programme for 2021/22-2025/26 (Appendix B

attached to the signed copy of these minutes), subject to a business case being drafted for the proposed street lighting budget.

### **Reasons for decision**

The report was a factual account.

## **195 TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22**

The Assistant Director Finance introduced the report, which set out the Treasury Management Strategy Statement 2021/22 and associated policies.

He advised the meeting that there were three key treasury management principles:

The first was security; which was maximised by ensuring that the Council's money was placed with appropriate high quality counterparties commensurate with the organisation's risk appetite.

The second was liquidity; which sought to ensure that the cash flow was adequately planned, with cash being available when it was needed.

The third principle was yield, which sought to maximise investment returns, commensurate with risk.

The Treasury Management Strategy Statement for 2020/21 encompassed a number of areas including the following:

- The Treasury Management Policy Statement – an overarching policy statement that set out the member steer for the Treasury Management of the Council.
- The Annual Investment Strategy – which set out the investment risk management policy and the key parameters that underpinned this approach.
- Expected Investment Returns – these were expected to be low as the bank rate was unlikely to rise above 0.10 percent for the foreseeable future.
- Prudential Indicators – these were used to ensure that the Council's capital expenditure plans were affordable and prudent.
- Borrowing Strategy – the Capital Programme did not indicate any need to borrow. But this situation might change in the future, for example,



for the development of a new waste depot.

The Portfolio Holder for Finance noted that the expected investment return for 2021/22 was better than expected at £346,300. She also noted that the Council had the option of borrowing from the UK Municipal Bonds Agency, if necessary.

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

#### **RECOMMENDED TO COUNCIL**

1. The 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).

(Appendices 1-6 attached to the signed copy of these minutes).

#### **Reasons for decision**

The report was a factual account.

#### **196 COUNCIL TAX ASSISTANCE SCHEME 2021/22**

The Housing and Wellbeing Senior Manager introduced the report, which requested that Cabinet approved the Council Tax Assistance Scheme, with no changes, for the financial year 2021/2.

He advised the meeting that the Council was required to review and approve its Council Tax Assistance Scheme annually and that as the scheme had worked well over the last year no changes were proposed for 2021/22.

The Portfolio Holder for Finance noted the 106 percent increase in claims for Council Tax Assistance due to the pandemic.

In response to a query about assistance for residents it was explained that Universal Credit claimants could notify their local authority as part of the claims process. It was emphasised that officers were building up

relationships with their counterparts at Job Centres in order to signpost residents to the support that was available for them and that the Early Help Hub was playing a key role in this.

## **RESOLVED**

To approve the Council Tax Assistance Scheme for 2021/22.

## **Reasons for decision**

To support residents in need of help with their Council Tax bills.

### **197 GREATER NORWICH GROWTH BOARD: JOINT FIVE-YEAR INVESTMENT PLAN**

The Director of Place 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 Community Infrastructure Levy (CIL) funding and allocated it to priority projects that supported the growth agenda across the three districts.

Members were asked to note that two of the four projects identified for funding in the 2021/22 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 Economic Development noted the importance of the Bure Valley Path as green infrastructure and as a safe means of crossing the A140.

It was also noted that improvements to areas outside the District, such as Marriott's Way could have benefits for Broadland.

The Leader noted how well the three local authorities worked to pool their CIL money and deliver infrastructure across Greater Norwich.

## **RECOMMEND TO COUNCIL**

1. To agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2021-2026, included in Appendix A; and
2. To approve 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.

### **Reasons for decision**

To support the provision of infrastructure in the District

## **198 DELIVERY PLAN 2021/22**

The Strategy and Programme Manager introduced the report, which recommended the adoption by Council of the 2021/22 Delivery Plan and set out the activities and projects the Council would be undertaking to meet the priority areas outlined in the four-year Strategic Plan.

Members were informed that it had been intended that the Council would develop a new two-year plan for 2021/22, aligned to a new two-year budget setting process. However, the impact of Covid-19 pandemic meant that it would be too challenging to develop a two-year plan at this stage and, therefore, a one-year plan had been drafted for 2021/22 instead.

The Delivery Plan set out the key activities and budgets for 2021/22, which were broken down by directorate and also included delivery measures to enable the success of activities to be monitored.

The Plan also set out the ways in which the Council would respond to the challenges the pandemic had brought and how it would for support the District in the future.

In response to a query from the Portfolio Holder for Organisational Development it was confirmed that the redesign of the Early Help and Prevention model would be taken to the Service Improvement and Efficiency Committee as part of the development of the project.

It was also confirmed that the alignment of the waste customer services and the full business cases for the future of the Frettenham and Ketteringham depots would not be brought forward until the new waste contractor was in place.

The Portfolio Holder for Planning noted the excellent work being carried out by the Planning Team in liaising with parishes to assist with their spend programmes for Community Infrastructure Levy (CIL) and S106 receipts.

The Portfolio Holder for Economic Development drew attention to the importance of the Council's work in supporting aspirations and the skills of

residents, in particular through the Kickstart scheme and the Choices programme, which were more important than ever during the pandemic.

She also noted the Action Plan for the North West Woodland Country Park and the work being carried out to provide a coordinated integration in Market Towns regeneration and the Bure Valley Path and Railway improvements and enhancements facilitated by £1.2m of funding from Interreg Visitor Economy fund.

The Leader noted that Cabinet were keen to see the Choices programme being brought forward. In response, the Director of Place confirmed that he would be bringing a report to an informal meeting of Cabinet in due course.

The Portfolio Holder for Housing and Wellbeing highlighted the work that the Council did in partnership with other bodies and organisation to support the vulnerable in the District

### **RECOMMENDED TO COUNCIL**

To approve the adoption of the one-year Delivery Plan for 2021/22.

## **199 COVID-19 UPDATE**

The Internal Consultancy Lead - Housing standards, Communities and Help Hub introduced the report, which provided 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.

The report set out the rapidly changing environment caused by the pandemic. Members were asked to note the significant level of funding that had been provided by the Government to alleviate hardship and to support businesses and the number of staff that had been redeployed in response to a request from the NHS.

Since the advent of Covid-19 the Council had also developed a series of interventions designed to support staff and promote their wellbeing during this crisis. These included:

- Training 43 Mental Health First Aiders
- Wellbeing surveys.
- Launched 'Your home workout' which allowed free access to a variety of virtual fitness classes.
- Workout and desk stretches available on the intranet, created by the

Leisure Team

- Guidance provided to employees on flexible working, working remotely and email management.

The good news was that over the past two weeks the infection rate in Broadland had declined from 515 per 100,000 to 205 per 100,000.

The Council was actively involved in supporting the vaccination programme and in Norfolk and Waveney 90 percent of over 80s had been vaccinated, with 12 percent having received their second dose. In the 75 -79 age group 81 percent had been vaccinated.

The Leader noted the huge number of activities and support being provided by the Council to combat the pandemic, including enhanced contact tracing for which the Hub were dealing with 300 cases a week. The Director for People and Communities emphasised that this demonstrated the value of the local intelligence that the Council had to support residents.

Members commended the remarkable response of staff to the crisis and thanked the volunteers who were working in support of the NHS.

The Managing Director thanked members for their kind words and emphasised that the whole of the One Team had played their part in supporting and helping residents and businesses throughout the District and collectively working to make a difference.

**RESOLVED**

To note the content of the report regarding the local impact of Covid-19 together with the activities the Council is taking to mitigate those impacts

**Reasons for decision**

To provide effective and targeted local support in response to the pandemic.

**200 MUTUAL AID AGREEMENT NORFOLK AND WAVENEY HEALTH & CARE PARTNERSHIP**

The Assistant Director Governance and Business Support (Monitoring Officer) introduced the report, which confirmed that the Council had entered into a mutual aid agreement as a voluntary reciprocal exchange of employees between partners in the area.

The agreement would maximise an efficient response to the management of Covid-19 across Norfolk, by providing much needed resource to the NHS through those staff who were able to be redeployed.

Following a call to arms to the One Team, over 100 members of staff had put themselves forward to offer their time and help. Twenty one staff members had been inducted at the Norfolk and Norwich University Hospital and had confirmed they were being well supported.

It was confirmed that the agreement did not override employee terms and conditions and made no change to contracts of employment. No employee would be made available to another party without their agreement and without the agreement of their Assistant Director.

Cabinet was advised that the Moratorium of Understanding would put the Council in good stead for an ongoing reciprocal relationship with the NHS.

Voting was conducted by way of a roll call and it was unanimously:

### **RESOLVED**

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

### **Reasons for decision**

To maximise an efficient response to the management of Covid19 across Norfolk.

## **201 EXCLUSION OF PRESS AND PUBLIC**

### **RESOLVED**

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.

## **202 FOOD INNOVATION CENTRE –CONTRACTS AND AGREEMENT**

Cabinet considered the exempt report from the Assistant Director Economic Growth, which requested delegated authority be given to senior officers and Portfolio Holders to enter into specific contracts, service level agreements and tenancy agreements on behalf of the Council in relation to the Food Innovation Centre project.

Voting was conducted by way of a roll call and it was unanimously:

**RESOLVED**

To agree recommendations 1-7, as set out in the exempt minutes.

**Reasons for decision**

To progress the development of the Food Innovation Centre.

**203 CONTRACT FOR THE ICT INFRASTRUCTURE TO SUPPORT ONE NETWORK**

Cabinet considered the exempt report of the Transformation Manager and the ICT and Digital Manager, which sought approval from Cabinet to award a contract to the preferred provider for the provision of new ICT Infrastructure.

Voting was conducted by way of a roll call and it was unanimously:

**RESOLVED**

To approve recommendations 1-3, as set out in the exempt minutes.

**Reasons for decision**

To support the creation of *One Network*.

*The meeting closed at 8.06pm*

## APPENDIX A: REVENUE BUDGET REQUIREMENT 2021/22

	Pay £'000	Non Pay £'000	Income £'000	Net £'000	Prior Yr £'000
<b>Resources / MD</b>					
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
<b>Place</b>					
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
<b>People &amp; Communities</b>					
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
<b>Net Cost of Services (Including HB)</b>	<b>7,911</b>	<b>31,064</b>	<b>-26,521</b>	<b>12,454</b>	<b>12,225</b>
<b>Net Cost of Services (Excluding HB)</b>	<b>7,911</b>	<b>13,064</b>	<b>-8,521</b>	<b>12,454</b>	<b>12,225</b>
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
				<b>12,206</b>	<b>12,300</b>
<b>Funded by</b>					
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
				<b>12,206</b>	<b>12,300</b>



## APPENDIX B: BUDGET MOVEMENTS

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

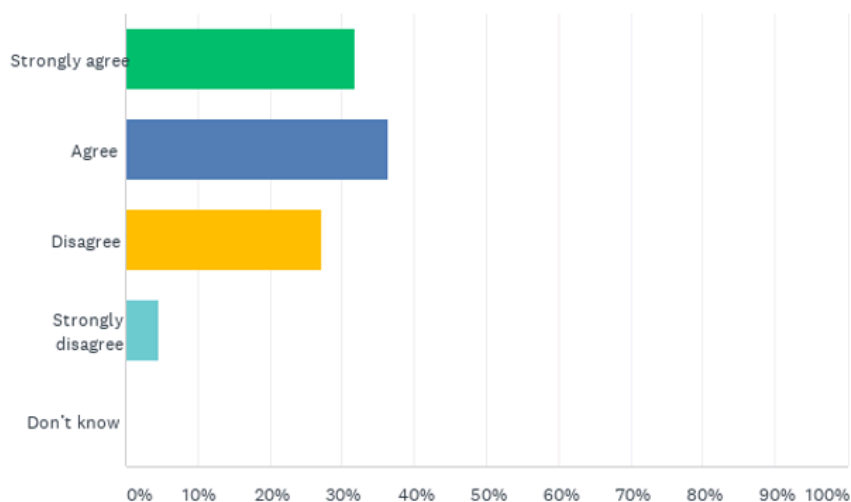
	£'000	£'000
<b>Base Budget 2020/21</b>		<b>12,225</b>
Inflationary Cost Pressures		140
Salary Related Changes		
Net change in salary costs	102	
Increase in pension payment for pension deficit £671k to £692k	21	
Total Reward & Recognition Scheme	60	183
Cost Pressures		
Governance – Increase in expected 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
<b>Base Budget 2021/22</b>		<b>12,454</b>

## APPENDIX C: BUDGET CONSULTATION

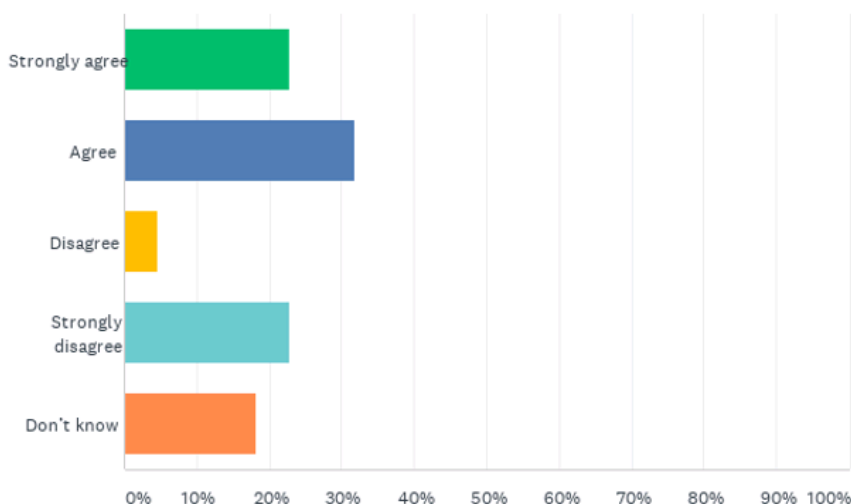
Q1: To what extent do you think that we should target resources primarily on the most vulnerable and those most in need?

Answered: 22 Skipped: 0



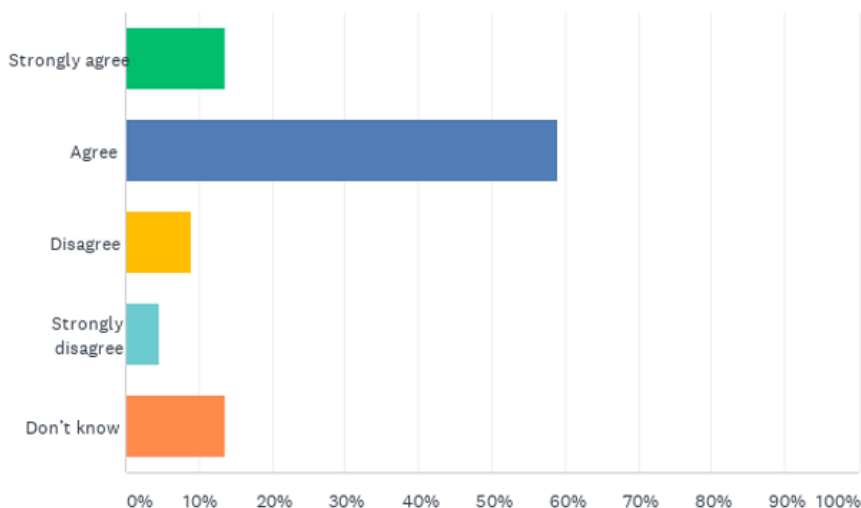
Q2: Over the last few years, we have embarked on a joint housing development venture, creating Broadland Growth Limited. This has provided housing in Broadland as well additional income for the Council. To what extent do you think we should continue to expand this and other similar initiatives?

Answered: 22 Skipped: 0



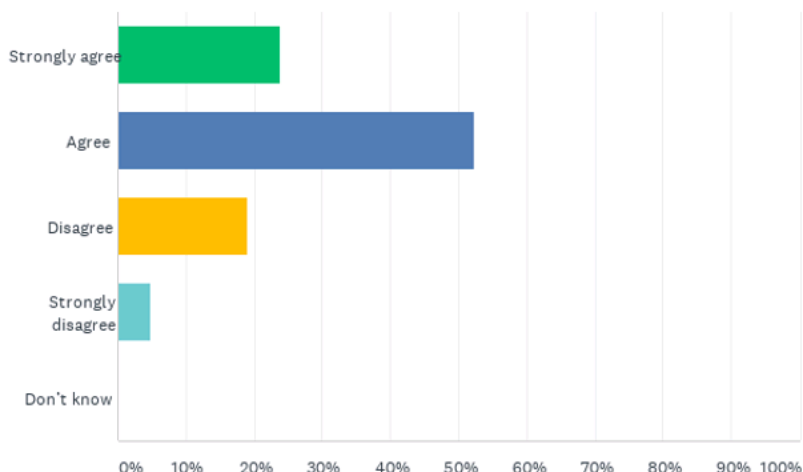
Q3: We would like to know if you think we should target a share of our resources to encourage business growth?

Answered: 22 Skipped: 0



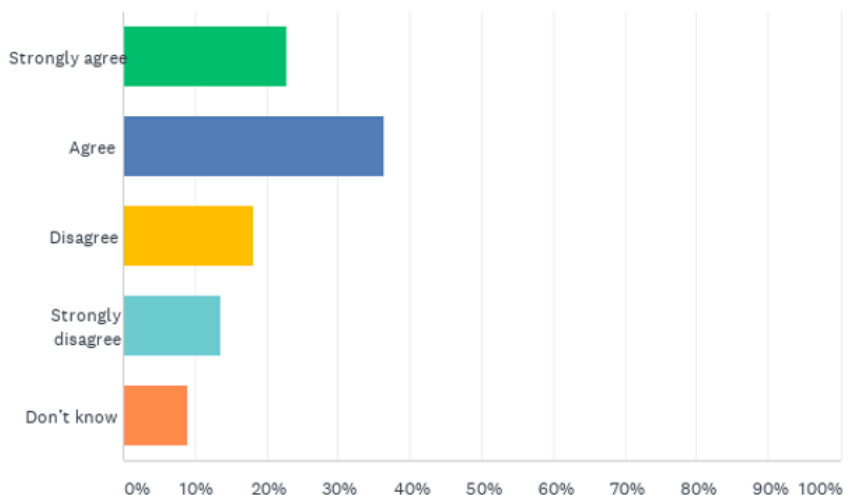
Q4: Some of the charges we make are for services that are discretionary and only used by some of our residents. These charges include our garden waste service and our planning service. To what extent do you believe that these services should be paid for by the customers who benefit from these services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

Answered: 21 Skipped: 1



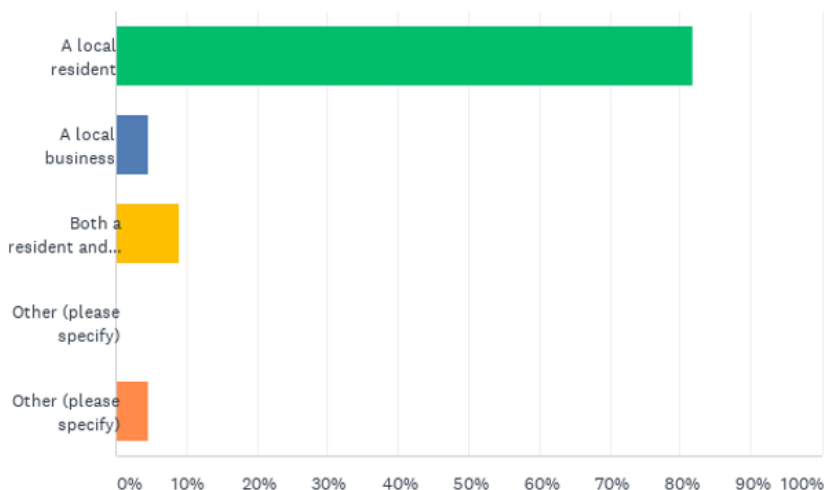
Q5: By increasing its share of council tax in 2021/22 by £5, the Council would raise £230,000 (compared to no increase) to help to protect the services that improve your quality of life, and to continue to support our response to Covid 19. To what extent do you support the Council increasing its share 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
<b>Net Budget Requirement</b>	<b>12,500</b>	<b>12,281</b>	<b>12,413</b>	<b>12,660</b>	<b>12,912</b>

<b>Funded by</b>					
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				
<b>Total Funding</b>	<b>12,500</b>	<b>11,315</b>	<b>11,088</b>	<b>11,410</b>	<b>11,739</b>

<b>Funding Gap / (Annual Surplus)</b>	<b>0</b>	<b>967</b>	<b>1,325</b>	<b>1,250</b>	<b>1,173</b>
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<b>Council Tax Calculation</b>					
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

<b>New Homes Bonus Calculation</b>					
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

<b>BDC Reserves</b>		<b>Estimated Balance 31/3/21</b>	<b>21/22 Revenue</b>	<b>21/22 Capital</b>	<b>Balance 31/3/22</b>	<b>22/23 Revenue</b>	<b>22/23 Capital</b>	<b>Balance 31/3/23</b>
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

<b>BDC Reserves</b>		<b>Estimated Balance 31/3/21</b>	<b>21/22 Revenue</b>	<b>21/22 Capital</b>	<b>Balance 31/3/22</b>	<b>22/23 Revenue</b>	<b>22/23 Capital</b>	<b>Balance 31/3/23</b>
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
<b>Total Earmarked Reserves</b>		<b>13,466</b>	<b>133</b>	<b>-6,699</b>	<b>6,900</b>	<b>50</b>	<b>-675</b>	<b>6,275</b>

## 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 31<sup>st</sup> 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.

