

# Council

## Agenda

### Members of the Council

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

### Group meetings:

Conservative Group	Trafford Room (6.00pm)
Liberal Democrat Group	John Mack Room (6.00pm)
Labour Group	Members Room (6.00pm)

### Date

Thursday 20 February 2020

### Time

7.00pm

### Place

**Council Chamber**  
Thorpe Lodge  
1 Yarmouth Road  
Thorpe St Andrew  
Norwich

### Contact

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@BDCDemServices



12 February 2020

### The Openness of Local Government Bodies Regulations 2014

Under the above Regulations, any person may take photographs, film and audio-record the proceedings and report on all public meetings. If you do not wish to be filmed / recorded, please notify an officer prior to the start of the meeting. The Council has a protocol, a copy of which will be displayed outside of each meeting room and is available on request.

**The Chairman will ask if anyone wishes to  
film / record this meeting**

<b>A G E N D A</b>		<b>Page No</b>
<b>1</b>	<b>To receive declarations of interest under Procedural Rule no 8 – guidance and flow chart attached</b>	<b>6</b>
<b>2</b>	<b>Apologies for absence</b>	
<b>3</b>	<b>Review of the Broadland Scheme of Members’ Allowances</b>	<b>8</b>
	To receive a presentation by Peter Franzen - Chairman of the Broadland Independent Remuneration Panel and to consider the recommendations of the Panel regarding the Scheme of Members’ Allowances	
<b>4</b>	<b>Minutes</b>	<b>21</b>
	To consider the minutes of the meeting held on 17 December 2019	
<b>5</b>	<b>Matters Arising</b> (if any)	
<b>6</b>	<b>Announcements</b>	
	To receive announcements from	
	(1) The Chairman – list of Civic Engagements attached	<b>33</b>
	(2) The Vice Chairman	
	(3) The Leader	
	(4) Members of the Cabinet	
	(5) Head of Paid Service	
<b>7</b>	<b>Questions from the public</b>	
	To consider any questions received from members of the public in accordance with Procedural Rule 10.	
<b>8</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)	

## **9 Overview and Scrutiny Committee**

To receive the minutes of the meetings held on

- |     |                 |           |
|-----|-----------------|-----------|
| (1) | 7 January 2020  | <b>34</b> |
| (2) | 28 January 2020 | <b>42</b> |
| (3) | 4 February 2020 | <b>49</b> |

## **10 Cabinet**

- |     |   |           |
|-----|---|-----------|
| (1) | To receive the minutes of the meeting held on 14 January 2020 | <b>59</b> |
|-----|---|-----------|

*The following item will need consideration by Council:*

Minute no: 68 – Leisure Principles

- |  |  |           |
|--|--|-----------|
|  | to consider adoption of the Leisure Principles as set out in the minutes | <b>62</b> |
|--|--|-----------|

- |     |  |                         |
|-----|--|-------------------------|
| (2) | To receive the decisions of the meeting held on 11 February 2020 (minutes to follow) | <b>67</b><br><b>350</b> |
|-----|--|-------------------------|

*The following items will need consideration by Council: (the Cabinet reports relating to these matters are attached)*

- |     |  |           |
|-----|--|-----------|
| (a) | Item no 10 – Capital Strategy and Capital Programme 2020/21 to 2024/25 | <b>71</b> |
|-----|--|-----------|

- |     |  |           |
|-----|--|-----------|
| (b) | Item no 11– Revenue Budget and Council Tax 2020/21 | <b>93</b> |
|-----|--|-----------|

*N.B. This matter will be dealt with at agenda item 13 below*

- |     |   |            |
|-----|---|------------|
| (c) | Item no 12 - Treasury Management Strategy Statement 2020/21 | <b>112</b> |
|-----|---|------------|

- |     |  |            |
|-----|--|------------|
| (d) | Item no 13 - Council Tax Reduction 2020/21 | <b>140</b> |
|-----|--|------------|

- |     |  |            |
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| (e) | Item no 14 – Greater Norwich Growth Board: Joint five-year Investment Plan | <b>153</b> |
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- |     |  |            |
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| (f) | Item no 15 – Broadland District Council and South Norfolk Council - Strategic Plan and Delivery Plan | <b>213</b> |
|-----|--|------------|

- |     |  |  |
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| (g) | Item no 18 - Investment Proposition for the Food Innovation Centre |  |
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*N.B. This matter will be dealt with at agenda item 19 below*

## **11 Planning Committee**

To receive the decisions of the meetings held on

- |     |                  |            |
|-----|------------------|------------|
| (1) | 18 December 2019 | <b>297</b> |
|-----|------------------|------------|

	(2) 8 January 2020	298
	(3) 5 February 2020	299
<b>12</b>	<b>Audit Committee</b>	<b>300</b>
	To receive the minutes of the meeting held on 9 January 2019	
<b>13</b>	<b>Council Tax Resolution 2020/21</b>	<b>305</b>
	To consider recommendations for setting the council tax for Broadland.	
	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.	
<b>14</b>	<b>Monitoring Officer Report</b>	<b>312</b>
	To consider the report of the Monitoring Officer	
<b>15</b>	<b>Outside Organisations – Feedback from Representatives</b>	<b>315</b>
	To note the reports from Members appointed to represent the Council on outside bodies:	
<b>16</b>	<b>Questions from Members</b>	
	To consider any questions received in accordance with Procedural Rule 12.4.	
<b>17</b>	<b>Motions</b>	
	To consider the following Motion received under Procedural Rule 13:	
	Proposed by Cllr Judy Leggett, seconded by Cllr Trudy Mancini Boyle	
	Following concerns expressed by residents about the impact of fireworks on vulnerable people and animals, Broadland District Council resolves:	
	<ul style="list-style-type: none"> <li>to encourage all public firework displays within the local authority boundaries to be advertised in advance of the event, allowing residents to take precautions for their animals and vulnerable people</li> <li>to actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks</li> <li>to write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90dB for those sold to the public for private displays</li> <li>to encourage local suppliers of fireworks to stock ‘quieter’ fireworks for public display</li> </ul>	



## **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 Cabinet**

- (g) Item no 18 - Investment Proposition for the Food Innovation Centre

To consider the exempt item referred to earlier in the agenda – arising from the Cabinet meeting on 11 February 2020 (Cabinet report attached)

**319**

Trevor Holden  
Managing Director

## DECLARATIONS OF INTEREST AT MEETINGS

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

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

Does the interest directly:

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

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

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

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

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

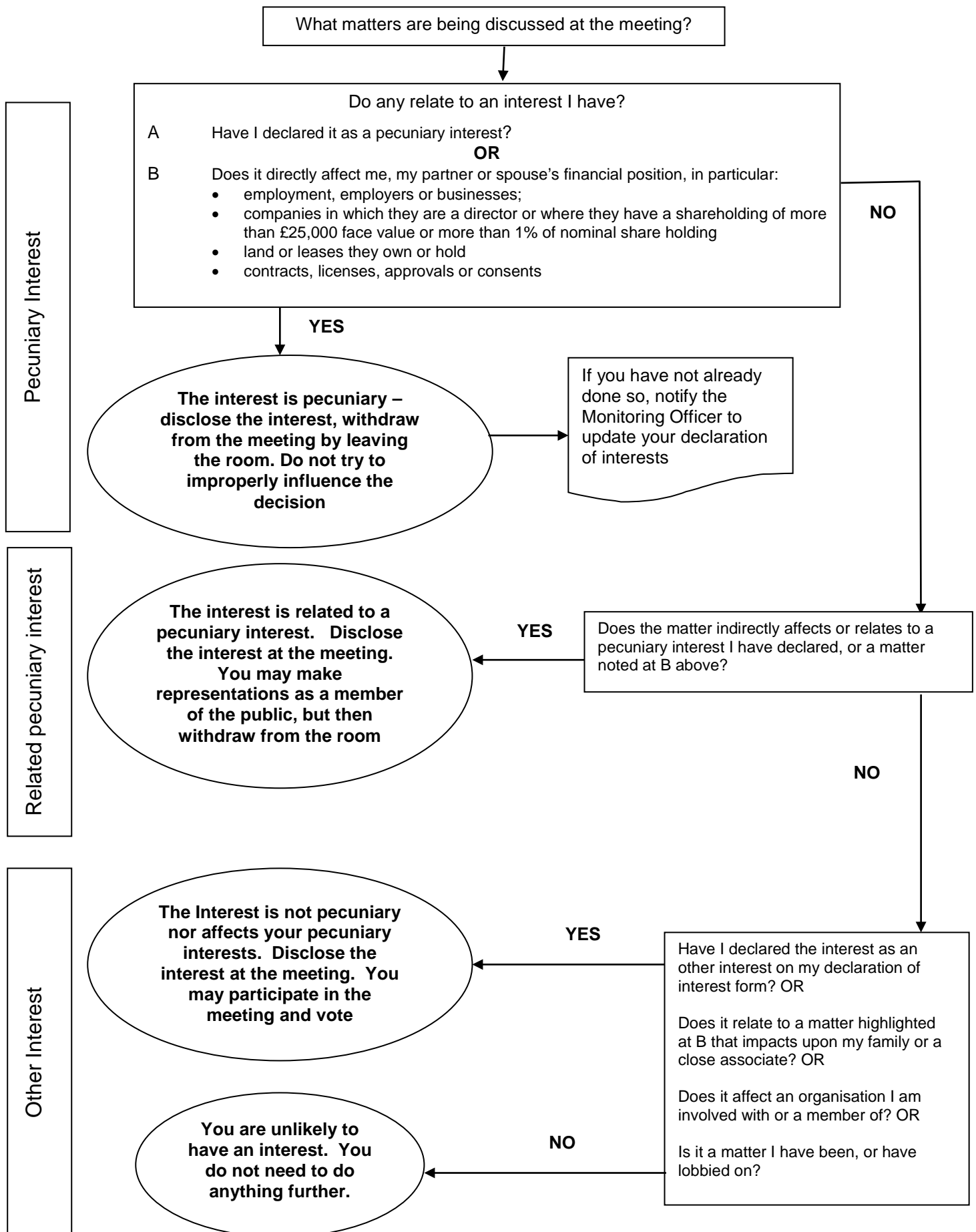
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

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

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF**

**PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE**

# DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



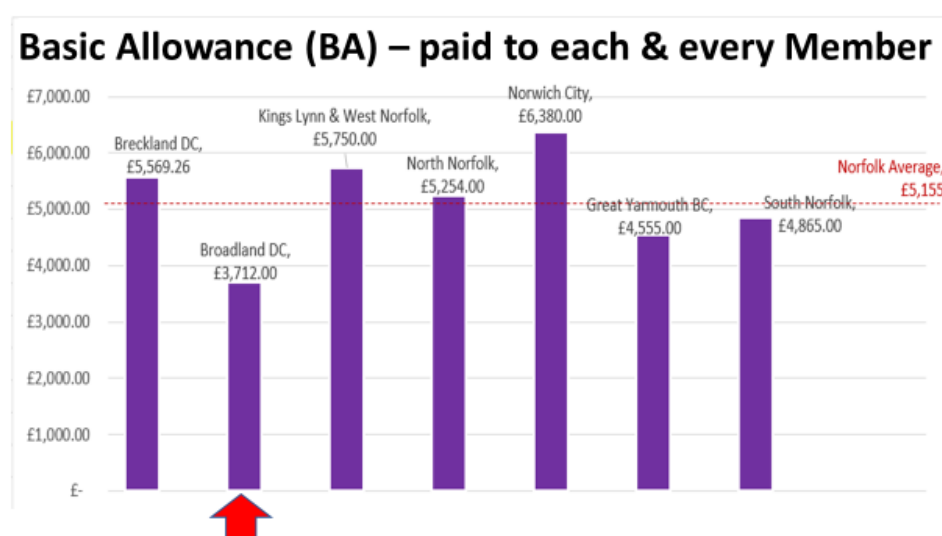
## **REPORT OF THE BROADLAND INDEPENDENT REMUNERATION PANEL INTO A REVIEW OF THE BROADLAND SCHEME OF MEMBERS' ALLOWANCES**

### **1 INTRODUCTION**

- 1.1 The Local Authorities (Members' Allowances) (England) Regulations 2003 require councils to establish an Independent Remuneration Panel (IRP) to make recommendations on their scheme of allowances prior to the Council making or amending its scheme. The Panel must comprise at least three members and has a responsibility to make recommendations on, amongst other things, the amount of Basic Allowance, Special Responsibility Allowances, travelling and subsistence allowances and dependant carer's allowance.
- 1.2 Due to the close collaboration between Broadland and South Norfolk Councils, it had been agreed by the two authorities that the same panel be used to review both Councils' Members' Allowances Schemes. For this interim review the Panel has only looked at the Broadland remuneration, with a full review being undertaken in 2020 of the full range of allowances.
- 1.3 A new IRP was established in October 2019 comprising five volunteers representing various sectors of the community: James Belton (Norfolk Citizens Advice); Peter Franzen OBE (former Editor of EDP), Rik Martin (Community Action Norfolk); Alastair Roy (formerly NHS/public health and currently Independent Person for three local authorities) and Chris Walker (Poringland Parish Council). The IRP is non political and brings expertise from a number of sources.
- 1.4 Unfortunately, Chris Walker was unable to attend the Panel's first meeting and it was agreed he would not be an active participant in the current review. However, he would remain on the Panel.
- 1.3 The IRP first met on 11<sup>th</sup> October and was supported by the Senior Committee Officer (BDC) and the Democratic Services Team Leader (SNC) assisted by Andrew Mewes (Consultant).
- 1.4 It is recognised that the Council itself makes the final decision - "the political dimension" - and is not obliged to accept the Panel's recommendations.

### **2 BACKGROUND**

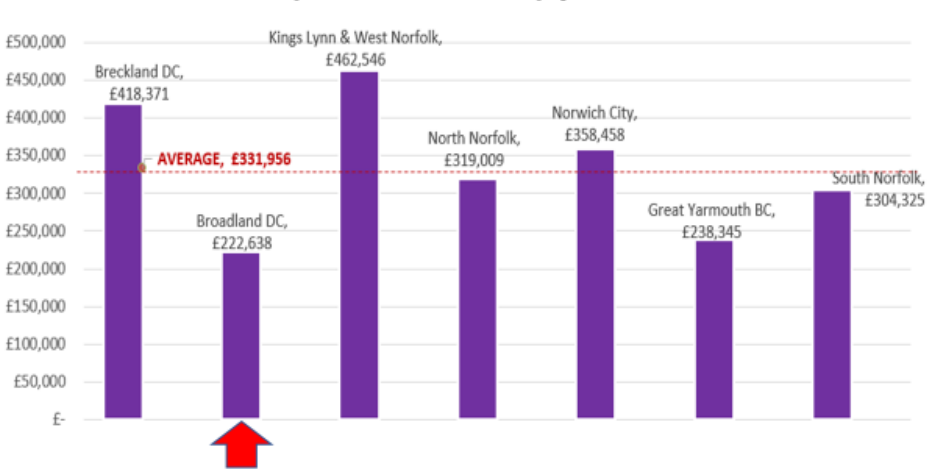
- 2.1 The Council is required to review its allowances every four years. The last review was carried out in 2017 when only minor changes were made. As the principles of the scheme had become well established, the Panel at that time did not feel there was a need to undertake a comprehensive review of the scheme. (The scheme was based around the Basic Allowance and applied a series of multipliers for the Special Responsibility Allowances).
- 2.2 The last full review was carried out in 2013 when some fairly substantial changes were made - including the removal of the IT allowance as a result of Members being provided with their own iPad and changes to the Special Responsibility Allowances (which positions were eligible and the amount which each position attracted).
- 2.3 The Panel noted that the Council had previously decided a number of years ago to increase the Basic Allowance and Special Responsibility Allowances in line with the annual pay award for staff. The most recent increase was in April 2019 at 1%.
- 2.4 Although a review of Broadland's scheme was not due until 2021, there had been an urgent request expressed by some Broadland Members for an early review to take place, with the final decision to be made by Council at its meeting in February 2020. The recent article in the EDP highlighted that the Broadland scheme was well below the Norfolk average, as highlighted in the following graphs:

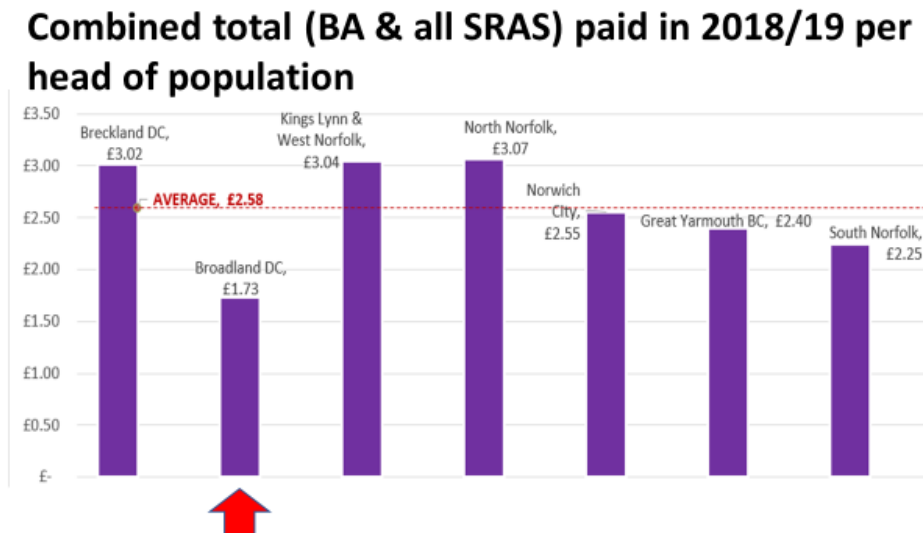


**Basic Allowance (BA) – Total BAs paid at the Council per head of population**



**Combined total (BA & all SRAS) paid in 2018/19**





2.5 The Panel was advised that the law requires the same Basic Allowance to be paid to all Members but it is at an individual Member's discretion whether they wish to forego all or part of their allowance. Whilst this is rare, the Council has had Members in the past who have decided not to claim their allowance and at least one had diverted their allowance to charitable causes.

2.6 In considering SRAs, the Panel acknowledged that consideration must be given to Government guidance and, in particular:

- there must be significant additional responsibilities if an SRA is to be paid;
- if the majority of Members receive an SRA, one could question whether this is justified; and
- not all responsibilities given to particular Members may involve significant additional responsibility.

### 3 TERMS OF REFERENCE

3.1 The Panel had agreed its objectives and Terms of Reference at its first meeting, as follows:

- (1) To review the Council's Members' Allowance Scheme, taking in to account the roles and responsibilities of Members
- (2) To take account of comparative data concerning the remuneration paid by other comparable local authorities

- (3) To hear representations from elected Members
- (4) To make recommendations to the authority's Council on:
  - (a) The amount of Basic Allowance that should be payable to its elected Members
  - (b) The responsibilities or duties which should lead to a payment of a Special Responsibility Allowance, and the amount of such an allowance
  - (c) The duties where a travelling and subsistence allowance can be paid and the amount of this allowance
  - (d) Whether an allowance in respect of expenses for arranging the care of children and dependants should be paid, the level of such an allowance and the means by which it is determined.
  - (e) As to whether annual adjustments of allowance levels should be made by reference to an index, and if so, how long that measure should run
  - (f) The timing of the implementation of any recommendations

## **4 PROCESS**

### **4.1 The Panel had been presented with:**

- A copy of the current BDC Members' Allowances Scheme
- A copy of the Local Authorities (Members' Allowances) Regulations 2003
- Key facts about the Councils
- Particular areas for review consideration
- A draft questionnaire for all Members to complete seeking their views on, amongst other things: the level of allowances paid, the amount of hours they spent on council duties and whether the level of allowances had affected their decision to stand for election
- A proposed approach for review and a timetable
- Comparative data of the other Norfolk District Councils (but it was accepted that a straight forward comparison was not always possible as there were a number of other factors to take into account).

### **4.2 With the collaboration between the two councils in mind, the Panel felt it inefficient to be carrying out a full review of Broadland's Members' Allowance Scheme, to then repeat the task a few months later for South Norfolk Council.**



- 4.3 Furthermore, the Panel considered that a full review of Broadland's scheme could not be achieved within the timescales set by the Council Leader.
- 4.4 However, the Panel agreed that the level of Basic and Special Responsibility Allowances at Broadland was significantly low in comparison to other local authorities and therefore, an interim review was justified.

## **5 METHODOLOGY**

- 5.1 It was agreed:
- to invite the Group Leaders to address the Panel with feedback on the level of allowances paid;
  - that there was no need to send out a questionnaire to all Members as part of the interim review; and
  - a further meeting of the Panel be arranged to consider feedback from the Group Leaders and agree an appropriate formula to be applied to the Broadland allowances
- 5.2 The Panel met again on 11 November, having met with the Leader and Deputy Leader of the Council on 24 October. The Leader of the main opposition group chose not to have an input at this stage. The Panel was supported by the Senior Committee Officer.
- 5.3 At this second meeting, the Panel looked at each allowance in turn, assessing whether the amount was still relevant and reflected the nature of the post taking into account any changes in circumstances since the last review. Consideration was also given to possible new SRAs as proposed by the Leader of the Council.
- 5.4 It has to be borne in mind that a certain element of time is recognised nationally as being voluntary. The National Census of Local Authority Councillors 2013<sup>1</sup> quoted an average figure of 25.1 hours per week.

## **6 FINDINGS**

- 6.1 Looking at the other Norfolk authorities' schemes, it was apparent that Broadland's level of allowances was the lowest in every category. For example, the Norfolk average for the Basic Allowance per head of population was £1.88 and the figure for Broadland was £1.36. However, the Panel was also mindful of the fiscal pressures faced by local authorities.

## **7 CONCLUSIONS**

- 7.1 Based on the evidence provided it was decided that there was justification for an increase in both the Basic Allowance and the Special Responsibility Allowances. It was also agreed that the link to the annual pay award for staff should remain. The Panel supported the principle of the increases being back-dated. However, the Panel was also mindful that the allowances were due to increase by 2% in line with the proposed staff pay award in April 2020.
- 7.2 As mentioned in paragraph 5.3, the Leader of the Council had also proposed a number of new allowances which were not currently provided for within the current Members' Allowances Scheme. The Panel decided that it was not in a position to give these full consideration at this stage, due to the issues involved and a decision should be deferred until the full review in 2020.

### **Basic Allowance**

- 7.3 As mentioned previously, the Basic Allowance at £3,712 was the lowest in the county, with the closest being £4,555 (Norfolk average was £5,155). Therefore, there was considered to be justification in increasing the BA to align it with comparable Norfolk district councils. The suggestion was an increase to £4,865 and, whilst it was accepted by the Panel the figure would still be below the average, the proposal would result in a substantial increase (31.06%). This increase also ensures that the Members pay is more aligned to colleagues working at South Norfolk Council and therefore ensured parity of pay for Basic Allowances.
- 7.4 In addition, the allowance should continue to be linked to the annual pay award for staff.

### **Special Responsibility Allowances:**

#### **Leader of the Council**

- 7.5 The Panel noted that the basis for the current allowance had been established in 2013 when it had been decided to amalgamate the majority group leader allowance into the SRA for the Leader of the Council.
- 7.6 However, it was agreed that this approach was no longer relevant and the allowance should be broken down into two elements to make it more transparent: 75% of which should be attributed to the position of Leader of the Council and 25% attributed for the position of majority group leader.

The Leader of the Council would be eligible for 50% of the group leader's allowance on the basis that one person is fulfilling both roles.

- 7.7 Accordingly, it was agreed that the Leader element be increased in line with the increase for the Basic Allowance (31.06%) which would result in an increase from £8,442 to £11,064 and the majority group leader element increased from £2,814 to £3,688 making a total allowance of £12,908 (£11,064 + (£3,688 ÷ 2)).
- 7.8 This allowance would then form the basis for calculating the remaining SRAs on a pro-rata basis.

#### **Chairman of the Council**

- 7.9 The Panel noted that the current SRA was relatively low compared to some others in Norfolk but there were large variations in the allowance overall (highest was £6,325 and next closest to BDC was £2,278). It is acknowledged that the role encompassed both chairing Council meetings and representing the Council at civic events.
- 7.10 It is proposed that the SRA be increased in line with the increase for the Basic Allowance (31.06%) which would result in an increase from £1,501 to £1,967. As it is accepted that this would still result in a relatively low SRA, the Panel suggested that the Council might wish to add a one-off honorary amount to "top-up" the allowance, in this particular case, pending the further review in 2020.

#### **Vice-Chairman of the Council**

- 7.11 The allowance was currently set at 50% of the Chairman's SRA and it was considered that this should continue at the present time. Therefore, in line with paragraph 7.10 above, it is proposed that the SRA should be increased from £749 to £982.

#### **Portfolio Holders**

- 7.12 The Panel agreed that the SRA should be set at 50% of the allowance for the Leader of the Council to reflect the role and responsibilities. Accordingly, this would result in an increase from £5,628 to £6,454

#### **Chairman of the Planning Committee**

- 7.13 The Panel acknowledged the responsibilities of this role, particularly taking into account the issues in chairing meetings which were of such a high profile etc. Therefore, the SRA should be set at 30% of the allowance for the Leader of the Council. Accordingly, this would result in an increase from £1,876 to £3,872.

**Chairman of the Audit Committee**

- 7.14 The Panel took into consideration the importance of this role and agreed that the allowance should be set at 20% of the allowance for the Leader of the Council which would result in an increase from £1,127 to £2,582.

**Chairman of the Licensing & Regulatory Committee**

- 7.15 The Panel acknowledged the responsibilities of this role, particularly taking into account the issues in chairing meetings which involved very complex matters with potential appeals against decisions being heard at the Magistrates' Court. Therefore, the SRA should be set at 30% of the allowance for the Leader of the Council. Accordingly, this would result in an increase from £1,127 to £3,872.

**Chairman of the Overview & Scrutiny Committee**

- 7.16 The Panel acknowledged the responsibilities of this role, particularly taking into account how integral scrutiny was to the effective operation of the Council. Therefore, the SRA should be set at 30% of the allowance for the Leader of the Council. Accordingly, this would result in an increase from £1,127 to £3,872.

**Chairman of the Standards Committee**

- 7.17 The Panel considered that this position did not justify payment of a SRA, having looked at the role and responsibilities involved over the last four years. The Committee had only met on 3 occasions since 2015 with no substantial business.

**Chairman of Awards Panel (new)**

- 7.18 The Panel considered that this position did not justify an SRA, having looked at the role and responsibilities involved.

**Chairman of Electoral Arrangements Committee (new)**

- 7.19 The Panel took the view that it was unable to make a decision on whether this role should qualify for an SRA as there was currently no evidence on what the role and responsibilities would involve, as it had only very recently been established and no meetings had yet taken place.

### **General**

- 7.20 It was proposed that all the SRAs continue to be linked to the annual pay award for staff.
- 7.21 The Panel considered that the current stipulation that, in the event of one Member holding more than one specified post, only one SRA (whichever was the higher) should be paid, should continue to be applied.

### **Other Allowances:**

#### **Majority Group Leader**

- 7.22 As outlined in paragraphs 7.5 and 7.6, the majority group leader's allowance be set at 25% of total SRA for Leader of the Council (but the amount paid would be reduced to 50% if the same person fulfilled both this role and Leader of the Council).

#### **Leader of main opposition group**

- 7.23 The Panel felt that the current system which had been introduced in 2013 needed to be reviewed and a simpler system introduced. Currently, the group leader was paid £106 per Member (with a requirement of a minimum of five Members). It was considered that the allowance should be a proportion of the majority group leader allowance and reflect the political balance. Therefore, the figure should currently be set at 25% which would result in a decrease in the allowance from £1,272 to £922.

### **Final Comments**

- 7.24 The Panel wish to emphasise that this is an interim review and would enable Broadland's Members' Allowances Scheme to "catch up" with its fellow authorities. It is based on a sound model which is transparent and simple to apply.
- 7.25 In terms of an effective date, the Panel considered that the new scheme should be applied with effect from the municipal year (ie backdated) but not

necessarily to May 2019 in view of the substantial increases recommended for the Basic Allowance and some of the SRAs.

- 7.26 The Panel was supportive of a joint review being undertaken in the Spring of 2020 to consider an "in common" scheme for both Broadland and South Norfolk Councils.

## **8 RECOMMENDATIONS**

- 8.1 For the reasons outlined above, the Panel makes the following recommendations to the Council:

### **a. Basic Allowance**

The Basic Allowance should increase from £3,712 to £4,865 and continue to be linked to the annual pay award for staff

### **Special Responsibility Allowances:**

### **b. Leader of the Council**

The allowance for the Leader of the Council should be amended to reflect that it consists of two elements: 75% of which should be attributed to the position of Leader of the Council and 25% attributed for the position of group leader. The Leader of the Council would be eligible for 50% of the group leader's allowance on the basis that one person is fulfilling both roles.

The Leader element be increased from £8,442 to £11,064 and the group leader element increased from £2,814 to £3,688 making a total allowance of £12,908.

### **c. Chairman of the Council**

The allowance should be increased from £1,501 to £1,967

### **d. Vice-Chairman of the Council**

The allowance should be increased from £749 to £982

### **e. Portfolio Holders**

The allowance should be increased from £5,628 to £6,454

**f. Chairman of the Planning Committee**

The allowance should be increased from £1,876 to £3,872

**g. Chairman of the Audit Committee**

The allowance should be increased from £1,127 to £2,582

**h. Chairman of the Licensing & Regulatory Committee**

The allowance should be increased from £1,127 to £3,872

**i. Chairman of the Overview & Scrutiny Committee**

The allowance should be increased from £1,127 to £3,872

**j. Chairmen of the Awards Panel, Electoral Arrangements Committee and Standards Committee**

No SRA be paid in respect of these positions

**k. All the SRAs to continue to be linked to the annual pay award for staff**

**Other Allowances**

**l. Majority Group Leader to be 25% of total SRA for Leader of the Council (see "Leader of the Council" section)**

Leader of main opposition group reduced from £1,272 to £922

These allowances to continue to be linked to the annual pay award for staff

**m. The new scheme to be backdated (no earlier than May 2019) but the Panel has deferred the decision on the actual effective date to the Council.**

Peter Franzen  
Chairman

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*Footnotes:*

<sup>1</sup>*The most current data available*

*<sup>2</sup>Based on the above recommendations, if Council is minded to approve their implementation in total, there will be an effect on the Members' Allowances budget for the 2019/20 year of £70,091, presupposing Members claim all the allowances to which they are entitled.*



Minutes of a meeting of the **Council** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 17 December 2019** at **7.00pm** when there were present:

Mrs K A Vincent – Chairman

Mr A D Adams	Ms S I Holland	Mr S Riley
Mr S C Beadle	Mrs N C Karimi-Ghovanlou	Mr D Roper
Mr N J Brennan	Mr K S Kelly	Ms C E Ryman-Tubb
Mr D J Britcher	Dr K E Lawrence	Mr N C Shaw
Mr P E Bulman	Mrs J Leggett	Mrs L A Starling
Mrs B Cook	Mr K G Leggett	Mr D M Thomas
Mrs J K Copplestone	Mrs T M Mancini-Boyle	Miss J L Thomas
Mr J J Emsell	Mr M L Murrell	Mr S A Vincent
Mr R R Foulger	Ms J A Neesam	Mr S C Walker
Ms R M Grattan	Mr G K Nurden	Mr J M Ward
Mrs S C Gurney	Mr G Peck	Mr F Whymark
Mrs L H Hemsall		

Also in attendance were the Managing Director, the Assistant Director Governance & Business Support (Monitoring Officer), the Assistant Director Finance and the Committee Officer (DM).

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

No declarations were made.

## **87 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Ms S J Catchpole, Mr A D Crotch, Mr J F Fisher, Ms N J Harpley, Mr D Harrison, Mr D King, Miss S Lawn, Mr I Mackie, Mrs S M Prutton and Mr M D Snowling.

## **88 MINUTES**

The minutes of the meeting held on 7 November 2019 were confirmed as a correct record and signed by the Chairman subject to the following amendments:

Minute no: 73 – Announcements

Addition of the following paragraph – “In response to a question, the Portfolio Holder for Environmental Excellence confirmed that she was happy to ensure

that a further exhibition during the consultation period was arranged on the proposed recycling facility associated with the NDR.

Minute no: 76 – Overview and Scrutiny Committee

Addition of the following paragraph after the reference to the Eco Cube in the second paragraph – “and the recommendations drawn up by the Committee for adoption by Council” .....

## **89 ANNOUNCEMENTS**

Members noted the civic engagements undertaken by the Chairman and Vice-Chairman of the Council since the last meeting. The Chairman drew attention to some of the events she had attended.

The Vice-Chairman advised Members that he had attended a recent Board meeting of Community Rail Norfolk at which representatives of Greater Anglia had been asked to report on current problems on branch lines. They had apologised for the recent issues with signalling, leaf debris on tracks and the operation of the new trains. Currently, 21 of the new trains were in service on branch lines. An assurance was given that efforts were continuing to overcome current issues and, at the current time, normal service had virtually been resumed. An assurance was also given that the new trains had been fully tested in the event of snowy conditions and that it was hoped there would be no issues with services in the event of such conditions.

The Leader of the Council (Mr Vincent) expressed his thanks and appreciation to all staff involved in the recent Parliamentary Election for delivering an excellent election.

The Portfolio Holder for Finance (Mrs T Mancini-Boyle) reported that the NHS Trust business rate challenge had recently dismissed by the Courts. The decision could however be the subject of appeal.

The Portfolio Holder for Environmental Excellence (Mrs Leggett) advised Members that the cups used in the water coolers in the council offices were made of a vegetable wax plant material and were fully compostable.

The Portfolio Holder for Planning (Mrs Hemsall) advised Members that the Greater Norwich Local Plan papers for the Place Shaping Panel meeting on 6 January were now available. She invited all Members to attend the meeting to contribute to the Local Plan process and that the public consultation would start on 29 January and last for 6 weeks. It was noted that the Greater Norwich Development Partnership was also meeting at the Council offices on 6 January and Members were welcome to attend.

The Head of Paid Service reiterated the Leader's appreciation to all involved in the organisation of the recent Parliamentary Election and added that, over the course of polling day and the overnight count, around 900 people had been involved. The combined count held at the Norfolk Showground for the three constituencies, Broadland, Norwich North and South Norfolk had been very successful and he welcomed any feedback from Members.

## **90 QUESTIONS FROM THE PUBLIC**

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

## **91 PUBLIC SPEAKING**

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

## **92 OVERVIEW AND SCRUTINY COMMITTEE**

The minutes of the Overview and Scrutiny Committee meeting held on 19 November 2019 were received.

## **93 CABINET**

The Minutes of the Cabinet meeting held on 26 November 2019 were received.

### **Minute no: 55 – Health and Wellbeing Framework**

The Portfolio Holder for Housing and Wellbeing (Mr F Whymark) advised Members that Cabinet had supported the proposed framework subject to the inclusion of reference to costings. He therefore proposed the following additional wording be added to the framework:

“Improving health and wellbeing requires a system-wide approach. Working towards these resources will either be a) embedded within day-to-day working e.g. health policy in planning or falls assessments whilst undertaking home visits or b) work with partners to identify external resource for inward investment or collaborative initiatives that meet the proposed four health and wellbeing themes e.g. District Direct, resourced through adult social care and clinical commissioning groups or mental health support through public health funding. This framework of itself does not incur any costs to the Council. Any changes to resource allocation would be tested with Members and decided in accordance with correct governance procedure”.

In response to a comment that the Council's work in relation to dementia was not captured in the framework, the Portfolio Holder commented that the framework did not capture in detail all areas of Council activity associated with Health and Wellbeing as it was a framework and, as such, these activities would be bedded within it.

Attention was drawn to the reference to South Norfolk Council on page 46 of the Framework – "How we support our residents" and the need to include reference to Broadland District Council.

A concern was raised about the effectiveness of the performance indicator measuring the success of "the reduction in the number of people receiving incapacity benefit payment for mental health reasons" and the potential impact of this and if there was scope to word the indicator in a more positive way. The Portfolio Holder stressed that the overriding aim was to support people with mental health issues and aid their return to work. The framework and indicators would evolve as the framework progressed. In the absence of any suggested rewording, there was no proposal to alter the indicator at the present time.

Members then voted on the recommendation from Cabinet and it was

#### **RESOLVED**

to adopt the Health and Wellbeing Framework subject to inclusion of reference to costings as detailed above and subject to inclusion of reference to Broadland District Council on page 46 of the Framework (copy attached at appendix 1 to the signed copy of these minutes).

#### **Minute no: 57 – Review of Discretionary Rate Relief**

The Portfolio Holder for Finance invited Council to support the proposals which would see the alignment of 17 of the 20 discretionary rate relief policies across Broadland and South Norfolk Councils. The hardship fund would continue to operate and individual cases would continue to be dealt with on a case-by-case basis.

It was noted that a duplicated paragraph needed to be removed from the Discretionary Hardship Relief section of the Policy, relating to the test of hardship.

Reference was made to a historical decision of the Council not to grant relief to "secret societies" and if this was still applicable as reference to it was not included in the current review. Members were advised that the new policy, if adopted, would supersede any previous arrangements. The Review had been considered by the Overview and Scrutiny Committee and Cabinet prior to its

consideration by Council and this issue had not been raised. The Portfolio Holder reiterated that, any applications for hardship relief would be considered on a case-by-case basis by the Assistant Director of Finance in accordance with the framework and in consultation with the Portfolio Holder for Finance. On being put to the vote, it was

**RESOLVED:**

subject to removal of the duplicated paragraph, to adopt the revised Discretionary Rate Relief Policy and delegate authority to the Assistant Director of Finance to make decisions related to all individual awards within the policy framework in consultation with the Portfolio Holder for Finance (copy of the policy attached at appendix 2 to the signed copy of these minutes.

**Minute no: 58 – Norfolk Strategic Planning Framework 2020/21**

The Portfolio Holder for Planning reported that the work programme had been developed by the Norfolk Strategic Planning Group which was made up of all planning authorities across Norfolk. The work programme included the commissioning of work on climate change and the accommodation needs of older people – two matters raised in the past at Council meetings. In response to a request that representation from the County Council was included in the accommodation needs work, the Portfolio Holder acknowledged this, stating that the meetings of the Group were held at County Hall, were open to all Members to attend and were supported by officers of the County Council.

In supporting the proposed work programme, a concern was raised that Members could not access the Greater Norwich Local Plan documents on the Greater Norwich Development Board web site as restrictions on Members' Ipads prevented access to this site. Officers undertook to address this issue.

On being put to the vote, it was

**RESOLVED:**

to approve the proposed NSPF work-plan for 2020/21 and the contribution of £10,000 to the work on the NSPF for 2020/21 (copy of the work programme attached at appendix 3 to the signed copy of these minutes.)

**Minute no: 59 - Joint Domain Name – see Minute 97 below**

**94 PLANNING COMMITTEE**

The decisions of the Planning Committee meeting held on 27 November 2019

were received.

## **95 AUDIT COMMITTEE**

The minutes of the Audit Committee meeting held on 14 November 2019 were received.

**Minute no: 21 – Contract Standing Orders – see Minute 99 below**

## **96 LICENSING AND REGULATORY COMMITTEE**

The minutes of the Licensing and Regulatory Committee meeting held on 20 November 2019 were received.

The Chairman commended the Committee Officer on the quality of the exempt minutes produced.

## **97 JOINT DOMAIN NAME**

Members considered the report setting out an overview of the work undertaken towards selecting and agreeing a single domain name for Broadland and South Norfolk Councils.

A number of questions and concerns were raised about the proposed domain name including, detailed costings for the proposed new domain name, clarity as to the impact of the proposals on members' email addresses, concern about the length of the proposed domain name and that it was not geographically clear.

In response, Members were advised that the cost of the change would be minimal and would be factored in as part of phased ongoing updates as and when necessary. The combined domain name and resultant combined website would remove the need to maintain two domain names/websites and reduce costs. The proposal would also facilitate more efficient working for staff. Where possible, a number of dedicated links would be provided to avoid the need to type the longer domain name.

It was confirmed that Members email addresses would change to the new combined domain name over the next 12 months. The move to a new domain name, if approved by Central Government, would result in the requirement to close down the old domain names. In response to a Member's concern that business cards already printed at their expense would now be invalid, the Leader confirmed that the Council would arrange for replacement business cards if requested.

Some Members continued to have concerns that the combined domain name would be confusing for residents, as it did not reflect the geography of the area, diminishing their connection to Broadland. It also gave the impression the Councils were one Council which was not the case. A number of Members also expressed surprise that the proposals now extended to include Members' email addresses and were reassured that this had been discussed at the Joint Lead Members' Group and at early workshops regarding the development of a new domain name and should not therefore be a surprise to Members.

In response to a question as to why the Government might still as yet not approve the preferred domain name, the Leader outlined the criteria set out in the report for local authorities to successfully obtain domain names for website and email addresses which essentially were that the proposed name had to be available, descriptive, not include an ampersand, unique and not confusing. Should the Government not accept the suggested domain name, work would commence on finding an alternative suggestion.

In response to a question, officers assured Members that steps would be taken to market and publicise the new name.

On being put to the vote, it was

#### **RESOLVED**

to agree to submit South Norfolk and Broadland as the preferred choice to Central Government for the single domain name for Broadland and South Norfolk.

### **98 UPDATE ON PROGRESS WITH TWO COUNCILS ONE TEAM**

Members considered the report setting out progress on the ambitions contained in the feasibility study agreed by Council in July 2018, a general update on the wider collaboration programme of work, the review of structures, the final terms and conditions for all staff, associated policies and the updated Section 113 Agreement. The Leader highlighted the key stages of the process which had included liaison and negotiation with Unison, informal consultations with staff including one to one meetings, a formal staff consultation and collectively agreed terms and conditions. The formal consultation had resulted in over 320 responses from staff. A ballot of Unison members had returned a 73% acceptance of the proposals and a ballot of all staff had seen a return of a 75% acceptance.

A concern was raised regarding the level of turnout for the staff surveys. The turnout for one of the surveys had been 34% and this had been interpreted as a favourable response – there was no understanding of the views of the staff who had not responded and there was a concern about staff morale. The

Leader confirmed that the survey had been sent to all staff and of those that replied, 75% accepted the proposals. It was assumed those who had not responded were happy with the proposals. The Managing Director acknowledged the concerns raised and re-emphasised the extensive negotiations which had been undertaken with Unison as part of a vigorous collective bargaining process, with give and take on both sides, which had culminated in the new terms and conditions. In addition, a staff survey had been carried out to capture those staff who were not members of Unison. A presentation on the new terms and conditions had been delivered to staff jointly by the Union and management. It was proposed to undertake a base line survey of all staff in the New Year following the restructuring which would provide a benchmark to track progress. Members asked that they be given the turnout figure of the Survey when undertaken, in addition to the result.

A Member raised concerns regarding the implications of the one team programme referred to in the report in relation to the development of the medium term financial plan for both Councils as it was felt this would lead to identical policies across both Councils and similar outcomes and undermine the autonomy of each Council.

The Leader and the Portfolio Holder for Finance reassured Members that this was not the case and, indeed, the proposals would allow for each Council to develop its own autonomous plans but on the same base assumptions. The development of the Capital Programme would demonstrate the different autonomous approaches of each Council and their different appetite for risk. On being put to the vote, it was

## **RESOLVED**

to

- (1) note the final structures for the two Councils, one team (copy attached at appendix 4 to the signed copy of these minutes);
- (2) ratify the terms and conditions for all staff employed with effect from 1st January 2020 (copy attached at appendix 5 to the signed copy of these minutes);
- (3) delegate to the Assistant Director Governance and Business Support, in consultation with the Staff Consultation Forum, finalisation of all those policies that are impacted on by the new terms and conditions outlined in Section 3.8 of the report;
- (4) note the updated Section 113 Agreement (copy attached at appendix 6 to the signed copy of these minutes).



**99 CONTRACT STANDING ORDERS**

Members considered the report on work undertaken to align the framework within which both South Norfolk and Broadland Councils operated in terms of spending on works, services and supplies. The Portfolio Holder for Finance drew Members' attention to the fact that consistent thresholds across a wide range of other Suffolk and Norfolk authorities would enable shared procurement to be carried out more easily and would make procurement much easier for small and medium enterprises (SMEs).

The new framework provided for a clear audit trail and for full accountability. Following consideration by the Audit Committee, additional adjustments had been made to strengthen accountability even further in relation to the disposal of assets. The Chairman of the Audit Committee commended the new framework to Council subject to inclusion of the changes suggested by the Audit Committee.

The Chairman of the Overview and Scrutiny Committee also commended the new framework and the contribution of the Audit Committee and the Overview and Scrutiny Committee in their combined scrutiny of the framework.

**RESOLVED**

to approve the Contract Standing Orders (attached at appendix 7 to the signed copy of these minutes).

**100 MONITORING OFFICER REPORT**

Members considered the report of the Monitoring Officer inviting Council to appoint a new Section 151 Officer, adopt the terms of reference for the Joint Informal Cabinet and Joint Lead Member Group and to approve the amendments to the constitution as recommended by the Place Shaping Panel.

**Section 151 Officer**

The Leader welcomed Mr Rodney Fincham to the Council.

**RESOLVED:**

to appoint Rodney Fincham as the Council's Chief Financial Officer (Section 151 Officer), with immediate effect.

**Joint Informal Cabinet and Joint Lead Member Group**

The Leader outlined the role of the two informal groups: the Joint Informal

Cabinet had played an important role in developing and promoting the Council's strategic approach to collaboration. The Joint Lead Member Group had been pivotal in the progression of the collaboration journey. To assist with the continued progress of the work of both Groups and, having regard to openness and transparency, it was proposed that both Groups be recognised in the two Councils' constitutions. Neither Groups were decision-making bodies and any recommendations arising would be subject to determination by Cabinet / Council following consideration by the Overview and Scrutiny Committee.

With regard to the issue of openness and transparency, a concern was raised that attendance at meetings of the Groups by Members of either Council was subject to the agreement of the respective Chairman of each Group at the time of the meeting. It was felt that, in the interests of openness and transparency, meetings of both Groups should be open to the public.

The Leader commented that he would not have an issue with any Member, be it a South Norfolk or Broadland Member, attending a meeting of either Group held at Broadland when he would be chairing the meeting but could not speak for the Leader of South Norfolk who would be chairing meetings of the Groups held at South Norfolk. He added that there was also the option for Members to make representations to Portfolio Holders if they wished to make representations at one of the Group meetings.

Whilst accepting this, some Members were still concerned there was a need to make provision in the constitution for openness at meetings of the two Groups and not just rely on the willingness of the Chairman as this could change in the future depending in circumstances.

In answer to a question, the Managing Director confirmed that this matter had been received very differently at the meeting of South Norfolk Council the previous evening when the same report had been considered. It had been acknowledged that the Groups offered a forum for informal discussion and the matter had not raised any concerns.

An amendment was proposed that, in the same way that other committees were open to the public, meetings of the Joint Informal Cabinet and the Joint Lead Member Group be open to the public. In accordance with paragraph 17.4 of the constitution, a request was made that a recorded vote be taken to determine this matter and, with one-sixth of the Members present indicating support for it, a recorded vote was taken as follows:

#### FOR THE AMENDMENT – 11

Mr S C Beadle  
Mr D J Britcher  
Mrs B Cook

Mrs N C Karimi-Ghovanlou  
Dr K E Lawrence  
Ms J A Neesam

Mr D Roper  
Mrs L A Starling  
Mr D M Thomas

Ms S I Holland

Mr S Riley

**AGAINST THE AMENDMENT – 22**

Mr A D Adams

Mr K S Kelly

Mr N C Shaw

Mr N J Brennan

Mrs J Leggett

Miss J L Thomas

Mr P E Bulman

Mr K G Leggett

Mrs K A Vincent

Mrs J K Copplestone

Mrs T M Mancini-Boyle

Mr S A Vincent

Mr J J Emsell

Mr M L Murrell

Mr S C Walker

Mr R R Foulger

Mr G Peck

Mr J M Ward

Ms R M Grattan

Ms C E Ryman-Tubb

Mr F Whymark

Mrs L H Hempsall

**ABSTAIN – 2**

Mrs S C Gurney

Mr G K Nurden

The amendment was therefore lost.

Members then voted on the recommendations contained in the report and it was

**RESOLVED**

to

(1) establish a Joint Informal Cabinet with South Norfolk Council including:

- (a) adopt the Terms of Reference for the Joint Informal Cabinet (copy attached at appendix 8 to the signed copy of these minutes);
- (b) agree the membership to be the Council's Cabinet;
- (c) agree that meetings be included as an approved duty in line with the Members' Allowances Scheme;
- (d) authorise the Monitoring Officer to make the consequential changes to the constitution;

(2) formalise the Joint Lead Member Group with South Norfolk Council including:

- (a) adopt the Terms of Reference for the Joint Lead Member Group, (copy attached at appendix 9 to the signed copy of these minutes);
- (b) agree the membership;
- (c) agree that meetings be included as an approved duty in line with the Members' Allowances Scheme;
- (d) authorise the Monitoring Officer to make the consequential changes to the constitution;

- (3) approve the amendments to the constitution as proposed by the Place Shaping Panel.

**101 OUTSIDE ORGANISATIONS – FEEDBACK FROM REPRESENTATIVES**

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

**102 QUESTIONS FROM MEMBERS**

It was noted that there had been no Questions received in accordance with Procedural Rule 12.4.

**103 MOTIONS**

It was noted that there had been no Motions received in accordance with Procedural Rule 13.

**104 EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED**

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

**105 NORTH-WEST WOODLANDS – LAND ACQUISITION**

Members considered the exempt report providing an update on the land acquisition.

**RESOLVED**

to progress with the purchase of the site and to provide the additional front funding required in order to secure the acquisition of the Land.

*The meeting closed at 9:00pm*

## CIVIC ENGAGEMENTS – 2019/20

List of engagements carried out by the Chairman and Vice-Chairman of the Council since the last meeting of Council.

<b>December 2019</b>		
9 <sup>th</sup>	“Carols in the Minster” hosted by His Worship the Mayor of the Borough of Great Yarmouth and The High Sheriff of Norfolk	Chairman
21 <sup>st</sup>	Presentation of flowers to Ivy Stone of Brundall to celebrate 100 <sup>th</sup> birthday	Chairman
<b>January 2020</b>		
24 <sup>th</sup>	Topping out Ceremony at The Nest in Horsford to mark the start of the building works	Chairman
27 <sup>th</sup>	Presentation of the Peace Bell and launch of VE75 events hosted by the Mayor of Thetford Town Council at King’s House, Thetford	Vice-Chairman
27 <sup>th</sup>	Holocaust Memorial Day Service hosted by the Lord Mayor of Norwich & The Sheriff of Norwich at St Peter Mancroft Church in Norwich	Chairman
28 <sup>th</sup>	Meet Stacy Bradley, Environmental Champion of the Year and representatives of Empathy Suicide Bereavement Norfolk – Community Group of the Year from the Community at Heart Awards	Chairman
29 <sup>th</sup>	Meet Annette Marsh (Chair of Aylsham Community Gym), winner of the Inspiration of the Year Awards from the Community at Heart Awards	Chairman
<b>February 2020</b>		
4 <sup>th</sup>	Bake sale organised by the Chairman on World Cancer Day to raise funds for the Big C	Chairman
14 <sup>th</sup>	Ceremony of Affiliation between Broadland High Ormiston Academy and the Old Catton Branch of the Royal British Legion hosted at Broadland High Ormiston Academy	Chairman
14 <sup>th</sup>	Opening Ceremony of the King’s Lynn Mart hosted by the Mayor King’s Lynn & West Norfolk in the Tuesday Market Place	Vice-Chairman
14 <sup>th</sup>	Black Tie Gala Dinner hosted by the Chairman at The Norfolk Mead Hotel to raise funds for her civic charity The Big C and in particular a Cancer Support Centre in Norwich	Chairman

Minutes of a meeting of the **Overview & Scrutiny Committee – Review of Cabinet Agenda** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 7 January 2020** at **10.00 am** when there were present:

Mr S Riley – Chairman

Mr A D Adams  
Mr S C Beadle  
Mr N J Brennan  
Ms S J Catchpole

Ms S I Holland  
Mr K S Kelly  
Mr I J Mackie  
Mr M L Murrell

Mr G K Nurden  
Mr N C Shaw

Also in attendance were the Director Place, Director Resources, Director People & Communities, Assistant Director Planning, Assistant Director Finance, Assistant Director Governance and Business Support (Monitoring Officer), Spatial Planning Manager, Policy and Partnerships Manager, Senior Governance Officer and the Committee Officer (JO).

Mike Burrell, Greater Norwich Planning Policy Manager, was in attendance of item 89 – Greater Norwich Local Plan Regulation 18 Consultation

### **86 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mr Bulman, Mr King and Mrs Prutton.

### **87 MINUTES**

The Minutes of the meeting held on 19 November 2019 were confirmed and signed by the Chairman as a correct record.

### **88 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman advised the meeting that 12 questions for Cabinet had been drafted as a result of the Committee's budget workshop and training sessions on 19 December 2020. The Committee considered and confirmed each question in turn and made the following amendment to question 12:

12. In order for Overview and Scrutiny to be able to appropriately research topics, it is necessary for the Committee to be given appropriate officer support. ~~How much officer support will be given to O&S and how has this level of support been determined?~~ Will Cabinet ensure that there is budget provision to continue to employ a dedicated research officer; maintained on a part-time basis of 15 hours per week, specified in the Members Overview and Scrutiny hand book and previously supported

within the budget?

It was then:

### **RESOLVED**

to invite Cabinet to attend the 28 January 2020 meeting of the Overview and Scrutiny Committee to respond to the budget questions.

## **CABINET REPORTS**

### **89 GREATER NORWICH LOCAL PLAN REGULATION 18 CONSULTATION**

The report sought approval of the Regulation 18 consultation on the Greater Norwich Local Plan (GNLP), between 29 January and 16 March 2020. The proposal was reported to the Greater Norwich Development Partnership Board of 6 January 2020 and the Place Shaping Panel on the same day and was recommended for approval at both meetings.

The consultation draft GNLP was made up of two documents: the GNLP Strategy document, which contained the planning strategy for growth in Greater Norwich from 2018 to 2038 and the GNLP sites document, which contain the policies for the sites that were proposed to be allocated for development to help deliver the GNLP.

Cabinet would also be asked to approve a Communication Plan for the consultation that would include events held across Greater Norwich, press releases, media briefings, exhibitions, publications and social media platform releases throughout the consultations.

A revised timetable for the remaining stages of the GNLP and amendments to the Council's Local Development Scheme would also require approval.

In response to a query, it was confirmed that the timespan of the Plan had been extended to 2038 to ensure that it would have at least a 15 year lifespan when it was adopted in 2022.

The Committee was also advised that South Norfolk would be drafting a separate Village Cluster Housing Allocations Document. This would allocate a minimum of 1,200 new homes in South Norfolk Village Clusters, which would be on smaller sites and spread across the whole District. It was emphasised that this would have no effect on the number of homes being developed in Broadland. Nor would it have any effect on Community Infrastructure Levy or S106 receipts.

The Spatial Planning Manager emphasised that the consultation was an evidence gathering process that was used to shape the pre-submission draft plan for representations on soundness and legal compliance. The Strategy element of the draft plan contained 48 consultation questions. The Site Policy Documents also contained questions for the consultation.

The Director of Place emphasised that more weight would be given to respondents who provided evidence to support any opposition to development than to respondents who simply argued against development, as the Government had a presumption in favour of housing development and required planning authorities to meet this need.

It was also confirmed that weight would be given to any opposition to proposals in the GNLP if they ran counter to a Neighbourhood Plan.

It was noted that the consultation would seek to attract as many respondents as possible through a wide range of channels, but that there would always be a significant number of people who were not engaged if they were not directly affected by development. It was suggested that elected Members could have a role in engaging with residents to bring forward their views for the consultation.

In response to a query it was confirmed that most of the existing commitment that was in the GNLP (i.e. land already with planning permission) was in Norwich and Broadland. The majority of new growth would be in South Norfolk.

### **RECOMMENDED TO CABINET**

Option (1, 2 and 3)

1. the proposed contents of the draft GNLP for public consultation with finalisation of the draft including any minor factual or typographical changes delegated to the Director of Place in consultation with the Planning Portfolio Holder;
2. the proposed engagement process for the consultation;
3. the revised timetable for the production of the Local Plan and consequent amendments to the Council's local development scheme; as set out in the GNDP reports.

## **90 LEISURE PRINCIPLES**

The report proposed a set of principles, which could act as a guide towards identifying opportunities to improve the health and wellbeing of residents in



Broadland.

Broadland had a robust leisure offer that combined physical activity for families, communities and individuals, however, despite this over a quarter of 4-11 years and 61 percent of adults in the District were classified as overweight. The health costs of physical inactivity in Broadland for one year were estimated at £2,158,318 or £1,781,695 per 100,000 population.

In line with the health and wellbeing priorities of the Council and to ensure that every resident has accessible opportunities to engage in physical activity in their community the following Leisure Principles were proposed:

### **Community Offer**

1. We will work with partners to aim to ensure that there is a leisure offer appropriate and proportionate to communities across Broadland, to help as many of our population become active. In doing this, our order of priority of preference will be:
  - a) Steer the community towards existing provisions and work with partners to make sure they are accessible.
  - b) Develop capacity in the community sector to help establish self-sustaining leisure solutions.
  - c) Where there is a gap in the market, look at options to provide.
2. We will work with partners to ensure that a leisure offer is a consideration of any major development or population growth in the District.

### **Health and Wellbeing**

1. Given the developed national evidence on the telling contribution that activity can have on various longer-term conditions and social issues, we will utilise leisure assets and expertise to help work in the following areas in line with the shared health and wellbeing priorities. This is building upon our successful Help Hub partnership and work to help develop community capacity.
  - People who are likely to or have suffered a fall as a consequence of frailty.
  - Unhealthy and inactive lifestyles in adults and children/adult obesity.