## 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:

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

- 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:

<b>Growing the Economy</b>	<b>Supporting individuals and empowering communities</b>	<b>Protecting and improving the natural and built environment, whilst maximising quality of life</b>	<b>Moving with the times, working smartly and collaboratively</b>
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
<b>Resources</b>								
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
<b>Place</b>								
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
<b>People &amp; Communities</b>								
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
<b>Total</b>			<b>17,584,850</b>	<b>2,182,800</b>	<b>1,636,300</b>	<b>1,639,300</b>	<b>1,579,300</b>	<b>24,622,550</b>
<b>FINANCING</b>								
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			-	-	-	-	-	-
<b>Total</b>			<b>17,584,850</b>	<b>2,182,800</b>	<b>1,636,300</b>	<b>1,639,300</b>	<b>1,579,300</b>	<b>24,622,550</b>

## 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):

	<b>Fitch</b>	<b>Moody's</b>	<b>Standard &amp; Poor's</b>
<b>Short Term</b>	<b>F1</b>	<b>P1</b>	<b>A-1</b>
<b>Long Term</b>	<b>A-</b>	<b>A3</b>	<b>A-</b>

- 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:

	<b>Non-Specified Investment Category</b>	<b>Limit (£)</b>
a.	<b>Gilt edged securities</b> 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.	<b>The Council's own banker</b> 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 <b>bank or building society</b> 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 <b>non-rated subsidiary</b> 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

	<b>Non-Specified Investment Category</b>	<b>Limit (£)</b>
e.	<b>Share capital</b> 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.	<b>Loan capital</b> in a body corporate. See note 1 below.	£30 million
g.	<b>Bond funds.</b> See note 1 below.	
h.	<b>Property funds</b> – 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.

## **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 updated<sup>1</sup>. 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 19<sup>th</sup> 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 27<sup>th</sup> 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 11<sup>th</sup> 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 18<sup>th</sup> March 2021.

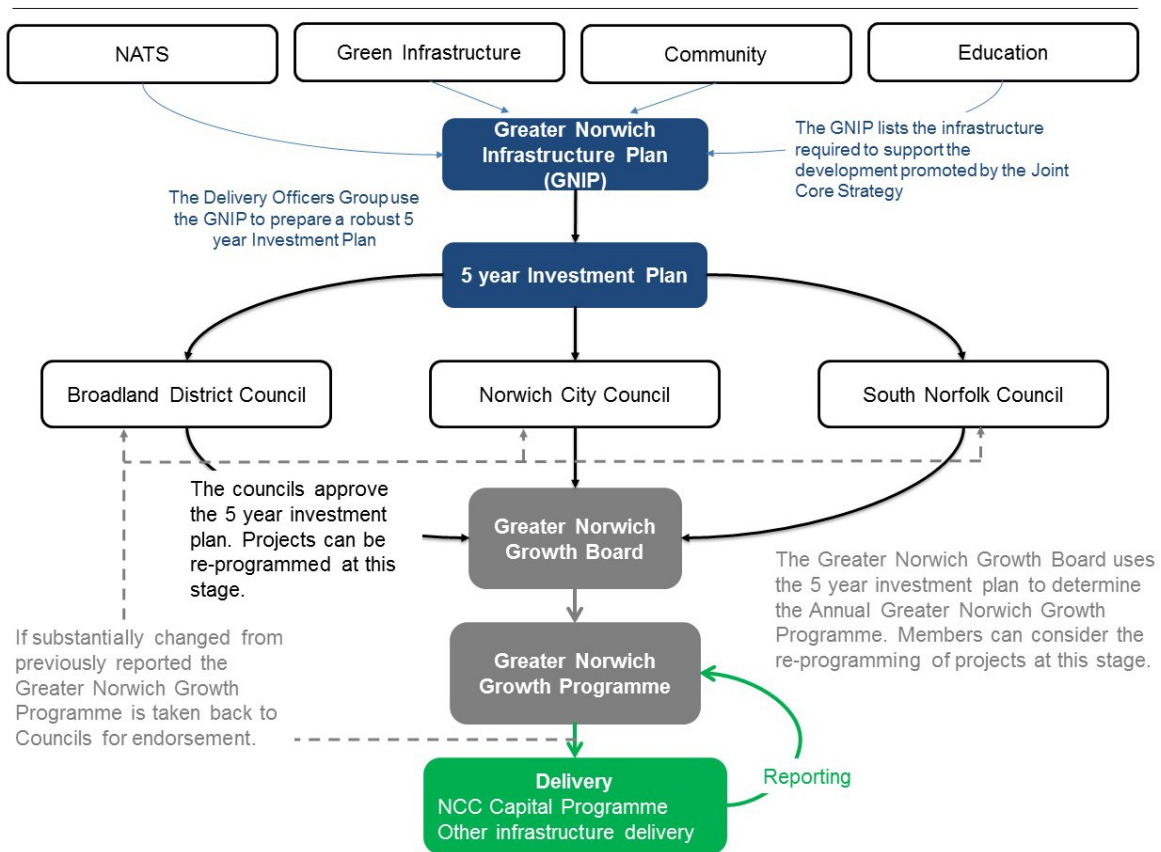


Figure 1 - Infrastructure Investment Plan Development Process



## **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
<b>TOTAL</b>		<b>£921,124</b>	

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 km<sup>2</sup> 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
<b>INCOME</b>							
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
<b>EXPENDITURE</b>							
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
<b>Total Expenditure</b>	<b>£16,409,000</b>	<b>£10,923,045</b>	<b>£6,035,045</b>	<b>£5,219,853</b>	<b>£4,672,853</b>	<b>£4,672,853</b>	<b>£4,529,853</b>
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)				(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 Pitt 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)					
GP38	Football pitch improvements	(100)		(100)								(80)	(20)				
GP39	Hales cricket and bowls clubhouse improvements	(190)	(160)	(30)				(5)				(25)					
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	Mill 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)													
	Forecasted interest and loan repayments against the borrowing																
	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)	(32,360)	(36,580)	(39,252)	(41,925)	(44,456)

\* 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 6<sup>th</sup> 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**

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
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.

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
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.



<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
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.

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
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	<p>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.</p> <p>Seek to roll out across Greater Norwich new LED street lighting and associated technologies that will enable Smart City Technology to be deployed.</p>
Car Club Expansion across all corridors	<p>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.</p> <p>Expand the provision of car club vehicles across Greater Norwich and the City Centre</p>

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
Initiatives to support car sharing	<p>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.</p> <p>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.</p>
St Stephens Street roundabout	<p>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.</p> <p>Provide an improved environment for pedestrians and cyclists and an enhanced gateway to the city.</p>
Magdalen Street / Anglia Square mobility hub	<p>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.</p> <p>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.</p>
Pink pedalway: Palace Street	<p>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.</p> <p>Extend the two way off-carriageway cycle track from Tombland to St Martin at Palace Plain.</p>
City Centre low / zero emission zone	<p>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.</p> <p>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</p>

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
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	<p>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.</p> <p>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.</p>
Mobility Hubs at Wymondham Market Cross and Hethersett (in addition to those mentioned above)	Introduce mobility hub facilities and catchment works.
Longwater junction	<p>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.</p> <p>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.</p>
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	<p>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.</p> <p>Provide an off-carriageway cycle path on the east side of Holt Road to better connect these locations.</p>
Airport P&R mobility hub	<p>Consider the potential for a new P&amp;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.</p>
North East Norwich new Park & Ride supersite	<p>An option could be considered for a new potential replacement Park &amp; Ride site accessed from the Broadland Northway serving the Sprowston Road corridor.</p>
Mobility hubs at Wroxham Road shops, Sprowston Road near Templemere and Sprowston Road near Denmark Opening	<p>Introduce mobility hub facilities and catchment works.</p>
Pink pedalway: Salhouse Road	<p>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.</p> <p>Extend the Pink pedalway with an off carriageway cycling and walking path between Harrison's Wood and the Broadland Northway.</p>

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

Scheme name	Summary description and scheme benefits
Removal of parking at pinch points	<p>On-street parking at various locations along Yarmouth Road creates pinch points that delays general traffic, particularly buses, and creates difficult cycle conditions.</p> <p>Seek to relocate some existing on street parking to off-road parking on Yarmouth Road.</p>
Purple Pedalway: Lion Wood	<p>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.</p> <p>Provide a more appropriate surfaced path so cyclists and people with mobility problems can access the woodland and move between neighbouring areas.</p> <p>Install sustainable urban drainage features to capture and infiltrate floodwater to mitigate flooding.</p>
Rackheath – East-West highway link across railway	<p>New highway access is required to serve housing development in the growth triangle.</p> <p>Build a highway bridge over the rail line as part of the growth triangle link road.</p>
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		



# 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.

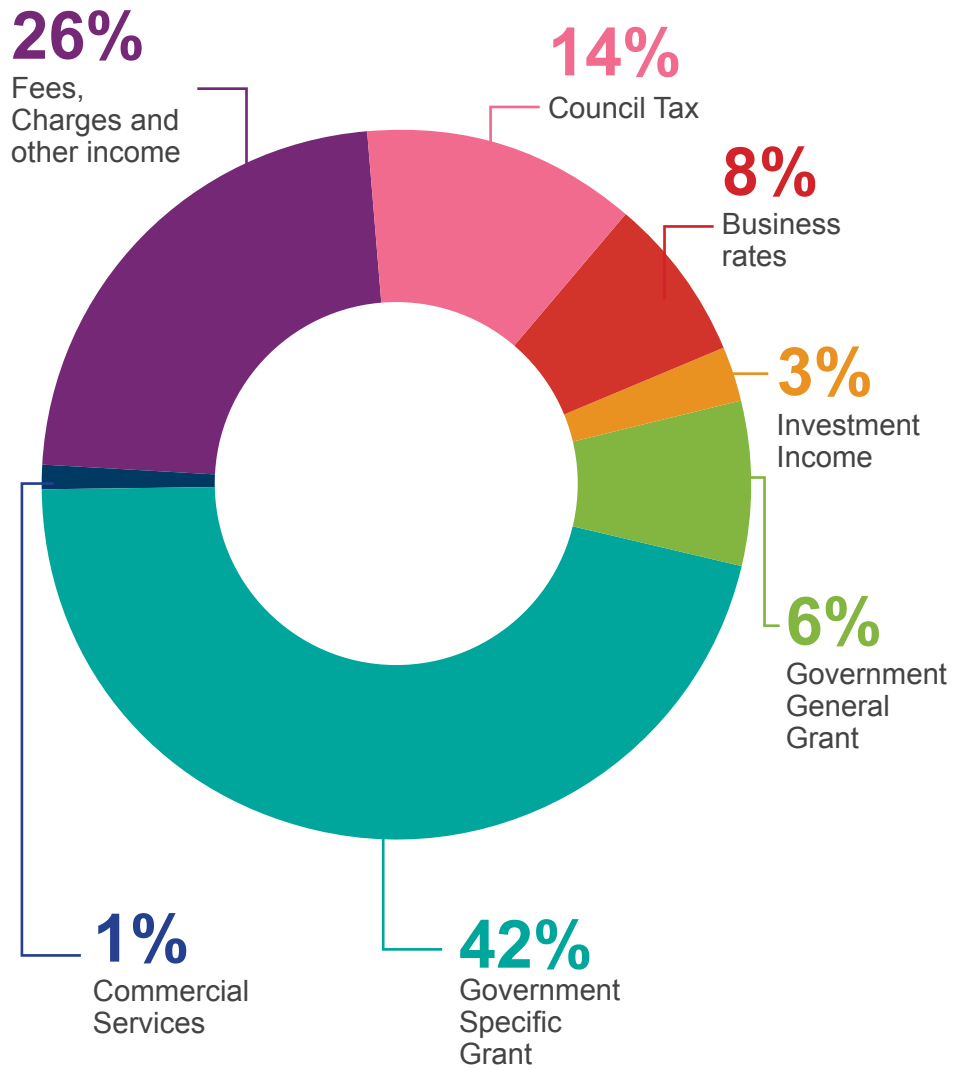
This plan outlines our spend for 2021/22 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45% (Broadland) and 55%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

## 2021/22 outlook

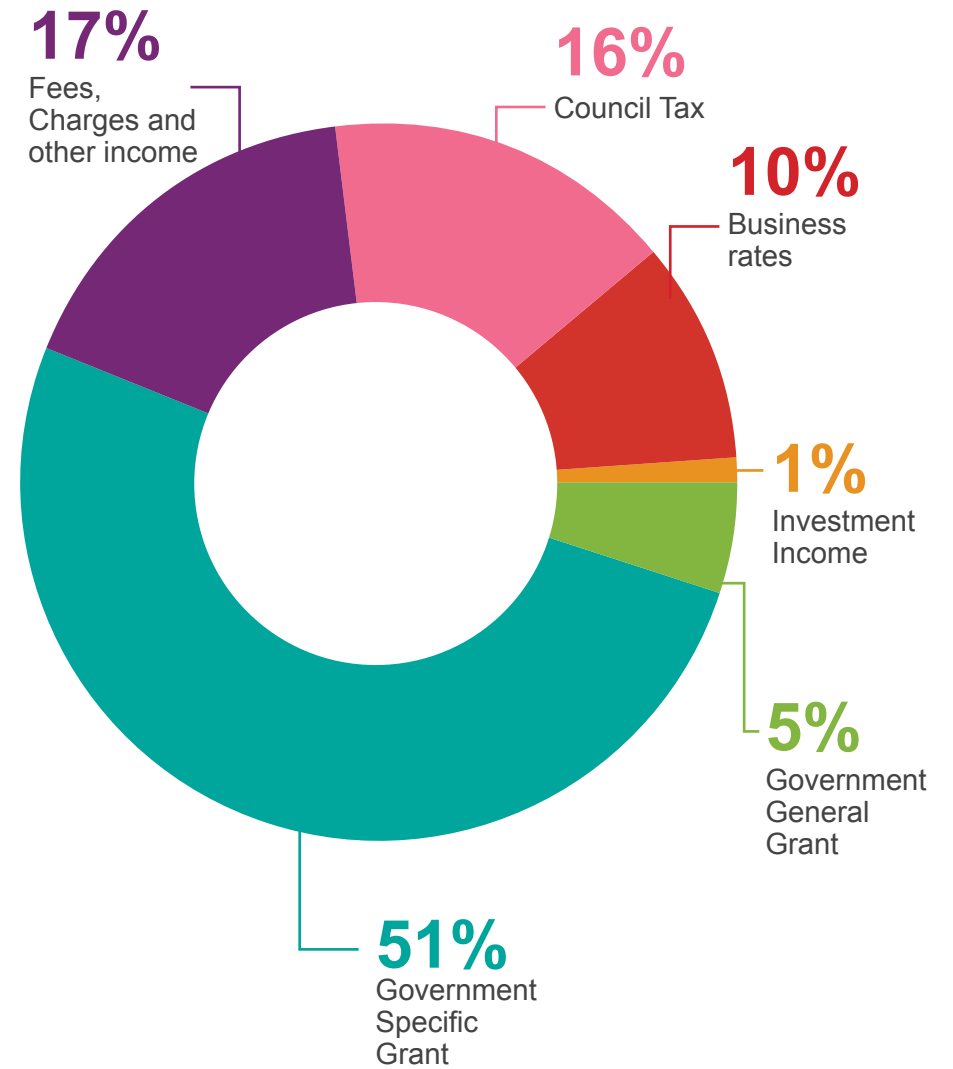
Our total controllable funding for 2021/22 is:

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

## South Norfolk Council



## Broadland District Council

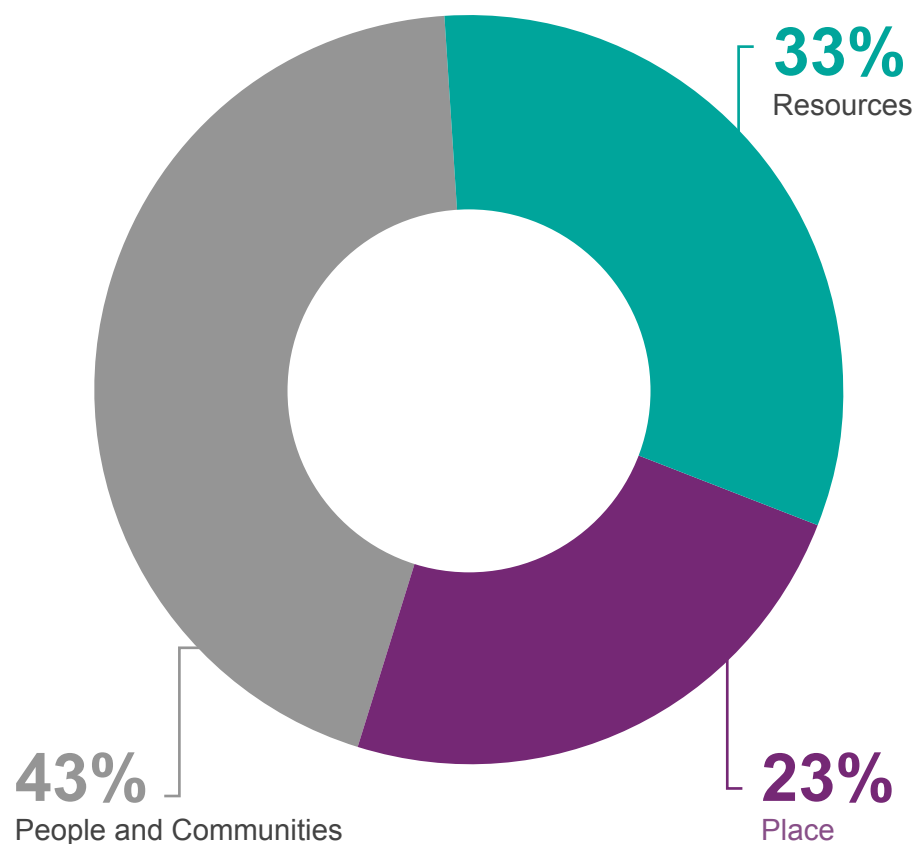




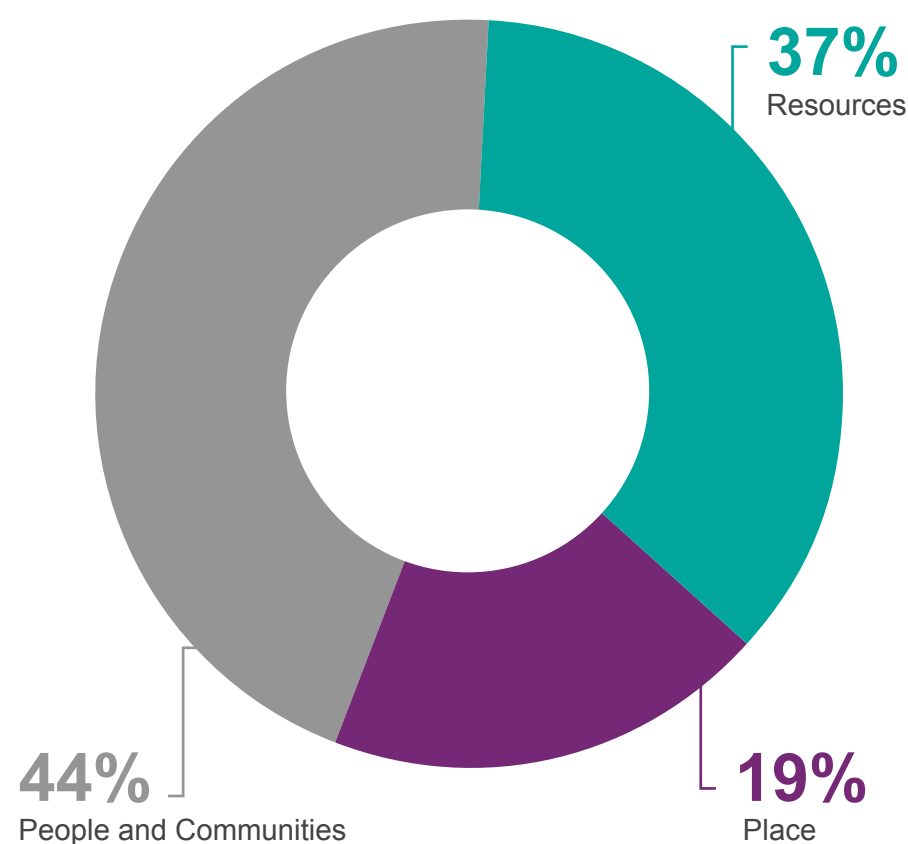
# How our budget is to be spent in 2021/22