- Those experiencing long term worklessness and NEET (not in education, employment or training).
  - Those experiencing low level mental wellbeing issues such as early onset dementia and social isolation.
  - Those living with low level chronic health conditions where increased physical activity could be beneficial
2. Activity will be targeted to areas of the District where we are aware of specific needs to ensure tailored provision to local communities, not universally.
  3. Given the contribution to wider public-sector issues, we will seek to work in partnership and attract funding to help deliver in these areas, and to satisfy financial objectives for the service.

### Financial

1. Any new or existing facility or activity should seek to be at least cost neutral.
2. In establishing or maintaining any facility or activity we should look to work with partners to help share the operational cost burden and risks.
3. Our leisure services should remain affordable to different members of our community, which means that some cohorts or products (see 'Health and Wellbeing') will generate less of a commercial operational yield than others.
4. In any investment we should look to better utilise existing community assets rather than develop from new.
5. Aside of investment to maintain our assets, any new non-essential (i.e. repair, replacement and maintenance) capital investment over the strategy period in leisure facilities will need to come from external sources unless there is a demonstrable ROI in excess of those typically expected via our treasury management investments (typically this is currently between two and three percent).

The principles above would offer a framework for how the Council might develop the offer to residents and the rationale for the programmes of work that were supported.

A key element of the leisure principles was in prevention, especially by establishing better fitness levels amongst 40-60 year olds to prevent frailty in

older age. Partnership working was also intrinsic in the delivery of these services.

Members were advised that there were no budget implications for the adoption of the leisure principles, as they were a guide towards the development of initiatives and opportunities for health and wellbeing that would be brought to Members on a case by case basis.

The Director of People and Communities informed the Committee that there was a whole range of opportunities that could be explored. For example, South Norfolk Council was to exploit the skills of its leisure centre staff to take on operational control of the leisure facilities at Framingham Earl High School to open them up to the public in out of school hours. This might be something that could be looked at in Broadland as well.

It was also confirmed that opportunities to assist businesses deliver leisure facilities could be looked at and that one of the principles was to look at options to provide if any gaps in the market were identified.

The Chairman requested that an item be placed on the Committee's Work Programme on progress with initiatives to improve the health and wellbeing of residents in Broadland, which would include the costs of any projects.

### **RECOMMENDED TO CABINET**

Option (1)

That Cabinet endorses this report and recommends Council to adopt the Leisure Principles.

## **91 TREASURY MANAGEMENT UPDATE**

The Assistant Director of Finance introduced that report, which set out the Treasury Management activity in the first six months of the financial year 2019/20.

The investments of the Council totalled £34.9m as at 30 September 2019 and it was forecast that the interest achieved at year end would be £236,000, which was £165,000 above the budget. The interest accrued would go into general reserves and the banks invested with were at least AA rated.

The Assistant Director of Finance confirmed that the proportion of useable/unusable reserves would be included in the budget report in February.

The Committee was informed that one of the funds that the Council had just over £2m invested with was to be dissolved. There were a number of options for the movement of these funds. A decision would have to be made by 17 February and was delegated to the Assistant Director of Finance.

It was likely that they would be redeemed and placed with another Fund Manager or invested by the in-house Finance Team.

In response to a query, Members were advised that the Council invested in accordance with the Treasury Management Strategy, as agreed by Council. The Strategy, which would be brought to the 11 February 2020 Cabinet included no restrictions regarding ethical investments, but this could be looked at if required by Members. However, placing restrictions on where the Council invested could have a detrimental impact on the rate of interest received.

### **RECOMMENDED TO CABINET**

Option (1, 2 and 3)

to

1. Note the treasury activity for the first half of the year and that it complies with the agreed Strategy; and
2. Note the 2019/20 prudential indicators for the first six months of the year; and
3. Note the externally managed Target Return Fund is to be dissolved in February 2020, the decision on the placement of these funds to be made by the Assistant Director Finance in accordance with the constitution and current Treasury Management Strategy.

## **92 EXCLUSION OF THE PRESS AND PUBLIC**

### **RESOLVED**

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

### 93 RENEWAL OF MICROSOFT LICENCING

The report considered options for the renewal of the Council's licence with Microsoft, which would expire on 31 January 2020.

It was proposed to move to a cloud based system and Office365, which would enable the use of a single domain name across both Councils.

#### RECOMMENDED TO CABINET

Option (1)

To enter into an agreement with Microsoft, as set out in the report.

*The meeting closed at 12.02pm*

DRAFT

Minutes of a meeting of the **Overview & Scrutiny Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 28 January 2020** at **10.00 am** when there were present:

Mr S Riley – Chairman

Mr A D Adams  
Mr S C Beadle  
Mr N J Brennan  
Mr P E Bulman

Ms S J Catchpole  
Ms S I Holland  
Mr M L Murrell  
Mr G K Nurden

Mrs S M Prutton  
Mrs C E Ryman-Tubb  
Mr N C Shaw

Mrs J Copplestone, Mr J Emsell, Mrs L Hemsall, Mrs J Leggett, Mrs T Mancini-Boyle, Mr S Vincent and Mr F Whymark were in attendance for item 96 – Budget Questions for Cabinet.

David Allfrey, Infrastructure Delivery Manager Community & Environmental Services – Highways was in attendance for item 97 - Broadland Northway.

Also in attendance were the Director Place, Director Resources, Assistant Director Finance, Senior Governance Officer and the Committee Officer (JO).

### **94 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Ms Harpley and Mr Kelly.

### **95 MINUTES**

The Minutes of the meeting held on 7 January 2020 were confirmed and signed by the Chairman as a correct record.

#### *Minute No: 93 Renewal of Microsoft Licencing*

The Chairman of the Audit Committee asked Members to note that this item had been presented by an officer, which, in his opinion, had been contrary to the new process that he had proposed. He considered that reports for expenditure above £100,000 should be presented to the Overview and Scrutiny Committee by the respective Portfolio Holder, not an officer. This would demonstrate that that Portfolio Holder had ownership of the decision and would be fully accountable for it.

In response the Portfolio Holder for Finance confirmed that Portfolio Holders presented reports at Cabinet already, but if given notice in a timely manner would be willing to attend the Overview and Scrutiny Committee as well.

### 96 BUDGET QUESTIONS FOR CABINET

The responses from Cabinet to the Committee's questions were tabled at the meeting and are appended to these Minutes at Appendix 1.

The following additional comments, responses and supplementary questions and were noted by the Committee:

- (1) Is the budget adequate to support all the objectives regarding transitioning and fit in with the four-year plan?

*The Committee were satisfied with the response received.*

- (2) Are you going to make more innovative use of the Council's usable reserves (e.g. Community Land Trusts)?

*Initial discussions regarding Community Land Trusts had taken place and there was a desire to promote such schemes. Funding for this would be from existing resources, but officers would also seek to access external funding as well. If any additional resource was required it would be brought to Cabinet on a case by case basis with a business case.*

- (3) What is the size of the Council's usable and unusable reserves and what are they committed to?

*The Committee was advised that a large part of the Council's unusable reserves were due to the Council's liabilities in relation to the deficit of the Norfolk Pension Fund.*

- (4) Are you incorporating the Broadland Business Plan into the Medium-Term Financial Plan?

*The Committee were satisfied with Cabinet's response.*

- (5) Has the Greater Norwich Local Plan been incorporated into the Medium-Term Financial Plan?

*The Committee were satisfied with Cabinet's response.*

- (5a) What financial plans to deal with the infrastructure requirements of the Greater Norwich Local Plan were in place?

*There were a whole range of sources of funding for the delivery of the Local Plan, including private sector, Business Rates and even EU funding.*

*The three Greater Norwich Councils were the only local authorities in the country to pool their Community Infrastructure Levy (CIL). This money was then drawn down to fund a range of infrastructure projects set out in the Joint Five Year Investment Plan. CIL was going to be reviewed shortly and one of the matters to be considered was if it should be used to fund health facilities.*

- (6) How are different budget allocations for the same service managed across both Councils by one officer team?

*The Committee were satisfied with Cabinet's response.*

- (6a) Has account been taken of the cost of Planning Officer time to support the additional Local Plan work that South Norfolk Council was undertaking on 'Village Clusters'?

*Yes, all funding for this additional work on the Local Plan is to be paid for by South Norfolk Council. Both Councils were sovereign authorities and would each fund separately any activities that were not aligned.*

- (6b) Where was the evidence that the 45/55 split had been revisited and agreed by External Audit as sound?

*This had been reviewed by the Joint Lead Members Group. The ambition was to move to a 50/50 split eventually, but if this was done now it would lead to a significant increase in Council Tax in Broadland. Confirmation of the opinion of External Audit regarding this would be forwarded to Members following the meeting.*

- (7) Is there a sufficient budget for IT and phones to ensure that the Council can deliver what is required?

*Members were also advised the Council had paid its £560,000 commitment to the Better Broadband for Norfolk project in July 2019.*

- (8) Is there sufficient budget available for advertising posts etc. and ensuring that we recruit the best staff to enable the Council to progress?

*The Committee was informed that an additional provision to pay relocation expenses if required to attract the best staff had been made available.*

- (9) Is there budget available for providing Councillors with the equipment that enables better functionality and allows Councillors to do their job in the best way?



*It was acknowledged that there were some mobile phone connectivity issues in some parts of Thorpe Lodge for some networks and although the Council would not be investing directly to improve coverage at Thorpe Lodge. Broadland might consider investing in mobile phone infrastructure as part of its income generation strategy in the future.*

*The Council also had Public Sector Network Accreditation and had a comprehensive disaster recovery strategy in place for IT security.*

*A Working Group was also going to be convened to review Member IT and further training that would meet all levels of IT competency was to be provided.*

- (10) Is there sufficient budget available to provide training for Members to enable them to undertake their role in the best way and ensure sufficient skills are in place?

*It was noted that Members had recently been sent a questionnaire on their training requirements and it was confirmed that the budget for training was flexible enough to meet the needs of both Members and staff.*

- (11) What is the plan for the Member Ward Grant? and is there a plan to (a) review the level and (b) look at providing a wider pot of money to allocate to a community grant scheme?

*There were no plans to increase this sum, as take up had been low. It was also noted that only six members attended a training session that had been held for the Member Grants programme. The 2019/20 scheme ended on 1 March 2020 and Members were encouraged to contact the Assistant Director of Individuals and Families, if they wanted to assistance with the grant process. It was confirmed that smaller bodies also could access CIL funding by applying to their local parish or town council.*

- (12) In order for Overview & Scrutiny to be able to appropriately research topics, it is necessary for the Committee to be given appropriate officer support. Will Cabinet ensure that there is Budget provision to continue to employ a dedicated research officer; maintained on a part time basis of 15 hours per week, specified in the Members' Overview and Scrutiny hand book and previously supported with in the budget?

*The Chairman advised the meeting that the Committee would be better served by a dedicated Scrutiny Research Officer, than a Senior Governance Officer.*

*However, the Leader confirmed that the draft 2020/21 budget retains provision for flexible support to the Overview and Scrutiny Committee*

*according to its Work Programme and it was for the Committee to direct the Senior Governance Officer to coordinate projects that it wished to investigate.*

### 97 BROADLAND NORTHWAY

David Allfrey, Infrastructure Delivery Manager Community & Environmental Services – Highways gave a monitoring and evaluation presentation on Broadland Northway, as well as a brief look at other major projects that would be coming forward in Norfolk over the next few years (attached at Appendix 1 to the signed copy of these Minutes).

Following the presentation Members raised the following issues regarding Broadland Northway:

- The roundabouts on the road were dangerous and needed more signage/lighting/speed awareness signs.
- Side road approaches to roundabouts were not wide enough to allow left turning traffic to filter through, causing long tailbacks.
- A lot of trees had been lost on the embankments due to unfavourable weather conditions.
- The signage at the Postwick Interchange was very confusing.
- The access roads at Honingham were over-engineered and should be reduced in size.

In response the Committee was advised that work was to be undertaken to make the roundabouts safer and more accessible. However, although the accident rate was high it was on a downward trend and most accidents were low speed collisions. There was no identified trend for a greater number of accidents at night and, as additional lighting could have an adverse effect on bats, it was not intended to install more. The trees that had been lost along Broadland Northway were to be replaced

The Committee also raised the following issues regarding forthcoming projects:

- The proposed viaduct for the Western Link was in an area of outstanding natural beauty and should be as attractive as possible to complement this. It should also have a cycle/footpath if possible.
- Were the costs of the projects likely to rise considerable, as had been seen with HS2?

- Had the lessons learnt been shared with other authorities?
- Did Transport for Norwich focus solely on urban areas?
- Would the Long Stratton bypass be a single or dual carriageway?

In response to these questions it was confirmed that work was ongoing on with the Planning Team regarding the viaduct, although a cycle path/walkway along it was likely to be financially unviable given their likely level of use.

Costs for the projects were well focused and managed, so should be on target. Lessons learnt had been shared with Suffolk County Council in respect of the third river crossing at Lowestoft and the DfT was to be contacted regarding identifying other authorities carrying out similar schemes.

Transport for Norwich focused on rural, as well as urban areas, and the Long Stratton bypass would be single carriageway.

The Chairman thanked David Allfrey for his comprehensive presentation.

### **98 LOCAL AUTHORITY COMMERCIALISATION**

This item was deferred to the 17 March 2020 meeting.

### **99 RECOMMENDATION TRACKER**

The Committee went through the items on the Recommendation Tracker.

The Member representative on the Norfolk Health Overview and Scrutiny Committee confirmed that she would discuss gaps in mental health support with the Democratic Support and Scrutiny Team Manager at Norfolk County Council in due course.

It was confirmed that the query regarding the NEWS JVC's payments of Directors' fees, which were contrary to the Articles of Association, would need to be raised through Broadland's representative on the Board.

It was confirmed that the EcoCube recommendations had been agreed by Cabinet and were being implemented.

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

The Work Programme was amended to reflect the role of the Senior Governance Officer in supporting, coordinating and enabling the Work

Programme. Minor amendments were also made to confirm who were the responsible officer for a number of topics on the Work Programme.

It was:

### **AGREED**

that the following items would go to the 17 March 2020 meeting

- Local Authority Commercialisation
- Annual Overview and Scrutiny Letter to Parish and Town Councils

The reconvening of the EcoCube Time and Task Limited Panel would also be added to the list of Time and Task Panel reviews.

It was confirmed that a meeting with the Chairman and the Chairman of the Scrutiny Committee at South Norfolk would be arranged to consider a joint scrutiny of Housing Allocations Policies and Affordable Housing Provision at both Councils.

*The meeting closed at 2.00 pm*

Minutes of a meeting of the **Overview & Scrutiny Committee – Review of Cabinet Agenda** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 4 February 2020** at **10.00 am** when there were present:

Mr S Riley – Chairman

Mr A D Adams  
Mr S C Beadle  
(from 10.20 to 11.40am)  
Mr N J Brennan  
Mr P E Bulman

Ms S J Catchpole  
Ms N J Harpley  
  
Mrs C Karimi-Ghovanlou  
Mr K S Kelly

Mr D King  
Mr M L Murrell  
  
Mr G K Nurden  
Mrs S M Prutton

Mrs Copplestone, Mr Emsell, Mrs Mancini-Boyle and Mr Vincent also attended the meeting for its duration.

Also in attendance were the Director Place, Director Resources, Chief of Staff, Assistant Director Finance, Assistant Director Governance & Business Support (Monitoring Officer), Assistant Director Individuals and Families, Principal Infrastructure and Planning Policy Officer, Strategy and Programme Manager, Housing and Wellbeing Senior Manager, Housing and Benefits Manager, Strategic Economic Growth and Funding Manager Internal Consultancy Officer (LT), Senior Governance Officer (SU) and the Committee Officer (JO).

### **101 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Ms Holland and Mr Kelly.

### **102 MINUTES**

The Minutes of the meeting held on 28 January 2020 were confirmed and signed by the Chairman as a correct record.

### **103 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman advised Members that a cake sale for the Big C appeal, which was the Chairman of the Council's charity of the year, was being held in the foyer outside the Trafford Room.

### **104 PUBLIC SPEAKING**

The Chairman informed the meeting that a member of the public had a question about the Revenue Budget and Council Tax item on the Cabinet Agenda. The question would be raised, when this item was considered.

### CABINET REPORTS

#### 105 COUNCIL TAX REDUCTION 2020/21

The Council was required to review its Council Tax assistance arrangements annually and the report proposed a revised scheme, which would be effective from 1 April 2020.

It was proposed to adopt a varying scheme that would protect vulnerable residents from financial difficulties, due to changes in their Universal Credit entitlement.

At present a claimant receiving Universal Credit was assessed each time their income changed. If they were claiming Council Tax Assistance from the Council, the Council was notified each time of the change to the claimant's award and where necessary, their Council Tax bill would be recalculated.

To prevent frequent changes to a claimants' bill, which might create personal budgeting issues, it was proposed that if a claimants' Universal Credit increased or decreased by a tolerance of £20 the change would not be reassessed.

The proposed scheme had received a largely favourable response during a consultation undertaken in October 2019.

It was also proposed to amend the wording to part of the Council Tax Assistance Scheme to reduce the paperwork required from a Universal Credit claimant to apply for Council Tax Assistance.

Members were advised that the proposed changes were fairly straightforward and would simplify the scheme for claimants and staff. An aligned scheme for Broadland and South Norfolk would be looked at in the future, which would be developed through a Member workshop to be arranged in due course.

In response to a query, it was confirmed that the Council also operated a Discretionary Hardship Fund that could be used to support claimants in severe difficulties.

The meeting was also advised that the Housing and Benefits Manager had devised the tolerance scheme, which was being looked at by other local authorities with interest.

Members confirmed that they were fully supportive of the scheme.

**RECOMMENDED TO CABINET**

Options (1 and 2)

to

1. Approve the amendments outlined in Appendix 2 and recommend to Council that the Scheme for 2020/21 is updated accordingly; and
2. Note the work officers will continue to undertake across the two Councils on processes to mitigate the wider impact of Universal Credit on Council Tax billing and collection.

### **106 CAPITAL STRATEGY AND CAPITAL PROGRAMME 2020/21 TO 2024/25**

The Assistant Director Finance presented the Capital Strategy, which set out the Council's approach to the use of its capital assets and resources. It also outlined the Capital Programme, which detailed the capital expenditure being undertaken by the Council over the next five years.

A key element in the Capital Programme was Disabled Facilities Grants, these would total £4.5m over five years and were fully funded from the Better Care Fund.

Several projects in the Capital Programme were provisional and would require Member approval and a business case. These were: Waste Depot Refurbishment/Replacement; Waste Collection Vehicles; Bure Valley Railway; the Food Hub Project and Investment Borrowing. A programme of work for ICT infrastructure was also proposed in the report for approval.

External borrowing was anticipated to be required from 2021/22 to expand the operations of Broadland Growth Ltd to enable the company to deliver a significant number of mixed housing developments across the District. However, it was also likely that there would be slippage over the life of the programme which could delay the need to borrow.

Members had a number of queries about the budget for bridge repairs and the Bure Valley Railway and were advised that a comprehensive report on the Bure Valley Railway was to be brought to the March Cabinet, which would cover these issues. In addition the Director of Resources would email Members with clarification about the sum budgeted for the earmarked reserve for Bridge Maintenance over the past few years.

In response to a query about the Waste Collection Vehicles, it was confirmed that these would be included as an asset on the balance sheet regardless of whether an in-house solution or a contractor was used to deliver the service.

### RECOMMENDED TO CABINET

Options (1 and 2)

1. Cabinet is asked to recommend to Council the Capital Programme for 2020/21-2024/25 (Appendix A) and the Capital Strategy (Appendix B).
2. Cabinet is asked to approve the programme of work for 2019/20 to align key elements of ICT infrastructure and corporate systems in use across Broadland District Council and South Norfolk Council as set out within Appendix C.

### 107 REVENUE BUDGET AND COUNCIL TAX 2020/21

Mr Graham Everett, Chairman of Drayton Parish Council, had the following question for officers in respect of the Special Expenses element of Council Tax where Broadland had responsibility for the footway lighting in the parishes of Drayton, Hellesdon and Great Witchingham.

*‘From my understanding the decision to continue with this responsibility for footway lighting has always been made by full Council. I believe it had been resolved by full Council not to continue with this responsibility beyond the end of this current financial year 2019/20. If this was the case why, therefore, had Special Expenses to run footway lighting been set out in the budget for 2020/21?’*

In response the Assistant Director of Finance advised the meeting that all budgets were estimates and it was not unusual for decisions to be made shortly before they commenced. He added that the income from the Special Expenses received from Drayton was approximately £33,000 in the current year and would be approximately £43,000 in year 2020/21. This would not only cover maintenance, but would include funds for the repair or replacement of columns when necessary. In response to a further question on the re-letting of the maintenance contract for footway lighting, the Assistant Director of Finance confirmed that negotiations with the existing supplier were underway, but not yet concluded.

Further discussion was held around the principle of applying a £5 increase to Special Expenses over the past few years and also into 2020/21 and Members were informed that this was to ensure that columns could be replaced in future years.

It was also confirmed by the Director of Resources that the income received from the Special Expenses from the residents of Drayton would only be spent on footway lighting in the parish of Drayton.



### RECOMMENDED TO CABINET

Option (1, 2 and 3)

1. That Cabinet recommends to Council:
  - The approval of the 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 D.
  - That any surplus at the end of the 2019/20 financial year is transferred to a new earmarked reserve to help fund the future capital programme, particularly the IT and waste services investment.
  - That the Council's demand on the Collection Fund for 2020/21 for General Expenditure shall be £5,827,894 and for Special Expenditure shall be £141,240.
  - That the Band D level of Council Tax be £125.52 for General Expenditure and £3.04 for Special Expenditure.
2. That Cabinet agrees:
  - Changes to the proposed fees and charges as set out in section 5.
3. That Cabinet notes:
  - The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
  - The future budget pressures contained in the Medium Term Financial Strategy.

### 108 TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21

The report sets out the Treasury Management Strategy for 2020/21 and associated policies, which were drafted in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management 2017.

The report covered:

- the Capital Plans, (including prudential indicators);
- a Minimum Revenue Policy, (how residual capital expenditure was charged to revenue over time);

- the Treasury Management Strategy, (how the investments and borrowings were to be organised), including treasury indicators; and
- an Investment Strategy, (the parameters on how investments were to be managed).

The primary objective of the Council in its treasury management activities was the security of its cash above the liquidity of the investment. The Investment Strategy, therefore, remains prudent, reflecting the Council's risk appetite and legal obligations.

In respect of borrowing the Council would ensure that it would be affordable, sustainable and prudent. No money was invested in foreign currency and a set of prudential indicators was included in the Treasury Management Strategy in respect of capital expenditure and investment plans. The authorised limit for external debt was £4m for 2020/21.

It was confirmed that the Council supported the ethos of socially responsible investments and would actively seek to communicate this support to those institutions that it invested in by:

- encouraging those institutions to adopt and publicise policies on socially responsible investments; and
- requesting those institutions to apply council deposits in a socially responsible manner.

### **RECOMMENDED TO CABINET**

Options (1, 2, 3, 4, 5, 6 and 7)

To recommend these to Council:

1. This Treasury Management Strategy Statement.
2. The Treasury Management Policy Statement 2020/21 (Appendix 1).
3. The Annual Investment Strategy 2020/21 (Appendix 2).
4. The Treasury Management Practice (TMP1) Credit and Counterparty Risk Management (Appendix 3).
5. The Treasury Management Scheme of Delegation (Appendix 4).
6. The Minimum Revenue Provision (MRP) Statement (Section 8) that sets out the Council's policy on MRP.
7. The Prudential Indicators and Limits for the next 5 years contained

within the report.

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

The Principal Infrastructure and Planning Policy Officer presented the draft Greater Norwich Joint Five Year-Infrastructure Investment Plan 2020/5. The five-year plan included: progress reports on previously approved projects; proposals for new projects to be funded by the Community Infrastructure Levy in 2020/21; updated forecasts of CIL income; and information on future project priorities.

Twelve new projects totalling £2.85million has been recommended to be supported through the 2020/21 Annual Growth Programme. In Broadland these were: Aylsham Sports Hub Stage 3; North-West Woodlands Project and Plumstead Road Roundabout.

In addition, it was proposed that Norfolk County Council Education receive £2m to support the development of their capital programme within Greater Norwich. This allocation would support an extensive expansion project at Ormiston Victory Academy, which would meet the growth needs of that area.

In response to a query it was confirmed that projects were evaluated in accordance with the agreed project appraisal procedure and then agreed by the Greater Norwich Infrastructure Delivery Board. In the first instance Members should contact the Place Shaping Team Manager, if they wished to explore whether a scheme could be put forward for consideration.

### **RECOMMENDED TO CABINET**

Options (1 and 2)

that Cabinet recommend that Council:

1. Agrees the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025, included in Appendix 1; and,
2. Approves: the allocation of CIL to 12 specified projects, these projects will form the 2020/21 Annual Growth Programme; the allocation of £2M to support the Education Capital Programme within Greater Norwich; payment of the previously committed CIL funding of £561,760 to the Hempnall Crossroad project within 2020/21; and, the full reinstatement of the £2M IIF cash reserve.

### 110 BROADLAND DISTRICT COUNCIL AND SOUTH NORFOLK COUNCIL – STRATEGIC PLAN AND DELIVERY PLAN

The Committee was advised that a key element of the Feasibility Study,, agreed by Members in 2018, had been the ambition to develop joint strategic priorities and delivery plans to enable a common focus for the new one joint officer team.

The report, therefore, presented a new four-year Strategic Plan for Broadland and South Norfolk Councils, which set out the vision, ambitions and priorities for the organisations. It also proposed the adoption of a one-year interim Delivery Plan (to be two years after the interim Plan) which outlined the different activities and projects the Councils would be undertaking to meet the priority areas outlined in the Strategic Plan.

Adopting these Plans would allow for a shared strategic ambition and effective delivery of different services across the two Councils, both collaboratively and autonomously.

The Strategic Plan had been developed, through workshops and events held at the end of 2019, to understand what was important to Members to deliver leading up to 2024. The Plan had been aligned to the four-year political cycle, allowing for a period of one year at the start of a political cycle for a new plan to be developed and agreed.

The Strategic Plan was broken down into the following four key priority areas:

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

The Delivery Plan set out the key activities to be delivered within the first year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. Going forward, this Plan would be a two-year plan which would be aligned to a new two-year budget setting process.

Following recommendations from the Joint Lead Members Group amendments would be made to place a greater emphasis on the environment and the delivery of the Environmental Strategy.

It was also confirmed that the Strategic Plan had been developed utilising the priorities in the existing Broadland Business Plan, which it would replace, and was aligned with the proposed budget for 2020/21.

### RECOMMENDED TO CABINET

Options (1 and 2)

1. To recommend that Council approves the adoption of the Strategic Plan 2020-2024;
2. To recommend that Council approves the adoption of the Interim one-year Delivery Plan for 2020/2

### **111 EXCLUSION OF THE PRESS AND PUBLIC**

#### **RESOLVED:**

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

### **112 INVESTMENT PROPOSITION FOR THE FOOD INNOVATION CENTRE**

The Strategic Economic Growth and Funding Manager presented her report, which recommended an investment proposal to fund a project which would deliver a Food Innovation Centre located within the Food Enterprise Park (Honingham) and an innovation support programme for the agri-food sector. The proposal would act as a catalyst for unlocking the site, as well as enhancing the agri-food sector to provide economic benefits including new jobs, business growth and an increased spend on research and development.

In addition the proposals would support the delivery of the ambitious Food Enterprise Zone (FEZ), which had been established in March 2015 to create additional value from the Norfolk's agricultural base. Detailed evidence had been secured by the Food and Drink Forum and by a number of partner organisations which identified the lack of provision for food grade space for rent for food and drink businesses as well as the need for bespoke innovation support for this sector.

Following work to improve the robustness of the business case for the project, an expression of interest funding application had been submitted and approved by the Ministry for Housing Communities and Local Government for European Regional Development Funding (ERDF). A full application, demonstrating that the project was achievable and fit for purpose was due by March 2020. Due to the tight timescales involved, some elements of the proposal were incomplete at this moment in time or still to be finalised and were subject to change. Work was ongoing to develop the project, rework the building design and costings to create a viable funding proposition. A number of potential tenants had already been identified.

Members recognised the significance and importance of the project, but were mindful of the risks associated with its development; however they were reassured that a very robust business case had been put in place to support the project, as well as strong governance measures, as were required by the ERDF.

In summing up the Chairman noted that the scheme had a good business case and would generate economic growth and add value to the agri-tech sector by promoting the processing of food in the same area that it was being grown in. He also noted that while there were risks with the project; good governance arrangements were in place to mitigate against them.

### **RECOMMENDED TO CABINET**

Option (1, 2, 3, 4 and 5)

To recommend Council to:

1. Allocate from capital reserves, the sum as set out in the report, for the delivery of Food Innovation Centre project. Final costings and funding agreements will be signed off through delegated authority by the Director of Resources in consultation with both the Portfolio Holder for Economic Development and the Portfolio Holder for Finance.
2. Final costings and funding agreements will be signed off through delegated authority by the Director of Resources in consultation with the Portfolio Holder for Economic Development.
3. Use the European Regional Development Fund (ERDF) compliant Scape Procurement Framework to design and build the Food Innovation Centre giving delegated authority to the Director of Resources to initiate all pre contract work.
4. Continue propriety work, up to and including but not beyond the signing of the funding contracts with the Ministry for Housing Communities and Local Government (MHCLG) and other funders.
5. To release the sum, as set out in the report, for pre contract work which is not eligible under ERDF and therefore 100% at risk if ERDF funding is not secured from MHCLG.

*The meeting closed at 12.42 pm.*

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 14 January 2020** at **6.00pm** when there were present:

Mr S A Vincent – Policy (Chairman)

Portfolio holders:

Mrs J K Copplestone	Economic Development (from 6.21pm)
Mr J J Emsell	Transformation and Organisational Development
Mrs L H Hempsall	Planning
Mrs J Leggett	Environmental Excellence
Mrs T M Mancini-Boyle	Finance
Mr F Whymark	Housing and Wellbeing

Cllr Adams, Cllr Murrell and Cllr K Vincent also attended the meeting for its duration. Cllr Beadle was in attendance from 6.15pm.

Also in attendance were the Managing Director, Director Resources, Assistant Director Planning, Assistant Director Finance (S151 Officer), Assistant Director Governance and Business Support (Monitoring Officer) Assistant Director Community Services, Policy and Partnerships Manager, Spatial Planning Manager and the Committee Officer (JO).

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

The Chairman advised the meeting that through his consultancy Abzag, he was promoting, on behalf of the landowner, a site for residential development in Colney through the Greater Norwich Local Plan. When this site was under consideration he would declare a disclosable pecuniary interest and shall vacate the chair and leave the room.

In the interests of transparency, he also brought to the Board's attention, that his father, Malcolm Vincent, through his company Vincent Howes, was promoting, on behalf of the landowners, a site for residential development in Costessey/Bawburgh through the Greater Norwich Local Plan.

In this case under the provisions of the Code of Conduct, there was no interest to declare which would prevent him from participating in the debate and chairing the meeting.

He added that he would be declaring the same interests when Council was considering GNLP matters.

**63 MINUTES**

The Minutes of the meeting held on 26 November 2019 were confirmed and signed by the Chairman as a correct record.

**64 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.

**65 OVERVIEW AND SCRUTINY COMMITTEE**

The Vice-Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 7 January 2020, as each item was considered.

**66 JOINT ECONOMIC SUCCESS AND WELLBEING PANEL**

Cabinet received the Minutes of the Joint Economic Success and Wellbeing Panel meeting held on 20 November 2019.

The Portfolio Holder of Housing and Wellbeing, who had chaired the joint meeting, advised Cabinet that the Panels had looked at the Leisure Principles, which would be considered by Cabinet later in this meeting. Members at the joint meeting had considered that the Leisure Principles were a constructive framework for delivering the Council's Health and Wellbeing ambitions and had recommended their adoption.

The meeting had also received a report on the prevention of rough sleeping and the excellent collaborative work being carried out between Broadland and South Norfolk to address this.

The meeting had also received a report on the future options for the Tot2Teens programme and had made some recommendations to Cabinet regarding this. However, since the joint meeting it has been decided to develop a longer term proposal for the programme (which would also consider delivering the service in South Norfolk). Therefore, no decisions would be made about Tots2teens at this stage until a report was brought to Cabinet later in the year.



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**67 GREATER NORWICH LOCAL PLAN REGULATION 18 CONSULTATION**

The report sought approval of the Regulation 18 consultation on the Greater Norwich Local Plan (GNLP), between 29 January and 16 March 2020. The proposal was reported to the Greater Norwich Development Partnership Board of 6 January 2020 and the Place Shaping Panel on the same day and was recommended for approval at both meetings. The report had also been considered at South Norfolk by the Regulation and Planning Policy Committee and Cabinet and had been recommended for approval there.

The consultation draft GNLP was made up of two documents: the GNLP Strategy document, which contained the planning strategy for growth in Greater Norwich from 2018 to 2038 and the GNLP sites document, which contain the policies for the sites that were proposed to be allocated for development to help deliver the GNLP.

Cabinet was also asked to approve a Communication Plan for the consultation that would include events held across Greater Norwich, press releases, media briefings, exhibitions, publications and social media platform releases throughout the consultation. It had been proposed that an exhibition be held in the foyer at South Norfolk Council and this could also be arranged at Thorpe Lodge, if Members wished.

A revised timetable for the remaining stages of the GNLP and amendments to the Council's Local Development Scheme would also require approval.

Cabinet was informed that South Norfolk would be drafting a separate Village Clusters Housing Allocations Document. This would allocate a minimum of 1,200 additional homes, which would be on smaller sites and spread across the whole District.

A paper had been circulated with amendments to the consultation document, which had been endorsed by the Greater Norwich Development Partnership. The amendments that referred to the South Norfolk Village Clusters (paragraphs 25 and 26) were still to be finalised.

The Spatial Planning Manager emphasised that the consultation was an evidence gathering process that was used to shape the pre-submission draft plan for representations on soundness and legal compliance.

Cabinet was also informed that two further papers had been added to the consultation documents. These were the Sustainability Appraisal and Strategic Environmental Assessment of the GNLP and the Habitats Regulation Assessment. All of the consultation document were available on the GNLP website.

The Portfolio Holder for Planning advised Members that this had been a long process and the three month deferral to rework some elements the GNLP had been justified, as it was now a much clearer document. She added that a briefing for parish and town councils on the GNLP was being held on 22 January 2020 in the Council Chamber and she asked Members to encourage their parishes to attend.

In answer to a query from the Chairman, Members were advised that Broadland's Local Development Scheme would explain that the GNLP would not include South Norfolk's Village Clusters Housing Site Allocations document.

### **RESOLVED**

To approve:

1. The proposed contents of the draft GNLP for public consultation with finalisation of the draft including any minor factual or typographical changes delegated to the Director of Place in consultation with the Planning Portfolio Holder; and
2. The proposed engagement process for the consultation; and
3. The revised timetable for the production of the Local Plan and consequent amendments to the Council's local development scheme.

### **Reasons for decision**

To meet the Council's legislative duty as a Local Planning Authority.

## **68 LEISURE PRINCIPLES**

The report proposed a set of principles, which could act as a guide towards identifying opportunities to improve the health and wellbeing of residents in Broadland.

Cabinet was advised that 81 percent of residents in Broadland were not limited by illness or disability for everyday activities, which was above the national average. However, despite this 60 percent of residents could be described as inactive. To address this and in line with the health and wellbeing priorities of the Council and to ensure that every resident has accessible opportunities to engage in physical activity in their community the following Leisure Principles were proposed:

## **Community Offer**

1. We will work with partners to aim to ensure that there is a leisure offer appropriate and proportionate to communities across Broadland, to help as many of our population become active. In doing this, our order of priority of preference will be:
  - a) Steer the community towards existing provisions and work with partners to make sure they are accessible.
  - b) Develop capacity in the community sector to help establish self-sustaining leisure solutions.
  - c) Where there is a gap in the market, look at options to provide.
2. We will work with partners to ensure that a leisure offer is a consideration of any major development or population growth in the District.

## **Health and Wellbeing**

1. Given the developed national evidence on the telling contribution that activity can have on various longer-term conditions and social issues, we will utilise leisure assets and expertise to help work in the following areas in line with the shared health and wellbeing priorities. This is building upon our successful Help Hub partnership and work to help develop community capacity.
  - People who are likely to or have suffered a fall as a consequence of frailty.
  - Unhealthy and inactive lifestyles in adults and children/adult obesity.
  - Those experiencing long term worklessness and NEET (not in education, employment or training).
  - Those experiencing low level mental wellbeing issues such as early onset dementia and social isolation.
  - Those living with low level chronic health conditions where increased physical activity could be beneficial
2. Activity will be targeted to areas of the District where we are aware of specific needs to ensure tailored provision to local communities, not universally.

3. Given the contribution to wider public-sector issues, we will seek to work in partnership and attract funding to help deliver in these areas, and to satisfy financial objectives for the service.

## Financial

1. Any new or existing facility or activity should seek to be at least cost neutral.
2. In establishing or maintaining any facility or activity we should look to work with partners to help share the operational cost burden and risks.
3. Our leisure services should remain affordable to different members of our community, which means that some cohorts or products (see 'Health and Wellbeing') will generate less of a commercial operational yield than others.
4. In any investment we should look to better utilise existing community assets rather than develop from new.
5. Aside of investment to maintain our assets, any new non-essential (i.e. repair, replacement and maintenance) capital investment over the strategy period in leisure facilities will need to come from external sources unless there is a demonstrable ROI in excess of those typically expected via our treasury management investments (typically this is currently between two and three percent).

The principles above would offer a framework for how the Council might develop the offer to residents and the rationale for the programmes of work that were supported.

A key element of the leisure principles was in prevention, especially by establishing better fitness levels amongst 40-60 year olds to prevent frailty in older age. Partnership working was also intrinsic in the delivery of these services.

Members were advised that there were no budget implications for the adoption of the leisure principles, as they were a guide towards the development of initiatives and opportunities for health and wellbeing that would be brought to Members on a case by case basis.

In answer to a query, the Policy and Partnerships Manager advised the meeting that she would forward a map to Cabinet that set out some social prescribing figures for the District. Officers were also doing a piece of work to evaluate the effectiveness of social prescribing, which would be brought to Members in due course.

It was also requested that measures be put in place for any proposed projects and initiatives that were to be brought forward, so that their effectiveness could be assessed.

**RECOMMENDED TO COUNCIL**

to adopt the Leisure Principles (as set out above).

**Reasons for decision**

To promote health and wellbeing in the District.

**69 TREASURY MANAGEMENT QUARTER 2 REPORT 2019/20**

The Assistant Director of Finance introduced the report, which set out the Treasury Management activity in the first six months of the financial year 2019/20.

The investments of the Council totalled £34.9m as at 30 September 2019 and it was forecast that the interest achieved at year end would be £236,000, which was £165,000 above the budget.

Cabinet was informed that the Investec Target Return Fund, which the Council had just over £2m invested with was to be dissolved, due to the withdrawal of the fund's largest investor. The Council had until 17 February 2020 to withdraw its money and there were a number of options available to invest it elsewhere, so there was no need to make a hasty decision.

The Portfolio Holder for Finance noted that none of the Council's Prudential Indicators had been breached during the first six months of the financial year and there had been no requirement for borrowing. She also advised Members that a meeting would be held on Thursday to discuss where Investec the funds might be invested.

**RESOLVED**

to

1. Note the treasury activity for the first half of the year and that it complies with the agreed strategy; and
2. Note the 2019/20 prudential indicators for the first six months of the year; and
3. Note the externally managed Target Return Fund is to be dissolved in

February 2020, the decision on the placement of these funds to be made by the Assistant Director Finance in accordance with the constitution and current Treasury Management Strategy.

**Reasons for decision**

The report was a factual account.

**70 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

**71 RENEWAL OF MICROSOFT LICENCING**

The report considered options for the renewal of the Council's licence with Microsoft, which would expire on 31 January 2020.

It was proposed to move to a cloud based system and Office365, which would enable the use of a single domain name across Broadland and South Norfolk.

**RESOLVED**

To enter into an agreement with Microsoft, as set out in the report.

**Reasons for decision**

To renew a licencing agreement.

**72 EXEMPT MINUTE**

The Exempt Minute of the meeting held on 26 November 2019 were confirmed and signed by the Chairman as a correct record.

*The meeting closed at 6.41 pm*

## CABINET MEETING – 11 February 2020

### Decision List

Resolutions are subject to a five working day call-in, recommendations to Council cannot be called-in.

ITEM & HEADING	DECISION
<p><b>10 CAPITAL STRATEGY AND CAPITAL PROGRAMME 2020/21 TO 2024/25</b></p> <p>Lead Officer: Rodney Fincham – Assistant Director Finance</p>	<p><b>RECOMMENDED TO COUNCIL</b></p> <p>To agree the Capital Programme for 2020/21-2024/25(<b>Appendix A</b>) and the Capital Strategy. (<b>Appendix B</b>)</p> <p><b>RESOLVED</b></p> <p>To approve the programme of work for 2019/20 to align key elements of ICT infrastructure and corporate systems in use across Broadland District Council and South Norfolk Council as set out within <b>Appendix C</b>.</p>
<p><b>11 REVENUE BUDGET AND COUNCIL TAX 2020/21</b></p> <p>Lead Officer: Rodney Fincham – Assistant Director Finance</p>	<p><b>RECOMMENDED TO COUNCIL</b></p> <ol style="list-style-type: none"> <li>1. The approval of the 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.</li> <li>2. The use of the earmarked reserves as set out in Appendix D.</li> <li>3. That any surplus at the end of the 2019/20 financial year is transferred to a new earmarked reserve to help fund the future capital programme, particularly the IT and waste services investment.</li> <li>4. That the Council's demand on the Collection Fund for 2020/21 for General Expenditure shall be £5,827,894 and for Special Expenditure shall be £141,112.</li> </ol>

	<p>5. That the Band D level of Council Tax be £125.52 for General Expenditure and £3.04 for Special Expenditure.</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. To agree changes to the proposed fees and charges as set out in section 5.</li> <li>2. 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; and</li> <li>3. To note the future budget pressures contained in the Medium Term Financial Strategy.</li> </ol>
<p><b>12 TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21</b></p> <p>Lead Officer: Rodney Fincham – Assistant Director Finance</p>	<p><b>RECOMMENDED TO COUNCIL</b></p> <ol style="list-style-type: none"> <li>1. The Treasury Management Strategy Statement.</li> <li>2. The Treasury Management Policy Statement 2020/21 (<b>Appendix 1</b>).</li> <li>3. The Annual Investment Strategy 2020/21 (<b>Appendix 2</b>).</li> <li>4. The Treasury Management Practice (TMP1) Credit and Counterparty Risk Management (<b>Appendix 3</b>).</li> <li>5. The Treasury Management Scheme of Delegation (<b>Appendix 4</b>).</li> <li>6. The Minimum Revenue Provision (MRP) Statement (Section 8) that sets out the Council's policy on MRP.</li> <li>7. The Prudential Indicators and Limits for the next 5 years contained within the report.</li> </ol>
<p><b>13 COUNCIL TAX REDUCTION 2020/21</b></p> <p>Lead Officer: Richard Dunsire – Housing and Wellbeing Senior Manager</p>	<p><b>RECOMMENDED TO COUNCIL</b></p> <p>that the Council Tax Reduction scheme for 2020/21 be updated as set out in the report; and</p> <p><b>RESOLVED</b></p> <p>To note the work officers will continue to undertake across the two Councils on processes to mitigate the wider impact of Universal Credit on Council Tax billing and collection.</p>



<p><b>14 GREATER NORWICH GROWTH BOARD: JOINT FIVE-YEAR INVESTMENT PLAN</b></p> <p>Lead Officer: Paul Harris - Principal Infrastructure and Planning Policy Officer</p>	<p><b>RECOMMENDED TO COUNCIL</b></p> <p>To</p> <ol style="list-style-type: none"> <li>1. Agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025, included in Appendix 1; and,</li> <li>2. Approve the allocation of CIL to 12 specified projects, these projects will form the 2020/21 Annual Growth Programme; the allocation of £2M to support the Education Capital Programme within Greater Norwich; payment of the previously committed CIL funding of £561,760 to the Hempnall Crossroad project.</li> </ol>
<p><b>15 BROADLAND DISTRICT COUNCIL AND SOUTH NORFOLK COUNCIL – STRATEGIC PLAN AND DELIVERY PLAN</b></p> <p>Lead Officer: Sinead Carey - Strategy &amp; Programmes Manager</p>	<p><b>RECOMMENDED TO COUNCIL</b></p> <p>To</p> <ol style="list-style-type: none"> <li>1. Approve the adoption of the Strategic Plan 2020-2024; and</li> <li>2. Approve the adoption of the Interim one-year Delivery Plan for 2020/21.</li> </ol>
<p><b>18 INVESTMENT PROPOSITION FOR THE FOOD INNOVATION CENTRE</b></p> <p>Lead Officer: Nina Cunningham - Strategic Economic Growth and Funding Manager</p>	<p><b>RECOMMENDED TO COUNCIL</b></p> <ol style="list-style-type: none"> <li>1. Allocate from capital reserves, the sum as set out in the report, for the delivery of Food Innovation Centre project.</li> <li>2. Final costings and funding agreements will be signed off through delegated authority by the Director of Resources in consultation with both the Portfolio Holder for Economic Development and the Portfolio Holder for Finance.</li> <li>3. Use the European Regional Development Fund (ERDF) compliant Scape Procurement Framework to design and build the Food Innovation Centre giving delegated authority to the Director of Resources to initiate all pre contract work.</li> <li>4. Continue propriety work, up to and</li> </ol>

	<p>including but not beyond the signing of the funding contracts with the Ministry for Housing Communities and Local Government (MHCLG) and other funders.</p> <p>5. Front fund up to the sum, as set out in the report, for pre contract work which is not eligible under ERDF and therefore 100% at risk if ERDF funding is not secured from MHCLG.</p>
<p><b>19 REVIEW OF LEGAL SERVICES PROVISION</b></p> <p>Lead Officer: Emma Hodds – Assistant Director Governance and Business Support</p>	<p><b>RESOLVED</b></p> <p>To agree the contract as set out in Option 1 of the report, subject to the removal of the restrictive clause, with final sign off to be delegated to the Assistant Director Governance and Business Support (Monitoring Officer), in consultation with the Portfolio Holder for Policy.</p>

## **CAPITAL STRATEGY AND CAPITAL PROGRAMME 2020/21 TO 2024/25**

**Report Author:** Darren Slowther  
Corporate Accountant  
01603 430467  
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**Portfolio:** Finance

**Wards Affected:** All

### **Purpose of Report:**

To present the Capital Strategy, including the proposed Capital Programme for 2020/21 to 2024/25.

### **Recommendations:**

Cabinet is asked to recommend to Council the Capital Programme for 2020/21-2024/25 (**Appendix A**) and the Capital Strategy (**Appendix B**).

Cabinet is asked to approve the programme of work for 2019/20 to align key elements of ICT infrastructure and corporate systems in use across Broadland District Council and South Norfolk Council as set out within **Appendix C**.

## **1 SUMMARY**

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

## **2 BACKGROUND**

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

## **3 CAPITAL STRATEGY**

- 3.1 The Capital Strategy sets out the Council's approach to the use of its capital assets and resources. It is the framework for determining the capital programme and the effective use of the Council's resources.
- 3.2 This strategy seeks to deliver the Council's vision for the district as set out in Broadland and South Norfolk's 2020/21 Delivery Plan These ambitions are:
  - Growing the Economy.
  - Supporting individuals and empowering communities.
  - Protecting the natural and built environment, whilst maximising quality of life.
  - Moving with the times, working smartly and collaboratively.
- 3.3 The Capital Strategy focuses investment to deliver these priorities while also contributing to the financial sustainability of the Council by supporting opportunities to develop more efficient service delivery and to generate additional income.
- 3.4 The full capital Strategy is included as **Appendix B**.

## **4 SUMMARY OF CAPITAL PROGRAMME**

- 4.1 The detailed five-year capital programme is shown in **Appendix A** and comes to £28.8 million. Expenditure by Directorate is summarised in the following sections.

## **5 PEOPLE AND COMMUNITIES**

### Housing and Waste Services

- 5.1 Statutory housing improvement grants (disabled facilities grants) are funded from a grant administered by the Better Care Fund. Grant expenditure is expected to show a pattern of gradual increase, with an expectation that the grant income received will match this.
- 5.2 Annual budgets are in place for the purchase, renewal and replacement of waste bins for homes in the district. Cabinet recently introduced a charge for the supply of waste bins to new properties and the income from this will go towards this cost.
- 5.3 Extensive refurbishment work will be required on the existing waste depot at Frettenham. During 2020/21 a business case will look at the option of either refurbishing the existing depot or the delivery of a new joint depot with South Norfolk Council located elsewhere. Depending on the outcome of this business case there could be some expenditure in 2020/21 and 2021/22.
- 5.4 This is in conjunction with the purchase of new vehicles planned for 2021/22 for waste collection and street cleansing. Both projects are subject to full business cases as part of the bigger waste project looking at the future delivery of the waste service but are included in the capital programme to give a full picture of the potential extent of the programme. Please be aware the profile of expenditure is likely to change.

## **6 PLACE**

### Economic Growth

- 6.1 The capital programme for 2020/21 and 2021/22 includes contributions to fund a bid for the development of a Food Innovation Centre. The bid includes grant funding from the European Regional Development Fund (ERDF), alongside contributions from the NALP and Norfolk County Council. The Centre aims to facilitate greater levels of innovation and growth within the Food and Drink processing sector by providing lettable food grade premises, bespoke related innovation support to businesses as well as developing a world leading cluster and enabling ground-breaking innovation collaborations. A business case will be coming to Cabinet in due course.
- 6.2 A budget is in place to ensure there are adequate resources to fund the ongoing upkeep of the Bure Valley bridges and other maintenance on the Bure Valley Railway which the authority has a responsibility to maintain. A Cabinet report on the Bure Valley railway will be coming to a future Cabinet meeting. As the work is invariably seasonal and unpredictable in nature due to restrictions on when work can be carried out. An arrangement is in place

where any surplus budget is placed in an earmarked reserve at the end of the financial year to be drawn on when necessary.

## **7 RESOURCES**

### Facilities

- 7.1 Expenditure on the continuing enhancement of Thorpe Lodge is included in the programme. Projects in scope for 2020/21 include refurbishment of toilets and washrooms, delivery of a new heating and cooling system and overhaul of the lift system. However progressing with these projects will be considered as part of a wider accommodation review across both councils.

### ICT and Digital

- 7.2 The capital programme sets aside the capital funding required to deliver the ongoing requirements for PC and server replacements, mobile working, equipment purchases and improvements to the website over the next five years.
- 7.3 Broadland's IT Infrastructure is coming to the end of its useful life which together with the need to implement a solution to enable the collaboration to deliver its aims has resulted in the inclusion of significant funding for a number of projects which will enable both Officers and Members to work more efficiently and remotely. Details on a project level can be found at **Appendix C**.

### Finance

- 7.4 Borrowing of £5m is included in 2020/21 and 2021/22 to expand the operations of Broadland Growth Ltd to enable the company to deliver a significant number of mixed housing developments across the District and an investment return to the Council. This is subject to a business case but is included in the capital programme to give a full picture of the potential extent of the programme.

## **8 FINANCING THE CAPITAL PROGRAMME**

- 8.1 This section focuses on the main sources of funding that are proposed to be used to fund the capital programme. The size of the capital programme and the need to be prudent in the use of revenue reserves for capital purposes means that it is predicted that the Council will need to borrow to fund the capital programme over the next five years.
- 8.2 The new five-year capital programme will be financed from a mixture of revenue and capital reserves, capital receipts and grants, internal borrowing from cash balances, and external borrowing. Sources of funding are included in the capital programme, **Appendix A**.

### Capital Receipts

- 8.3 The programme includes repayment of loans back from Broadland Growth Ltd and receipts from the sale of council owned land.
- 8.4 The profile of these capital receipts and the extensive nature of the programme means that without any further capital receipts these funds are exhausted by 2021/22.

### Borrowing

- 8.5 As resources reduce, the Council will have a need to borrow to fund capital projects. In order to fund continued investment in property to generate revenue income, external borrowing is anticipated to be required from 2021/22.
- 8.6 It is likely that there will be slippage over the life of the programme which could delay the need to borrow. In the first instance, the Council will be able to borrow internally from its own cash balances. The cost of this, is the interest foregone from investing the cash with external counterparties.

## **9 OTHER OPTIONS**

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

## **10 ISSUES AND RISKS**

### **Resource Implications**

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

### **Legal Implications**

- 10.2 The Council is required to set a budget for 20/21.

- 10.3 **Equality Implications** – there are no equality implications as the report is a factual account of part of the authorities' budget setting process. The 2020/21 budget was determined without bias and affects all groups in the District.

- 10.4 **Environmental Impact** – there is no direct environmental impact arising from this report.

- 10.5 **Crime and Disorder** – there is no direct crime and disorder impact arising from this report.

- 10.6 **Risks** – There are risks associated with setting a budget that requires a draw on reserves that is unsustainable or unacceptably high in the medium term.

## 11 CONCLUSION

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

## 12 RECOMMENDATIONS

- 12.1 Cabinet is asked to recommend to Council the Capital Programme for 2020/21-2024/25 (**Appendix A**) and the Capital Strategy (**Appendix B**).
- 12.2 Cabinet is asked to approve the programme of work for 2019/20 to align key elements of ICT infrastructure and corporate systems in use across Broadland District Council and South Norfolk Council as set out within **Appendix C**.

### Background Papers

[The Broadland and South Norfolk Feasibility Study](#)



# Appendix A

## Broadland DC Capital Programme and Funding 2020 to 2025

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

# **Appendix B Capital Strategy 2020/21 to 2024/25**

## **1 Purpose**

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

## **2 Vision for the District**

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

## **3 Definition of Capital Expenditure**

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

## **4 Requirement for a Capital Strategy**

- 4.1 The Local Government Act 2003 requires local authorities to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Prudential Code "requires local authorities to have regard to wider management processes (option appraisal, asset management planning, strategic planning and achievability) in accordance with good professional practice".
- 4.2 As part of the Prudential Code authorities are required to produce a capital strategy and are also required to estimate their capital expenditure over the next three financial years, which will form a part of the budget setting process each year.
- 4.3 From 2019/20 the MTFP has been prepared on a five-year basis and this is reflected in the Capital Programme. There is an expectation that the capital

strategy will address the strategic long-term purpose of investment and therefore stretch for a period of at least 20 years.

- 4.4 Ongoing development of the strategy will address this moving forward as the strategy is updated annually for inclusion as part of the Council's budget setting process. The strategy therefore provides the starting point for the capital programme and a framework for the effective use of the Council's resources and will influence the direction of treasury management. The Prudential Code permits the Council to determine the appropriate level of capital investment to deliver quality public services, subject to affordability.

## **5 Priorities**

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

## **6 Capital Assets**

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

## **7 Capital Financing**

- 7.1 The Council can finance its capital programme from various sources as follows:

- Revenue.
- Revenue Reserves
- Capital Receipts from asset disposals
- Grants
- Tax Increment Financing (TIF).
- Private Finance Initiative/Public Private Partnership
- CIL
- Borrowing

- 7.2 Over the next few years the total amount of investments and cash will fall as cash is spent on the capital programme and earmarked reserves are spent.

## **8 Borrowing**

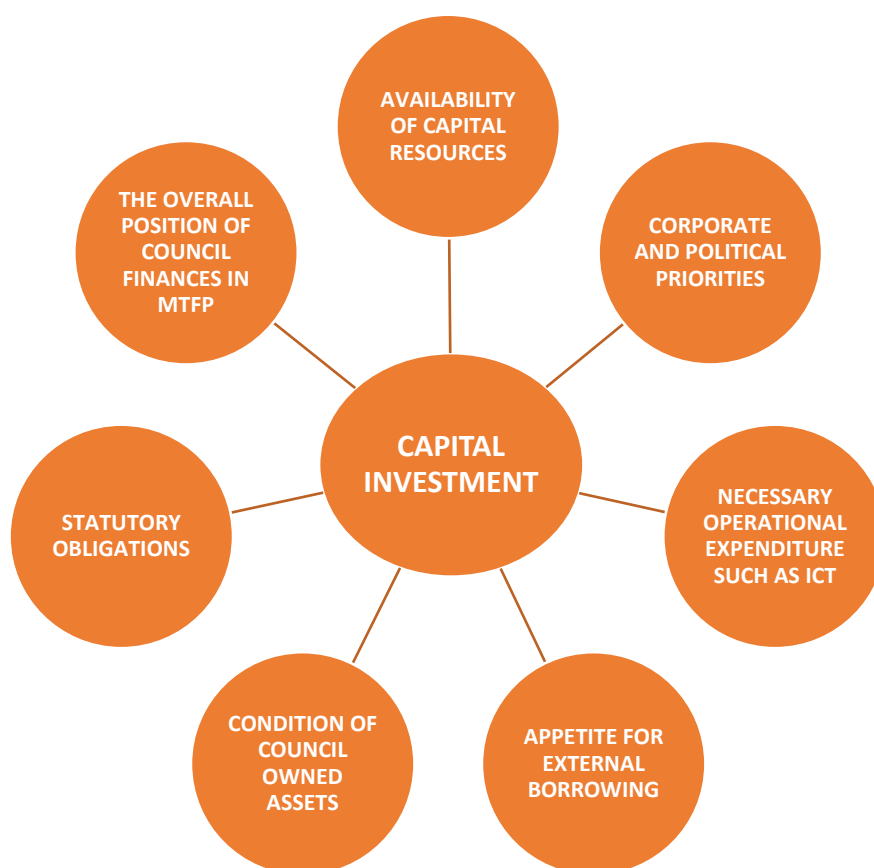
- 8.1 Under the Prudential Code, Councils determine how much they will borrow as long as any borrowing is affordable and prudent, thus clearly linking the financing of capital with the Treasury Management Strategy and the revenue budget.
- 8.2 The consequence of the funding position is that the Council will be required to borrow to finance any additional capital expenditure in the coming period. However, any borrowing must be affordable in line with the requirements of the prudential code.
- 8.3 Under the Prudential Code, Councils are not permitted to borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any Council's commercial investments will be within the District and intended to deliver economic and housing regeneration and growth as well as a financial return.
- 8.4 The most efficient way to borrow will be to fund expenditure from internal resources initially (i.e. with cash backed reserves such as the capital receipts reserve) and borrow if and when necessary. Broadland has a Capital Financing Requirement (CFR) determined by the theoretical amount of debt associated with finance leases. Any additional future debt costs if the need to borrow arose would have to consider the CFR when determining an appropriate liability benchmark.
- 8.5 Local authorities have the power to borrow without restriction under the Prudential System – provided that they can prove that they can afford both the revenue implications of the capital projects undertaken and the costs of servicing and repaying the debt itself. Each authority must set Prudential Indicators each year, approved by Council, two of which state the maximum

limits of operational and authorised external debt. If the authority decides to borrow to fund its capital programme, it will ensure that its debt indicators are not breached at any time.