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	<ul style="list-style-type: none"> <li>• 90% of minors/others in agreed time</li> <li>• 95% of householders in agreed time with 65% of these in 6 weeks</li> <li>• 95% of majors in agreed time</li> </ul>	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	<b>Communities and Early Help</b>						
	<b>Core purpose of the service:</b> To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.						
	<b>Major Projects/Programme of work</b>						
	A1	<b>Redesign our early help and prevention model as part of the transformation agenda:</b> 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: <ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul>	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	 



		<ul style="list-style-type: none"> <li>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</li> <li>Develop our partnership working and community offer around health and wellbeing priorities including domestic abuse, mental wellbeing and frailty</li> </ul>					
	A2	<b>Support aspirations and skill of residents, including:</b> <ul style="list-style-type: none"> <li>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</li> <li>Improve careers advice in schools and post education to ensure residents are equipped to take up the careers our districts need</li> <li>Link schools with community groups to increase 'soft skills' in young people</li> <li>Engage with schools, businesses and partners to increase aspirations of young people and increase take-up and awareness of local opportunities</li> </ul>	<p>There is an increase in:</p> <ul style="list-style-type: none"> <li>Numbers of apprenticeships and other career opportunities, specifically in hard to recruit council jobs</li> <li>More people affected by Covid-19 back into employment compared to the national average</li> </ul> <p>There is a decrease in:</p> <ul style="list-style-type: none"> <li>School age children who are, or are at risk of being NEET in the districts</li> <li>Number of benefits claimants in work</li> </ul>	<p>The councils have provided young people with information and advice about careers in local Government – Q1</p> <p>Choices programme offers all residents in both districts a chance to develop skills for work – Q2</p>	n/a	AD Individuals and Families/AD Economic Growth	
	A3	<b>Create a community offer and events brand package:</b> Develop and launch a community brand which: <ul style="list-style-type: none"> <li>Aligns our community events</li> <li>Maximises sponsorship, community investment and CSR</li> </ul>	<p>Commercial partners are engaged.</p> <p>There is increases in the inward investment in the</p>	Model developed to enable businesses to support the councils in improving the	n/a	AD Individuals and Families / AD Chief of Staff	




		<ul style="list-style-type: none"> <li>Engage communities to participate in community wellbeing events and schemes</li> </ul>	<p>council areas, increasing community capacity.</p> <p>Attendance at and engagement in wellbeing events across both districts increases.</p>	environment, our communities and the economy – Q3			
	<b>A4</b>	<p><b>Embed social value in procurement</b> (<i>looking at the additional value created in service contracts which have a benefit to the wider community</i>):</p> <p>Work with partners to develop and embed social value in procurement to develop a more inclusive economy.</p>	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	
<b>Operational/Service Delivery (BAU)</b>							
	<b>A5</b>	<p><b>Provision of non-statutory services to support vulnerable residents, including:</b></p> <ul style="list-style-type: none"> <li>Enhanced community support through the Covid-19 pandemic</li> <li>Help Hub requests for support</li> <li>Social Prescribing (SNC)</li> <li>Welfare and debt advice</li> <li>Emotional Wellbeing and Resilience Service</li> <li>Domestic abuse service</li> <li>Handyperson service</li> <li>Pathways</li> </ul>	Residents are supported to avoid crises. Demand on the Councils and other statutory services is reduced.	Ongoing	n/a	AD Individuals and Families	
	<b>A6</b>	<p><b>Safeguarding:</b> Embed a joint safeguarding protocol across the organisation and raise awareness of safeguarding.</p>	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	





	<b>A7</b>	<b>Continue to develop our community Wellbeing Offer:</b> 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: <ul style="list-style-type: none"> <li>• Tots2Teens</li> <li>• GP referrals scheme</li> <li>• Why Weight</li> <li>• 10k races and development of park runs</li> </ul>	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	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2021/22</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>B) Leisure</b>	<b>Leisure</b>						
	<b>Core purpose of the service:</b> Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community.						
	<b>Major Projects/Programme of work</b>						
	<b>B1</b>	<b>One Public Estate:</b> 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	
	<b>B2</b>	<b>Expand Leisure Facility Offer:</b> 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; <ul style="list-style-type: none"> <li>• Revisit of the Long Stratton High School Pool business case in light of Covid-19 (SNC only)</li> </ul>	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	


		<ul style="list-style-type: none"> <li>Better utilisation of Ketts Park and improvements to Framingham Earl (SNC only)</li> <li>BDC area; explore leisure facility opportunities and develop business cases where appropriate (BDC only)</li> <li>Develop an action plan to establish the future leisure use of the new Country Park at Houghen Plantation</li> </ul>					
<b>Operational/Service Delivery (BAU)</b>							
<b>B3</b>	<p><b>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)</b></p> <p>Work to ensure the leisure service is back to where it was before Covid-19.</p>	<p>Increase in:</p> <ul style="list-style-type: none"> <li>Enhanced on-line offer</li> <li>Footfall</li> <li>Membership subscriptions</li> <li>Profitability</li> <li>Customer satisfaction levels at centres</li> <li>Increased targeting and market segmentation - Datahub</li> </ul>	Ongoing	n/a	AD Community Services		
<b>B4</b>	<p><b>Efficient and safe operational delivery of the leisure centres and community leisure offerings:</b> Continue to improve our quality and safety through robust operational procedures and obtaining accredited standards (SNC only).</p>	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	<b>Waste Services</b> <b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To provide a viable, cost effective and compliant service which generates income for the Councils</li> <li>To keep our customers healthy and ensure a clean and tidy environment</li> <li>To increase the recycling rate</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	C1	<b>Finalise options appraisal for the development of a Local Authority Trading Company (LATC) for delivery of waste services in South Norfolk (SNC only).</b>	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	<b>Complete re-procurement of the Broadland Refuse, Recycling and Street Cleansing services:</b> 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	<b>Alignment of waste customer services:</b> 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	<b>Finalise options and develop full business cases for the future of the existing Frettenham and Ketteringham depots:</b> 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	

	<b>C5</b>	<b>Review of Materials Recovery Facility</b> <b>Contract:</b> 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	
<b>Operational/Service Delivery (BAU)</b>							
	<b>C6</b>	<b>Increase recycling rates and reduce contamination:</b> 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	
	<b>C7</b>	<b>Deliver an effective service, compliant vehicle operating licence and maintenance of a healthy and safe operational working environment through:</b> <ul style="list-style-type: none"> <li>Effective delivery of the in-house waste service (SNC) and contract management and monitoring (BDC)</li> <li>Implementing electronic systems, R2C WebEx, drivers' inspections and audits and achieving accredited quality assurance standard (SNC)</li> <li>Continue to develop our commercial waste service to drive income generation</li> <li>Develop business case for introduction of in cab technology (SNC) and work</li> </ul>	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	<b>Delivery of Government Waste Strategy:</b> 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	<b>Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement:</b> Ensuring a clean environment through: <ul style="list-style-type: none"> <li>• Street cleaning</li> <li>• Fly-tipping removal</li> <li>• Grounds maintenance</li> <li>• Providing litter removal and dog bin services for communities</li> </ul> <p>This is linked to H5, the implementation of the Environmental Strategy.</p>	<p>Reduce time taken to clear up fly-tipping.</p> <p>Reduced level of instances and complaints relating to street scene recorded.</p> <p>Support community lead clean ups and litter picks</p>	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	<b>Housing Standards &amp; Independent Living</b> <b>Core purpose of the service:</b> 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.						
	<b>Major Projects/Programme of work</b>						
	D1	<b>Align our housing standards team to create one single system, process and policy, including:</b> <ul style="list-style-type: none"> <li>Review and alignment of disabled facilities grants, independent living grants and handyperson schemes to meet current and emerging needs</li> <li>Review discretionary enforcement to create a common framework, with local discretion, across both councils</li> </ul>	Increased preventative measures developed and implemented.	Initial preventative measures to be implemented – Q1	n/a	AD Individuals and Families	
	<b>Operational/Service Delivery (BAU)</b>						
	D2	<b>Ensuring homes in Broadland and South Norfolk are safe and healthy:</b> Continue to deliver effective and efficient core services including; <ul style="list-style-type: none"> <li>Disabled Facilities Grants</li> <li>Handyperson services</li> <li>Care and repair</li> <li>Gypsy and Traveller</li> </ul>	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	<b>Delivery of the Warm Homes Fund for residents:</b> 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	<b>Housing and Benefits</b> <b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To ensure that residents who need our help have a place to live that is safe, affordable and meets their basic needs.</li> <li>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.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	E1	<b>Best in class housing programme:</b> Redesign our housing allocations policy and implement: <ul style="list-style-type: none"> <li>Develop a more proactive approach to managing housing demand</li> <li>Remodelling temporary accommodation for both councils</li> <li>Exploring opportunities with other districts and partners to enhance our own investments</li> </ul>	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	<b>Redesign shared social housing IT system:</b> 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	<b>Implement our Housing First and complex needs offer:</b> 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.					
	<b>E4</b>	<b>Alignment of benefit functions:</b> 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	
	<b>E5</b>	<b>Council Tax Support Policy Options:</b> 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	
	<b>Operational/Service Delivery (BAU)</b>						
	<b>E6</b>	<b>Deliver housing advice services:</b> Prevent residents becoming homeless where possible through: <ul style="list-style-type: none"> <li>• Advice or financial packages</li> <li>• Providing move-on plans for those residents in temporary accommodation</li> <li>• Eradicating rough sleeping</li> </ul>	The councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	n/a	AD Individuals and Families	
	<b>E7</b>	<b>Deliver effective and efficient benefit services:</b> 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	
	<b>E8</b>	<b>Review security at our temporary accommodation:</b> 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
<b>Totals</b>	<b>13,983</b>	<b>9,271</b>	<b>-8,692</b>	<b>-5,586</b>	<b>5,449</b>	<b>4,540</b>
<b>Resources:</b> 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	<b>Economic Growth</b>						
	<b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>To provide the right environment to grow a strong, vibrant and inclusive economy</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	F1	<b>Enterprise facilitation:</b> 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	



	<b>F2</b>	<b>Harleston public realm improvements</b>	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	
	<b>F3</b>	<b>Review of Council-owned assets</b>	Asset review to identify potential for repurposing, disposal or development opportunities.	Project scope developed - Q1  Business case developed – Q3	n/a	AD Economic Growth	
	<b>F4</b>	<b>Coordinated programme and plan for the spend of Green Infrastructure and Affordable Housing contributions</b>	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	
	<b>F5</b>	<b>Development of Business Cases for further commercial investment opportunities</b>	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	
	<b>F6</b>	<b>Promotion and development of Norwich Research Park:</b> 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	<b>Proactively seek to deliver commercial development at Browick Interchange:</b> 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	<b>Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy:</b> 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	<b>Bure Valley Path and Railway:</b> 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.	<p>Community engagement &amp; ongoing delivery of programme of improvement – Q1</p> <p>Implementation of programme in conjunction with partners – Q2</p> <p>Implementation and review of programme – Q3</p>	£1.2m Interreg funding	AD Economic Growth	 



				Plan delivery of works/activities for 2022/23 - Q4			
	<b>F10</b>	<b>North-West Woodland Country Park:</b> 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	
	<b>F11</b>	<b>Car Parking &amp; Electric Vehicle Charging Points (EVCP):</b> 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.	<p>Increase the number of Electric Vehicle Charging Points in the districts.</p> <p>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.</p>	<p>Installation of EVCPs at The House – Q1</p> <p>Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – Q1</p> <p>BDC Car parking review: Business and Community consultation - Q1</p> <p>Seek BDC Member approval - Q2/Q3</p> <p>Delivery and implementation of schemes in Trowse and Cringleford – Q1</p>	£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			
<b>Operational/Service Delivery (BAU)</b>							
<b>F12</b>	<b>Business Engagement:</b> 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: <ul style="list-style-type: none"> <li>Promoting our Business Awards programme to engage and showcase the work of our very best businesses</li> <li>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.</li> </ul>	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		
<b>F13</b>	<b>Inward Investment</b> (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: <ul style="list-style-type: none"> <li>Developing a new joint inward investment strategy in conjunction with NALEP</li> <li>Launching Food &amp; Drink Sector Group to support the Food Innovation Centre</li> </ul>	increased and barriers to growth are removed.				
	<b>F14</b>	<b>Visitor Economy and Tourism:</b> 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.	<p>The visitor economy within our districts grows and continues to be seen as a key sector.</p> <p>Raise awareness in and generate income for our area as a destination for use by TV &amp; film industry.</p>	<p>Increase the presence of the two districts on the Visit Norfolk website – Ongoing</p> <p>TV &amp; film industry understanding &amp; promotion – Ongoing</p> <p>Support local tourism businesses through our business support offering – Ongoing</p>	n/a	AD Economic Growth	
	<b>F15</b>	<p><b>Market Towns:</b> 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.</p> <p>Consultation exercises are being planned and intelligence gathered to determine</p>	<p>We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality</p> <p>Key towns/service centres identified and needs assessments in consultation</p>	<p>Market town strategy approved by Members – Q1</p> <p>Market town 'support package' available for use – Q2</p>	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.				
	<b>F16</b>	<b>Enable Faster Broadband:</b> 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	
	<b>F17</b>	<b>Management of Council-owned assets,</b> including but not limited to: <ul style="list-style-type: none"> <li>• Open spaces and play areas</li> <li>• Countryside sites</li> <li>• Woodlands</li> <li>• Public toilets</li> <li>• Streetlights</li> <li>• Bridges and culverts</li> </ul>	Continued operation and improvement of assets in accordance with regulations e.g. health & safety.	Ongoing	n/a	AD Economic Growth	
	<b>F18</b>	<b>Parish &amp; Town Council engagement</b>	Working in partnership with Parish & Town Councils on the spend of the Community Infrastructure Levy (CIL)	Ongoing	n/a	AD Economic Growth	






	F19	<b>Broadland Growth Ltd – Client role</b>	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	<b>Green Infrastructure projects</b>	Planning, funding and delivery of green infrastructure projects to tie in with the Councils' place making role.	Ongoing	n/a	AD Economic Growth	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2021/22</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>G) Planning</b>	<b>Planning</b>						
	<b>Core purpose of the service:</b> To make decisions that enable good sustainable growth and development.						
	<b>Major Projects/Programme of work</b>						
	G1	<b>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):</b> <ul style="list-style-type: none"> <li>Working with partners towards adoption of the Greater Norwich Local Plan</li> <li>Development of the SNC Cluster work</li> <li>Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself</li> <li>Working with Norfolk colleagues, update the Norfolk Strategic</li> </ul>	Progress of GNLP production against the adopted Local Development Scheme	<b>Greater Norwich Local Plan</b>  Continuing preparation of GNLP in line with updated and agreed Local Development Scheme leading to Submission by end of Q4 21/22  <b>South Norfolk Village Clusters</b>	n/a	AD Planning	




		Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people's accommodation and transport		<p>Publish Draft Plan (Regulation 18) for – Q1</p> <p>Consultation</p> <p>Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 2021/22</p> <p><b>Norfolk Strategic Planning Framework</b></p> <p>Version 3 endorsed by Local Planning Authorities – Q1 2021/22</p>			 
	<b>G2</b>	<b>Scope new Local Plan System, in light of the outcomes of the Planning White Paper</b>	<p>Preparation for new style local plan system:</p> <ul style="list-style-type: none"> <li>• Design coding</li> <li>• GIS/Data/automation</li> </ul>	Process mapping for implementation of new system - Q3/4	n/a	AD Planning	
	<b>G3</b>	<b>IT System Review and Scope:</b> 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.	<p>Project scope completed and agreed by CMLT Q2</p> <p>Commence project Q3</p>	Subject to scope	AD Planning	
	<b>G4</b>	<b>Working with partners and on the project delivery group in respect of design, ensuring acceptable impacts on other</b>	Delivery of schemes by NCC.	Delivery of all schemes in the Transforming Cities	n/a	AD Planning	






		<b>sites and consents and securing planning for the implementation of Infrastructure Projects including:</b> Transforming Cities schemes <ul style="list-style-type: none"> <li>• Wymondham Railway Station Access improvements</li> <li>• Thickthorn Park and Ride expansion</li> <li>• Mobility hub at the Norfolk and Norwich Hospital</li> </ul>		programme by Q1 2023  Agree timescale of individual projects with NCC by Q1 2021			
	<b>G5</b>	<b>Infrastructure delivery programme:</b> 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: <ul style="list-style-type: none"> <li>• Preparation of the 2021/22 Greater Norwich Infrastructure Investment Plan</li> </ul>	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.	<b>Infrastructure Delivery Programme</b>  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	

	<b>G6</b>	<b>Long Stratton Bypass:</b> 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	
	<b>G7</b>	<b>Delivery of affordable housing to meet the needs of our communities</b>	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	n/a	AD Planning	
	<b>Operational/Service Delivery (BAU)</b>						
	<b>G8</b>	<b>Adopted Local Plan delivery and implementation:</b> 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: <ul style="list-style-type: none"> <li>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</li> </ul>	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	


		<p>through an annual position statement</p> <ul style="list-style-type: none"> <li>Analyse trends in development and monitor the effectiveness of current Local Plan policy</li> <li>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</li> </ul>		applications and monitoring.			
	<b>G9</b>	<p><b>Statutory Development Management function:</b> 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.</p> <ul style="list-style-type: none"> <li>Provide a pre-application advice service to applicants</li> <li>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.</li> <li>Secure Service Level Agreements for specialist advice</li> <li>Continue to monitor planning application processing times to inform case management and service improvements</li> </ul>	<p>Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns:</p> <ul style="list-style-type: none"> <li>90% of minors/others in agreed time</li> <li>95% of householders in agreed time</li> <li>95% of majors in agreed time</li> </ul>	Quarterly updates	n/a	AD Planning	