- 8.6 Historically most local authority long term debt has been taken through the Public Works Loan Board (the PWLB).
- 8.7 However the Municipal Bond Agency, set up by local authorities and the LGA, is changing its framework to make it more attractive as an option. A Cabinet report will be presented during 2020/21 exploring this as a viable borrowing source.

## 9 Priorities for the Capital Programme / Option Appraisal

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



- 9.2 It is also clear that there will be a requirement for some element of future growth, in particular to address shortages in affordable housing and infrastructure, supporting one of the councils' key principles above. Broadland has established a joint venture with Norfolk Property Services (NPS), Broadland Growth Ltd. This limited company vehicle enables the Council to progress its own major development and infrastructure projects.
- 9.3 Broadland Growth Ltd has already delivered two successful housing development projects and will continue to investigate further suitable opportunities. There are likely to be a number of capital spending projects and the Council will need to consider future business cases on whether it wishes to invest. However, any growth needs to be sustainable in terms of the economy and the environment. In particular, any borrowing must have a clear

repayment strategy (e.g. via Council Tax) and a budget to support debt management costs.

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

## **10 Partnerships**

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

## **11 Equalities**

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

## **12 Risk Management**

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

## **13 Advice of the Section 151 Officer**

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

a way that prevents parts of the strategy being implemented, increases its cost or reduces the expected benefits, then the strategy would need to be revised.

## **14 Conclusion**

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



# Appendix C: IT Investment

## 1 SUMMARY

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

## 2 BACKGROUND

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

## 3 CURRENT POSITION

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

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

## 4 PROPOSED ACTION

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

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

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

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

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

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

telephony solutions at the end of 2021 in line with current contractual commitments.

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

## **5 OTHER OPTIONS**

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

## **6 ISSUES AND RISKS**

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

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

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

## **7 CONCLUSION**

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

## **8 RECOMMENDATIONS**

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

## ICT Collaboration Financial Growth

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

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

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



## **REVENUE BUDGET AND COUNCIL TAX 2020/21**

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<b>Portfolio Holder:</b>	Finance
<b>Wards Affected:</b>	All wards
<b>Purpose of the Report:</b>	This report provides information affecting the Council's revenue budget for 2020/21 in order for the Cabinet to make recommendations to Council on 20 February regarding the Council's budget and Council Tax for 2020/21.

### **Recommendations:**

- 1 That Cabinet recommends to Council:
  - The approval of the 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 D**.
  - That any surplus at the end of the 2019/20 financial year is transferred to a new earmarked reserve to help fund the future capital programme, particularly the IT and waste services investment.
  - That the Council's demand on the Collection Fund for 2020/21 for General Expenditure shall be £5,827,894 and for Special Expenditure shall be £141,112.
  - That the Band D level of Council Tax be £125.52 for General Expenditure and £3.04 for Special Expenditure.
- 2 That Cabinet agrees:
  - Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
  - The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
  - The future budget pressures contained in the Medium-Term Financial Strategy.

## 1 SUMMARY

- 1.1 It is the responsibility of the Cabinet to prepare a revenue budget for approval by Council. Based on consideration of the information in this report, Cabinet needs to make recommendations to the Council meeting in February where the council tax, including the element relating to preceptors, will be decided.
- 1.2 This report presents a summary of Broadland's draft 2020/21 Revenue Budget and contains details of the proposed fees and charges for 2020/21.
- 1.3 This report is divided into a number of sections that as a whole cover the various elements that need to be considered when setting the Council's budget for the coming year and the council tax for the District.

Section 2	Revenue Budget Requirement 2020/21
Section 3	Local Government Finance Settlement
Section 4	Budget Consultation
Section 5	Fees & Charges
Section 6	Medium Term Financial Strategy
Section 7	Reserves
Section 8	Council Tax
Section 9	Special Expenses
Section 10	Advice of Chief Finance Officer

## 2 REVENUE BUDGET REQUIREMENT 2020/21

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

- 2.2 The draft budget requirement for 2020/21 is summarised in the following table.

	Pay £'000	Non Pay £'000	Income £'000	Net £'000
Resources / MD	2,933	3,536	-310	6,159
Place	2,662	976	-1,615	2,023
People & Communities	2,190	27,534	-25,681	4,043
	7,785	32,046	-27,606	12,225

- 2.3 A more detailed breakdown is shown in **Appendix A**.
- 2.4 All spending areas have been reviewed to ensure that there are appropriate budgets for service areas, and these accord with the Business plan.
- 2.5 The proposed budget includes funding for performance related pay of £60,000 and a cost of living rise of 2%. The cost of living rise is a one-year local agreement under the new terms and conditions agreed by Council.

## Budget Movements

2.6 The main changes to the base budget are as follows:

		£'000
<b>Base Budget 2019/20</b>		<b>11,629</b>
Inflationary Cost Pressures		127
Salary Related Changes		
Net Change in Salary Costs	66	
Reduction in pension payment for pension deficit £678k to £671k	-7	
Corporate allowance for PRP costs	60	119
Cost of Collaboration		
Facility management at Thorpe Lodge	10	
Provision for recruitment and welfare expenses	85	
Increase in training budget	50	
Support budget for collaboration work	24	169
Specific Cost Pressures		
Provision for potential change in members allowances	74	
Increased IT revenue costs	126	
Cost pressures in waste service	379	
Property condition surveys	20	
Growth delivery team budget	36	
Contribution to Norfolk Strategic Partnership	10	
Budget for VE75 celebration grant	5	
Joint waste project	125	
Other	51	826
Reductions in Income		
Repayment of improvement grants reduced £50k to £30k	20	
HB Admin grant overstated at £357k, only likely to receive £140k	217	
Other	14	251
Savings		
Reduction in corporate contingency £218k to £84k	-134	
Saving on legal contract (dependant on Council decision)	-20	
Marketing and communications	-24	
Reduction in temporary staff budget	-21	
Saving in homelessness costs	-23	
Homeless projects ending	-112	
Warm homes project ending	-5	
Other	-30	-369
Growth in Income		
Potential charges for planning pre app advice	-20	
Homelessness grant	-35	
Handyperson charges	-5	
Recovery overpaid Housing Ben – budget now in line with actual	-200	
Green waste fees	-104	
Recycling credits	-86	
Other waste charges	-54	
Other	-23	-527
<b>Base Budget 2020/21</b>		<b>12,225</b>

## Community Infrastructure Levy (CIL)

2.7 CIL is not included within the Council's revenue budget as it relates to funding for infrastructure and is accounted for separately to the Council's revenue budget, with the exception of the agreed 5% proportion for administration of the scheme by BDC.

## 19/20 Budgetary Performance

- 2.8 Quarter 3 monitoring predicts an anticipated year end favourable variance against the current year budget of £2.6m million. It is recommended that any surplus at the end of the 2019/20 financial year is transferred to a new earmarked reserve to help fund the future capital programme, particularly the IT and waste services investment.
- 2.9 For 2020/21 any recurring savings or additional income arising from the current financial year have been considered.

### Cost Apportionment

- 2.10 Members are advised that the External Auditors have accepted the cost apportionment methodology and consequently the costs will be split SNC 55% / BDC 45% for joint services from 1 January 2020 onwards, with the exception of the senior management team whose costs are split from 1 April 2019.

## **3 LOCAL GOVERNMENT FINANCE SETTLEMENT**

- 3.1 The Provisional Local Government Finance settlement for 2020/21 was announced on 20<sup>th</sup> December 2019.
- 3.2 The Final Local Government Financial settlement will be announced in the coming weeks and officers will provide a verbal update to the Cabinet meeting if information is available at that time. It is proposed that any changes from the provisional settlement are managed through reserves, so as not to impact on Council Tax setting and that this is delegated to the S151 Officer.

### Grant Figures

- 3.3 The following table shows the key grant figures.

	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
Business Rates Baseline (Note 1)	11,628	11,156	11,419	12,411	11,872
Business Rate Tariff	-8,996	-8,471	-8,653	-9,552	-8,996
Baseline Need	2,632	2,685	2,766	2,859	2,876
Revenue Support Grant	1,389	804	438	0	30
<b>Total</b>	<b>4,021</b>	<b>3,489</b>	<b>3,204</b>	<b>2,859</b>	<b>2,906</b>
Year on Year Change (£k)		-532	-285	-345	47
Year on Year Change (%)		-13.2%	-8.2%	-10.8%	1.6%

*Note 1: The Business Rates baseline is the predicted / reference level of Business Rates that the authority is expected to retain. This is different to the actual amount retained which includes a proportion of the growth in business rates. For 2020/21 this increase in retained business rate growth has been included in the budget.*

- 3.4 This table demonstrates that Broadland Council is receiving significantly less core funding from central Government than it did in the past. Members will be aware that in the current financial year the Norfolk Local Authorities are participating in a business rates retention pilot scheme, the Government has made it clear that this will not continue for 2020/21 and that the Local Authorities will revert to the original 50% scheme.

### New Homes Bonus Grant

- 3.5 This is now the tenth year the council has received this source of funding and as last year the Council has once again achieved growth well above the national average.
- 3.6 The provisional allocation for 2020/21 is £2,318,102, of which £55,440 relates to the Affordable Homes Premium (198 x £350 x 80%). The New Homes Bonus Grant for 2019/20 was £2,174,078.
- 3.7 The amount of income from New Homes Bonus (NHB) will reduce in the future. The 2020/21 element of NHB will be paid for one year only, and the Government will consult on the future of this housing incentive in the spring. The indication is that this change will include moving to a new, more targeted approach which is aligned with other measures around planning performance. A new approach is a risk for Broadland within the medium-term financial plan.
- 3.8 At present New Homes Bonus is indicated to fall to:
- £1.158m in 2021/22
  - £0.542m in 2022/23
  - £0 thereafter.

### Service Specific Grants

- 3.9 The Council will receive £248,056 in Flexible Homelessness support grant and homeless reduction grant in 2020/21.
- 3.10 The Council also continues to receive Housing Benefit Administration Grant for the administration on Housing Benefit. However, this is reducing over time as the benefit moves over to Universal Credit.

## **4 BUDGET CONSULTATION**

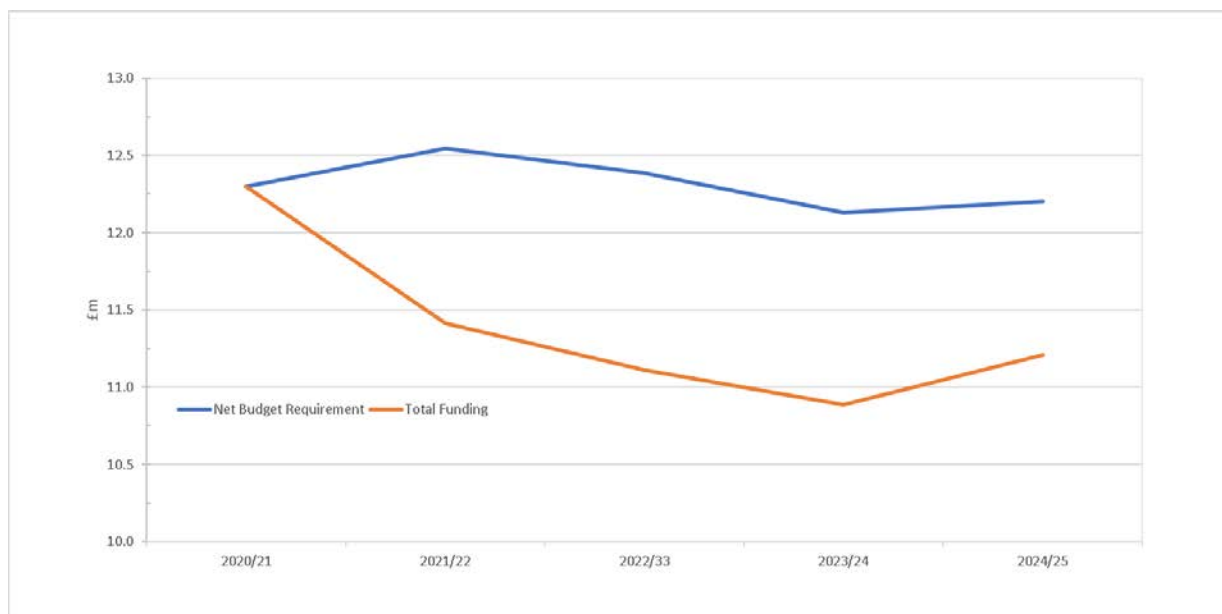
- 4.1 The Council undertook a budget consultation via its website between 15 November and 20 December 2019.
- 4.2 The consultation only received 11 responses, and therefore may not be representative of the population.
- 4.3 The key messages from this year's budget consultation exercise are:
- There was agreement to target resources primarily on those most in need.
  - There was support for increasing council tax to protect services.
  - There was a mixed response to investing in commercial ventures but support for targeting resources to encourage business growth.
  - There was limited support for charging service uses for discretionary services, as opposed to charging general taxpayers.
- 4.4 The full Budget Consultation results are shown in **Appendix B**.

## **5 FEES AND CHARGES**

- 5.1 It is proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure. Any non-standard changes to fees will be subject of specific reports.
- 5.2 There are two exceptions to this:
- The joint Economic Success and Wellbeing Panel recommended in November 2019 to increase all Tots2Teens prices by 15% per year for two years from 1st April 2020. The current discount system is also proposed to change to a 50% discount for anyone that can demonstrate they are in receipt of a means tested benefit.  
[https://www.broadland.gov.uk/downloads/file/5705/november\\_20\\_2019\\_-\\_minutes\\_-\\_joint\\_wellbeing\\_and\\_economic\\_success\\_panels](https://www.broadland.gov.uk/downloads/file/5705/november_20_2019_-_minutes_-_joint_wellbeing_and_economic_success_panels)
  - No increase is proposed for the Garden Waste Brown bin service and the charge will remain at £46 (if paid by DD) and £53.50 (non-DD). There is also a re-joining fee of £20. There is no increase to the charges for the provision of new bins for new properties introduced in this financial year.

## 6 MEDIUM TERM FINANCIAL STRATEGY

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



- 6.2 This shows a funding gap developing in 2021/22 of approximately £1.1m. The primary reason for this is the expected reduction in new homes bonus grant after this year. In 2020/21 BDC will receive £2.318m in new homes bonus, this is indicated to fall to:
- £1.158m in 2021/22
  - £0.542m in 2022/23
  - £0 thereafter.
- 6.3 The likely reduction in future funding and the need to finance the 5-year capital programme are key reasons why it is recommended to increase the 2020/21 Council Tax. Increasing Council Tax protects the Council's income base and helps prevents future service cuts, as well as providing a source of funding for the capital programme.

- 6.4 **Appendix C** provides the Medium-Term Financial Plan (MTPF) figures supporting this graph.
- 6.5 The figures in the plan are based on the 2020/21 Local Government Finance Provisional Settlement. Future year funding figures are uncertain due to the Government's ongoing funding review, which is expected to be consulted on in 2020/21 and introduced for 2021/22.
- 6.6 The Council has benefited from growth in Business Rates income. Changes to the Business rates retention scheme are expected in 2021/22. However as yet we do not know what impact these will have on the Council.
- 6.7 The key messages from the MTPF are:
- That further savings/income will need to be made over the plan period, if reserves are not to be depleted.
  - It is anticipated that the New Homes Bonus grant will be phased out.
  - Changes are anticipated but unknown at this stage in relation to business rates income and also the fairer funding review.
  - Work to deliver the savings envisaged from the collaboration with South Norfolk Council is an important factor in maintaining a balanced budget.
  - The five-year capital programme, which is also on this agenda, and which will have revenue budget implications both in terms of financing and other budget lines such as IT licences depending on the individual project.
  - With significant pressure on the Council's budget over the medium term, the Medium-Term Financial Strategy includes future Council Tax increases of £5.00 a year which is the maximum increase permitted for District Councils without a referendum being triggered.

### Borrowing

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

## **7 RESERVES**

### General Revenue Reserve

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

	£'000
<b>Balances as at 1 April 2019</b>	<b>14,299</b>
Transfers to Earmarked Reserves	-134
Transfers from Earmarked Reserves	445
<b>Projected balances as at 31 March 2020</b>	<b>14,610</b>

	£'000
Transfers to Earmarked Reserves	-216
Used to fund Food Hub	-870
<b>Projected balances as at 31 March 2021</b>	<b>13,524</b>
Transfers to Earmarked Reserves	-116
Used to fund Food Hub	-990
Funding Gap	-1,129
<b>Projected balances as at 31 March 2022</b>	<b>11,289</b>
Transfers to Earmarked Reserves	-115
Funding Gap	-1,278
<b>Projected balances as at 31 March 2023</b>	<b>9,896</b>
Transfers to Earmarked Reserves	-115
Funding Gap	-1,243
<b>Projected balances as at 31 March 2024</b>	<b>8,538</b>
Transfers to Earmarked Reserves	-115
Funding Gap	-990
<b>Projected balances as at 31 March 2024</b>	<b>7,433</b>

*Note: The above table does not include the in-year surplus expected to be transferred to the General Fund as at the end of the 2019/20 financial year, as referred to in paragraph 2.8.*

- 7.2 The projected General Fund Balance remains above the recommended 10% of net revenue expenditure £1.2m. However, given the future funding uncertainties it is prudent to maintain a healthy level of reserves.

### Earmarked Reserves

- 7.3 **Appendix D** details the other Council Earmarked reserves.

- 7.4 The main reserves are:

- Repairs & Renewals
- Spend Equalisation
- Economic Success Fund
- External Funding Reserve
- Developers Contributions
- CIL
- Business Rates Reserve
- Broadland Growth Reserve

- 7.5 Members are asked to recommend to Full Council the reserves as detailed in **Appendix D**. In particular, members should note that it is proposed to close the Housing Assistance Policy Reserve and the Community Right to Challenge Reserve as they are no longer required. The balances will be transferred into the General Reserve.

## **8 COUNCIL TAX**



### Taxbase

- 8.1 The projected tax base for 2020/21 is 46,430 Band D equivalent households. The projected tax base has increased by 0.8% compared to the tax base in 2019/20, due to housing growth in the District and officers working to identify new properties as soon as they are taxable.

### Council Tax Referendum limit

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

### BDC Council Tax

- 8.4 It is proposed that Broadland Council increases its Council Tax for a Band D property from £121.14 to £125.52 for 2020/21. This equates to a 3.61% rise.
- 8.5 The Council Tax is calculated by taking the total income to be collected (£5.828m) and dividing this by the Taxbase (46,430).

### Norfolk County Council

- 8.6 Norfolk County Council is considering a 1.99% increase in its general (basic) council tax and a 2.00% increase in the Adult Social Care precept. The level of the County Council's Council Tax is subject to approval at its Full Council meeting on 17 February.

### Police and Crime Panel

- 8.7 The Police and Crime Panel will meet on 4<sup>th</sup> February to consider the budget proposed by the Police and Crime Commissioner for 2020/21. The current options being considered are 0%, 2% and a rise of £10 in Band D, which equates to 3.95%.

### Parishes

- 8.8 At the time of writing, parish precepts for the Financial Year 2020/21 were still being set. A full list of precepts will accompany the Council Tax report to Full Council. Broadland Council has no influence over the level of these precepts.
- 8.9 For 2020/21, the Government has again decided not to apply any thresholds for Council Tax increases set by Parish and Town Councils, which if exceeded would trigger a referendum.
- 8.10 Officers will use the information provided by the preceptors in producing the Council Tax resolution for the Full Council meeting on 20 February. Should the level of Council Tax proposed by Norfolk County Council or the Police and Crime Panel be different from that assumed in the resolution, then an amended resolution will be circulated at the Full Council meeting.

## 9 SPECIAL EXPENSES

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

Drayton	£22.89
Great Witchingham	£15.97
Hellesdon	£25.24

## 10 ADVICE OF THE SECTION 151 OFFICER

- 10.1 The Local Government Act 2003 places two specific requirements on an authority's Section 151 (s151) Officer in determining the Council's budget and Council Tax. Under section 25, the s151 Officer must advise firstly on the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves.
- 10.2 The following section therefore contains the advice of the s151 officer on these matters.

### Robustness of Estimates

- 10.3 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.
- 10.4 There are however a number of significant potential risks in the robustness of the estimates as follows:
- 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 measures in the current consultations 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 and a possible drawing on reserves.
- Councils have received claims for mandatory business rates relief from NHS Trusts on the basis of charitable status. Although there is no significant direct impact on BDC, as BDC is part of a business rates pool there could be a financial impact arising from this. The initial decision of the courts has rejected these claims. However, it is still possible for appeals to be lodged up to the 24 February 2020.
- 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.
- With the recent election result clearing a path for a 2020 Brexit to take the UK out of the European Union, it is still very unclear what the implications will be on the Council and its funding going forwards.

10.5 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.

#### Adequacy of Reserves

10.6 As S151 officer I am also required to report on the adequacy of reserves.

10.7 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."

10.8 At 1st April 2020, 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 revenue reserves to fund an element of the capital programme over the next five years.

10.9 The projected level of the main General Fund reserves held by the Council at 31<sup>st</sup> March 2020 is over £14m (excluding the 2019/20 surplus) reflecting the Council's success in meeting its own self-imposed budget challenges and increasing income. This level of reserves provides sufficient flexibility should any of the assumptions made in this budget prove too optimistic.

10.10 Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

#### Section 114

10.11 The Section 151 Officer is also required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the

authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure.

- 10.12 Section 114 notices are rare, and the advice of the Section 151 Officer is that the possibility of such a notice being required at Broadland Council is very remote at the present time.

## **11 OTHER OPTIONS**

- 11.1 Cabinet can propose an alternative revenue budget, capital programme and Council Tax to Council, subject to the advice of the Section 151 Officer on the prudence and robustness of the budgets.

## **12 ISSUES AND RISKS**

- 12.1 Resource Implications – These budget proposals set out the resource plans for the Council during 2020/21.
- 12.2 There are always a number of unknown variables at the time of setting the budget. Where this is the case, officers have made prudent estimates based on the most up to date information available.
- 12.3 Legal Implications – The Council has a legal duty to set a balanced budget.
- 12.4 Equality Implications – The budget contains reductions in spending without impacting on the level of service that our residents presently receive – for instance as a result of the joint working with South Norfolk Council. There are also increases in fees and charges, with discounts available for some services to residents on low incomes. The Council is implementing its digital engagement strategy and is enhancing online services and information to provide residents with increased access. Officers therefore believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.
- 12.5 Environmental Impact - The budget will allow the Council to deliver its statutory duties in respect of the environment.
- 12.6 Crime and Disorder - The budget will allow the Council to deliver its statutory duties in respect of the community safety.

## **13 CONCLUSION**

- 13.1 The proposed 2020/21 revenue budget is balanced and has no calls on general revenue reserves, subject to the final Government Finance Settlement figures not changing substantially from the provisional figures.
- 13.2 The Council Tax is proposed to increase from £121.14 in 2019/20 to £125.52 for 2020/21 for a band D property.
- 13.3 Further increases of £5.00 each year are assumed in future years for the purposes of the Medium-Term Financial Strategy.

- 13.4 Some fees and charges have been increased for service areas and commercial activities and will be reviewed again in 2021/22. The fee for the Garden Waste Brown bin service will not change.
- 13.5 Over the next few years the Council needs to find annual savings or additional income and savings of approximately £1.1m, in addition to the collaborative savings, primarily because the level of Government funding is expected to continue to decrease in future years
- 13.6 The likely reduction in future funding is a key reason why it is recommended to increase the 2020/21 Council Tax. Increasing Council Tax protects the Council's income base and helps prevent future service cuts.
- 13.7 There is increased financial risk while future changes to the funding formula and further localisation of business rates are still under discussion. The amount of the New Homes Bonus remains a major risk and is subject to further Government reforms and the successful delivery of enough new homes.

## 14 RECOMMENDATIONS

### 14.1 That Cabinet recommends to Council:

14.1.1 The approval of the 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.

14.1.2 The use of the earmarked reserves as set out in **Appendix D**.

14.1.3 That any surplus at the end of the 2019/20 financial year is transferred to a new earmarked reserve to help fund the future capital programme, particularly the IT and waste services investment.

14.1.4 That the Council's demand on the Collection Fund for 2020/21 for General Expenditure shall be £5,827,894 and for Special Expenditure shall be £141,112.

14.1.5 That the Band D level of Council Tax be £125.52 for General Expenditure and £3.04 for Special Expenditure.

### 14.2 That Cabinet agrees:

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

### 14.3 That Cabinet notes:

14.3.1 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.

14.3.2 The future budget pressures contained in the Medium-Term Financial Strategy.

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## Background Papers

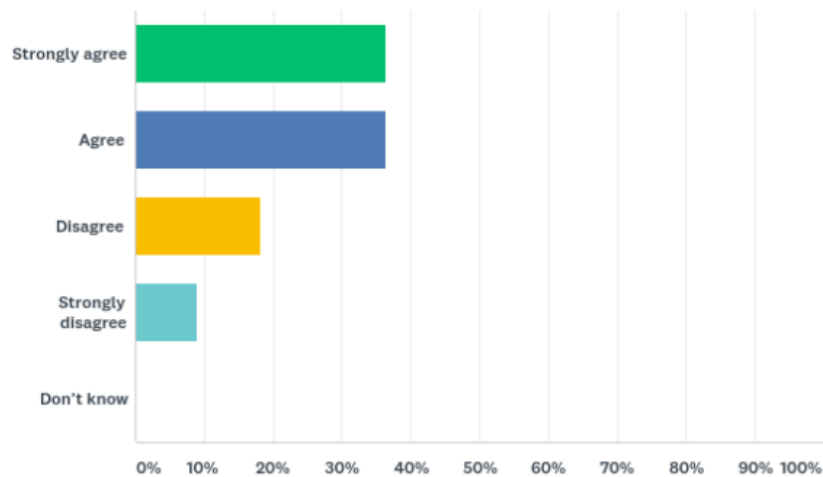
Business Plan 2020/21

## APPENDIX A: REVENUE BUDGET REQUIREMENT 2020/21

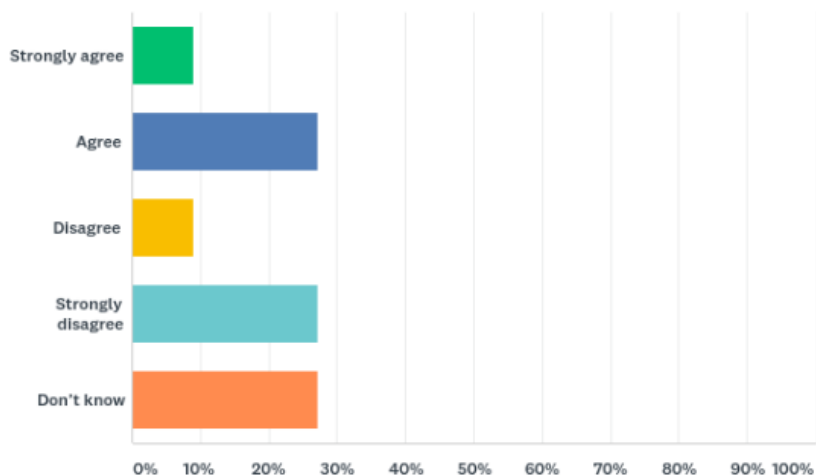
	Pay £'000	Non Pay £'000	Income £'000	Net £'000
<b>Resources / MD</b>				
Corporate Costs (inc Pension lump sum payment)	60	918	-13	965
Finance	431	188	-5	614
Council Tax & NNDR	501	78	-213	366
Governance	322	670	-6	986
Facilities	138	548	-66	620
Human Resources	203	270	-2	471
ICT & Digital	474	711	0	1,185
Executive Team	353	6	0	359
Chief of Staff	383	129	-5	507
Consultancy	68	18	0	86
	2,933	3,536	-310	6,159
<b>Place</b>				
Economic Growth	488	611	-216	883
Community & Environmental Protection	334	120	-33	421
Food, Safety & Licensing	202	26	-165	63
Planning	1,162	162	-981	343
Business Support	476	57	-220	313
	2,662	976	-1,615	2,023
<b>People &amp; Communities</b>				
Communities and Early Help	437	134	-75	496
Housing Standards & Independent Living	408	640	-851	197
Housing and Benefits	1,003	617	-760	860
Housing Benefit Payments	0	20,513	-20,574	-61
Waste Services	342	5,630	-3,421	2,551
	2,190	27,534	-25,681	4,043
	7,785	32,046	-27,606	12,225
Investment Income				-282
Interest Payable				75
Internal Drainage Board Levy				252
Transfers to / (from) Earmarked Reserves				30
Transfers to / (from) GF Balance				
				<b>12,300</b>
<b>Funded by</b>				
Council Tax - District Element				5,828
Council Tax - Special Expenses				141
NNDR (Business Rates)				3,983
RSG				30
New Homes Bonus				2,318
				<b>12,300</b>

## APPENDIX B: BUDGET CONSULTATION

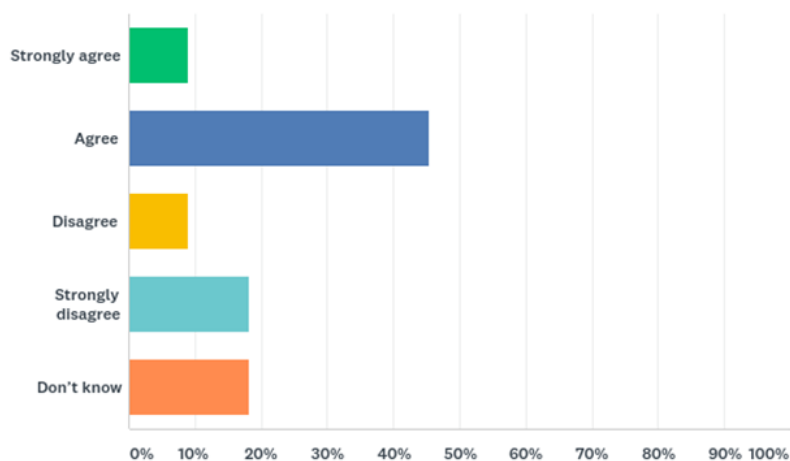
Q1 To what extent do you think that we should target resources primarily on the most vulnerable and people most in need?



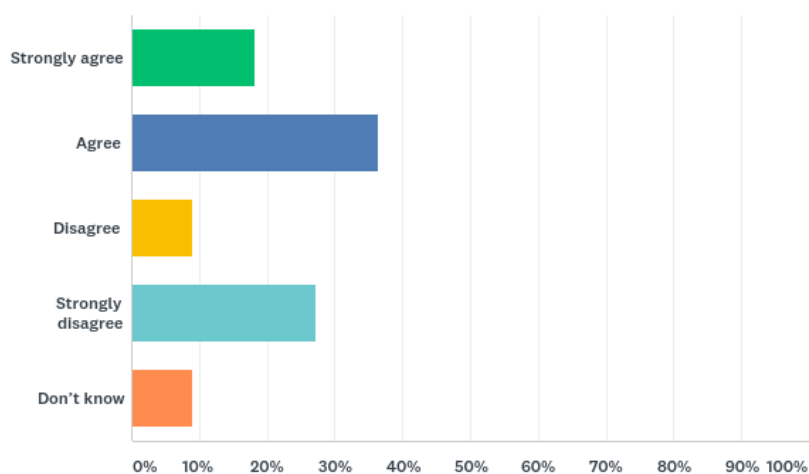
Q2 Over the last few years we have embarked on a joint housing development venture, creating Broadland Growth Limited. This has not only provided the Council with additional income, it has also provided housing in Broadland. Judging by the success of this activity, to what extent do you think we should continue to expand this and other initiatives?



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

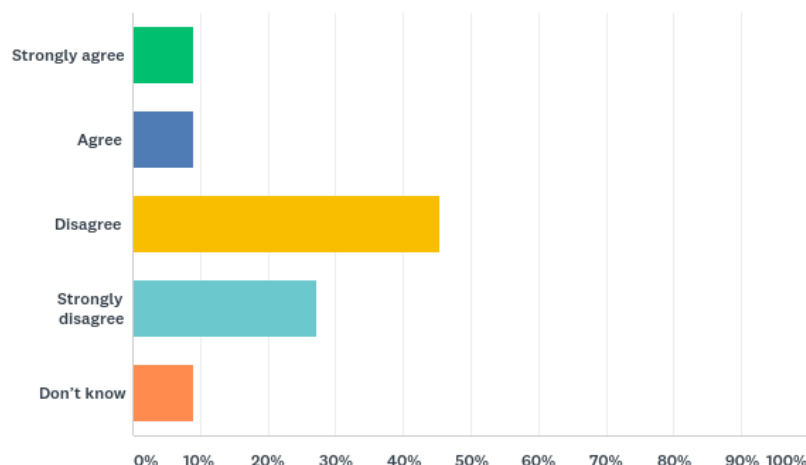


Q4 Should we make more use of volunteer organisations to deliver services including looking at opportunities to transfer delivery of some services to community groups?

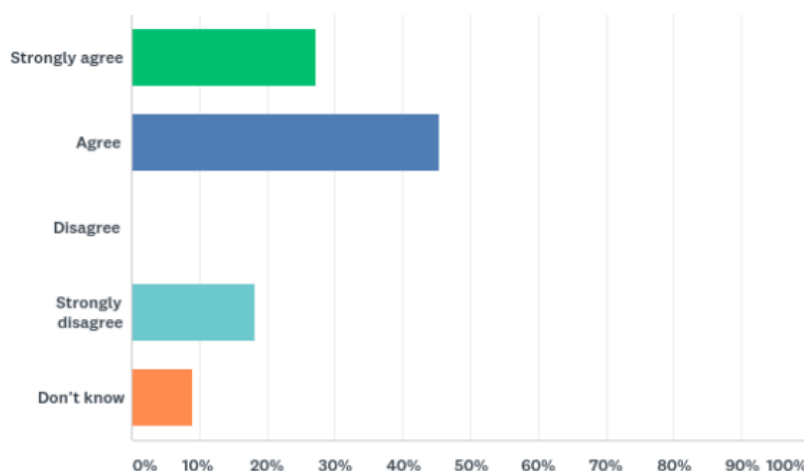




Q5 Some of the charges we make are for services that are discretionary and only used by some of our residents e.g. our garden waste service. To what extent do you believe that these services should be paid for by the customers who benefit from these services rather than general council tax payers?



Q6 The Revenue Support Grant the Council receives from Central Government has now ceased. By increasing its share of council tax in 2020/21 by £5, the Council would raise £230,000 (compared to no increase) to help to protect the services that improve your quality of life. To what extent do you support the Council increasing its share of council tax by up to £5 in 2020/21 to avoid stopping/reducing some services?



## APPENDIX C: MEDIUM TERM FINANCIAL PLAN (MTFP)

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Comment
Base Net Expenditure	12,225	12,225	12,470	12,314	12,055	
<u>Recurring Adjustments:</u>						
Inflationary Pressures		245	249	246	241	2% annual increase
Collaboration Savings			-405	-405	-68	Based on 45% of latest figure from cost and savings tracker
Waste contract				-100	-100	No allowance for expansion of food waste, or increased disposal costs
Base Net Expenditure for following year	12,225	12,470	12,314	12,055	12,128	
<u>Non Recurring Adjustments</u>						
Investment Income - General	-207	-207	-207	-207	-207	Assume remains stable over time
Investment Income - Loans to companies	-75	-225	-300	-300	-300	Assume income from Broadland Growth covers interest payable
Interest Payable	75	225	300	300	300	Financing costs for £10m investment to Broadland Growth
Internal Drainage Board Precept	252	252	252	252	252	Assume remains stable over time
Transfers to / (from) Earmarked Reserves	30	30	30	30	30	Assume remains stable over time
<b>Net Budget Requirement</b>	<b>12,300</b>	<b>12,545</b>	<b>12,389</b>	<b>12,130</b>	<b>12,203</b>	
<b>Funded by</b>						
Council Tax - District Element	5,828	6,133	6,444	6,762	7,087	
Council Tax - Special Expenses	141	141	141	141	141	Assume remains stable over time
NNDR (Business Rates)	3,983	3,983	3,983	3,983	3,983	Assuming maintain current level of income
RSG	30					
New Homes Bonus	2,318	1,158	542			Falling in line with figures in 20/21 provisional finance settlement
	<b>12,300</b>	<b>11,415</b>	<b>11,110</b>	<b>10,886</b>	<b>11,211</b>	
<b>Funding Gap</b>	<b>0</b>	<b>1,130</b>	<b>1,279</b>	<b>1,244</b>	<b>992</b>	
<b>Council Tax Calculation</b>						
Council Taxbase (Homes)	46,430	46,987	47,551	48,122	48,699	1.2% annual increase
Council Tax	125.52	130.52	135.52	140.52	145.52	£5 annual increase
Broadland's share of precept (£000)	5,828	6,133	6,444	6,762	7,087	
<b>New Homes Bonus Calculation</b>						
2017-18	511					
2018-19	616	616				
2019-20	542	542	542			
2020-21	649					
	2,318	1,158	542	0	0	

## APPENDIX D: EARMARKED RESERVES

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

## TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21

**Report Authors:** Darren Slowther, Corporate Accountant,  
01603 430467, darren.slowther@broadland.gov.uk

**Portfolio Holder:** Finance

**Wards Affected:** All

**Purpose of the Report:** This strategy outlines the authority's approach to management of its borrowing, investments, cash flows, banking, money market and capital market transactions; and the effective control of the associated risks and performance

### **Recommendations:**

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

1. This Treasury Management Strategy Statement.
2. The Treasury Management Policy Statement 2020/21 (**Appendix 1**).
3. The Annual Investment Strategy 2020/21 (**Appendix 2**).
4. The Treasury Management Practice (TMP1) Credit and Counterparty Risk Management (**Appendix 3**).
5. The Treasury Management Scheme of Delegation (**Appendix 4**).
6. The Minimum Revenue Provision (MRP) Statement (Section 8) that sets out the Council's policy on MRP.
7. The Prudential Indicators and Limits for the next 5 years contained within the report.

## **1 SUMMARY**

- 1.1 This report sets out the Treasury Management Strategy for 2020/21 and associated policies.
- 1.2 It is a regulatory requirement that this be approved annually by Full Council.

## **2 BACKGROUND**

- 2.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's risk appetite, providing adequate liquidity initially before considering investment return.
- 2.2 CIPFA defines treasury management as:  
*"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*
- 2.3 The second main function of the treasury management service is the funding of the Council's capital programme. The capital programme provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and there is an economic case to do so, any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 2.4 The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity and the ability to meet spending commitments as they fall due, either for day-to-day revenue or for larger capital projects. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 2.5 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as "non-treasury" activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities.

### **3 REPORTING REQUIREMENTS**

#### **Capital Strategy Reporting**

- 3.1 The CIPFA revised 2017 Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report, which provides the following:
- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
  - an overview of how the associated risk is managed
  - the implications for future financial sustainability
- 3.2 The aim of the capital strategy is to ensure that all members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite. The Capital Strategy is included elsewhere within this Cabinet's Agenda.
- 3.3 While there is strict separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset, there is a strong relationship between "non-treasury" capital activities and treasury management.
- 3.4 The capital strategy shows:
- The corporate governance arrangements for these types of activities;
  - Service objectives relating to the investments;
  - The expected income, costs and resulting contribution;
  - The debt related to the activity and the associated interest costs;
  - The payback period (MRP policy);
  - For non-loan type investments, the cost against the current market value;
  - The risks associated with each activity.
- 3.5 Where a physical asset is being bought, details of market research, advisers used, (and their monitoring), ongoing costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.
- 3.6 Where the Council has borrowed to fund any non-treasury investment which is purely for profit, there should also be an explanation of why borrowing was required and why the MHCLG Investment Guidance and CIPFA Prudential Code have not been adhered to.
- 3.7 If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy. To demonstrate the proportionality between the treasury operations and the non-treasury operation, high-level comparators are shown throughout this report.

## **Treasury Management Reporting**

- 3.8 The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.
- a. **Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
    - the capital plans, (including prudential indicators);
    - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
    - the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
    - an investment strategy, (the parameters on how investments are to be managed).
  - b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
  - c. **An annual treasury report** – This is a backward-looking review document and provides details of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.
- 3.9 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by Cabinet.

## **4 TREASURY MANAGEMENT STRATEGY**

- 4.1 The Strategy for 2020/21 covers two main areas:

### **Capital issues**

- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

### **Treasury management issues**

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

- 4.2 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

## 5 TRAINING

- 5.1 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The training needs of treasury management officers and members are periodically reviewed.

## 6 TREASURY MANAGEMENT CONSULTANTS

- 6.1 The Council uses Link Asset Services, as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subject to regular review.
- 6.2 The scope of investments within the Council's operations now includes both conventional treasury investments, (the placing of residual cash from the Council's functions), and more commercial type investments, such as investment properties.

## 7 PRUDENTIAL INDICATORS

- 7.1 In order to ensure the capital expenditure and investment plans are prudent there are a number of prudential indicators.

### Prudential Indicator - Capital Expenditure

- 7.2 This indicator is a summary of the Council's capital expenditure plans.
- 7.3 The table below summarises the 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 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
<b>Total Capital Expenditure</b>	<b>3,556</b>	<b>8,058</b>	<b>13,995</b>	<b>4,315</b>	<b>1,268</b>	<b>1,271</b>
Capital receipts	-2,411	-1,208	-4,295	-325	-278	-281
Capital grants	-1,022	-960	-900	-900	-900	-900
Revenue	-123	-5,890	-7,460	-90	-90	-90
<b>Net financing need for the year (borrowing required)</b>	<b>0</b>	<b>0</b>	<b>1,340</b>	<b>3,000</b>	<b>0</b>	<b>0</b>



- 7.4 A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. The capital expenditure figures demonstrate the scope of this activity and, by approving these figures, members consider the scale proportionate to the Authority's remaining activity.
- 7.5 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.
- 7.6 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.
- 7.7 The CFR includes any other long-term liabilities (e.g. finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the lease provider and so the Council is not required to separately borrow for these schemes.

	Estimated Outturn 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
Movement in CFR	-120	0	1,340	2,744	-856	-856

### Prudential Indicator – External Debt

- 7.8 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.
- 7.9 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.

	Estimate 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
General Fund CFR	120	0	1,340	4,024	3,168	2,312
Total CFR	120	0	1,340	4,024	3,168	2,312
External Borrowing	0	0	1,340	4,024	3,168	2,312
Total Debt	120	0	1,340	4,024	3,168	2,312

	Estimate 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
Authorised Limit	4,000	4,000	4,000	6,000	4,000	4,000
Operational Boundary	6,000	8,000	8,000	8,000	6,000	6,000

- 7.10 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 – Gross Debt and the Capital Financing Requirement**

- 7.11 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). The cost of internal borrowing is the interest foregone from cash investments, but this is less than the interest rates the Council would pay on external borrowing. Both internal and external borrowing have to be repaid over time and both therefore require a Minimum Revenue Provision to be made in line with the MRP Policy.

External Debt	Estimated Outturn 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
Actual gross external debt at 31 March	0	0	1,340	4,024	3,168	2,312
The Capital Financing Requirement	0	0	1,340	4,024	3,168	2,312
(Under) / over borrowing	0	0	0	0	0	0

- 7.12 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. 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 2020/21 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.
- 7.13 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 – Upper Limit for interest Rate Exposure**

- 7.14 The authority is also required to set limits on its exposure to fixed and variable interest rates. As the authority is aware of the changing economic situation at the moment, it is minded keeping these limits as flexible as possible to take advantage of the best opportunities as they present themselves. These limits are therefore set as follows.

Upper Limits	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Fixed rate exposure	100%	100%	100%	100%	100%	100%
Variable rate exposure	100%	100%	100%	100%	100%	100%

### Prudential Indicator – Financing Cost to Net Revenue Stream

- 7.15 The authority is required to calculate the ratio of its financing costs to its 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. 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. As Broadland is a net investor, its ratios are low positive or negative, and are relatively stable.

	Estimated Outturn 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25
Ratio of Financing Costs to Net Revenue Stream	0.69%	-0.77%	-0.79%	-0.83%	-0.80%	0.14%

### Prudential Indicator - Maturity structure of borrowing

- 7.16 Maturity structure of borrowing. 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 - Principal sums invested for longer than 365 days

- 7.17 Investment treasury indicator and limit - total principal funds invested for greater than 365 days. 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.

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

### Prudential Indicator – Capital Strategy

- 7.18 The updated Prudential Code (2017) states that in order to demonstrate that authorities take capital expenditure and investment decisions in line with service objectives and

properly take into account stewardship, value for money, prudence and sustainability authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made. Broadland District Council maintains a regularly updated Capital Strategy, for 2020/21 this is elsewhere on this Cabinet's Agenda.

## **8 MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT**

- 8.1 The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP).
- 8.2 The Council will use the Asset life method of calculating MRP, which means MRP will be based on the estimated life of the assets, in accordance with the regulations
- 8.3 Further details about MRP are included in Appendix 5.

## **9 PROSPECTS FOR THE ECONOMY AND INTEREST RATES**

- 9.1 The Council has appointed Link Asset Services as its treasury advisor and Appendix 6 provides their advice on the economy and future interest rates.

## **10 BORROWING STRATEGY**

- 10.1 It is expected that in the short term, the Council will maintain an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement - CFR), will not be fully funded with external loan debt as cash supporting the Council's reserves, balances and cash flow will be used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.
- 10.2 The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).
- 10.3 Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Section 151 Officer Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
  - If there was a significant risk of a sharp FALL in long and short-term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed unless there is a particular requirement for certainty in interest rates for specific borrowing,
  - If there was a significant risk of a much sharper RISE in long- and short-term rates

than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

- 10.4 Where these risks develop, then any decisions will be reported to the appropriate decision-making body at the next available opportunity.
- 10.5 As stated above the Authority is currently debt free but its capital expenditure plans necessitate a borrowing requirement. Initially, the borrowing required can be internal from the Council's cash balances, the cost of which will be the interest foregone on cash investments with counterparties.
- 10.6 The funding of the capital programme from 2020/21 to 2024/25 requires £4.28m in external borrowing for costs associated with the refurbishment or development of the authorities' waste vehicle depot and purchase of a complete fleet of waste collection and street cleansing vehicles, although this is subject to a full business case to determine the outcome.

#### **Policy on borrowing in advance of need**

- 10.7 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. All the Council's commercial investments are within the District and intended to deliver economic and housing growth as well as a financial return. Any decision to borrow in advance will be within the approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 10.8 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

#### **New financial institutions as a source of borrowing**

- 10.9 Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities, consideration will also need to be given to sourcing funding at cheaper rates from the following:
- Local authorities (primarily shorter dated maturities)
  - Financial institutions (primarily insurance companies and pension funds but also some banks, out of spot or forward dates)
  - Municipal Bonds Agency (no issuance at present but there is potential) This Authority will review the impact of the first bond issue and then consider participating in future issues as and when appropriate. Officers will bring a report to Cabinet in due course outlining the new borrowing arrangements for approval.
- 10.10 The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing but the Council's advisors will keep the Council

informed.

## **11 ISSUES AND RISKS**

- 11.1 Resource implications – The financing of capital expenditure and management of short-term cash resources has a major impact on the revenue budget through both interest receivable and to a lesser extent, interest payable.
- 11.2 The UK economy continues to be affected by the uncertainty of the impending exit of the European Union (Brexit).
- 11.3 Although the Bank of England base rate improved in August 2018 to 0.75%, this rate has been maintained from then to date (January 2020). A further rise is not forecast for 2020.
- 11.4 Revenue Support Grant settlements have been reduced to zero. Local authorities are expected to become self-sufficient and the need for an effective treasury management function has never been greater.
- 11.5 Legal implications – Adoption of the CIPFA Code of Practice on Treasury Management 2017 is recommended by CIPFA and therefore falls within the remit of section 15 of the Local Government Act 2003.
- 11.6 Local authorities are required by Regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146] to have regard to the current editions of the CIPFA codes of best practice.
- 11.7 Equality implications – Treasury decisions are made impartially, within the guidelines. The primary objective of the Council's Treasury Management function is to minimise risk to the principal amounts involved whilst still maintaining optimum liquidity.
- 11.8 The qualities of all potential counterparties are assessed impartially under these guidelines. It is not possible to treat counterparties equally with disregard to their creditworthiness, except at the risk of compromising the primary objectives set out in Appendix 1.
- 11.9 The distribution of funds represented by the Council's capital programme is subject to equality impact assessment as each new scheme is considered.

## **12 CONCLUSION**

- 12.1 The Council's primary objective is the security of its cash above the liquidity of the investment, though this is still an important consideration to avoid unnecessary borrowing. The rate of return is the tertiary consideration
- 12.2 The Council needs to use cash to fund its capital programme. It is therefore recommended to keep the majority of investments short and within the agreed counterparties.

- 12.3 The Investment Strategy remains prudent, reflecting the Council's risk appetite and legal obligations.

## **13 RECOMMENDATIONS**

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

- 13.1 This Treasury Management Strategy Statement.
- 13.2 The Treasury Management Policy Statement 2020/21 (Appendix 1).
- 13.3 The Annual Investment Strategy 2020/21 (Appendix 2).
- 13.4 The Treasury Management Practice (TMP1) Credit and Counterparty Risk Management (Appendix 3).
- 13.5 The Treasury Management Scheme of Delegation (Appendix 4).
- 13.6 The Minimum Revenue Provision (MRP) Statement (Section 8) that sets out the Council's policy on MRP.
- 13.7 The Prudential Indicators and Limits for the next 5 years contained within the report.

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### **Background Papers**

CIPFA Treasury Management Code of Practice 2017

CIPFA Prudential Code of Practice 2017

Government Investment Guide

## **Appendix 1: Treasury Management Policy Statement**

### **1. INTRODUCTION AND BACKGROUND**

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

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

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

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

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

### **2. POLICIES AND OBJECTIVES OF TREASURY MANAGEMENT ACTIVITIES**

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

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



The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.

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

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

Investments

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

Borrowing

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

## **Appendix 2 Annual Investment Strategy**

### **1 INTRODUCTION**

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

### **2 INVESTMENT PRINCIPLES**

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

### **3 SPECIFIED AND NON-SPECIFIED INVESTMENTS**

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

- It is made with a body of high credit quality as defined in 3.2 and 3.3 below, or with the UK Government, a local authority or a parish council.
- 3.2 A counterparty will be judged to be of high credit quality if it holds a credit rating from at least one of the credit rating agencies as follows;
- Short-term F1 or long-term A- (Fitch) or
  - Short-term P1 or long-term A3 (Moody's) or
  - Short-term A1 or long-term A- (Standard & Poor's)
  - Short-term rating AAA or equivalent for Money Market Funds (MMFs).
- The authority will use UK institutions and those from countries with a minimum sovereign rating of AA- from at least one rating agency.
- 3.3 Organisations with no credit rating or an insufficient credit rating may be included, subject to assessment by other criteria;
- Building societies that do not meet the criteria in 3.2 above may be considered for use if their assets are valued at a minimum of £3 billion. Such institutions will be added to the counterparty list only after consultation with the authority's treasury advisors.
  - Part-nationalised banks can be included, subject to discussion with our treasury advisors. Should the bank subsequently be de-nationalised, any investment will be considered on the basis that it meets the ratings in 3.2.
  - Property Funds will be considered after relevant due diligence has been undertaken in conjunction with our treasury advisors.
- 3.4 The authority will take into consideration additional indicators as available e.g. share price, credit default swap price, corporate developments and market sentiment towards the counterparties.
- 3.5 The CIPFA TM Code states "Authorities are advised to have regard to the ratings issued by all three rating agencies – Fitch, Moody's and Standard & Poor's". Accordingly, where counterparty achieves the minimum credit rating from one ratings agency, the authority will consider the ratings given to that body by the other two.
- 3.6 The Council is authorised to invest in the following instruments in 2020/21
- UK Government Gilts
  - Treasury Bills (short-dated Government backed borrowing)
  - Debt Management Agency Deposit Facility (UK Government backed)
  - Term deposits with UK Government or local authorities
  - Municipal Bonds Agency
  - Sterling denominated bonds issued by European governments or multinational development banks
  - Deposits with banks and building societies which have "high credit quality" (see 3.2 and 3.3 above)
  - Certificates of Deposit issued by banks and building societies
  - Commercial Paper
  - Corporate Bonds
  - Property Funds
  - Property Unit Trusts
  - Money Market Funds with acceptable credit ratings (see 3.2 above)

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

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

## **4 SECURITY OF CAPITAL**

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

## 5 LIQUIDITY

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

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

## 6 INVESTMENTS DEFINED AS CAPITAL EXPENDITURE

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

## **7 PROVISIONS FOR CREDIT-RELATED LOSSES**

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

## **8 TRAINING**

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

## **9 EXTERNAL CASH FUND MANAGEMENT**

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

## **10 BORROWING IN ADVANCE OF NEED**

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

## **11 SCRUTINY AND REPORTING**

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

## **Appendix 3: Treasury Management Practice (TMP1)**

### **Credit and Counterparty Risk Management**

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

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

#### **Annual investment strategy**

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

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

The investment policy proposed for the Council is:

#### **Specified investments**

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

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

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

### Non-specified investments

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

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

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



### **The monitoring of investment counterparties**

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

## **Appendix 4: Treasury Managements Scheme of Delegation**

### **(i) Full council**

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

### **(ii) Cabinet**

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

### **(iii) S151 (responsible) officer**

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

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

## **Appendix 5 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 provide 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.

The Authority has established a wholly owned company (Broadland Growth Ltd) and has / will provide loans from the Authority to the company. With the exception of overdrafts for working capital purposes, the cash advances will be used by the company 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 company will make repayments over the life of the capital programme it is deemed not 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 2020 the total VRP overpayments were £0.

## Appendix 6: Prospects for the Economy and Interest Rates

The Council has appointed Link Asset Services as its treasury advisor and this appendix provides their advice on the economy and future interest rates.

### Interest Rates

Part of their service is to assist the Council to formulate a view on interest rates. The following table gives Link's central view.

Link Asset Services Interest Rate View														
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.30	2.40	2.40	2.50	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.10	3.20	3.20
10yr PWLB Rate	2.60	2.70	2.70	2.70	2.80	2.90	3.00	3.10	3.20	3.20	3.30	3.30	3.40	3.50
25yr PWLB Rate	3.20	3.30	3.40	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00	4.10	4.10
50yr PWLB Rate	3.10	3.20	3.30	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90	4.00	4.00

The above forecasts have been based on an assumption that there is an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. The result of the general election has removed much uncertainty around this major assumption. However, it does not remove uncertainty around whether agreement can be reached with the EU on a trade deal within the short time to December 2020, as the prime minister has pledged.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit and the outcome of the general election. In its meeting on 7 November, the MPC became more dovish due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then the MPC were likely to cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a "gradual pace and to a limited extent". Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. There is still some residual risk that the MPC could cut Bank Rate as the UK economy is still likely to only grow weakly in 2020 due to continuing uncertainty over whether there could effectively be a no deal Brexit in December 2020 if agreement on a trade deal is not reached with the EU. Until that major uncertainty is removed, or the period for agreeing a deal is extended, it is unlikely that the MPC would raise Bank Rate.

### Bond yields / PWLB rates

There has been much speculation during 2019 that the bond market has gone into a bubble, as evidenced by high bond prices and remarkably low yields. However, given the context that there have been heightened expectations that the US was heading for a recession in 2020, and a general background of a downturn in world economic growth, together with

inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bonds yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated, as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.

During the first half of 2019-20 to 30 September, gilt yields plunged and caused a near halving of longer term PWLB rates to completely unprecedented historic low levels. (See paragraph 3.7 for comments on the increase in the PWLB rates margin over gilt yields of 100bps introduced on 9.10.19.) There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but also in the UK due to a correlation between US treasuries and UK gilts; at various times this correlation has been strong but at other times weak. However, forecasting the timing of this, and how strong the correlation is likely to be, is very difficult to forecast with any degree of confidence. Changes in UK Bank Rate will also impact on gilt yields.

One potential danger that may be lurking in investor minds is that Japan has become mired in a twenty-year bog of failing to get economic growth and inflation up off the floor, despite a combination of massive monetary and fiscal stimulus by both the central bank and government. Investors could be fretting that this condition might become contagious to other western economies.

Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt-fuelled boom that now makes it harder for central banks to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. (A doom loop would occur where the credit rating of the debt of a nation was downgraded which would cause bond prices to fall, causing losses on debt portfolios held by banks and insurers, so reducing their capital and forcing them to sell bonds – which, in turn, would cause further falls in their prices etc.). In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any

time during the forecast period.

In addition, PWLB rates are subject to ad hoc decisions by H.M. Treasury to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise back up again by over 100bps within the next year or so, whether H M Treasury would remove the extra 100 bps margin implemented on 9.10.19.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

### **Investment and borrowing rates**

Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.

Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9.10.19. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management. Now that the gap between longer term borrowing rates and investment rates has materially widened, and in the long-term Bank Rate is not expected to rise above 2.5%, it is unlikely that the Council will do any further longer term borrowing for the next three years, or until such time as the extra 100 bps margin is removed. There will remain a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

## **COUNCIL TAX REDUCTION 2020/21**

**Report Author:** Richard Dunsire

**Portfolio Holder:** Finance

**Wards Affected:** All

**Purpose of the Report:** This report informs Council of the proposed revised Council Tax Reduction (CTR) Scheme effective from April 2020

**Recommendations:**

1. To approve the amendments outlined in Appendix 2 and recommend to Council that the Scheme for 2020/21 is updated accordingly; and
2. Note the work officers will continue to undertake across the two Councils on processes to mitigate the wider impact of Universal Credit on Council Tax billing and collection.



## **1 SUMMARY**

- 1.1 Broadland District Council and South Norfolk Council describe their schemes slightly differently. There are many similarities however there are key differences. Whilst we will seek to align these in the future to facilitate a one team approach these will be detailed in future reports that will be for your consideration. Any attempts to align will be for the 2021/22 and will not impact on the stated changes within this report. It is however important to detail that they are titled differently with Broadland District Council naming theirs a Council Tax Reduction scheme and South Norfolk Council naming theirs a Council Tax Support scheme. For the purposes of this report only I will be referring to both schemes as Council Tax Assistance (CTA)
- 1.2 The Council is required to review its Council Tax Assistance annually. The Council needs to approve any changes to the Council Tax Assistance and adopt the revised scheme from 1 April 2020.

## **2 BACKGROUND**

- 2.1 The Local Government Finance Act 2012 introduced Council Tax Assistance Schemes from 1 April 2013. Each billing authority must design and operate a discount Scheme which helps people on low income to meet their Council Tax charge.
- 2.2 The Council Tax Assistance Scheme must be reviewed annually and any amendments which are agreed must be in place before 11 March of the financial year preceding the effective date of the revisions.
- 2.3 In previous years amendments to the Scheme have been made to reflect national welfare reform changes and to streamline administrative processes.
- 2.4 Universal Credit was introduced in the Broadland area in October 2018 and South Norfolk in May 2018. The Council has been mindful of the potential impact on the Council Tax Assistance Scheme, both in its administration and the amount households will receive. It is vital that the Council continues to consider the impact on its Council Tax Assistance Scheme.
- 2.5 The minimum contribution towards each household's Council Tax liability for working age residents has been 17 percent since April 2014, regardless of their household income.

## **3 CURRENT POSITION**

- 3.1 Both South Norfolk and Broadland Cabinets agreed to a consultation with residents and stakeholders on the introduction of an income tolerance for CTA claimants.

- 3.2 The consultation ran across Broadland and South Norfolk Councils and concluded in October 2019. The results of the public consultation are attached at Appendix 1.
- 3.3 The consultation proved to be an invaluable exercise as it provided a meaningful landscape within which to quantify the rationale behind the proposals.
- 3.4 Norfolk County Council and the Police and Crime Commissioner's office were invited to respond to the consultation. Norfolk County Council were receptive to proposal.
- 3.5 Norfolk County Council are supportive of the proposal and have been updated on the work that officers are undertaking to mitigate the impact of Universal Credit rollout on the Council Tax collection rate. No response was received from the Police and Crime Commissioner's office.
- 3.6 There have been no welfare policy announcements this year, which have been seen in previous years, and which the Council Tax Assistance Scheme has been aligned to.

#### **4 PROPOSED ACTION**

- 4.1 It is proposed that the Council adopts the introduction of a £20 per calendar month tolerance scheme for those residents who are not in receipt of Housing Benefit, those effected will be claiming Universal credit and CTA only. This is outlined in Appendix 2.
- 4.2 The tolerance proposal allows the Council to address the key issue of reducing administration and maintenance of CTA claims where Universal Credit is in payment.
- 4.3 There is a further proposal to amend the wording of part of the CTA Scheme which is also outlined in Appendix 2. This is an administrative change which would immediately reduce paperwork and will maximise claims for CTA when people are applying for Universal Credit.

#### **5 OTHER OPTIONS**

- 5.1 The Council could choose not to adopt the proposed amendments and retain the current Scheme.
- 5.2 The Council could choose to adopt a higher monthly tolerance. Appendix 3 outlines the impact on workloads. While there would be a further small reduction in the number of records that would not require assessment, this has the potential to create unsustainable "cliff edges" for claimants and create personal budgeting issues.

## **6 ISSUES AND RISKS**

- 6.1 **Resource implications** – The Council has undertaken analysis over an 18 week period to model the potential impact on workloads and the CTA Budget. The analysis is attached at Appendix 3, which shows that a £20 per month tolerance would reduce the number of records requiring assessment by 45 percent and have a cumulative impact of £69.99 on the budget. This accounts for 0.001% when considering the total expenditure of £5, 524677.98 in year 18/19.
- 6.2 **Legal implications** – Schedule 1A of the Local Government Finance Act 1992 states that local authorities must consider revising or replacing its Council Tax Assistance Scheme every year. Failure to do so by 11 March may lead to intervention from the Secretary of State.
- 6.3 **Equality implications** – An Equalities and Communities Impact Assessment has been carried out and is attached at Appendix 4.
- 6.4 **Environmental impact** – There are no implications of any environmental impact
- 6.5 **Crime and disorder** – There are no implications of any impact on crime and disorder
- 6.6 **Risks** – If the Council does not approve revisions to the Scheme by 11 March then the current Scheme will continue unchanged and may be subject to intervention by the Secretary of State.

## **7 CONCLUSION**

- 7.1 The proposal to introduce a tolerance scheme for Universal Credit claimants addresses the key issue of reducing the impact of Universal Credit on CTA claims without the need for a radical overhaul of the current scheme.

## **8 RECOMMENDATIONS**

Cabinet to agree to:

- 8.1 Approve the amendments outlined in Appendix 2 and recommend to Council that the Scheme for 2020/21 is updated accordingly; and
- 8.2 Note the work officers will continue to undertake across the two Councils on processes to mitigate the wider impact of Universal Credit on Council Tax billing and collection.

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### **Background Papers**

None

## Appendix 1: Consultation Results

### 1.1. Introduction of a Tolerance Scheme for Universal Credit claimants

When a claimant is receiving Universal Credit, their entitlement to Universal Credit is assessed each month.

If they are claiming Council Tax Assistance from the Council, the Council is notified each month of the change to the claimant's award.

At the moment, each change notified to the Council has to be reassessed, the claimant has to be notified of the effect on their Council Tax Assistance, and where necessary, their Council Tax bill will be recalculated.

The Council is considering introducing a new approach to assessing these changes from April 2020 to reduce the impact of Universal Credit changes on Council Tax Assistance claims.

A Tolerance Scheme is where a claimant's Universal Credit award can change up to a level determined by the Council before any changes affect the claim.

The Council is proposing that if a claimant's Universal Credit award increases or decreases by £20 per month, the change will not be assessed.

If the increase or decrease is more than £20 per month, the change will continue to be assessed as it is now.

This means that the Council would process fewer changes to a claimant's Council Tax Assistance claim, which in turn would result in fewer changes to their Council Tax liability and instalments.

### 1.2. Summary of responses

<b>Do you believe that Broadland Council should introduce a Tolerance Scheme into the administration of Council Tax Assistance from April 2020?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	61.6%	244
No	8.3%	33
Don't know	30.1%	119
<b><i>answered question</i></b>		<b>396</b>

### 1.3. Summary of individual comments

Total number of comments: 69

<b>Agree</b>	<b>30 comments</b>
<i>"If this Scheme reduces the amount of work necessary to maintain Council Tax entitlement, with NO effect on the recipients' current benefits, it should be put into effect at the earliest opportunity."</i>	
<b>General Commentary</b>	<b>17 comments</b>
<i>"The Tolerance scheme doesn't appear an unreasonable solution but it sounds like the real problem is an inefficient reassessment process so perhaps a better solution can be found by addressing that?"</i>	
<b>Alternative Amounts/ Frequency</b>	<b>4 comments</b>
<i>"People should only ever pay their dues and not overpay, yet I see the wastage incurred by the council in processing so many changes. Could they not be calculated quarterly and averaged, to be paid the next quarter? Yes it's in arrears but at least no one is charged incorrectly, and council admin time is reduced."</i>	
<b>Not Sure/ Further Information Required</b>	<b>12 comments</b>
<i>"Not too sure what this will do. I'm desperate to get all my outgoings to a minimum and so this will be one of them."</i>	
<b>Disagree</b>	<b>6 comments</b>
<i>"There are far too many letters coming out &amp; the correspondence doesn't change &amp; seems waste time &amp; money unless there is a change then easier to leave it as just gets confusing getting letters constantly but nothing changed."</i>	

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

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

### Appendix 3: Consultation Results

Week Commencing	No. of UCDS COC Records	No. of Claims Requiring Reassessment	No. of claims where change is less than +/- £20pcm	% of cases within tolerance	Total overpayments	Total underpayments	Effect on CTR Budget
27.05.2019	75	46	22	48%	-£186.81	£30.52	-£156.29
03.06.2019	89	63	34	54%	-£372.84	£0.00	-£372.84
10.06.2019	80	50	24	48%	-£11.05	£2.60	-£8.45
17.06.2019	54	30	12	40%	-£82.61	£10.64	-£71.97
24.06.2019	63	34	16	47%	-£2.39	£0.00	-£2.39
01.07.2019	77	40	20	50%	£0.00	£0.00	£0.00
08.07.2019	73	39	14	36%	£0.00	£17.85	£17.85
15.07.2019	96	54	22	41%	-£0.91	£35.66	£34.75
22.07.2019	84	42	16	38%	-£118.08	£25.93	-£92.15
29.07.2019	108	57	22	39%	£0.00	£0.00	£0.00
05.08.2019	114	63	23	37%	-£1.91	£0.00	-£1.91
12.08.2019	104	57	33	58%	-£96.20	£251.38	£155.18
19.08.2019	116	58	19	33%	-£115.79	£0.00	-£115.79
26.08.2019	119	48	20	42%	-£213.56	£452.19	£238.63
02.09.2019	130	71	39	55%	£0.00	£0.00	£0.00
09.09.2019	127	77	30	39%	-£43.65	£0.00	-£43.65
16.09.2019	123	56	30	54%	-£466.96	£0.00	-£466.96
23.09.2019	132	60	32	53%	-£1.74	£957.72	£955.98

### Appendix 3: Consultation Results

<b>Week Commencing</b>	<b>No. of claims where change is less than +/- £25pcm</b>	<b>% of cases within £25 tolerance</b>	<b>No. of claims where change is less than +/- £30pcm</b>	<b>% of cases within £30 tolerance</b>	<b>No. of claims where change is less than +/- £35pcm</b>	<b>% of cases within £35 tolerance</b>	<b>No. of claims where change is less than +/- £40pcm</b>	<b>% of cases within £40 tolerance</b>
27.05.2019	24	52%	25	54%	27	59%	28	61%
03.06.2019	34	54%	35	56%	35	56%	36	57%
10.06.2019	26	52%	26	52%	27	54%	27	54%
17.06.2019	13	43%	13	43%	13	43%	13	43%
24.06.2019	16	47%	17	50%	18	53%	19	56%
01.07.2019	20	50%	22	55%	22	55%	23	58%
08.07.2019	15	38%	15	38%	15	38%	16	41%
15.07.2019	24	44%	25	46%	27	50%	27	50%
22.07.2019	17	40%	17	40%	17	40%	19	45%
29.07.2019	22	39%	22	39%	24	42%	26	46%
05.08.2019	24	38%	24	38%	26	41%	26	41%
12.08.2019	33	58%	33	58%	34	60%	36	63%
19.08.2019	19	33%	20	34%	22	38%	25	43%
26.08.2019	21	44%	21	44%	26	54%	26	54%
02.09.2019	41	58%	42	59%	43	61%	44	62%
09.09.2019	32	42%	34	44%	34	44%	34	44%
16.09.2019	31	55%	31	55%	31	55%	32	57%
23.09.2019	33	55%	35	58%	35	58%	36	60%



## Appendix 3: Consultation Results

<b>Total Records Requiring Assessment</b>	<b>Cumulative % of cases within £20 tolerance</b>	<b>Total Records not Requiring Assessment</b>	<b>Cumulative Effect on CTR Budget</b>
945	45%	428	£69.99
<b>Total Records Requiring Assessment</b>	<b>Cumulative % of cases within £25 tolerance</b>	<b>Total Records not Requiring Assessment</b>	
945	47%	442	
<b>Total Records Requiring Assessment</b>	<b>Cumulative % of cases within £30 tolerance</b>	<b>Total Records not Requiring Assessment</b>	
945	48%	454	
<b>Total Records Requiring Assessment</b>	<b>Cumulative % of cases within £35 tolerance</b>	<b>Total Records not Requiring Assessment</b>	
945	50%	474	

## Equalities and Communities Impact Assessment

**Name of Officer/s completing assessment:**

22<sup>nd</sup> November 2019

**Date of Assessment:**

### 1. What is the proposed Policy?

Introduction of an income tolerance for Universal Credit claimants under the Council Tax Assistance Scheme for 2020/21

2. Which protected characteristics under the Equalities Act 2010 does this Policy impact: (indicate whether the impact could be <b>positive</b> , <b>neutral</b> , or <b>negative</b> )			
Protected Characteristic	Potential Impact		
	Positive	Neutral	Negative
Age	X		
Disability	X		
Race		X	
Sex	X		
Religion or Belief		X	
Sexual Orientation		X	
Marriage/Civil Partnership		X	
Pregnancy/Maternity	X		
Gender Reassignment		X	
3. Which additional Communities characteristics does this policy impact?			
Health	X		
Place inc. Rurality		X	
Low Income and Poverty	X		

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

#### Age

CTA Scheme amendments can only be brought in which affect working age claimants. The introduction of a tolerance would therefore not affect the entitlement of pensionable age claimants.

Contracts that do not guarantee a minimum number of hours are more likely to be undertaken by young workers and will result in fluctuating earned income and Universal Credit entitlement.<sup>1</sup> The introduction of a tolerance could reduce the number of times an individual's claim is reassessed and create more certainty for younger workers.

#### Disability

<sup>1</sup> Source: ONS Report, Contracts that do not guarantee a minimum number of hours: April 2018

Disabled people are more likely to be in low-paid jobs than non-disabled people: 30% of disabled men and 35% of disabled women are paid below the National Living Wage compared with 25% of non-disabled men and 29% of non-disabled women.<sup>2</sup>

Disabled people are more likely to work part-time – such work pays less per hour, on average, than full-time work.<sup>3</sup>

The introduction of a tolerance scheme could reduce the number of times an individual's claim is reassessed and create more certainty for claimants with disabilities.

## **Sex**

Women are more likely to undertake part time work on contracts that do not guarantee a minimum number of hours.<sup>4</sup>

The introduction of a tolerance could reduce the number of times an individual's claim is reassessed and create more certainty for female claimants.

## **Pregnancy and Maternity**

Pregnant claimants and those on maternity leave will have several changes to their earned income and Universal Credit entitlement. The introduction of a tolerance could reduce the number of times an individual's claim is reassessed and create more certainty for residents.

## **Health**

Residents suffering from poor health are more likely to experience fluctuations in their income as a result of time off, or undertaking contracts that do not guarantee a minimum number of hours. The introduction of a tolerance could reduce the number of times an individual's claim is reassessed and create more certainty for residents suffering from ill health.

## **Low Income**

Council Tax Assistance is a discount aimed at helping residents in receipt of a low income meet their Council Tax liability. The introduction in a tolerance would mean that Assurances in income are not reflected as accurately in the assessment of an individual's entitlement as they are at present. Conversely, increases in income will be treated the same and ignored based on a set criteria, therefore benefitting the claimant.

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

Any impact of this policy will be felt on an individual and family basis, all of which have been considered in point 4. We believe there is no demonstrable impact on communities however as its policy this will be periodically reviewed.

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<sup>2</sup> Source: EHRC Report, Being disabled in Britain: a journey less equal: April 2017

<sup>3</sup> Source: EHRC Report, Being disabled in Britain: a journey less equal: April 2017

<sup>4</sup> Source: ONS Report, Contracts that do not guarantee a minimum number of hours: April 2018

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

**Please include:**

We feel that this policy will have an overall positive impact on residents and therefore have no negative matters to mitigate however this will be monitored and reviewed annually as per Council Tax legislation.

**Signed by evaluator:** Victoria Parsons

**Signed by responsible head of department:** Richard Dunsire

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

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REVIEW DATE - \_\_\_\_\_

(See Page 2 for details of reviews. Please send a copy of the reviewed document to Victoria Parsons)

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

**Report Authors:** Paul Harris  
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01603 430444  
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**Portfolio:** Planning

**Wards Affected:** All

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

Present and agree the content of the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2020 to 2025 and approve the allocation of Community Infrastructure Levy (CIL) to the projects included within the first year of the five-year plan. The five year plan includes: progress report on previously approved projects; proposals for new projects to be funded by CIL in 2020/21, otherwise known as the 2020/21 Annual Growth Programme; updated forecasts of CIL income; and, information on future project priorities.

### **Recommendations:**

It is proposed that Cabinet recommend that Council

1. agrees the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025, included in Appendix 1;  
  
and,
2. approves: the allocation of CIL to 12 specified projects, these projects will form the 2020/21 Annual Growth Programme; the allocation of £2M to support the Education Capital Programme within Greater Norwich; payment of the previously

committed CIL funding of £561,760 to the Hempnall Crossroad project within 2020/21; and, the full reinstatement of the £2M IIF cash reserve.

## **1 SUMMARY**

- 1.1 This report presents the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2020 to 2025. The five year plan includes: progress report on previously approved projects; proposals for new projects to be funded by CIL in 2020/21, otherwise known as the 2020/21 Annual Growth Programme; updated forecasts of CIL income; and, information on future project priorities.
- 1.2 In accordance with the CIL pooling arrangements for Greater Norwich's Infrastructure Investment Fund (IIF), each of the three CIL charging authorities, Broadland District Council, Norwich City Council and South Norfolk Council, need to agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020 to 2025 and approve the allocation of CIL to specified projects as part of the Annual Growth Programme (AGP).

## **2 BACKGROUND**

- 2.1 In 2013 the Greater Norwich authorities (Broadland District Council, Norwich City Council, South Norfolk Council and Norfolk County Council) together with the New Anglia Local Enterprise Partnership, signed a City Deal with Government. To help achieve our growth ambitions, the City Deal agreed a strategic infrastructure programme supported through Government-approved access to borrowing at a preferential rate and the local authorities' commitment to pool a significant proportion of Community Infrastructure Levy (CIL) income to form an Infrastructure Investment Fund (IIF).
- 2.2 In order to effectively plan for and deliver infrastructure to support planned growth the Greater Norwich Growth Board oversees the productions of the Greater Norwich Infrastructure Plan (GNIP), Joint Five-Year Infrastructure Investment Plan (5YIIP) and Annual Growth Programme (AGP).

## **3 CURRENT POSITION**

- 3.1 The GNIP identifies infrastructure priorities to the end of the Joint Core Strategy (2026) and details the progress of infrastructure delivery within the Greater Norwich area. The GNIP was updated prior to the preparation of this 5YIIP<sup>1</sup>. The GNIP is listed as a background paper to this report.
- 3.2 Taking account of a range of evidence and information from Council Officers and other Stakeholders, the 5YIIP identifies projects that are currently considered to be a priority for delivery over the next 5 years to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.

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

- 3.3 If agreed by the each of the three CIL charging authorities within Greater Norwich, Broadland District Council, Norwich City Council and South Norfolk Council, projects recommended to be allocated pooled CIL funding within the 5YIIP will be duly adopted within the respective year's Annual Growth Programme (AGP). Projects identified within the 5YIIP but not within an AGP remain priorities but have not been allocated CIL funding.
- 3.4 This 5YIIP plan also sets out an updated position on infrastructure delivery, includes revised CIL income forecasts, provides updates on projects accepted within previous AGPs and outlines planned preparatory work for infrastructure schemes for future years.
- 3.5 The draft Five Year Infrastructure Plan 20-25, is included at Appendix 1.

### **2020/21 Annual Growth Programme (AGP)**

- 3.6 In accordance with the agreed processes for the Infrastructure Investment Fund (IIF), the Greater Norwich Infrastructure Delivery Board (IDB) met on the 11th of October 2019 to agree which projects will be put forward as the proposed 2020/21 Annual Growth Programme (AGP). As a result, 12 new projects totalling £2.85million have been recommended to be supported through the IIF.

<b>Project Name</b>	<b>Applicant</b>	<b>Amount of CIL requested</b>	<b>Total project size</b>
20 Acre Wood Community Access Improvements	Norwich	£ 62,450	£ 62,450
Aylsham Sports Hub Stage 3	Broadland	£ 475,000	£ 985,750
Crusaders RFC Clubhouse Extension	South Norfolk	£ 150,000	£ 600,000
East Wymondham GI	South Norfolk	£ 45,862	£ 45,862
Frenze Beck GI	South Norfolk	£ 35,000	£ 35,000
Hellesdon Station GI	Norwich	£ 232,300	£ 453,399
Ketts Country Long Distance Trail	County	£ 97,630	£ 97,630
North-West Woodlands Project	Broadland	£ 715,000	£ 715,000
Norwich Parks Tennis	Norwich	£ 103,808	£ 423,138
Plumstead Road Roundabout	Broadland	£ 725,000	£ 1,350,000
Recreation Road Pool	Norwich	£ 60,000	£ 60,000
Wymondham Tennis Club	South Norfolk	£ 149,932	£ 149,932

- 3.7 In addition, it is proposed that Education receive £2million to support the development of their capital programme within Greater Norwich. This allocation will support an extensive expansion project at Ormiston Victory Academy.
- 3.8 It is also proposed that the £561,760 which has previously been commitment to funding Hempnall Crossroads, will be paid directly from the IIF within this AGP.
- 3.9 In the previous version of this Plan it was agreed to use the cash reserve to manage cash flow in 2019/20. As a result of careful project management and reprofiling of project drawdowns, there are now sufficient funds available for the full re-instatement of the £2million cash reserve through this AGP.
- 3.10 Approximately £665,000 from the IIF remains committed to ongoing projects that were identified in previous AGPs. Delivery updates for these projects are provided in the Appendix C of the 5YIIP.
- 3.11 The total value of the 2020/21 Annual Growth Programme is £7,413,742.
- 3.12 At its meeting on 25<sup>th</sup> November 2019 the Greater Norwich Growth Board (GNGB) resolved to recommend the proposed 2020/21 Annual Growth Programme for approval at each Partner's Cabinet and Councils.

#### **4 PROPOSED ACTION**

- 4.1 As set out in section 3, the projects identified within this 5YIIP are those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.
- 4.2 Following a successful outcome to their evaluation in accordance with the agreed project appraisal procedure, the 12 new projects identified for CIL funding in 2020/21 have been agreed by the Greater Norwich Infrastructure Delivery Board (IDB). The 12 projects include 3 projects considered to be key priorities by Broadland that that either enable or support planned growth within the district. Specifically, these projects are: Aylsham Sports Hub Stage 3, Plumstead Road Roundabout and the North West Woodland's project.
- 4.3 On the basis of the above, and in accordance with the recommendation in section 8, it is proposed that Cabinet recommend that Council agrees the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025 and approve: the allocation of CIL to the 12 specified projects, these projects will form the 20/21 Annual Growth Programme; the allocation of £2M to support the Education Capital Programme within Greater Norwich; payment of the previously committed CIL funding of £561,760 to the Hempnall Crossroad project within 2020/21; and, the full reinstatement of the £2M IIF cash reserve.

#### **5 OTHER OPTIONS**

- 5.1 Cabinet may choose to recommend amendments to the 5YIIP prior to its agreement, agree funding for only some of the 12 projects identified for CIL



funding in 2020/21, or proposed that funding is not approved to support the Education Capital Programme, that committed funding for Hempnall Crossroad should not be paid within the 2020/21 period or that the £2M cash reserve should not be reinstated.

- 5.2 In order to ensure a) the timely delivery of the AGP, and b) that all projects that receive pooled CIL funding have been properly evaluated in accordance with agreed project appraisal procedure, it would not be reasonable to recommend additional projects for CIL funding within the 2020/21 AGP. The project appraisal process ensures, as far as practicable, that projects are strategically justified and deliverable.
- 5.3 If Cabinet considers that there are additional priority projects that should be considered for the allocation of pooled CIL funding then a further recommendation should be made. This recommendation should instruct the Director of Place to progress such projects in accordance with the Pooled CIL funding arrangements for consideration as part of the 2021-2026 5YIIP and 2021/22 AGP.

## **6 ISSUES AND RISKS**

### **6.1 Resource Implications**

The most significant immediate risks relate to project cost control and delivery. For the projects within Broadland, these risks are being minimised through project management in the case of the North West Woodlands and Plumstead Road Roundabout projects and effective partnership working practices in the case of Aylsham Sports Hub. The time/costs associated with these practices will be met within existing officer resources.

Following delivery there will be ongoing risks around management and maintenance of the delivered schemes. Once Plumstead Road Roundabout is delivered it will be adopted by Norfolk County Council as highways authority. This is expected to effectively obviate any ongoing risk to Broadland District Council.

A business case for the North West Woodlands project has previously been considered and agreed by Cabinet. Ongoing management and maintenance risks will be dealt with in accordance with the assessment in that report/business case.

Aylsham Sport Hub will be delivered, owned and managed by Aylsham High School. It will be responsible for all ongoing management and maintenance costs associated with the Sport Hub facilities. Officers are continuing to support the High School in the development of its business plan for the Sports Hub facility. The release of Pooled CIL funding will be contingent on Officer being satisfied with the business plan, including that any risks to the ongoing viability of the facility have been minimised.

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

The GNGB have further mitigated these risks by instructing officers to monitor CIL forecasting methods whilst also establishing a new £2million cash reserve.

## **6.2 Legal Implications**

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

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

## **6.3 Equality Implications**

An Equalities Impact Assessment accompanies this report at Appendix 2.

## **6.4 Environmental Impact**

Aylsham Sports Hub has planning permission, environmental impacts were appropriately considered as part of the determination of the application.

There is an undetermined application for Plumstead Road Roundabout. Environmental impacts resulting from the delivery of the roundabout will be appropriately considered as part of the determination of the application. Development enabled by the roundabout has planning permission and/or has been allocated as part of the Growth Triangle Area Action Plan (GTAAP). Environmental impacts were appropriately considered as part of the determination of the planning applications for development. Allocations made through the GTAAP were subject to Sustainability Appraisal, incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment as part of the plan making process.

Strategically, the North West Woodland scheme is expected to form an essential part of the environmental mitigation strategic for the Greater Norwich Local Plan that will, amongst other things, help to minimise impacts on internationally protected habitats and species. Local impacts resulting from the enhancement of the site that require planning permission will appropriately consider environmental impacts.

## **6.5 Crime and Disorder**

There are existing instances of fly-tipping that occur at the car park, which is leased to the Council, adjacent to the North West Woodland's site. This is likely to be an ongoing management issue related to management of car parks in relatively isolated locations within the more rural parts of the district. Management of such issues will be addressed in the management plan for the site.

## **6.6 Risks**

There are not considered to be any specific risks other than those specifically documented above arising from the recommendations in this report.

## **7 CONCLUSION**

- 7.1 The projects within this 5YIIP have been appropriately identified with reference to evidence and the input of Officers and stakeholders. The project are therefore appropriately identified as those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.
- 7.2 The 12 new projects proposed for CIL funding in 2020/21 have been agreed by the Greater Norwich Infrastructure Delivery Board (IDB) and Greater Norwich Growth Board (GNGB), following an assessment of their suitability by the Greater Norwich Project's Team, in accordance with the adopted processes for the Infrastructure Investment Fund (IIF). It is therefore appropriate to allocate pooled CIL funding to these projects.
- 7.3 With available CIL funding in place, the allocation of £2M to support the Education Capital Programme remains an important part of the ongoing support provided to address the education impacts of growth. The payment of CIL funding for Hempnall Crossroads reflects previous funding agreements. The reinstatement of the £2M cash reserve is an important element of the risk mitigation strategy for the IIF.