		<ul style="list-style-type: none"> <li>Monitor and administer the CIL process and S106 agreements</li> </ul>					
	<b>G10</b>	<b>Undertake Conservation Area Appraisals (CAA's) across the two districts.</b>	Heritage Assets are protected and planning decisions are informed.	Conservation Area Appraisals completed by end of Q4, including: <ul style="list-style-type: none"> <li>Coltishall</li> <li>Woodbastwick,</li> <li>Langley,</li> <li>Bergh Apton,</li> <li>Ditchingham</li> </ul> Work alongside BA <ul style="list-style-type: none"> <li>Halvergate and Tunstall</li> <li>Halvergate Marshes</li> <li>Belaugh</li> </ul>	n/a	AD Planning	
	<b>G11</b>	<b>Planning Enforcement:</b> 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	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2021/22</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>H) Environmental Protection</b>	<b>Environmental Protection</b>						
	<b>Core purpose of the service:</b> 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.						
	<b>Major Projects/Programme of work</b>						
	<b>H1</b>	<b>Pilot smarter multi-agency working</b> 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	<b>Develop and deliver high-impact anti-social behaviour (ASB) strategies, tactics and methods in partnership with Norfolk Constabulary:</b> 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	<b>Review and refocus the regulation of environmental crime, with a particular focus on fly tipping:</b> 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	<b>Closely target the councils' regulatory support to help tackle drug-related crime:</b> 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	


	<b>H1D</b>	<b>Work with key partners to establish a pilot 'Integrated Early Action' approach, building on existing multi-agency problem solving:</b> 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	
	<b>H2</b>	<b>Overhaul the community engagement methods of community and environmental protection regulatory services,</b> 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	 
<b>Operational/Service Delivery (BAU)</b>							
	<b>H3</b>	<b>Deliver a full programme of community and environmental protection service regulation and interventions:</b> 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	
	<b>H3A</b>	<b>Emergency planning:</b> 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	<b>Promote and expand the reach of community emergency plans:</b> 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	<b>Adopt, and coordinate delivery of, the environmental strategy and action plan:</b> 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	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2021/22</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>I) Food, Safety &amp; Licensing</b>	<b>Food, Safety &amp; Licensing</b>						
	<b>Core purpose of the service:</b> Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements.						
	<b>Major Projects/Programme of work</b>						
	I1	<b>Develop and deliver new commercial services:</b> 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	<b>Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.</b>	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	
<b>Operational/Service Delivery (BAU)</b>							
	I3	<b>Deliver a full programme of Food Safety regulation and interventions:</b> 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	<b>Deliver a full programme of Health and Safety at Work regulation and interventions:</b> 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	<b>Deliver a full programme of Licensing administration and regulation.</b>	Licensing administration and compliance is maximised with a view to promoting business growth and diversification.	Ongoing	Ongoing	AD Regulatory	
	I6	<b>Review Licensing service policy and delivery to maximise balanced regulation, business support and a level playing field.</b>	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	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2021/22</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>J) CNC</b>	<b>CNC</b> <b>Core purpose of the service:</b> 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.						
	<b>Major Projects/Programme of work</b>						
	<b>J1</b>	<b>Safety Bill:</b> 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	
	<b>J2</b>	<b>Archiving Project:</b> 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	<b>ISO Recertification:</b> 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	<b>Customer Feedback:</b> 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	
<b>Operational/Service Delivery (BAU)</b>							
	J5	<b>Service Delivery:</b> 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	<b>Measures:</b> 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	



			<p>Expand their use across the whole team to improve service delivery.</p> <p>Measures will include KPI's, individual and operational performance, customer satisfaction and financial. We will also share relevant measures with our stake holders.</p>				
Team	Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
K) Business Support	<b>Business Support</b> <b>Core purpose of the service:</b> 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.						
	<b>Operational/Service Delivery (BAU)</b>						
	K1	<b>Customer Services and Directorate Business Support:</b> Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation. <ul style="list-style-type: none"> <li>Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling</li> <li>Work on behalf of services; Planning, CNC Building Control, Environmental Protection, Food Safety &amp; Licensing to ensure customers receive the right level of service for their needs</li> </ul>	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
<b>Totals</b>	<b>7,584</b>	<b>3,923</b>	<b>-6,111</b>	<b>-1,848</b>	<b>9,936</b>	<b>9,615</b>
<b>Resources:</b> 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	<b>Council Tax and NNDR</b>						
	<b>Core purpose of the service:</b> 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.						
	<b>Major Projects/Programme of work</b>						
	L1	<b>Alignment of services:</b> 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	<b>Joint Revenues system project:</b> 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	
	<b>Operational/Service Delivery (BAU)</b>						
	L3	<b>Collection of Council Tax (within the year)</b>	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
L4	<b>Collection of NDR (within the year)</b>	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	<b>Facilities</b> <b>Core purpose of the service:</b> To provide a safe and friendly working environment which enables the organisations to deliver effective and efficient services to all our customers.						
	<b>Major Projects/Programme of work</b>						
	M1	<b>Delivery of works to Council sites including:</b> 1) <b>Thorpe Lodge - Delivery of the Toilet refurbishment</b> (including provision of showers) 2) <b>Thorpe Lodge – Delivery of Heating &amp; Cooling</b> (preliminary works – year 1 of 2-year project) 3) <b>Thorpe Lodge – Delivery of Electric Vehicle charging points</b> (infrastructure & installation) 4) <b>Thorpe Lodge – Delivery of the Passenger lift refurbishment</b> 5) <b>Leisure Centres – Conduct Building Conditions Surveys</b>	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	<b>Catering review/tender:</b> 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		



	<b>Operational/Service Delivery (BAU)</b>						
	<b>M3</b>	<b>Facilities:</b> 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	
	<b>M4</b>	<b>Opening hours review:</b> 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		
<b>Team</b>	<b>Ref</b>	<b>Activity for 2021/22</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>N) Finance</b>	<b>Finance</b>						
	<b>Core purpose of the service:</b> 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						
	<b>Major Projects/Programme of work</b>						
	<b>N1</b>	<b>Alignment of Finance services:</b> 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	
	<b>N2</b>	<b>Joint finance system project:</b> 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.					
	<b>N3</b>	<b>Financial support to key corporate projects such as:</b> <ul style="list-style-type: none"> <li>Waste Services Procurement (link to C2)</li> <li>Waste depot improvements (link to C4)</li> <li>Economic Growth projects such as NRP and the Food Hub</li> <li>New Ways of Working (links to R1)</li> </ul>	Development of a sound financial case and support where applicable.  Procurement advice to be provided as required.	Ongoing	n/a	AD Finance	
	<b>N4</b>	<b>Produce a joint paper with Breckland Council setting out options for a joint procurement consortium.</b>	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	
<b>Operational/Service Delivery (BAU)</b>							
	<b>N5</b>	<b>Collaboration Savings monitoring:</b> 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	
	<b>N6</b>	<b>Delivery of budget setting, MTFS and in year monitoring and reporting:</b> 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		
	<b>N7</b>	<b>Production of Statutory year end accounts:</b> produce year end accounts for companies and both Councils		Q3 2021	n/a	AD Finance	


		(including group accounts) and external audit.					
	<b>N8</b>	<b>Provision of debtors, creditor, requisitioning, income and payments across all services of both Councils (and companies as required).</b>	Payments of invoices and collection of customer debts in a timely fashion.	Ongoing	n/a	AD Finance	
	<b>N9</b>	<b>Support for companies including Company Secretarial duties.</b>	Company stakeholders are supported and understand financial position of each company to enable them to take decisions.	Ongoing	n/a	AD Finance	
	<b>N10</b>	<b>Management of Council funds and/or maximising investment returns and/or organising borrowing if required.</b>	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	
	<b>N11</b>	<b>Delivery of regulatory services:</b> 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	<b>Governance</b> <b>Core purpose of the service:</b> 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						
	<b>Major Projects/Programme of work</b>						
	O1	<b>Review and alignment of Constitutions:</b> 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	<b>Consideration of Review by the Committee on Standards in Public Life:</b> 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	<b>Electronic System – Committee and FOI:</b> 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	
	<b>O4</b>	<b>Internal Audit:</b> 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	
<b>Operational/Service Delivery (BAU)</b>							
	<b>O5</b>	<b>Provision of Governance &amp; Democratic function:</b> 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
	<b>O6</b>	<b>Data Protection and Freedom of Information compliance:</b> 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	
	<b>O7</b>	<b>Internal Audit:</b> 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	
	<b>O8</b>	<b>Publish an electoral register annually.</b>	Annual publication of the register.	By 1 December 2021	n/a	AD Governance & Business Support	


	<b>O9</b>	<b>Deliver effective and efficient elections for all types of election activity:</b> <ul style="list-style-type: none"> <li>Police &amp; Crime Commissioner (PCC) Election</li> <li>By-elections for County, District &amp; Town and Parish Councils as applicable</li> </ul>	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	
	<b>O10</b>	<b>Deliver Elections Engagement Strategies:</b> 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	
	<b>O11</b>	<b>Deliver canvass reform:</b> 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	<b>Human Resources</b> <b>Core purpose of the service:</b> 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.						
	<b>Major Projects/Programme of work</b>						
	P1	<b>Implement a range of activities to improve employment opportunities:</b> To include: <ul style="list-style-type: none"> <li>Attract high calibre Graduates and Apprentices</li> <li>Identify opportunities for Graduate &amp; Apprenticeship positions</li> <li>Engage with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4)</li> <li>Actively support local initiatives to help long term unemployed gain meaningful employment</li> </ul>	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	
	<b>Operational/Service Delivery (BAU)</b>						
	P2	<b>One Team Programme delivery:</b> To include: <ul style="list-style-type: none"> <li>Streamlining HR processes to better support consolidated business and enable greater capacity in service delivery areas</li> </ul>	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	



		<ul style="list-style-type: none"> <li>Review iTrent to ensure it is fit for purpose and review Oracle in line with other Local Authorities.</li> <li>Review of HR processes</li> </ul>					
	P3	<b>Management of employee absences and turnover:</b> 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	<b>Employee Wellbeing:</b> Proactive wellbeing support to optimise employee attendance and performance	Utilisation of Employee Assistance Programme and Mental Health First Aiders	Ongoing	n/a		
	P5	<b>BAU Support: Return on investment of HR Business Partner model:</b> 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		
<b>Team</b>	<b>Ref</b>	<b>Activity for 2021/22</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>Q) ICT and Digital</b>	<b>ICT and Digital</b> <b>Core purpose of the service:</b> 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.						
	<b>Major Projects/Programme of work</b>						
	Q1	<b>Delivery of the Infrastructure for 'One Network' across the two Councils.</b>	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	






	<b>Q2</b>	<b>Provision of a remote access solution to enable true workforce agility using a robust and secure solution.</b>	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	
	<b>Q3</b>	<b>Strategic approach to systems transformation.</b>	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	
	<b>Q4</b>	<b>New ways of working Programme:</b> 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	
	<b>Q5</b>	<b>New ways of working Programme –</b> 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	<b>Council-wide IT service operations:</b> 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 <ul style="list-style-type: none"> <li>• Improvement of the quality of service &amp; customer satisfaction</li> <li>• Improve flexibility of the ICT &amp; Digital team</li> <li>• Increase agility and reliability for new ICT &amp; Digital services</li> <li>• Common approach to the provision of Incident Management, Problem Management, Request Fulfilment and Change Management.</li> <li>• Identification of trends and opportunities for training to develop staff and improve service.</li> <li>• Provision of useful KPIs as well as the monitoring and management/reporting of the ICT &amp; Digital SLA.</li> </ul>	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	<b>Innovation, Strategy and Programme</b> <b>Core purpose of the service:</b> 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.						
	<b>Major Projects/Programme of work</b>						
	R1	<b>Broadland District Council and South Norfolk Council Collaboration and SPARK Transformation programme management:</b> 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: <ul style="list-style-type: none"> <li>• Launch and continued implementation of the new Website (linked to S1)</li> <li>• Domain Name Migration</li> <li>• Implementation of One Network across the two Councils</li> <li>• Continued implementation of further phases of the New Ways of Working Programme</li> <li>• Organisational Development implementation</li> </ul>	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	

		<ul style="list-style-type: none"> <li>Broadland Procurement of Waste Contract</li> <li>Implementation of the systems transformation project</li> <li>Implementation phase of the Customer Satisfaction and Experience project</li> <li>Implementation phase of the Business Intelligence Programme</li> </ul>					
	R2	<b>Implementation of Programme and Project Management Approach:</b> 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		
	<b>Operational/Service Delivery (BAU)</b>						
	R3	<b>Shaping and influencing national and regional policy to promote the interests of the Councils by:</b> <ul style="list-style-type: none"> <li>Identifying national policy issues which impact the Councils and remain 'on the pulse' and proactive to influence key developments in local government</li> <li>Responding to relevant national consultations</li> <li>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</li> </ul>	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 <ul style="list-style-type: none"> <li>Respond to the outcomes of the Governments Devolution and Local Government Reform White Paper</li> </ul>					
	R4	<b>Supporting the organisation to deliver high performance while working efficiently and effectively through delivery planning and performance and risk management by:</b> <ul style="list-style-type: none"> <li>Developing the Delivery Plan for 2022/23</li> <li>Delivery of a quarterly Business Governance report to senior management, which feeds into the strategic risk, performance and finance report for Members</li> <li>Analysing risk and performance outcomes to ensure the Councils' remain effective</li> <li>Monitoring and reporting on strategic risk, performance and finance in Q2, Q3 and Q4</li> </ul>	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	<b>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:</b> <ul style="list-style-type: none"> <li>Coaching and mentoring</li> <li>Providing or co-ordinating training and development sessions</li> </ul>	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	


		<ul style="list-style-type: none"> <li>Continuing to develop the longer-term ambitions for the Internal Consultancy Team model</li> </ul>					
	R6	<p><b>Provide ongoing transformation support and guidance to the organisation, teams and Members to help realise the benefits and efficiencies of collaborative working. This includes:</b></p> <ul style="list-style-type: none"> <li>Ongoing development of the SPARK Transformation approach and toolkit.</li> <li>Supporting teams to move to a 'new BAU' way of working following the impacts of Covid-19.</li> </ul>	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						
	<b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents' lives.</li> </ul>						
	Major Projects/Programme of work						
	S1	<b>Launch, maintain and improve a single website and domain to serve both Councils which provides optimum functionality and service for our customers.</b> Activities to include: <ul style="list-style-type: none"> <li>Supporting council teams to review and improve content with user needs and user journeys in mind</li> <li>Continual improvement of the website through user experience testing to ensure website is fit for purpose and meets residents needs</li> </ul>	<p>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</p> <p>Good to high levels of resident and local business satisfaction when surveyed to measure perception</p> <p>Positive staff feedback</p>	<p>Website go live – Q1 2021</p> <p>User experience testing Q3 2021</p>	n/a	Chief of Staff	
	S2	<b>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.</b> <ul style="list-style-type: none"> <li>Resident communications including:               <ul style="list-style-type: none"> <li>residents' magazines distributed three times a year</li> </ul> </li> </ul>	<p>Growth in social media engagement measures</p> <p>Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage</p> <p>Increase in % of members who believe they are adequately to well informed</p>	<p>Residents magazines Q2 2021/22 Q3 2021/22 Q4 2021/22</p> <p>Social media Year round</p> <p>Public relations Year round</p>	n/a	Chief of Staff	



		<ul style="list-style-type: none"> <li>○ delivering extensive social media content to drive the Councils' strategy and ambitions and support regional and central government messages in relation to Covid-19.</li> <li>○ proactive public relations and media relations plan</li> <li>○ Chairman marketing plan</li> <li>• Member communications plan and benchmarking survey</li> <li>• Internal communications strategy and annual delivery plan. Plus, benchmarking survey to understand if communication strategy is meeting the needs of staff.</li> </ul>	<p>compared with 2020 benchmark</p> <p>More than 75% of staff believe they are adequately to extremely well informed</p>	<p>Chairman marketing strategy Q2 2021/22</p> <p>Member comms Benchmarking survey Q1 2021/22</p> <p>Member communication strategy Q2 2021/22</p> <p>Internal comms Benchmarking survey Q1 2021/22</p> <p>Internal comms strategy Q2 2021/22</p>			
	<b>S3</b>	<b>Income generation:</b> 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	
	<b>S4</b>	<b>Branding:</b> 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	<b>Promotion of annual events such as the Community Awards, Staff Awards and the Business Awards.</b>	<p>Good level of nominations for awards compared to previous years</p> <p>High engagement with social posts promoting event and event winners</p> <p>High business engagement through sponsorship of awards</p>	Q2 and Q3	n/a	Chief of Staff	
S6	<b>Marketing and comms campaigns for resources to cover some of the following:</b> <ol style="list-style-type: none"> <li>1. Elections <ul style="list-style-type: none"> <li>• Police and Crime Commissioner (PCC) Elections</li> <li>• Norfolk County Council (NCC) elections</li> <li>• Parish by-elections in Hellesdon South East, Hellesdon North West and Taverham North</li> <li>• Three Neighbourhood Plan Referendums in Taverham, Spixworth and Poringland</li> </ul> </li> <li>2. Annual Budget Survey</li> <li>3. Council Tax Support Scheme survey</li> </ol>	A good standard as per LGA comms measurement tools	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	

	<b>S7</b>	<b>Economic and regional development:</b> 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: <ol style="list-style-type: none"> <li>1. Promotion of the Norwich Research Park &amp; Ella M Barnes building as a world class research location for research into food and health, to increase partnerships, jobs and income.</li> <li>2. Promotion of the Food Innovation Centre to small food and drink businesses looking to innovate and grow their businesses</li> <li>3. Promotion of the Bure Valley Path and Railway improvements</li> <li>4. Promotion of Broadland Country Park (Houghen Plantation) to residents</li> <li>5. Supporting Tourism throughout the districts</li> <li>6. Engagement with residents in market towns to support the growth of the local economy</li> <li>7. Wymtrails</li> <li>8. Environmental strategy – awareness and community involvement</li> </ol>	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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	<b>S8</b>	<b>Environment and Licensing Services</b> 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: <ol style="list-style-type: none"> <li>1. Community Emergency Planning within parishes</li> <li>2. Enforcement review and policy (going to Cabinets in Nov)</li> <li>3. Promotion of electric charging installations by commercial and community venues</li> <li>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.</li> <li>5. Health and safety at work regulation promotion</li> </ol>	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	
	<b>S9</b>	<b>Housing, Leisure Centres, Waste and Community Services</b> Marketing and comms campaigns to support raising awareness of and improving housing services, waste management and community services. To include some of the following: <ol style="list-style-type: none"> <li>1. Support the roll out and awareness of a county wide model for the</li> </ol>	A good level of awareness of promoted support/service with targeted stakeholder. Exact measure to be documented in the relevant Marketing and Comms Strategy <ul style="list-style-type: none"> <li>• Increase in Leisure centre member</li> </ul>	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	

		<p>Community Help Hub from April 2021.</p> <ol style="list-style-type: none"> <li>1.1. Explore and improve awareness and engagement with the Help Hub by demographic</li> <li>2. Protecting residents by raising awareness of scams</li> <li>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.</li> <li>4. Promote the following services as and when required: <ul style="list-style-type: none"> <li>• Help Hub</li> <li>• Social Prescribing</li> <li>• Welfare and debt advice</li> <li>• Emotional Wellbeing and Resilience Service</li> <li>• Domestic abuse service</li> <li>• Handyperson service</li> <li>• Tots2Teens</li> <li>• GP referrals scheme</li> <li>• Why Weight and Broadly Active</li> <li>• 10k races and development of park runs</li> </ul> </li> <li>5. Leisure Centre Recovery Plan</li> <li>6. Promote any expansion to the Leisure Facility Offer through supporting community initiatives</li> <li>7. Improving recycling rates</li> </ol>	<p>numbers, class attendance and uptake of online membership</p>				 
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		8. Promotion of Warm Homes Fund 9. Campaign to support users when interacting with the redesigned shared social housing system					
	<b>S10</b>	<b>Supporting resident engagement on County-wide initiatives</b> 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	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2021/22</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>T) Executive Support</b>	<b>Executive Support</b>						
	<b>Core purpose of the service:</b> To provide strategic, operational and agile business support to ensure the smooth and effective running of the two councils, one team.						
	<b>Operational/Service Delivery (BAU)</b>						
	<b>T1</b>	<b>Executive and Business Support:</b> 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					
	<b>Core purpose of the service:</b> 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					
	<b>U1</b> <b>Delivery of the One Team HR and OD Strategy engagement and development strand</b> <ul style="list-style-type: none"> <li>Development and training for all to support growth</li> <li>Succession Planning that identifies and progresses talent</li> <li>A Performance Scheme that recognises and rewards excellence</li> <li>All employees have a voice and are heard</li> </ul>	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)						
	<b>U2</b> <b>Create culture to enable employees to be the best version of themselves</b> <ul style="list-style-type: none"> <li>Cultural Development; foster a cohesive One Team working environment &amp; philosophy</li> <li>Create a coaching / enabling culture</li> <li>Culture of authentic 2-way communication including Overcoming adversity &amp; resilience</li> <li>Bringing the One Team values to life</li> </ul>	% 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
<b>Totals</b>	<b>10,721</b>	<b>7,705</b>	<b>-2,055</b>	<b>-1,027</b>	<b>9,772</b>	<b>3,010</b>
<b>Resources:</b> FTE – 163.69						

## DECISIONS ON APPLICATIONS – 27 JANUARY 2021

App'n No	Location	Description of Development	Decision
20201949	Postwick, Broadland Gate, land to east of Broadland Way & north of A47	Erection of a freestanding restaurant with drive-thru facility, car parking, landscaping and associated works, including Customer Order Displays (COD), Goal Post Height restrictor and play frame	<b>APPROVED</b> subject to conditions
20201976	Land adjacent to Sunny Acres, Yarmouth Road, Blofield	Subdivide plot and erect a two storey dwelling with attached one-and-a-half storey double garage	Authority delegated to the Assistant Director Planning to <b>APPROVE</b> subject to conditions and comments of Highways England



## **COUNCIL TAX RESOLUTION 2021/22**

<b>Report Author(s):</b>	Rodney Fincham, Assistant Director - Finance <a href="tel:01508533982">t 01508 533982</a> e <a href="mailto:rfincham@s-norfolk.gov.uk">rfincham@s-norfolk.gov.uk</a>
<b>Portfolio Holder:</b>	Finance
<b>Ward(s) Affected:</b>	All wards
<b>Purpose of the Report:</b>	This report takes the recommended 2021/22 budget from Cabinet, together with information from the various precepting bodies to produce the appropriate recommendations for setting the council tax for the area, which the Council is required to agree at this meeting.

### **Recommendations:**

Council is Recommended to resolve:

- (1) That the Council Tax Base for 2021/22 be noted.
- (2) The sums that have been calculated for 2021/22 in accordance with Sections 31 to 36 of the Local Government Finance Act.
- (3) That the County and Police precepts be noted.
- (4) The Council Tax for 2021/22.
- (5) That the Council's basic amount of Council Tax for 2021/22 is not excessive.

### **1 Budget Position**

- 1.1 The Cabinet meeting in February considered the financial position of the Authority for 2021/22 and future years, and recommended to this Council meeting the budget for 2021/22. The Cabinet report and the information in that report must be used to underpin any decisions taken at this meeting.
- 1.2 Members attention is drawn to Section 10 of the Cabinet report which contains the advice of the Chief Financial Officer<sup>1</sup> in respect of the budget as required under the Local Government Act 2003.

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<sup>1</sup> For Broadland DC this officer is the Assistant Director Finance.

- 1.3 Since that meeting information has been received from the major precepting bodies so that the Council is now in the position to agree the total 2021/22 council tax for the area.

**Nb: The Norfolk County Council budget will not be formally approved by their full Council until 22 Feb 2021. In the unlikely event that the NCC figures change, an amended Council Tax Resolution Report will be issued.**

- 1.4 The 2021/22 budget for Broadland DC recommended by the Cabinet translates into a district council tax of £129.91 for a Band D property, which represents a £4.39 increase on 2020/21.
- 1.5 In areas where the Council accepts responsibility for street lighting maintenance, these costs are treated as a Special Expense. The total estimate of Special Expenses amounts to £169,801 in 2021/22. This level has been set at an additional rate of £5 per Band D for the remaining parishes that retain this street lighting arrangement. The average special expense tax rate in 2021/22 is set at £3.64. This level of income will be sufficient to cover current levels of maintenance and build a reserve to fund a replacement programme.
- 1.6 To this figure is added the cost of parish precepts and the major preceptors.
- 1.7 The following table consolidates the overall council tax position for 2021/22.

	20/21 Band D £	21/22 Band D £	Change
Norfolk County Council	1,416.51	1,472.94	3.98%
Police & Crime Commissioner	263.07	278.01	5.68%
<b>Total Preceptors</b>	<b>1,679.58</b>	<b>1,750.95</b>	
Broadland District Council	125.52	129.91	3.50%
Special Expenses	3.04	3.64	
<b>Total District Element</b>	<b>128.55</b>	<b>133.55</b>	<b>£5 increase</b>
Parishes (Average)	82.40	84.53	2.58%
<b>Total Band D Council Tax</b>	<b>1,890.53</b>	<b>1,969.03</b>	<b>4.15%</b>

*Note: It is the Total District Element that is capped at £5.*

- 1.8 Members are reminded of the Local Government and Finance Act 1992, which prohibits any Member who has not paid for at least two months his/her Council Tax when it becomes due, from voting on setting the budget and making of the Council Tax and related calculations.
- 1.9 The setting of the council tax is the conclusion of the process by which the Council aligns its plans to further its corporate aims with the prudent and sustainable use of resources.

## 2 Issues and Risks

- 2.1 **Resource implications** – the report summarises the key aspects regarding the statutory obligations of the authority in setting its council tax.
- 2.2 **Legal implications** – the authority has to adhere to the Local Government Finance Act as described in the various sections of the report.

## Recommendations

- 1 That it be noted that the following amounts for 2021/22 have been determined under delegated authority and in accordance with regulations made under the local Government Finance Act 1992:
- a) **46,660** being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax Base for the year.
- b) The amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amount of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items (i.e. Parish precepts) relate, as shown in **Appendix A**.
- 2 That the Council calculates the following amounts for 2021/22 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government Finance Act 1992 (as amended by the Localism Act 2011):
- a) **£43,188,722** being the aggregate expenditure which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act (including the General Fund, Special Expenses and Parish Precepts).
- b) **33,013,253** being the aggregate income which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act.
- c) **£10,175,469** as its council tax requirement for the year including Special Expenses and Parish Precepts being the amount by which the aggregate expenditure at 2(a) above exceeds the aggregate income at 2(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act.
- d) **£218.08** as the basic amount of its Council Tax for the year, being the council tax requirement at 2(c), divided by the Council Tax Base for the year (46,660) at 1(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act.
- e) **£4,113,868** being the aggregate amount of all special items referred to in Section 34(1) of the Act (i.e. Parish Precepts and street lighting special expenses).
- f) **£129.91** as the basic amount of its Council Tax for dwellings in its area, excluding Special Expenses and Parish Precepts, being the amount at 2(d) above less the result given by dividing the amount at 2(e) above by the amount at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act.
- g) The amounts given by adding to the amount at 2(f) above the amounts of the special items for the relevant Parish divided in each case by the Council Tax Base for the Parish at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in each

Parish is as set out in **Appendix B**.

h) The amounts given by multiplying the basic amounts for each Parish 2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 3 That it be noted that for the year 2021/22 the main precepting authorities have stated the following amounts in precepts issued to the Council, in accordance with s40 of the Local Government Finance Act 1992.

<b>Band</b>	<b>Norfolk County Council £</b>	<b>Police &amp; Crime Commissioner £</b>	<b>Total Preceptors £</b>
<b>A</b>	981.96	185.34	1,167.30
<b>B</b>	1,145.62	216.23	1,361.85
<b>C</b>	1,309.28	247.12	1,556.40
<b>D</b>	<b>1,472.94</b>	<b>278.01</b>	<b>1,750.95</b>
<b>E</b>	1,800.26	339.79	2,140.05
<b>F</b>	2,127.58	401.57	2,529.15
<b>G</b>	2,454.90	463.35	2,918.25
<b>H</b>	2,945.88	556.02	3,501.90

- 4 That, having calculated the aggregate in each case of the amounts of the District's and preceptors requirements, in accordance with s30(2) of the Local Government Finance Act 1992, **hereby sets** amounts of the council tax for the year 2021/22 for each category of dwelling as follows.

<b>Band</b>	<b>District &amp; Parishes Council Tax £</b>	<b>Total Preceptors £</b>	<b>Total 2021/22 Council Tax £</b>
<b>A</b>	145.39	1,167.30	1,312.69
<b>B</b>	169.62	1,361.85	1,531.47
<b>C</b>	193.85	1,556.40	1,750.25
<b>D</b>	<b>218.08</b>	<b>1,750.95</b>	<b>1,969.03</b>
<b>E</b>	266.54	2,140.05	2,406.59
<b>F</b>	315.00	2,529.15	2,844.15
<b>G</b>	363.47	2,918.25	3,281.72
<b>H</b>	436.16	3,501.90	3,938.06

The council tax for each category of dwelling by parish is as set out in **Appendix C**.

- 5 Determine that the Council's basic amount of Council Tax (including special expenses) for 2021/22 is not excessive, in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992, and thus there is no need to hold a Council Tax referendum.

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## Background Papers

Cabinet Budget Report 9 February 2021

## Appendix A: Council Tax Base

	Tax Base		Tax Base
Acle	969.0	Heydon	52.0
Attlebridge	57.0	Honingham	152.0
Aylsham	2,693.0	Horsford	1,630.0
Beeston	16.0	Horsham & Newton St.Faiths	597.0
Beighton	173.0	Horstead with Stanninghall	383.0
Belaugh	53.0	Lingwood & Burlingham	880.0
Blickling	52.0	Marsham	228.0
Blofield	1,514.0	Morton on the Hill	37.0
Booton	60.0	Old Catton	2,225.0
Brampton	74.0	Oulton	83.0
Brandiston	33.0	Postwick with Witton	175.0
Brundall	1,652.0	Rackheath	697.0
Burgh & Tutton	148.0	Reedham	441.0
Buxton with Lamas	581.0	Reepham	954.0
Cantley	252.0	Ringland	90.0
Cawston	527.0	Salhouse	600.0
Coltishall	593.0	Salle	42.0
Croswick	22.0	South Walsham	340.0
Drayton	1,864.0	Spixworth	1,252.0
Felthorpe	260.0	Sprowston	5,764.0
Foulsham	339.0	Stratton Strawless	199.0
Freethorpe	327.0	Strumpshaw	284.0
Frettenham	273.0	Swannington (See note)	171.0
Great & Little Plumstead	1,413.0	Taverham	3,518.0
Great Witchingham	235.0	Thelme Thorpe	33.0
Guestwick	53.0	Thorpe St Andrew	5,140.0
Hainford	375.0	Upton with Fishley	264.0
Halvergate	218.0	Weston Longville	143.0
Haveringham	102.0	Woodbastwick	161.0
Hellesdon	3,733.0	Wood Dalling	93.0
Hemblington	147.0	Wroxham	800.0
Hevingham	424.0	<b>Total</b>	<b>46,660.0</b>

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

	Precept	Parish Band D	Special Expenses Band D	District, Parish & Special Band D
	£	£	£	£
Acle	114,678.00	118.35		248.26
Attlebridge	120.00	2.11		132.02
Aylsham	409,500.00	152.06		281.97
Beeston St. Andrew	0.00			129.91
Beighton	7,134.00	41.24		171.15
Belaugh	0.00			129.91
Blickling	1,000.00	19.23		149.14
Blofield	94,000.00	62.09		192.00
Booton	550.00	9.17		139.08
Brampton	454.00	6.14		136.05
Brandiston	550.00	16.67		146.58
Brundall	125,500.00	75.97		205.88
Burgh & Tuttington	3,625.00	24.49		154.40
Buxton with Lamas	30,747.00	52.92		182.83
Cantley	10,500.00	41.67		171.58
Cawston	31,200.00	59.20		189.11
Coltishall	35,057.00	59.12		189.03
Crostwick	0.00			129.91
Drayton	163,200.00	87.55	27.89	245.35
Felthorpe	12,203.00	46.93		176.84
Foulsham	10,000.00	29.50		159.41
Freethorpe	15,299.00	46.79		176.70
Frettenham	8,585.00	31.45		161.36
Great & Little Plumstead	47,895.00	33.90		163.81
Great Witchingham	11,849.00	50.42	20.97	201.30
Guestwick	325.00	6.13		136.04
Hainford	12,232.00	32.62		162.53
Halvergate	9,020.00	41.38		171.29
Haveringland	450.00	4.41		134.32
Hellesdon	514,210.00	137.75	30.24	297.90
Hemblington	3,300.00	22.45		152.36
Hevingham	13,332.00	31.44		161.35

	Precept	Parish Band D	Special Expenses Band D	District, Parish & Special Band D
	£	£	£	£
Heydon	4,000.00	76.92		206.83
Honingham	8,790.00	57.83		187.74
Horsford	63,097.00	38.71		168.62
Horsham & Newton St.Faiths	25,345.00	42.45		172.36
Horstead with Stanninghall	26,000.00	67.89		197.80
Lingwood & Burlingham	27,753.00	31.54		161.45
Marsham	11,062.00	48.52		178.43
Morton on the Hill	470.00	12.70		142.61
Old Catton	225,226.00	101.23		231.14
Oulton	3,200.00	38.55		168.46
Postwick with Witton	9,600.00	54.86		184.77
Rackheath	49,980.00	71.71		201.62
Reedham	16,500.00	37.41		167.32
Reepham	79,485.00	83.32		213.23
Ringland	7,929.00	88.10		218.01
Salhouse	27,000.00	45.00		174.91
Salle	0.00			129.91
South Walsham	20,028.00	58.91		188.82
Spixworth	88,000.00	70.29		200.20
Sprowston	708,544.00	122.93		252.84
Stratton Strawless	3,715.00	18.67		148.58
Strumpshaw	9,200.00	32.39		162.30
Swannington (See note)	6,000.00	35.09		165.00
Taverham	248,455.00	70.62		200.53
Themelthorpe	0.00			129.91
Thorpe St Andrew	518,758.00	100.93		230.84
Upton with Fishley	9,130.00	34.58		164.49
Weston Longville	6,107.00	42.71		172.62
Woodbastwick	3,300.00	20.50		150.41
Wood Dalling	1,888.00	20.30		150.21
Wroxham	48,990.00	61.24		191.15

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

	A £	B £	C £	D £	E £	F £	G £	H £
Acle	1,332.81	1,554.94	1,777.08	1,999.21	2,443.48	2,887.75	3,332.02	3,998.42
Attlebridge	1,255.31	1,464.53	1,673.75	1,882.97	2,301.41	2,719.85	3,138.28	3,765.94
Aylsham	1,355.28	1,581.16	1,807.04	2,032.92	2,484.68	2,936.44	3,388.20	4,065.84
Beeston St. Andrew	1,253.91	1,462.89	1,671.88	1,880.86	2,298.83	2,716.80	3,134.77	3,761.72
Beighton	1,281.40	1,494.97	1,708.53	1,922.10	2,349.23	2,776.37	3,203.50	3,844.20
Belaugh	1,253.91	1,462.89	1,671.88	1,880.86	2,298.83	2,716.80	3,134.77	3,761.72
Blickling	1,266.73	1,477.85	1,688.97	1,900.09	2,322.33	2,744.57	3,166.82	3,800.18
Blofield	1,295.30	1,511.18	1,727.07	1,942.95	2,374.72	2,806.48	3,238.25	3,885.90
Booton	1,260.02	1,470.02	1,680.03	1,890.03	2,310.04	2,730.04	3,150.05	3,780.06
Brampton	1,258.00	1,467.67	1,677.33	1,887.00	2,306.33	2,725.67	3,145.00	3,774.00
Brandiston	1,265.02	1,475.86	1,686.69	1,897.53	2,319.20	2,740.88	3,162.55	3,795.06
Brundall	1,304.55	1,521.98	1,739.40	1,956.83	2,391.68	2,826.53	3,261.38	3,913.66
Burgh & Tuttington	1,270.23	1,481.94	1,693.64	1,905.35	2,328.76	2,752.17	3,175.58	3,810.70
Buxton with Lamas	1,289.19	1,504.05	1,718.92	1,933.78	2,363.51	2,793.24	3,222.97	3,867.56
Cantley	1,281.69	1,495.30	1,708.92	1,922.53	2,349.76	2,776.99	3,204.22	3,845.06
Cawston	1,293.37	1,508.94	1,724.50	1,940.06	2,371.18	2,802.31	3,233.43	3,880.12
Coltishall	1,293.32	1,508.87	1,724.43	1,939.98	2,371.09	2,802.19	3,233.30	3,879.96
Crosthewick	1,253.91	1,462.89	1,671.88	1,880.86	2,298.83	2,716.80	3,134.77	3,761.72
Drayton	1,330.87	1,552.68	1,774.49	1,996.30	2,439.92	2,883.54	3,327.17	3,992.60
Felthorpe	1,285.19	1,499.39	1,713.59	1,927.79	2,356.19	2,784.59	3,212.98	3,855.58
Foulsham	1,273.57	1,485.84	1,698.10	1,910.36	2,334.88	2,759.41	3,183.93	3,820.72
Freethorpe	1,285.10	1,499.28	1,713.47	1,927.65	2,356.02	2,784.38	3,212.75	3,855.30
Frettenham	1,274.87	1,487.35	1,699.83	1,912.31	2,337.27	2,762.23	3,187.18	3,824.62
Great & Little Plumstead	1,276.51	1,489.26	1,702.01	1,914.76	2,340.26	2,765.76	3,191.27	3,829.52
Great Witchingham	1,301.50	1,518.42	1,735.33	1,952.25	2,386.08	2,819.92	3,253.75	3,904.50
Guestwick	1,257.99	1,467.66	1,677.32	1,886.99	2,306.32	2,725.65	3,144.98	3,773.98
Hainford	1,275.65	1,488.26	1,700.87	1,913.48	2,338.70	2,763.92	3,189.13	3,826.96
Halvergate	1,281.49	1,495.08	1,708.66	1,922.24	2,349.40	2,776.57	3,203.73	3,844.48
Haveringham	1,256.85	1,466.32	1,675.80	1,885.27	2,304.22	2,723.17	3,142.12	3,770.54
Hellesdon	1,365.90	1,593.55	1,821.20	2,048.85	2,504.15	2,959.45	3,414.75	4,097.70
Hemblington	1,268.87	1,480.35	1,691.83	1,903.31	2,326.27	2,749.23	3,172.18	3,806.62
Hevingham	1,274.87	1,487.34	1,699.82	1,912.30	2,337.26	2,762.21	3,187.17	3,824.60
Heydon	1,305.19	1,522.72	1,740.25	1,957.78	2,392.84	2,827.90	3,262.97	3,915.56
Honingham	1,292.46	1,507.87	1,723.28	1,938.69	2,369.51	2,800.33	3,231.15	3,877.38
Horsford	1,279.71	1,493.00	1,706.28	1,919.57	2,346.14	2,772.71	3,199.28	3,839.14
Horsham & Newton St.Faiths	1,282.21	1,495.91	1,709.61	1,923.31	2,350.71	2,778.11	3,205.52	3,846.62
Horstead with Stanninghall	1,299.17	1,515.69	1,732.22	1,948.75	2,381.81	2,814.86	3,247.92	3,897.50
Lingwood & Burlingham	1,274.93	1,487.42	1,699.91	1,912.40	2,337.38	2,762.36	3,187.33	3,824.80
Marsham	1,286.25	1,500.63	1,715.00	1,929.38	2,358.13	2,786.88	3,215.63	3,858.76
Morton on the Hill	1,262.37	1,472.77	1,683.16	1,893.56	2,314.35	2,735.14	3,155.93	3,787.12
Old Catton	1,321.39	1,541.63	1,761.86	1,982.09	2,422.55	2,863.02	3,303.48	3,964.18
Oulton	1,279.61	1,492.87	1,706.14	1,919.41	2,345.95	2,772.48	3,199.02	3,838.82
Postwick with Witton	1,290.48	1,505.56	1,720.64	1,935.72	2,365.88	2,796.04	3,226.20	3,871.44
Rackheath	1,301.71	1,518.67	1,735.62	1,952.57	2,386.47	2,820.38	3,254.28	3,905.14
Reedham	1,278.85	1,491.99	1,705.13	1,918.27	2,344.55	2,770.83	3,197.12	3,836.54
Reepham	1,309.45	1,527.70	1,745.94	1,964.18	2,400.66	2,837.15	3,273.63	3,928.36
Ringland	1,312.64	1,531.41	1,750.19	1,968.96	2,406.51	2,844.05	3,281.60	3,937.92
Salhouse	1,283.91	1,497.89	1,711.88	1,925.86	2,353.83	2,781.80	3,209.77	3,851.72
Salle	1,253.91	1,462.89	1,671.88	1,880.86	2,298.83	2,716.80	3,134.77	3,761.72
South Walsham	1,293.18	1,508.71	1,724.24	1,939.77	2,370.83	2,801.89	3,232.95	3,879.54
Spixworth	1,300.77	1,517.56	1,734.36	1,951.15	2,384.74	2,818.33	3,251.92	3,902.30
Sprowston	1,335.86	1,558.50	1,781.15	2,003.79	2,449.08	2,894.36	3,339.65	4,007.58
Stratton Strawless	1,266.35	1,477.41	1,688.47	1,899.53	2,321.65	2,743.77	3,165.88	3,799.06
Strumpshaw	1,275.50	1,488.08	1,700.67	1,913.25	2,338.42	2,763.58	3,188.75	3,826.50
Swannington (See note)	1,277.30	1,490.18	1,703.07	1,915.95	2,341.72	2,767.48	3,193.25	3,831.90
Taverham	1,300.99	1,517.82	1,734.65	1,951.48	2,385.14	2,818.80	3,252.47	3,902.96
Thornelthorpe	1,253.91	1,462.89	1,671.88	1,880.86	2,298.83	2,716.80	3,134.77	3,761.72
Thorpe St Andrew	1,321.19	1,541.39	1,761.59	1,981.79	2,422.19	2,862.59	3,302.98	3,963.58
Upton with Fishley	1,276.96	1,489.79	1,702.61	1,915.44	2,341.09	2,766.75	3,192.40	3,830.88
Weston Longville	1,282.38	1,496.11	1,709.84	1,923.57	2,351.03	2,778.49	3,205.95	3,847.14
Woodbastwick	1,267.57	1,478.84	1,690.10	1,901.36	2,323.88	2,746.41	3,168.93	3,802.72
Wood Dalling	1,267.44	1,478.68	1,689.92	1,901.16	2,323.64	2,746.12	3,168.60	3,802.32
Wroxham	1,294.73	1,510.52	1,726.31	1,942.10	2,373.68	2,805.26	3,236.83	3,884.20

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



## PROGRAMME OF MEETINGS – MAY 2021 TO MAY 2022

PUBLIC MEETINGS	DAY and TIME	MAY 2021	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN 2022	FEB	MAR	APR	MAY
<b>Audit Committee</b>	Thurs 10am		24			23				27		17		
<b>Awards Panel (Enhancement / Design)</b>				21 (E)		15(D)								
<b>Council (*Annual Mtg)</b>	Thurs 7pm	27*		22		30			9	20	24	31		26*
<b>Cabinet</b>	Tues 6pm		1	6	10	14	19	23	21		8	15	19	
<b>Overview &amp; Scrutiny Committee (pre Cabinet)</b>	Tues 10am	25	29		3	7	12	16	14		1	8	12	
<b>Overview &amp; Scrutiny Committee</b>	Tues 10am		15		24			2		18		29		
<b>Planning Committee</b>	Wed 9.30am	19	16	14	11	8	6	3	1	5/26	23	23	20	18
<b>Economic Success Panel</b>	Mon 6pm		7		2		11	22		31			25	
<b>Environmental Excellence Panel</b>	Thurs 6pm		3	29			7	18		27			14	
<b>Place Shaping Panel</b>	Mon 6pm	17		26			4	15		24			11	
<b>Wellbeing Panel</b>	Wed 6pm		2		4		13	24			2		20	
<b>Service Improvement &amp; Efficiency Cttee</b>	Mon 6pm			19			25			17			26 (Tues)	
<b>Appeals Panel</b>	Arranged as required													
<b>Electoral Arrangements Committee</b>	Arranged as required													
<b>Licensing &amp; Regulatory Committee</b>	Arranged as required													
<b>Performance Management Sub-Cttee</b>	Arranged as required													
<b>Standards Committee</b>	Arranged as required													
<b>NON PUBLIC MEETINGS</b>														
<b>Member Development Panel</b>	Arranged as required		17						2					
<b>Joint Informal Cabinet</b>	Variable 9:30am		10			9			9			10		

Please note – all dates are subject to change

## **PAY POLICY STATEMENT 2021/22**

**Report Author(s):**

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**Portfolio:**

Transformation and Organisational Development

**Ward(s) Affected:**

All

**Purpose of the Report:**

Section 38 of the Localism Act introduced in 2012 requires all Local Authorities to produce an annual Pay Policy Statement, which must be approved by Council and made available to the public. Broad District Council's Pay Policy Statement 2021/22 is to be approved by Council in advance of its publication on the Council's website.

**Recommendations:**

1. That Council approves the content of Broadland District Council's 2021/22 Pay Policy Statement as attached in advance of its publication on the Council's website by 31 March 2021.

## **1 SUMMARY**

- 1.1 Section 38 of the Localism Act introduced in 2012 requires all Local Authorities to produce an annual Pay Policy Statement, which must be approved by Council and made available to the public. Broadland District Council's Pay Policy Statement 2021/22 is to be approved by Council in advance of its publication on the Council's website.

## **2 BACKGROUND**

- 2.1 The Localism Act requires Pay Policy Statements to cover disparate aspects of remuneration policy, specifically those relating to its highest and lowest paid members of staff. The statement must include:
- The Local Authority's policy in the level and elements of remuneration for its Chief Officers.
  - The Local Authority's policy on the remuneration of its lowest paid employees, (together with its definition of 'lowest paid employees').
  - The Local Authority's policy on the relationship between the remuneration of its Chief Officers and other officers.
  - The Local Authority's policy on other specific aspects of Chief Officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance related pay and bonuses, termination payments and transparency.
- 2.2 The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increases in/enhancements of pension entitlements and termination payments and:
- Must be approved formally by Council.
  - Must be approved by the end of March each year.
  - Can be amended in year.
  - Must be published on the Authority's website (and in any other ways the Authority chooses).
  - Must be complied with when the Authority sets the Terms and Conditions for its officers.

## **3 CURRENT POSITION/FINDINGS**

- 3.1 Broadland District Council's Pay Policy Statement for 2021/22 is attached.

## **4 PROPOSED ACTION**

- 4.1 The proposal is for the approval of the 2021/22 Pay Policy Statement.

## **5 OTHER OPTIONS**

- 5.1 Not applicable to this report.

## **6 ISSUES AND RISKS**

- 6.1 **Resource Implications** – Budgets for locally agreed pay increases and any nationally agreed awards form part of the annual budget setting process.
- 6.2 **Legal Implications** – The Council is obliged through the Localism Act to produce an annual Pay Policy Statement and so would not be meeting its statutory obligations if it failed to do so.

## **7 CONCLUSION**

- 7.1 The Council is required to publish the Pay Policy Statement on an annual basis and approval is sought prior to this publication.

## **8 RECOMMENDATIONS**

- 8.1 That Council approves the content of Broadland District Council's 2021/22 Pay Policy statement as attached in advance of its publication on the Council's website by 31 March 2021.

## **Appendix A – Pay Policy Statement 2021/22**

## **Pay Policy Statement 2021-2022**

### **1. Status of this Policy Statement**

This policy sets out Broadland and South Norfolk Council's approach to the pay of their workforce, including Chief Officers, in accordance with Section 38 of the Localism Act.

Any decision under powers delegated in the Councils' Constitutions with regard to remuneration to be taken during 2021/22 will be bound by and must comply with this Statement.

The Section 151 Officer must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

From 1<sup>st</sup> January 2020 these terms and conditions became effective for all staff thus creating a One officer team serving both Councils.

### **2. Scope**

This statement sets out the Councils' policy with regard to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers' remuneration and that of other officers

"Remuneration" for the purpose of this Statement includes four elements:

- basic salary
- performance related pay
- pension
- all other allowances arising from employment

### **3. Objectives of the Policy Statement**

(a) To ensure a capable and high performing workforce.

The Councils' policy is to set remuneration sufficient to attract and retain sufficiently experienced and qualified individuals to deliver the Councils' priorities.

(b) Simplicity, clarity and fairness between employees and between the Councils and their communities.

The Councils aim to be transparent on pay related matters to their staff, prospective staff and their wider communities. This Policy Statement contains information relating to pay, grading and associated benefits

applicable to all employees across both Councils. The Statement, once approved by each of the respective Councils, is published on each Council website.

Any remuneration package proposed for an employee which exceeds £100,000 (calculated by the value of total remuneration to be paid in the first year) must be approved in advance by both full Councils, and any package with a value of below £100,000 is approved by the Managing Director under delegated responsibility and in line with this Policy Statement.

- (c) To differentiate between remuneration and other employment related expenses.

The Councils make one-off payments to compensate an employee who has temporarily stepped up into a more senior post, or where an employee has made an exceptional business contribution to the Councils. This is remuneration.

The Councils reimburse employees for expenses incurred during the course of their employment in line with the Councils' published rates. The Councils will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The Councils do not regard such costs as remuneration but as non-pay operational costs.

This policy is applied consistently to the Managing Director, Chief Officers, Deputy Chief Officers and other employees.

#### **4. Chief Officers**

For the purpose of this Policy Statement, Chief Officers are defined as:

- Managing Director (and Returning Officer)
- Directors (statutory or non-statutory)
- Assistant Directors (Deputy Chief Officers)

#### **5. Job Evaluation**

The pay range for each post is set using a recognised analytical job evaluation scheme (Inbucon). A points based scheme assesses each job against a number of factors. The process involves:

- The employee and manager agreeing a role profile
- Evaluation of the job data by trained analysts in partnership with the recognised Trade Union(s)
- The evaluation score determining the salary range for the job

Together HR & Trade Union representatives evaluate all new posts as part of a panel approach. Where substantial change occurs to an existing job the

employee and the manager are responsible for providing a revised, and agreed, role profile for re-evaluation.

## **6. Pay Bandings**

The pay bands for both Councils have been adjusted to provide one agreed pay spine for all staff, these are also aligned to agreed job families. These will be periodically adjusted to reflect the appropriate market rate for the job using regional comparative data as it is the Councils' policy to be competitive in both the public and private sector markets. Chief Officers are on a separate salary structure.

To provide the opportunity for the Councils to fully consider a suitable salary progression scheme against the new pay spine the current performance related pay (PRP) schemes have been ceased.

While the new scheme is in development an interim one-off, non-consolidated, pro rata payment will be paid in March 2021 in replacement of the 2020/21 PRP scheme.

A new scheme has been developed and is currently being consulted on for 2021/22, with this coming into effect from May 2021.

Staff costs are shared across the Councils on a percentage split for joint services.

The Managing Director also receives Returning Officer fees. Nominated Assistant Returning Officers also receive fees relating to duties undertaken during an election. The fees in respect of County, District and Parish Council Elections are set by the Chairpersons of the Norfolk Authorities' Member Remuneration Panels and the fees for conducting European, Parliamentary and Policy & Crime Commissioner elections are set by the Home Office and Ministry of Justice.

## **7. Pay Review**

As stated above, pay levels are reviewed each year. However on 25 November 2020, the Government published Spending Review 2020. As part of the response to the economic impacts of the COVID-19 pandemic, the Chancellor announced that public sector pay will be "paused" for 2021/22.

The key elements of the policy are:

- to implement a 0% pay uplift to the subset of the public sector workforce in scope over 2021/22.
- an exemption for those (1) earning below median annual earnings and (2) working in the National Health Service (NHS)

It is the policy of the Councils to pay a minimum of the National Living Wage for all posts.

## 8. Pay Range

The Councils operates a pay structure for Chief Officers and a pay structure for all other officers. The spread of posts across each of the bands (as at 1<sup>st</sup> January 2021) is shown in the tables below

### Chief Officer

Generic Role	Salary Scale	No. Employees
Managing Director	£140,000 - £168,000	1
Director	£81,600 - £102,000	3
Assistant Director	£61,200, - £80,999	8

### All other

Generic Role	Salary Scale	No. Employees
Senior Manager/Senior Specialist	H - J	35
Manager/Specialist	G - F	114
Senior Administrator/Senior Case/Operations Worker/Senior Technical Advisor	D - E	208
Administrator/Case/Operations worker/Technical Advisor	A -C	410
Apprentice	Apprentice	8



## All staff below Chief Officer

Band Name	Minimum Salary Scale	Maximum Salary Scale
Apprentice	£ National Living Wage	£17,321
A	£17,940	£19,176
B	£19,177	£22,570
C	£22,571	£26,492
D	£26,493	£31,119
E	£31,120	£35,484
F	£35,485	£40,770
G	£40,771	£45,717

H	£45,718	£50,928
I	£50,929	£55,038
J	£55,039	£59,864

The mean of the two Councils salaries paid as at 1<sup>st</sup> January 2021 is £24,445 and the median is £22,570. Excluding apprentices (who are paid in line with the National Living Wage), the lowest paid employees are on Band A - these constitute a variety of staff including both administrative and operational.

The principles that guide the relationship between pay levels e.g. Job Evaluation, Pay Bandings are described in this Policy Statement.

## **9. Pay Multiples**

The Councils do not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required.

In terms of overall remuneration packages, the Councils' policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities, but not to differentiate on other allowances, benefits and payments it makes.

The Councils do not expect the remuneration of its highest paid employee to exceed ten times that of the lowest group of employees.

## **10. Salary Progression**

Salary on appointment is usually at the entry level of the band. Although the entry level can be varied by the skills and experience of the successful candidate, a higher point can only be agreed following a pay comparison. This would entail being able to justify the reason for giving the individual a higher salary than others. All salary amendments will be subject to the prior approval of the Senior HR Lead and the relevant Director.

## **11. Honoraria**

The Councils retain an Honoraria Policy to provide financial recognition for (for example) additional responsibilities undertaken by employees throughout the year.

## **12. Market Supplements**

Due to changing labour market pressures and following the agreement of the Managing Director market supplements were introduced within CNC Building Control in December 2018. These will be reviewed on an annual basis. If the supplement is no longer relevant or appropriate, this will be ceased, and the post holder will automatically revert back to their original grade. Data may be obtained from Councils and other employers in the local geographical area for salary comparison purposes. Should it become necessary to pay supplements in other areas of the Councils then these will be assessed against the current market conditions and will require approval of the Managing Director.

## **13. Travel Rates**

In addition to pay, the Councils pay travel rates for the use of private vehicles on essential and reasonable Council business. The Councils pay such allowances in accordance with HMRC rates; these are the same for Chief Officers and other employees.

The current rates are:

First 10,000 miles per year: 45 pence per mile

Beyond 10,000 miles per year: 25 pence per mile

5p per mile is paid for a maximum of 4 passengers therefore the maximum claimable amount is 65p per mile

These rates are set at the maximum tax-free level approved by the HMRC.

## **14. Car Loan/Cycle Scheme**

The Councils operates a new car leasing scheme which employees can access via the Sodexo self-service platform. This option which will be paid for by the employee, enables employees to take advantage of a competitive car leasing package.

## **15. Termination Payments**

The Councils have a single redundancy scheme which applies to all employees without differentiation. The Councils do not provide any further payment to employees leaving the Councils employment other than in respect of accrued leave which by agreement is untaken at the date of leaving. In exceptional circumstances the Council will make a payment in lieu of notice.

On leaving the Authority due to redundancy the agreed Redundancy Policy will apply. The amount of compensation will be up to a maximum of 1.6 times actual weekly pay but will not exceed 104 weeks' pay. This will be payable in the form of a lump sum, with any statutory redundancy payment offset against the discretionary award.

From January 2022 the designated redundancy multiplier will move to 1.4 for all staff.

If an employee is made redundant and is over the age of 55 their pension will be payable as per the Local Government Pension Scheme; there could be a pension strain cost associated with this.

Any severance payment made outside the scope of this Policy will reasonably comply with Councils' policy at any given time and be agreed with the Managing Director and Section 151 Officer. Any such agreement will remain confidential.

## **16. Re-employment**

Any individual who has been previously employed by either Council will need to compete for the position in accordance with the agreed Recruitment and Selection Policy. If the individual is successful and has previously been in receipt of severance benefits from either of the Councils, this must be referred to the Managing Director and Section 151 Officer before appointment is confirmed.

## **17. Professional Fees Subscriptions and Unison costs**

Reimbursement of professional memberships will be paid by the Councils if it is a mandatory requirement to enable the individual to carry out their statutory role.

All other professional memberships will be considered at the discretion of the Director/Assistant Director in liaison with the Senior HR Lead and will be determined based on service specific requirements

The Councils do not make direct payment to UNISON officials for trade union duties, however there is a Facilities Agreement in place to cover these duties.

## **18. Relocation Expenses**

The offer of relocation assistance will be agreed and offered to a successful candidate at the time of confirming appointment, subject to the agreement of the Section 151 Officer.

### Eligibility

The full package applies to newly appointed officers who have accepted a permanent post and who are genuinely required to move. Part-time employees can claim the same entitlements as full-time employees.

The decision of whether relocation applies to specific roles is made at the recruitment approval stage.

### Limit

The overall maximum amount that can be claimed is £8,000.

## **19. Overtime**

All overtime worked in excess of normal hours of work must be authorised by a designated Senior Officer in advance. Overtime from Monday to Saturday, Sundays and Public Holidays is paid in accordance with the employee's contract of employment.

Eligibility for overtime payments is usually restricted to employees on salary band C and below. Unless contractually agreed or an exceptional circumstance all overtime is at plain time rates.

Employees who work less than 37 hours will be paid at plain time until they have worked over the full-time equivalent.

## **20. Sickness Benefit**

Employees are entitled to a sliding scale of sickness benefit according to their length of recognised continuous service, as follows:

Less than 4 months service – Statutory sick pay only (occupational sick pay will not normally be paid)

4 months up to 2 years – 1 month's full pay plus 2 months half pay

On or after 2 years – 2 months full pay plus 2 months half pay

On or after 3 years – 4 months full pay and 4 months half pay

On or after 4 years – 5 months full pay and 5 months half pay

On or after 5 years service – 6 months full pay and 6 months half pay

*By strict exception, as a result of the Covid19 Pandemic employees with less than 4 months service will be entitled to receive sick pay for any Covid related absences*

## **21. Annual leave**

The standard annual leave entitlement is 25 days (pro rata for staff working less than the standard working week) rising to 28 days after 5 years continuous service. Chief Officer entitlement is 30 days. In addition, the Councils recognise 8 public holidays, which are fixed throughout the year.

All employees are encouraged to take their full holiday entitlement each year. Employees will be able to purchase additional holiday with agreement from their line manager, provided there is organisational cover in place.

Employees will also be able to sell purchased leave back to the Councils, however will not be able to sell leave that is part of their contractual entitlement.

All staff are encouraged to work flexibly according to the needs of the service and their own personal work life balance requirements.

## **22. Recovery of Overpayments**

If an overpayment of salary or expenses occurs the HR Team will notify the member of staff concerned and agree how the monies will be repaid within a six-month timescale.

## **23. Pension Provision**

All employees may join the Local Government Pension Scheme. The scheme is a statutory scheme with a sliding scale of contributions from employees and the employer, based on annual salary. For more comprehensive details of the Local Government Pension Scheme see

[www.norfolkpensionfund.org](http://www.norfolkpensionfund.org) or [www.lgps.org.uk](http://www.lgps.org.uk)

Neither the Scheme nor the Councils adopt different policies with regard to pension benefits for any category of employee; the same terms apply to Chief Officers and all other employees.

The Scheme provides for the exercise of discretion that allows for retirement benefits to be enhanced. The Councils will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees. This Policy Statement reaffirms this in respect of Chief Officers and all other employees.

The Pension Scheme provides for flexible retirement. In applying the flexible retirement provision no distinction is made between Chief Officers and other employees. The One Team Policy requires that a minimum reduction in working hours of 25% is made and/or there is a reduction in grade and that any consequential payments to the pension fund are recoverable.

## **24. Auto Enrolment**

In complying with Government legislation to auto enroll workers into a workplace pension scheme, with effect from 1 November 2013 the Councils auto enroll all workers into the Local Government Pension Scheme if they meet the following criteria:

- earn over £10,000 per year
- are aged 22 or over
- are under State Pension Age
- are not already in a pension scheme

The re-enrollment date for the Councils was 1<sup>st</sup> November 2019

## **25. Non-Pay Benefits**

The Councils also have a number of non-pay related benefits such as occupational maternity/ paternity/shared parental/adoption leave, flexible working, staff restaurants (one of which is subsidised) and employee recognition awards. These are not part of the Councils' Pay Policy Statement, but are referred to here for completeness.

## **26. Review of the Pay Policy Statement**

This Statement will be kept under review and is subject to annual approval by both full Councils. Changes will be agreed through appropriate consultation with the recognised Trade Union(s) and will be considered with regard to external good practice, legislation, recruitment and retention data and external pay information. Any potential departure from this Policy Statement during the course of the year requires the approval of the Managing Director and Leader of each Councils.

## **27. Gender Pay Reporting**

New regulations took effect from 1 April 2017 requiring Gender Pay Reporting for all organisations with 250+ employees. The Councils will report annually on these six calculations;

1. Average gender pay gap as a mean average
2. Average gender pay gap as a median average
3. Average bonus gender pay gap as a mean average
4. Average bonus gender pay gap as a median average
5. Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into four quartiles ordered from lowest to highest pay.

Alongside the calculations a narrative can be added to explain the reasons for the results and follow up actions taking place.

## **28. Publication of Data, Access to Information and Transparency**

The code of recommended practice for local authorities on data transparency requires that the Councils should publish public data that includes Senior Officer salaries, names (discretionary), job descriptions, responsibilities, budgets and numbers of staff (with "Senior Officer" employees defined as those earning greater than £58,690). This information will be published on the Councils website by 1 April of each year and included, as required, within the Statement of Accounts which are subject to audit inspection.

## **29. Changes to Terms and Conditions**

From 2<sup>nd</sup> January 2019 Broadland and South Norfolk Councils appointed a Managing Director who will now leads the two Councils together under one team. As a result of this from 1<sup>st</sup> January 2020 there has been a single officer team serving both independent Councils.

Tuesday 16 February 2021

## **MONITORING OFFICER REPORT**

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

**Portfolio:** Leader

**Ward(s) Affected:** All

### **Purpose of the Report:**

The report seeks approval to make amendments to the Terms of Reference for the Policy Development Panels and the consequential changes as a result thereof to Standing Policy Panels and Advisory Panels, and the Special Responsibility Allowances. The report also looks for nominations for the Armed Force Champion.

### **Recommendations:**

1. To approve:
  - the updated Terms of Reference for the Policy Development Panels and consequential references within the Constitution,
  - the amendment to the appointments as noted in section 2 of the report,
  - the removal of references to Standing Policy Panels, and
  - the payment of the Special Responsibility Allowance for Chairman.
2. To note the request for nominations for the Armed Force Champion.



## 1 SUMMARY

- 1.1 The report seeks approval to make amendments to the Terms of Reference for the Policy Development Panels and the consequential changes as a result thereof to Standing Policy Panels and Advisory Panels, and the Special Responsibility Allowances. The report also looks for nominations for the Armed Force Champion.

## 2 PANEL ARRANGEMENTS

### 2.1 Terms of Reference for the Panels

- 2.1.1 The Constitution currently references two types of Panels; Standing Policy Panels and Advisory Panels. No Standing Policy Panels have been appointed by the Council for some time and it is the Monitoring Officer's understanding that the Advisory Panels were historically established to replace Standing Policy Panels.
- 2.1.2 The Terms of Reference for the Advisory Panels are not currently included within the Council's Constitution and it is considered good practice that Terms of Reference for policy-developing Panels are published to enhance the openness and transparency of the Council's research, discussion and decision-making around policy formation.
- 2.1.3 Draft Terms of Reference for the four Panels are at **Appendix A** of this report. It should be noted that, in order to provide clarity that these Panels are to consider the formation of new policy within the remit of the relevant Portfolio Holder delegation, and these have been renamed 'Policy Development Panels'.
- 2.1.4 In order to provide some separation between the formation of new policies and the decision-making body, members of the Council's Cabinet are no longer able to sit as a voting member or substitute member on Policy Development Panels but the relevant Portfolio Holder will instead attend the meetings in an ex-officio capacity.
- 2.1.5 The Leader of the Conservative Group has therefore indicated that he wishes to make the following changing to Member appointments:

#### Economic Success

Cllr Nigel Brennan to replace Cllr Jo Copplestone  
Cllr Sam Walker to replace Cllr Trudy Mancini-Boyle

#### Environmental Excellence

Cllr Adrian Crotch to replace Cllr Judy Leggett

#### Place Shaping

Cllr Justine Thomas to replace Cllr Lana Hemsall

### Wellbeing

Cllr Claire Ryman-Tubb to replace Cllr Fran Whymark

### Service Improvement and Efficiency

Cllr Ken Kelly to replace Cllr Jonathan Emsell

- 2.1.6 It is noted that, from time to time, members may wish to discuss and brainstorm ideas in a free and frank manner. To facilitate this, the Chairman in consultation with the Portfolio Holder, can agree to hold informal workshops with lead officers of the relevant service. It should however be noted that any outcomes from these informal discussions should not be considered as formal recommendations to Cabinet and should instead be taken by the lead officers present as concepts to be considered openly at a future formal, public meeting of the Panel.
- 2.1.7 For clarity, a flowchart is attached at **Appendix B** which shows the Policy Development cycle.

## 2.2 Removal of Standing Policy Panels

- 2.2.1 As described above, the Standing Policy Panels were historically replaced by the Advisory Panels so will now be removed from the Constitution.
- 2.2.2 References to the Advisory Panels will also be replaced by the Policy Development Panels.

## 2.3 Special Responsibility Allowance for Panel Chairmen

- 2.3.1 Part 6 of the Constitution sets out that a members' allowance can be paid to the Chairman of a Standing Policy Committee but when these were replaced by Advisory Panels, the Chairmen of these Panels were also the Portfolio Holders of that area so no further allowance was paid over and above that already received by their position.
- 2.3.2 As above, the Chairmen of the Policy Development Panels will no longer be the Portfolio Holders so it is considered that these Chairmen should receive an allowance in line with the amount set out in the Constitution.

## 3 **ARMED FORCES CHAMPION**

- 3.1 The Leader has indicated that he wishes to add the Armed Forces Champion to the positions available to Members.
- 3.2 Nominations should be made to the Assistant Director of Governance and Business Support and will be considered by the Member Development Panel and its decision referred back to Council for endorsement. A summary of the role is attached at **Appendix C** to this report.

## **4 ISSUES AND RISKS**

4.1 **Resource Implications** – not applicable to this report.

4.2 **Legal Implications** – the recommendations contained within this report ensure that the Council remains compliant with legislation.

4.3 **Equality Implications** – not applicable to this report.

4.4 **Environmental Impact** – not applicable to this report.

4.5 **Crime and Disorder** – not applicable to this report.

4.6 **Risks** – not applicable to this report.

## **5 CONCLUSION**

5.1 This report seeks to update and seek agreement from Council on the proposals to amend the Constitution as referred to in the body of the report.

## **6 RECOMMENDATIONS**

6.1 To approve:

- the updated Terms of Reference for the Policy Development Panels and consequential references within the Constitution,
- the amendment to the appointments as noted in section 2 of the report,
- the removal of references to Standing Policy Panels, and
- the payment of the Special Responsibility Allowance for Chairman.

6.2 To note the request for nominations for the Armed Force Champion.

## **Background Papers**

None

## **Appendix C**

### **Role Description – Armed Forces Champion**

#### **General**

A Member Champion does not have personal delegated powers to act on the Council's behalf relating to the interest being championed unless delegated specific authority by the Council.

The following role description therefore promotes the concept of close working with the Council's Cabinet, Committees and the Overview and Scrutiny function

Member Champions are required to work within the Council's Constitution and the Code of Conduct.

#### **The principle purpose of the Champion is:**

- 1 to promote the interest within the Council, having regard to the Council's overall corporate and service priorities;
- 2 to take a particular interest in the needs and wishes of any client group relevant to the interest being championed;
- 3 to ensure that decision-makers within the Council and externally are aware of issues and opportunities related to the interest;
- 4 to contribute to the continuous improvement of services and functions related to the interest and be a catalyst for change;
- 5 to ensure good practice within the authority relating to the interest is shared and that examples of good practice elsewhere are brought to the attention of Members and officers;
- 6 to keep up to date with all relevant matters connected with the interest;
- 7 to work with national and local initiatives relevant to the interest.

#### **The key responsibilities of the Champion are as follows:**

- 8 to engage with relevant local and national bodies and communities to promote the interest, attending meetings as necessary (for which travel and subsistence will be paid);
- 9 to monitor the Council's relevant work plans and to work with lead Members proactively to advise, identify challenge and influence;
- 10 to ensure that all Members of the Council and officers are aware of the needs, issues and support available relating to the interest;
- 11 to seek appropriate opportunities to promote the interest further with officers and Members through seminars, other awareness-raising events and personal attendance at meetings;

- 12 to liaise with relevant partner bodies on matters relating to the interest and seek opportunities for direct participation in issue consideration as appropriate;
- 13 to work with a nominated lead officer in prioritising actions as Member Champion, creating a work plan that achieves a balance between helping to achieve corporate priorities identified by the Member Champion;
- 14 to pursue such personal development and training opportunities to enable effective performance in the role of Member Champion and raise personal awareness of issues relevant to the interest being championed;
- 15 to present an annual report to the Council on the work undertaken and identifying areas for future development;
- 16 to report periodically to the relevant portfolio holder.

**Specific:**

- 17 promoting the fact that Broadland District Council is an armed forces-friendly organisation through our commitment to the Armed Forces Covenant;
- 18 championing our support to our local cadet units and community organisations who can support members of our armed forces and their families;
- 19 encouraging local businesses, charities and voluntary organisations to sign the Covenant Pledge and to work with Broadland District Council to promote support for our armed forces personnel;
- 20 actively participation in Armed Forces Day;
- 21 be the point of reference for other Members to raise awareness of the role Broadland Council plays in supporting our armed forces families.

## **Environmental Excellence Policy Development Panel**

### **Terms of Reference**

The Panel will be responsible for undertaking work allocated to it by Cabinet for the purpose of advising the aforesaid in all matters pertaining to the Environmental Excellence Portfolio, to ensure the responsibilities of the relevant Portfolio Holder are met as described Part 3 of the Council's Constitution and in alignment with Local Economic Development Strategies.

The Chairman at his discretion may call Industrial, Environmental, Scientific or other relevant experts to report and present innovative ideas for consideration by the Panel.

The Panel will provide reports and recommendations in order to inform and guide Cabinet.

### **Panel membership**

The Panel will consist of ten Members of the Council, with political representation from each recognised Party. The representation for each Party will be confirmed at the Annual General Meeting by the Leader and appointments made in line with this.

The relevant Portfolio Holder will attend Panel meetings ex-officio and not as a voting member of the Panel.

No member of the Council's Executive may be a member of, or attend as a substitute member of, the Panel.

Named substitutes may attend and vote.

The Chairman and Vice-Chairman of the Panel shall be appointed by the Leader of the Council.

### **Quorum**

The quorum will be four members.

### **Procedures, protocol and public speaking**

The Chairman of the Panel shall be responsible for maintaining order and the effective conduct of business at meetings of the Panel.

Public speaking will be allowed at the discretion of the Chairman. Speakers must advise the Monitoring Officer of their wish to speak two clear working days before the date of the meeting.

Any member of the Council may attend and speak at meetings of the Panel.

Subject matter experts may attend the meeting by way of invitation from the Chairman.

## **Voting**

The Panel will operate on a basis of reaching a consensus amongst members.

The Chairman for the meeting has the discretion to conduct a vote either by show of hands or, if there is no dissent, by affirmation of the meeting.

If there are equal numbers of votes for and against, the Chairman of the meeting will have a second or casting vote.

DRAFT

# **Economic Success Policy Development Panel**

## **Terms of Reference**

The Panel will be responsible for undertaking work allocated to it by Cabinet, for the purpose of advising the aforesaid in all matters pertaining to the Economic Development Portfolio, to ensure the responsibilities of the relevant Portfolio Holder are met as described Part 3 of the Council's Constitution and in alignment with Local Economic Development Strategies.

The Panel will provide reports and recommendations in order to inform and guide Cabinet.

## **Panel membership**

The Panel will consist of ten Members of the Council, with political representation from each recognised Party. The representation for each Party will be confirmed at the Annual General Meeting by the Leader and appointments made in line with this.

The relevant Portfolio Holder will attend Panel meetings ex-officio and not as a voting member of the Panel.

No member of the Council's Executive may be a member of, or attend as a substitute member of, the Panel.

Named substitutes may attend and vote.

The Chairman and Vice-Chairman of the Panel shall be appointed by the Leader of the Council.

## **Quorum**

The quorum will be four members.

## **Procedures, protocol and public speaking**

The Chairman of the Panel shall be responsible for maintaining order and the effective conduct of business at meetings of the Panel.

Public speaking will be allowed at the discretion of the Chairman. Speakers must advise the Monitoring Officer of their wish to speak two clear working days before the date of the meeting.

Any member of the Council may attend and speak at meetings of the Panel.



Subject matter experts may attend the meeting by way of invitation from the Chairman.

## **Voting**

The Panel will operate on a basis of reaching a consensus amongst members.

The Chairman for the meeting has the discretion to conduct a vote either by show of hands or, if there is no dissent, by affirmation of the meeting.

If there are equal numbers of votes for and against, the Chairman of the meeting will have a second or casting vote.

DRAFT

# **Place Shaping Policy Development Panel**

## **Terms of Reference**

The Panel will be responsible for undertaking work allocated to it by Cabinet for the purpose of advising the aforesaid in all matters pertaining to the Planning Portfolio, to ensure the responsibilities of the relevant Portfolio Holder are met as described Part 3 of the Council's Constitution and in alignment with Local Economic Development Strategies.

The Panel will provide reports and recommendations in order to inform and guide Cabinet.

## **Panel membership**

The Panel will consist of ten Members of the Council, with political representation from each recognised Party. The representation for each Party will be confirmed at the Annual General Meeting by the Leader and appointments made in line with this.

The relevant Portfolio Holder will attend Panel meetings ex-officio and not as a voting member of the Panel.

No member of the Council's Executive may be a member of, or attend as a substitute member of, the Panel.

Named substitutes may attend and vote.

The Chairman and Vice-Chairman of the Panel shall be appointed by the Leader of the Council.

## **Quorum**

The quorum will be four members.

## **Procedures, protocol and public speaking**

The Chairman of the Panel shall be responsible for maintaining order and the effective conduct of business at meetings of the Panel.

Public speaking will be allowed at the discretion of the Chairman. Speakers must advise the Monitoring Officer of their wish to speak two clear working days before the date of the meeting.

Any member of the Council may attend and speak at meetings of the Panel.

Subject matter experts may attend the meeting by way of invitation from the Chairman.

## **Voting**

The Panel will operate on a basis of reaching a consensus amongst members.

The Chairman for the meeting has the discretion to conduct a vote either by show of hands or, if there is no dissent, by affirmation of the meeting.

If there are equal numbers of votes for and against, the Chairman of the meeting will have a second or casting vote.

DRAFT

# **Wellbeing Policy Development Panel**

## **Terms of Reference**

The Panel will be responsible for undertaking work allocated to it by Cabinet for the purpose of advising the aforesaid in all matters pertaining to the Housing and Wellbeing Portfolio, to ensure the responsibilities of the relevant Portfolio Holder are met as described Part 3 of the Council's Constitution and in alignment with Local Economic Development Strategies.

The Panel will provide reports and recommendations in order to inform and guide Cabinet.

## **Panel membership**

The Panel will consist of ten Members of the Council, with political representation from each recognised Party. The representation for each Party will be confirmed at the Annual General Meeting by the Leader and appointments made in line with this.

The relevant Portfolio Holder will attend Panel meetings ex-officio and not as a voting member of the Panel.

No member of the Council's Executive may be a member of, or attend as a substitute member of, the Panel.

Named substitutes may attend and vote.

The Chairman and Vice-Chairman of the Panel shall be appointed by the Leader of the Council.

## **Quorum**

The quorum will be four members.

## **Procedures, protocol and public speaking**

The Chairman of the Panel shall be responsible for maintaining order and the effective conduct of business at meetings of the Panel.

Public speaking will be allowed at the discretion of the Chairman. Speakers must advise the Monitoring Officer of their wish to speak two clear working days before the date of the meeting.

Any member of the Council may attend and speak at meetings of the Panel.

Subject matter experts may attend the meeting by way of invitation from the Chairman.

## **Voting**

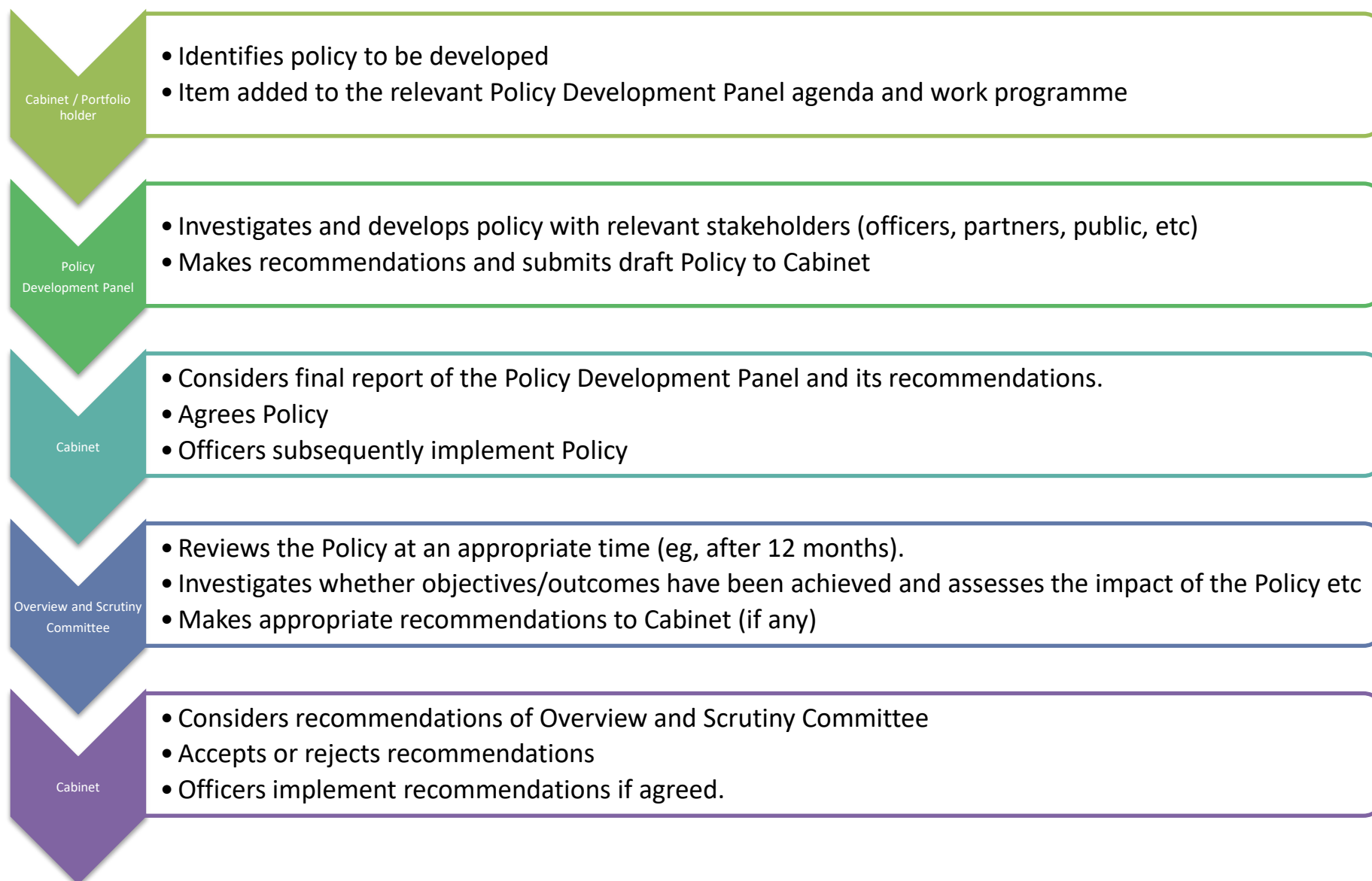
The Panel will operate on a basis of reaching a consensus amongst members.

The Chairman for the meeting has the discretion to conduct a vote either by show of hands or, if there is no dissent, by affirmation of the meeting.

If there are equal numbers of votes for and against, the Chairman of the meeting will have a second or casting vote.

DRAFT

## New Policy Development Cycle



## **OUTSIDE ORGANISATIONS - FEEDBACK FROM REPRESENTATIVES**

**Report Author:** Emma Hodds  
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**Portfolio:** Leader (Policy)

**Wards Affected:** All

### **Purpose of the Report:**

The purpose of this report is to receive feedback from members on their representation on outside bodies.

### **Recommendation:**

To note the report

## **Cllr L Hemsall – Broads Authority**

Meeting on 8 January 2021 – no matters determined affecting BDC residents directly – agenda available at [Planning Committee – 8 January 2021](#)

Meeting on 29 January 2021 - This meeting of the BA had to be delayed due to technical issues with Lifesize till Tuesday, 9th February. We had a very constructive discussion on all items not on the agenda especially the new social media policy which was drafted by the new monitoring officer. The BA also appointed a representative to the BFI which I will represent BDC on and I look forward to reporting back to Council from those meetings.

Meeting on 5 February 2021 - no matters for consideration in the BDC area, members received the guide on residential moorings and consultation responses to the GNLP - agenda available at [Planning Committee – 5 February 2021](#)

## **Cllr J Copplestone - Broads IDB- 18 January 2021**

Cllrs Kelly, Nurden, Brennan and I attended the virtual meeting of the Broads IDB, where Engineers reported since the last meeting, adverse weather events had resulted in high water overtopping several pumping stations.

The Government had announced they were doubling the Flood Risk Management Funding to £5.2bn over the next six-year period, with £52m of indicative funding allocated to the Broads IDB for capital projects.

The hydrology report indicated a drought in Spring and extremely high rainfall in Autumn 2020 which had resulted in much flooding.

The Broad noted, Water Resources East, the Nature Conservancy, Norfolk County Council and Anglian Water have formed an exciting strategic partnership which will focus on water management across Norfolk.

This Partnership will be recruiting a Norfolk Water Strategy Programme Manager in early February 2021 to lead the creation and development of a Sustainable Water Management Strategy which will provide the basis of the long-term governance for the Norfolk Water Fund.

Norfolk is impacted by a range of water-related issues, including falling ground water levels, abstraction pressures, housing and business development, water quality and flooding and there is the need for an overarching strategy to address these issues.

The NSWS will:

- Ensure that water (either too much or not enough) is not a barrier to economic development and growth.
- Increase the resilience of water resource management for all users, including the agri-food sector.
- Deliver wider benefits in terms of flood risk and water quality.
- Identify opportunities and mechanisms to restore and enhance the environment.
- Provide opportunities for water related businesses.



- Deliver water related climate change mitigation and adaptation strategies, including net zero carbon.
- Provide academically rigorous evidence to policy makers.
- Influence and shape WRE's plan for Eastern England.
- The Board voted for a 2% increase in drainage rates to invest in added capacity to adequately protect constituent councils and react to high levels of rainfall.

### **Cllr R Foulger – A47 Alliance and Community Rail Norfolk**

Due to lockdown there has been very limited recent activity.

- A47 Alliance - awaiting progress on funded projects in Broadland and the Western Link.
- Community Rail Norfolk - Greater Anglia running reduced services and have introduced an intensive cleaning regime. Station adopters operating on a limited basis.

### **Cllr S Prutton – Norfolk Health Overview Scrutiny Committee - 28 November 2020**

- 1 Access to local NHS services for patients and service users with sensory impairments  
Examples were given to the Committee of unsighted patients being sent letters, hearing-impaired patients receiving telephone calls, consultations having to be cancelled because relevant interpreters were not available even though they had been requested.

Patients' privacy and dignity should be better protected by allowing BSL interpreters negotiate appointments on their behalf.

Lack of continuity - no 'tell it once' policy in place.

- 2 Suicide prevention

It was felt that all partners involved in the suicide prevention strategy were playing their part to reduce suicides in Norfolk. Partners liaised regularly, and a multi-agency approach was in place. The suicide rate in Norfolk was reducing but more needed to be done to reduce it further.

- 3 Proposed relocation of St James's Practice in King's Lynn.

A presentation was received by the Committee describing the engagement and consultation around the relocation of St James's Practice during which it has become obvious that a second new surgery is required to serve the south of the town.

It was recommended that the provision of a primary care hub, which could assist in service integration and ease pressure across all the town's practices, should be explored.

## **Cllr S Prutton – Norfolk Health Overview Scrutiny Committee - 4 February 2021**

Two of the three presentations had to be postponed because of the resurgence of the COVID-19 virus, but this did allow an extensive discussion of the remaining item.

Prison healthcare – access to physical and mental health services

For the reason stated above, representatives of the operational providers were not able to be present so the Committee was addressed by two of the service commissioners. Their report covered the three Norfolk Prisons: Norwich, Bure and Wayland

Detailed questioning revealed certain points of weakness where information transfers may not be completely secure – initial admission, transfer to / return from hospital, release from prison.

Additional information was requested about the training given to prison officers to enable them to spot prisoners' health needs, both mental and physical.

An update on Prison Healthcare will be included in NHOSC's work plan for 12 months' time.

## **Cllr S Prutton – Norfolk Anti Scams Partnership - 2 December 2020 and subgroup 22 January 2021**

There seems to be a considerable ebb-and-flow of people / organisations within this partnership and the bulk of the work seems to be undertaken within four subgroups: Communications, Engagement, Business and Data who report back to the centre. However, as the Chair, Cllr Margaret Dewsbury, said, the subgroups have not had a great deal to report back, due to the COVID pandemic.

I have joined the Communications Subgroup which met on 22nd January 2021. There were seven members in attendance of whom three were from various arms of the Police (source of information) and one from Norfolk ALC (access to distribution channels).

A recently published postcard of Anti Scam Guidance bullet points was discussed and a few minor amendments were suggested prior to a possible reprint.

Also discussed was the possible issue of a "Be Alert to Vaccine Fraud" poster.

Next full meeting is scheduled for mid-April.

## **Cllr J Leggett - Norfolk Waste Partnership Board (NWP)**

A meeting of the Norfolk Waste Partnership Board was held on Thursday 11th February 2021. The topics discussed were:

### **Governance of Norfolk Waste Partnership**

The governance statement was agreed.

### **Marketing and Communications Plan**

Projects include:

Website Health check: to ensure the website meets all the new accessibility guidelines.

Review of Digital Platform: to ensure material is always designed with the end user in mind.

Recycle It Don't Spoil It/ Recycle Right: - producing relatable, clear and easily remembered messaging. Based on Keep Britain Tidy research the answer is plain and blunt messages.

SCRAP: to reduce fly tipping.

Food Waste: to embed good habits picked up during lock down.

Bin Genie: to help people repair, reuse, and recycle items.

Textiles: in response to the number of questions to team have received this project will encourage people to find alternative uses for unwanted textiles other than their green bin.

### **National Waste Policy**

The Environment Bill has been postponed until Autumn 2021 due to the pandemic, but the planned consultations will go ahead in March.

### **NWP Workstream**

Includes disposal of sharps which is being trialled in Broadland and South Norfolk and report concerning the MRF.

### **NWP Annual Report**

The introduction of an annual report to demonstrate what the NWP has achieved in 12 months, to be published in the Autumn.

### **AOB**

The disposal of clinical waste from Lateral flow tests used in Educational settings will be handled by Norse.

## **Cllr N Shaw - Local Government Association Strategic Aviation (Special Interest Group) - January 2021**

Current state of UK Aviation and aviation policy

SASIG Policy Director, Chris Cain provided the Group with updates beginning first with the Supreme Court's recent approval of the Heathrow expansion subject to planning and other restrictions. Much work needs to be done but little else is expected in the next 12-18 months until things return a little more to normal following the pandemic. It was also noted that the old National Policy Statement and forecasts needed bringing up to date.

Union Connectivity Review;

This Review is chaired by Sir Peter Hendy. Members were provided with a summary of the background and the aim behind the Review which was to consider the core strategic network of the UK. The work is significant and SASIG will engage in any consultations.

#### Aviation Recovery Plan;

There are now delays to this piece of work as some of the core staff have moved over to work on Brexit transition issues. Consideration of the sustainability of the Recovery Plan is vital even if core work is delayed (possibly until Spring). We noted SASIG's forthcoming meeting with the Aviation Minister and the AOA.

#### Regional Air Connectivity Review;

Progress on this has been slow although there might be a possible call for evidence in the New Year. There was a possibility that a meeting could be arranged with members to discuss valid points prior to submitting anything.

#### Global Travel Task Force;

We noted that the work of the Task Force is now coming to an end. Advice on test centres for private testing is now widely available although testing is still not being done at airports. Periods of self-isolation could be shorter if a negative result is given. Airlines were basically acting as their own enforcement regime (e.g. they were responsible for passenger locator forms) and therefore could be fined for non-compliance which they are not happy about.

#### Safeguarding - CAST (Combined Aerodrome Safeguarding Team);

We were provided with a background to the set-up of CAST and also with an outline on liability issues around safeguarding which is of great importance to local authority planners. More information was provided later on by the guest speaker from CAA, Tony Heap.

#### Green Agenda & Emerging Technologies;

We were informed that there had been a recent update from the Committee on Climate Change to the government and there would be a consultation in the New Year. It was now to be called the Aviation Decarbonisation Strategy. SASIG was involved in a lot of work on emerging technologies including working with Future of Flight and on a joint project with ITC – results coming to fruition around March of next year. This subject is a big issue for the industry.

#### Aviation EU Transition Update;

There have been exchanges of documentation in case of a no-deal scenario. The EU/UK had set out information re: 3rd and 4th Freedoms but little else. DfT officials were considering issues around no-deal but seemed to be on top of the issue. We agreed that this was very frustrating for airlines who are still waiting to see what is going to happen – potentially from 1 January, no planes would be allowed to fly to the EU. Climate change was now being strongly linked to any airport expansion plans. There was also currently an important consultation on Public Safety Zones which local authorities need to understand to see how this issue impacts on their own airports.

It was interesting to understand all points of view i.e. from planners and DfT and we asked to be sent the link to the climate change report. We await this.

SASIG's current and future engagement with Government.

We noted ongoing engagement with Government including regular liaison meetings with DfT and also the upcoming meeting with the Aviation Minister. Members were invited to submit anything they wished to be raised in advance of this to the Secretariat.

Members were informed of SASIG's recent meeting with Cllr David Renard (Chairman, LGA's Environment, Economy, Housing and Transport Board) which had been very productive and useful. Chris Cain summarised details of the discussion which included the LGA's view of SASIG's role in informing the Board around possible work. It was agreed that where there are issues relevant to every authority including decarbonisation and urban air mobility, (drones, electric aircraft, etc) which the LGA Board would take a broad interest in. The Board see SASIG as taking the lead on general business but agreed to pursue ways of getting SASIG into their news and magazine to promote the SIG more widely.

Dates for other upcoming meetings were also noted, including the Airspace Strategy Board in early February and also with the AOA due to take place next week.

We discussed inclusion of smaller airports within the Public Safety Zone consultation and the need for proper planning for safeguarding of airport boundaries.

Update from SASIG Policy Director on:

a) Aviation Local Authorities C-19 Economic Impact Study;

Chris Cain had spoken with Rebecca Hall at DfT about the study and was assured that they remain very interested. However, they wanted to revisit at the end of January as due to staffing shortages caused by dealing with the emergency response rather than the economic impact at this point, there was no-one available to look at it. The Group was informed that a draft should be ready just after Christmas and would be passed to the task group for consideration. After this, further dialogue with DfT would be undertaken.

b) Future of Flight Programme;

Chris Cain updated the Group on his engagement in this work via the Future of Flight workshops which had been set up. Local authorities were key to producing the right local development document therefore SASIG's involvement right at the outset would help to provide the right guidance for local authorities.

Update from SASIG Policy Director on recent, current and forthcoming consultations to include:

a) Planning for the Future (6 Aug-29 Oct 2020);

Chris Cain provided a brief update on this consultation proposing reforms of the planning system.

b) Govt. consultation on Freeports (10 Feb-13 July 2020);

Chris Cain outlined details of the consultation and informed us that a prospectus had been published in November. Expressions of interest in freeport status needed to be in by the end of the year. He referred to a presentation he had prepared which will be made available to SASIG colleagues in the members' area of SASIG website.

c) Update on LHR proposals for expansion in light of C-19 crisis;

We had already discussed this item – approval on the expansion of London Heathrow will probably be sought whilst under the current government.

d) NSI Bill Consultation (11 Nov 2020 – 6 Jan 2021);

Chris Cain felt unsure a response from SASIG was actually appropriate but the Group has been provided with a background to this consultation within the agenda papers.

e) Night Flights consultation (2 Dec 2020 – 3 March 2021).

The Government's Night Flights consultation was discussed in greater detail within the afternoon Workshop. We discussed the main issues with one of the biggest centred around night noise.

Jeremy Pine (SASIG) gave an update from the last ANEG meeting and spoke about new tools which were being put into place to help DfT in assessing noise issues etc. He spoke briefly about the cap on business rates for airports. The Department have been adamant about not bailing out airports and they in turn have used the Government support made available with regard to furloughing staff and underwriting loans. Regarding the latter, it was easier for bigger airports and those who were part of a large group, to get access to loans than the smaller airports. Many people continue to be on furlough which has led to delays in submitting responses. There had also been problems in reaching everyone in the local communities who should be able to comment. Airspace modernisation and night noise are key issues and everyone affected should be able to respond.

We heard about airport costs and charges for statutory requirements (i.e. security and borders) and that these have continued throughout the crisis. This issue has been the focus of much discussion along with testing etc. Members discussed loans and other ways of supplementing these costs.

Members agreed that the recovery strategy would be complex. SASIG's work was significant with the timing of the Impact Study report needing to be right to attain maximum effect.

Guest speaker: Tony Heap, CAA Policy Specialist, Aerodrome & Future Safety

Tony outlined details of his work background and his links to planning issues – albeit in a limited capacity. Members received a presentation on aerodrome safeguarding and its challenges and this will be placed in the members' area on the SASIG website in due course. The remit of Aerodrome & Future Safety (AFS) includes:

- Ensuring that areas around airports are protected and allow aircraft to safely take off and land.
- Assurance that Obstacle limitation surfaces are addressed.

Tony Heap outlined the work around Civil Aviation Publications (CAPs) and clarified who they are aimed at. Greater clarity and explanation is now required and there been changes which have created much bigger workloads. The planning processes have subsequently become clearer and are supported by the CAA. If there are any issues with planning developments against officially safeguarded aerodromes – designated by DfT – the CAA will be involved in giving thought to these issues.

The speaker outlined requirements around planning and development of maps which has also led to increased workloads for all involved and mention was made about the combined roles of the aerodrome safety teams. There is a transition deadline of end of 2023 for compliancy. The work was well received at the first CAST meeting held in November. East Midlands, Manchester, Gatwick and Heathrow are setting up 4 focus groups to feed into the Plenary meetings and to do the actual work. Communication is key and local authorities are invited to think about how they can involve aerodromes in discussions around local development plans. Consideration of land use and the environment will need to be included, with an emphasis on burning waste and incendiary areas as these provide danger of smoke to airport approaches. Thoughts should also be given to wind caused by tall buildings affecting landing etc. when considering planning. There is an importance in linking up everything up in order to provide proper guidance to LPAs.

Members were briefed on Public Safety Zones and the need to change the emphasis to consider these things. There is a considerable amount of work ahead. Members were reminded that CAA are responsible for developing the policy and for presenting any case of concern to the Secretary of State.

Members made several points (in italics with response below) including:

Q. Responsibility lies with the airports. Will unlicensed aerodromes be made aware?

A. CAA is only responsible for ensuring that the airline operator is doing their job but now can work with stakeholders such as LPAs. The need now is to strengthen links and work with Local government.

Q. Concerns about the Airforce being under different rules.

A. They will try and align as much as possible with the civil side although the decisions are with MAA.

Q. A lot of smaller airfields go through local parish and town councils – will they be involved?

A. Yes –CAA is keen to engage and support relationships with those in order to work out the best way for both.

Other points raised by members included:

- The importance of dialogue between SASIG and CAA. Local Authority guidance notes with the CAA is key – there is no remit with local authorities and the link between all stakeholders needs to be made.

Tony Heap said that one of the purposes of CAST is to make this link.

- A nominated person at the CAA as a point of contact would be of extreme value.

Tony Heap said that anything right now can be sent directly to him. Once the focus groups are set up, there will be contacts for anything to do with safeguarding.

- Reinforcement of the unintended consequences of setting safety zones was necessary to avoid issues around general aviation issues. How do we address these – is there a process that the CAA has got?

Tony Heap said that all policies are meant to be reviewed regularly to ensure that they are working. However, some things cannot be planned for as there is no formal way. He invited members to send any concerns to the CAA to be fed into any future reviews.

- Considerations often take too long and the challenge to reach decisions within the six-week deadline should be taken up.
- Members agreed points made by SASIG Policy Director are very valid. There are concerns that information will not reach parish councils who only meet every 4 weeks.
- There is a presumption that this will affect new areas and those that have already been built. This needs consideration.

### Latest Updates

As advertised in the Freeports Bidding Prospectus, the government has published a Q&A in response to the questions submitted by stakeholders. See link:

<https://sasig.us11.list-manage.com/track/click?u=3e2a319c4ee00460435491b51&id=5959023e59&e=90244f43b0>

18 January, the Government was asked in the House of Lords, further to the report by the Climate Change Committee Sixth Carbon Budget: The UK's path to Net Zero, published on 9 December 2020, what plans they have to review the Airports National Policy Statement.

A Government consultation on night flight restrictions had been launched and is due to run until 3 March 2021.

However, industry representatives felt that they could not adequately express their views on the longer-term policy reform questions within this time, particularly with a substantial number of staff on furlough due to the pandemic.

A formal request was put forward to the Secretary of State and the Minister of Aviation and it has now been confirmed that the second part of the consultation has been extended and will now close on the 31 May 2021, enabling all stakeholders to have enough time to properly respond to the longer-term policy options.

The first part of the consultation will still close on the original date (3 March) as an extension to the current regime beyond 2022 must be published by Summer 2021 in order to meet consultation and notification requirements set out in legislation.

For clarity, questions 6-12 will close on 3 March, questions 13 onwards will close on 31 May. See link:

<https://sasig.us11.list-manage.com/track/click?u=3e2a319c4ee00460435491b51&id=95f0708666&e=90244f43b0>

It will be a few days before any formal notification of this change, or any updates to the government website to reflect the new dates will be made.



**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 257 to 265 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