## **8 RECOMMENDATIONS**

- 8.1 It is proposed that Cabinet recommend that Council:
  - 1. agrees the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025, included in Appendix 1;
  - and,
  - 2. approves: the allocation of CIL to 12 specified projects, these projects will form the 2020/21 Annual Growth Programme; the allocation of £2M to support the Education Capital Programme within Greater Norwich; payment of the previously committed CIL funding of £561,760 to the Hempnall Crossroad project within 2020/21; and, the full reinstatement of the £2M IIF cash reserve.

## **Background Papers**

Greater Norwich Infrastructure Plan (GNIP) 2019

**Greater Norwich Growth Board**

**Joint Five-Year Investment Plan**

**November 2019**

# Contents

INTRODUCTION .....	3
DEVELOPMENT OF THE JOINT FIVE-YEAR INVESTMENT PLAN .....	3
PROPOSED 2020/21 ANNUAL GROWTH PROGRAMME .....	5
TRANSPORT .....	6
EDUCATION .....	9
GREEN INFRASTRUCTURE .....	10
COMMUNITY .....	12
ECONOMIC DEVELOPMENT AND REGENERATION .....	13
FIVE YEAR INVESTMENT PLAN FRAMEWORK .....	15
APPENDIX A – 2020/21 ANNUAL GROWTH PROGRAMME PROJECT DETAILS .....	17
APPENDIX B – GREATER NORWICH GROWTH PROGRAMME .....	22
APPENDIX C – PROJECT UPDATES .....	23
APPENDIX D – FUTURE TRANSPORT PROJECTS .....	31
APPENDIX E – FUTURE GREEN INFRASTRUCTURE, COMMUNITY AND EDUCATION PROJECTS .....	46

## 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 2020/21 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.

## DEVELOPMENT OF THE JOINT FIVE-YEAR 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 strategic priorities against which the projects submitted for funding have been assessed.

This Plan provides the reprogrammed financial commitments for IIF funding against the forecasted CIL income until 2024/25. This will be followed by the Annual Growth Programme (AGP) for 2020/21, which will provide more detail on the projects which have been accepted on to the Greater Norwich Growth Programme.

Since the last 5YIP, the GNGB have agreed new processes for project selection in 2020/21. This included a full application process, and a call for projects ran from the publication of the GNIP to the end of June 2019. Following this, the Greater Norwich Projects Team (GNPT) have appraised each submission and provided recommendations to the IDB. The new processes have led to clear acceptance criteria for projects, a measured and robust selection process and this enables the GNGB to allocate CIL in a clear and decisive manner.

The three District Councils will consider this Plan in January/February 2020. Projects listed within the forthcoming financial year should be considered as the proposed AGP for 2020/21. The projects included within the proposed AGP for 2020/21 have all been through the project selection process and have been recommended for approval by the Infrastructure Delivery Board (IDB). As per the process changes which were agreed at the GNGB meeting of the 27<sup>th</sup> of November 2018, the approval of this plan by each District Council will commit IIF funding to those projects.

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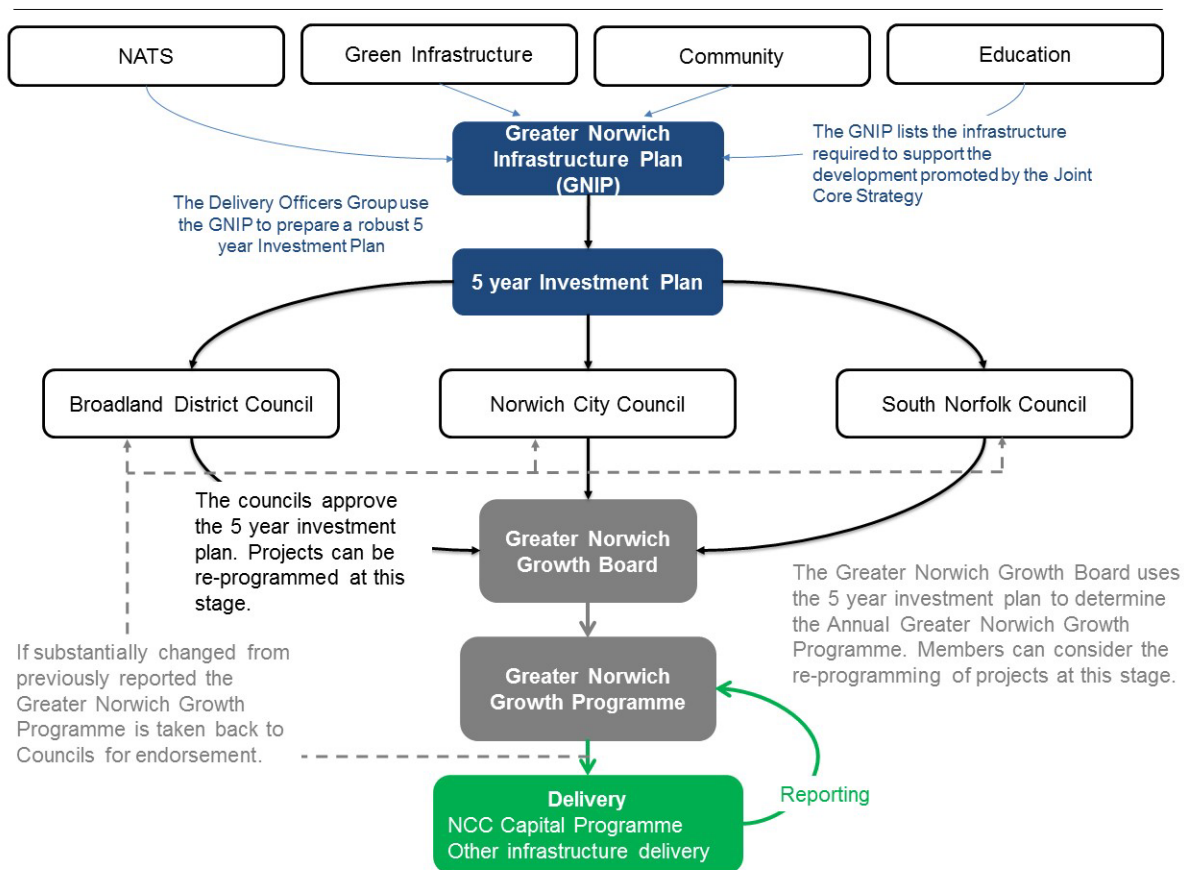
<sup>1</sup> <http://www.greaternorwichgrowth.org.uk/delivery/greater-norwich-infrastructure-plan/>

The GNGB will consider this Plan at its meeting in November 2019.

As the Accountable Body for the GNGB, Norfolk County Council will also receive a report on the 2020/21 AGP in early 2020.

The Five-Year Infrastructure Investment Plan process is illustrated in Figure 1, below.

**Fig. 1 – Infrastructure Investment Plan Development Process**



## PROPOSED 2020/21 ANNUAL GROWTH PROGRAMME

In accordance with the processes for the Infrastructure Investment Fund (IIF), the Infrastructure Delivery Board met on the 11<sup>th</sup> of October 2019 to agree which projects are to be put forward as the proposed 2020/21 Annual Growth Programme (AGP). As a result, 12 projects totalling £2.85million 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
20 Acre Wood Community Access Improvements	Norwich	£ 62,450.00	£ 62,450.00
Aylsham Sports Hub Stage 3	Broadland	£ 475,000.00	£ 985,750.00
Crusaders RFC Clubhouse Extension	South Norfolk	£ 150,000.00	£ 600,000.00
East Wymondham GI	South Norfolk	£ 45,862.00	£ 45,862.00
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Ketts Country Long Distance Trail	County	£ 97,630.00	£ 97,630.00
North-West Woodlands Project	Broadland	£ 715,000.00	£ 715,000.00
Norwich Parks Tennis	Norwich	£ 103,808.00	£ 423,138.00
Plumstead Road Roundabout	Broadland	£ 725,000.00	£ 1,350,000.00
Recreation Road Pool	Norwich	£ 60,000.00	£ 60,000.00
Wymondham Tennis Club	South Norfolk	£ 149,932.40	£ 149,932.40

The GNGB made a decision at the meeting of June 2019 to support the funding of the North West Woodlands Project through CIL outside of the project selection process. This was due to a short timescale for the purchase of the site. The £715,000 for this project has been split equally across the 5 financial years included within this plan, and this figure has been included in the total above.

It is proposed that Education receive £2million to support the development of their capital programme within Greater Norwich. This allocation will support development at Ormiston Victory Academy.

It is also proposed that the £561,760 commitment to the funding of Hempnall Crossroads will be paid for from the CIL pot. IDB had previously made a commitment in June 2017 to fund this amount for the project.

As a result of careful project management and reprofiling of project drawdowns, the funds allow for the full re-instatement of the £2million cash reserve in this AGP. Previously, the GNGB had agreed to use the cash reserve to manage cash flow in 19/20.

Approximately £665,000 from the IIF remains committed to ongoing projects that were identified in previous AGPs. Updates on these projects are provided in Appendix C.



## TRANSPORT

### Transport for Norwich (TfN)

The Norwich Area Transportation Strategy (NATS), now renamed 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 set 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 implementation plan will be consulted on early-2020 for full adoption later in 2020.

#### 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 - A140 corridor Improvements north of the city
- GP24 - Colney River Crossing
- GP32 - Broadland Way: Green Lane North to Plumstead Rd
- GP45 - Green Pedalway junction improvements
- GP46 - Marriotts Way: Access improvements in Costessey
- GP53 - Marriotts Way: Resurfacing at Drayton

## 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 remainder of the funding will be made up of a developer contribution and up to £10m of CIL supported borrowing. If appropriate funding can be secured, work could start in 2022.

Hempnall crossroads is now operational with all arms open except B1527 Hempnall Road which will remain closed until the scheme's completion. The project is progressing in accordance with the programme and is expected to complete on 1<sup>st</sup> November 2019 as planned (excluding landscaping works). The 2020/21 Annual Growth Programme includes a £561,760 contribution to this project, listed as GP26b in Appendix B.

## 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, which 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

In September 2018, the County Council was informed that Greater Norwich had been shortlisted as one of 10 cities in the UK that is eligible to apply for a share of a £840m

Transforming Cities fund covering the period 2018/19 to 2022/23. This was subsequently increased to 12 cities and a share of £1.2bn following a later budget announcement. 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 is being used to deliver 6 transport schemes across Greater Norwich during 2019/20, which include new pedestrian crossings, cycle facilities, improvements to Norwich bus station and the implementation of a new cycle share project in March 2020.

The application for the main element of funding needs to be submitted by 28 November 2019. Further information on whether funding is secured and its value will not be known until March 2020. Although a range of funding is being sought, it is likely that there will be further requests for funding from the IIF to support and complement projects which are part of the Transforming Cities Fund programme, all of which are listed in Appendix D.

### Future Mobility Zone

In the 2018 budget, the Government announced a top-up to the Transforming Cities Fund (TCF). This comprises £90 million of capital funding to create up to three Future Mobility Zones (FMZs). These will focus on trialling new approaches to mobility and innovations in transport delivery that can be replicated in other areas.

The County Council submitted an expression of interest and is now in the final stage of the funding application process. An outcome is expected before the end of Autumn 2019. If successful, projects funded by this bid will be delivered in the period 2020/21 – 2022/23.

## 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:

- Hethersett, new school building to allow the existing Infant School to move into a new building and expand – on site;
- Blofield, new building to move and expand existing school – land discussions ongoing;
- Trowse, new building to move and expand existing school – on site.
- Cringleford, at feasibility stage but waiting for S106 triggers for commencement.

Children's Services' Capital Priorities Group oversee the work to determine the order, timing, details and funding of education priorities. Ten of the thirteen schemes currently identified do not have a confirmed funding source. Two of the three which are proceeding are funded via the previous S106 regime or from Basic Need funding from central government.

### 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 suitable accommodation
- To ensure the existing primary school site in Brundall has suitable accommodation for larger cohorts of children.

### 2019/20 commitment

£2M committed in 2019/20 to support capital for a new 2 form entry primary school in Cringleford.

### 2020/21 commitment

£2M committed in 2020/21 to support capital for an extensive expansion project at Ormiston Victory Academy in Costessey.

## GREEN INFRASTRUCTURE

The Green Infrastructure Programme Team is formed by officers from all Greater Norwich councils who work together to share information and collaborate across all three districts. The projects below are the key areas, prioritised by GNGB for future investment. These growth areas have all 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 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 is part of the wider East Norwich Gateway project and is a cycle/pedestrian bridge crossing the River Yare to enable better access to Whitlingham Country Park from the city centre.

### 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 Riverside Walk

This is identified as a sub-regional green infrastructure corridor supporting growth locations in the Joint Core Strategy. 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 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 ideally located to intercept visits to the internationally designated sites and to attract visits from across the 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 providing improved countryside and recreational access for new residents and 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 in 19/20 has seen the completion of 8 Libraries projects across the Greater Norwich area, implementing the Open Library service.

The sports facilities and playing pitches review in 2014 identified key areas requiring development which are now being progressed and delivered by the Greater Norwich Sports Strategy Implementation Group. Previous AGPs have agreed £1m for the Community Sports Foundation's "The Nest" project in Horsford, £500,000 towards the redevelopment of Long Stratton Sports Centre and £250,000 for the development of a 3G football pitch at Kett's Park in Wymondham.

The potential Mile Cross Health & Wellbeing Centre is expected to deliver a new leisure centre including swimming pool, and community associated facilities. A feasibility study for the centre has been undertaken. The project is still under consideration and a decision will be made later in the year as to whether to progress this project.

## **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:

### 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.

### 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 replace 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 Inspector has been appointed to conduct an Inquiry starting 28 January 2020. Following the Inquiry, which is scheduled to last 16 days, the planning inspector will make a report to the Secretary of State. It is expected that the Secretary of State will issue a decision later in the year.

### East Norwich Gateway

This project will provide infrastructure to open the development of the Utilities Site, Deal Ground and Carrow Works site (the largest brownfield sites within the Norwich City Council area) and extend cycling and pedestrian access from Norwich City Centre to Whitlingham Country Park in South Norfolk. Any proposal to develop these sites should involve comprehensive development of the sites and include sustainable access, including new bridge links over the Wensum and Yare (See GI section for River Yare Crossing).

### Norwich Research Park (NRP)

Work is due to commence in Oct 2019 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 March 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 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. Sustainable access has been boosted by a new bus interchange at Roundhouse Way, whilst a more direct footpath link to the significant housing growth at Bowthorpe has been enabled by a footbridge across the River Yare. Health walks open opportunities to improve the wellbeing of patients, employees and residents alike. These 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.

## FIVE YEAR INVESTMENT PLAN FRAMEWORK

CIL receipts have been lower than forecast since the creation of the IIF in 2014. In the previous version of this plan, the forecast had shown a deficit in the financial year 19/20. Through careful programme management, the Greater Norwich Projects Team (GNPT) were able to prevent this situation occurring and are now forecasting a surplus of £3,088,309 at the end of 19/20, and a surplus of £5,023,930 in 2020/21.

### Explanation of the categories within Table 1

**Actual CIL receipts:** The amount of CIL income received from the Districts by the IIF to April 2019.

**Forecast CIL receipts:** 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.

**Programme Agreed:** The amount of CIL which will be drawn down from 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.

**Programme Proposed:** The amount of CIL which will be drawn down by the projects proposed to be included within the 2020/21 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.

**Borrowing agreed:** The confirmed loan repayments for the Broadland Northway as well as future repayments to support the delivery of Hempnall crossroads and Long Stratton Bypass (loan repayment rates for future borrowing is forecasted and will not be confirmed until the borrowing is committed).

**Education:** NCC has a statutory duty to support the growth of schools. A £2million allocation of IIF has been identified for each of the 5 years within this Plan. This is an indicative figure which will be confirmed annually with the acceptance of each new Annual Growth Programme.

**Cash Reserve:** The 2016/17 AGP agreed to borrow £50m at PWLB project rate to support the delivery of both the Broadland Northway and the Long Stratton Bypass. It was agreed that a cash reserve equal to one annual repayment be built up over 3 years from 2017/18 to safeguard this loan repayment.

The IDB along with each partner's s151 officer recommended in the 2019 5YIP that the accrued cash reserve should be reallocated back into the IIF to prevent an overall deficit occurring. Owing to the latest forecasts, the IDB have agreed to reinstate the £2million in the 2020/21 financial year.

**Table 1 – Proposed Five Year Infrastructure Investment Plan**

	to date	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>INCOME</b>								
Balance brought forward	£ 9,945,506							
Actual CIL receipts		£ 5,697,473						
Forecast CIL receipts			£ 5,992,108	£ 11,237,739	£ 9,254,248	£ 8,144,280	£ 9,224,127	£ 4,765,337
<b>Cumulative Income</b>	<b>£ 9,945,506</b>	<b>£ 15,642,979</b>	<b>£ 21,635,087</b>	<b>£ 32,872,827</b>	<b>£ 42,127,075</b>	<b>£ 50,271,355</b>	<b>£ 59,495,482</b>	<b>£ 64,260,820</b>
<b>EXPENDITURE</b>								
Programme agreed	£ 1,797,827	£ 958,000	£ 3,032,000	£ 603,000	£ 215,000	£ 30,000	£ -	£ -
Programme proposed				<b>£ 2,644,842</b>	<b>£ 253,975</b>	<b>£ 228,675</b>	<b>£ 143,000</b>	<b>£ 143,000</b>
Borrowing agreed*	£ 2,629,399	£ 2,064,776	£ 2,064,776	£ 2,064,776	£ 2,064,776	£ 2,179,632	£ 2,351,916	£ 2,351,916
Education	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000
Cash Reserve				£ 2,000,000	£ -	£ -	£ -	£ -
<b>TOTAL</b>	<b>£ 6,427,226</b>	<b>£ 5,022,776</b>	<b>£ 7,096,776</b>	<b>£ 9,312,618</b>	<b>£ 4,533,751</b>	<b>£ 4,438,307</b>	<b>£ 4,494,916</b>	<b>£ 4,494,916</b>
<b>Cumulative Expenditure</b>	<b>£ 6,427,226</b>	<b>£ 11,450,002</b>	<b>£ 18,546,778</b>	<b>£ 27,859,396</b>	<b>£ 32,393,147</b>	<b>£ 36,831,454</b>	<b>£ 41,326,370</b>	<b>£ 45,821,286</b>
<b>Cumulative Surplus/Deficit</b>	<b>£ 3,518,280</b>	<b>£ 4,192,977</b>	<b>£ 3,088,309</b>	<b>£ 5,013,430</b>	<b>£ 9,733,928</b>	<b>£ 13,439,901</b>	<b>£ 18,169,112</b>	<b>£ 18,439,533</b>
<b>Forecasted surplus to commit to AGP</b>				£ 1,925,121	£ 4,720,497	£ 3,705,973	£ 4,729,211	£ 270,421

\* Interest and loan repayments against the borrowing agreed for the Broadland Northway, plus forecasted repayments if additional borrowing is agreed in future years to support the delivery of Long Stratton Bypass.

## **APPENDIX A – 2020/21 ANNUAL GROWTH PROGRAMME PROJECT DETAILS**

This appendix sets out the projects which have been put forward to be funded by CIL in the 2020/21 Annual Growth Programme for Greater Norwich. The projects are listed by the authority in which they will be geographically delivered, together with their CIL allocations.

### **Broadland**

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

The Project is to deliver a full-size, floodlit 3G pitch on the site of the Aylsham Sports Hub at Aylsham High School, which is owned by the Aylsham Cluster Trust. The project will deliver the pitch, which can be sub-divided into 3 smaller pitches suitable for football and rugby. The project also will deliver a two-team changing room, and FA standard referees' area adjacent to the gym/fitness building.

The project is part of a wider programme and complements additional projects on the site including the refurbishment of Aylsham's swimming pool, and the provision of a gym, fitness suite and dance/multi use hall.

The aim of the project is to deliver additional leisure and sporting facilities for Aylsham Town and the surrounding area, on land owned by Aylsham High School in order to promote physical activity and social inclusion.

The project has secured an additional £510,750 of match funding to deliver the project.

#### 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. Additionally, the project forms part of the much larger orbital link road between Plumstead Road and Salhouse Road.

The project brings an additional £625,000 of match funding from the LEP and Business Rates Pool in order to deliver the project.

#### North West Woodlands Country Park - £715,000

The wider North West Woodlands Country Park project is discussed in the 5 Year Infrastructure Plan above (Page 11). The £715,000 commitment from the GNGB in this Annual Growth Programme is to support the acquisition of the Houghen Plantation land and will be paid equally in yearly instalments over 5 years.

## **Norwich**

### **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 path itself 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.

### **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.

The project will secure an additional £221,100 of match funding to deliver the project.

### **Norwich Parks Tennis - £103,808**

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.

#### Recreation Road Pool - £60,000

The project will increase car park capacity at the Recreation Road school swimming pool and install new fencing and a covered bike store. The project will also facilitate the setting up of a trust or CIO between Recreation Road Infant School, Avenue Junior School, Parkside Special Needs School and Norfolk County Council (as landowner) to manage both the pool and the sports centre on the site.

This project will increase the 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.

## **South Norfolk**

### **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.

The project has secured £450,000 of match funding in addition to the CIL allocation to fund the project.

### **East Wymondham Green Infrastructure - £45,862**

The project will deliver infrastructure around the Oxford Common site to create an accessible area for local residents to visit for recreational purposes. The project will establish approximately 1800m of new permissive paths, with the result being a new circular walk route and the enclosure of 9 hectares of grassland for restoration of the site to County Wildlife Site standard.

The project will also deliver stock fencing, vehicular gates, the relocation of existing stepping stones across the river Tiffey, the installation of liggers and a bridge across the ditches in appropriate locations and the installation of finger posts, way-markers and an information board along the route.

### **Frenze Beck Green Infrastructure - £35,000**

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.

### **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.

## **Area-Wide**

### Kett's Country Long Distance Trail - £97,380

The project is to create a long-distance walking trail from Wymondham to Norwich via a number of South Norfolk towns and villages. It is the intention of the project to create several circular walks near/next to areas of increased development along the route.

The project will deliver signage, furniture, promotional materials and data counters to monitor usage and economic impact. In addition, the route will see the removal of all obstacles in the name of delivering countryside access improvements.





## **APPENDIX C – PROJECT UPDATES**

Updates for current delivery only. Projects completed in previous years are not included.

### **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 between August 2015 and January 2016. The woods, now referred to as Harrison's Wood, were opened to the public in May 2016. All project delivery works are now complete and the full CIL allocation has been drawn down, but there has been a long delay to the transfer of the land to Broadland District Council. Most recently, this has been due to ongoing negotiations between the developers and NCC Highways about the land formerly required as a bus gate (now required as a cycle route), and what this means for 'residual' land that should now form part of the woodland area to be transferred to BDC.

#### **GP 19 - St Faiths Road to Airport Transport Link: £1,000,000**

Initial scheme feasibility ruled out the immediate possibility of a direct link between Hurricane Way and St Faiths Road, as this would have likely required the relocation of an existing owner-occupied business premise. Further scheme development focused on the Meteor Close to Repton Avenue link, with initial traffic modelling was completed in June 2016. Having reviewed the outcomes of the initial scheme development work, implementation of the project was deferred such that further consideration could be given to the form of the link and the most appropriate timescale for its delivery.

As the project is not expected to be delivered within the short term, the previously agreed funding has been withdrawn. In recognition of the potential importance of the link, an agreement has been reached that the project may re-apply for funding when it is required, even if this falls outside of the annual call for projects period.

#### **GP32 - Broadland Way (Thorpe St Andrew to Wroxham Cycle and Pedestrian facilities): £150,000**

Feasibility / scheme development was undertaken during 2015/16 and further work in 2016/17. Funding was agreed in the 2017/18 AGP for £150k to deliver a section of the scheme between Plumstead Road and Green Lane. However, delivery is currently on hold whilst more work is undertaken to define aspects of this project.

### **GP33 - Strumpshaw Pit Circular Walk: £35,000**

There is potential to expand the dog walking capabilities of Strumpshaw Pit, which is owned by Norfolk County Council.

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.

Delivery has begun with significant progress made on upgrading the gas field, whilst preliminary design work of the car park is also underway.

### **GP52 - Thorpe Marriott Greenway: £105,000**

The Thorpe Marriot Greenway is designed to promote better greenspace and access in the Thorpe Marriott area. To create the greenway, a path will be established 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 Broadland Northway green bridge that leads to Drayton Drewray. This will also help to deliver the identified Thorpe Marriott to Hevingham Secondary Green Infrastructure Corridor (S6). The tree work to help deliver the scheme should be completed by November 2019 with the view to get contractors on site to commence work in February 2020. Contractors have been procured. Release of conditions application has been submitted to Broadland District Council planning department and is awaiting confirmation. Project expected to be completed by April 2020.

### **GP53 - Marriotts Way: Surfacing Works (Drayton): £85,000**

This is part of a programme of projects being developed through the Marriott's Way Implementation and Delivery plan, which have been informed by public and stakeholder consultations in 2015. This project covers the section of Marriott's Way at the rear of the Tesco supermarket in the Drayton area (between Fakenham Road and Taverham Lane) and involves surface improvements and work to reduce the gradient of access ramps to allow better accessibility.

The contractor is procured, and initial ground investigations are underway. Construction is programmed to begin Jan 2020 with completion March/April 2020.

### **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.

Named 'The Nest' it will comprise: An indoor sports facility comprising full size 3G football pitch, 5 court sports hall, indoor gym associated changing facilities, cafe, learning space including 3 classrooms and office 10 sleeping pods to be used for residential training courses external spectator stand and associated parking, outdoor gym, alterations to access and infrastructure. This will be the only facility in the region that has the unique blend of facilities and services open to the public.

Phase 1 (pitches, clubhouse and sleeping pods) is complete and operational with many organisations and individuals already using the facilities (1,323 individuals in October 2019).

Phase 2 is being funded by CIL and will deliver new infrastructure for highways and sub station, a 3G Pitch, changing rooms, a meeting / IT suite, two large multi-use spaces, a café and office/reception. Match funding for this phase includes Norfolk County Council (£500k), the Football Foundation (£1.4m) and Norwich City football Club (£500k). Contractors are expected to be appointed with works beginning by the end of 2019.

## **Norwich**

### **GP17b - A140 Corridor: Bus Priority and sustainable transport improvements: £950,000**

The primary objective of this project was to implement on-carriageway bus priority measures through the reallocation of road space on the A140 Cromer Road north of Norwich city centre. The scope of the project was expanded to look at potential improvements to the pedestrian crossing facilities at the Fifers Lane / A140 junction as well as looking at potential cycling improvements along the A140 corridor, primarily between the Broadland Northway and Fifers Lane.

Following the significant funding opportunity presented by the Transforming Cities Fund which requires a Strategic Outline Business Case (SOBC) to be presented as an overall programme covering a wide range of transport schemes, it was proposed that the immediate delivery of feasibility, design and delivery of works on the A140 is halted so that such works can be incorporated into a wider programme of works along the entire length of the corridor. Should the SOBC submission be successful, a revised programme of scheme delivery will be identified, that covers the A140 corridor. This project has therefore been withdrawn from the fund whilst wider programme works are developed.

### **GP23 - Carrow to Deal Ground riverside walk: £100,000**

Delivery of a short section of cycle / footway on north bank of the River Wensum. This will provide a key 'missing link' in the route between Norwich city centre / rail station and Whitlingham Country Park. Planning approval is in place for a 150 metre stretch of riverside walk. Delivery of the project cannot be programmed until Broadland Housing Association's (BHA) adjoining site has completed their connecting section of riverside walk

Discussions between Norwich City Council and BHA are ongoing. Currently, delivery of this project is expected to take place late 2020/21.

#### **GP29 - Marriotts 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 construction works are effectively complete. (There is just one bollard to install.) The project has been enhanced with an additional £4k HLF funding which has enabled railway heritage fencing and gate to be installed. Forecast costs exceed budget due to higher traffic management costs than allowed for. Costs are currently being reviewed and discussed with Tarmac.

#### **GP30 - Marriotts Way: Sloughbottom Park – Anderson Meadow: £250,000**

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. Project delivery has slipped into 2019/20 due to Tarmac not having provided a target cost yet. Costs are being reviewed to determine the extent of works in relation to available budget.

#### **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. Contractor secured for steelworks elements however were unable to appoint a main contractor. Currently reconsidering procurement method and packaging of works for main contractor. The Wensum Strategy Partnership Delivery Team will review signage options and secure approval to progress this element of the project to delivery.

#### **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.

Due to staffing shortages the design work for the scheme has been delayed and the timescales have been altered accordingly. Work has now commenced on the design and survey work has been completed. An initial design and costings have been produced for consultation with stakeholders.

Stakeholder consultation has begun along with negotiations with the museums service regarding the castle keep project and timelines for completion. Initial agreement has sought that the two projects can run in tandem during the construction phase.

#### **GP38 - Football Pitch Improvements: £100,000**

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. This will permit moving the pitches annually to prevent excessive wear, improving the playability of the pitches and increasing capacity. A pitch improvement inspection was carried out which will now inform the development of the project plan. Norfolk FA have undertaken a Norfolk pitch strategy and we are working with them to ensure that funding is spent where a specific need has been identified through their strategy. Works will be delivered in three phases beginning in 2020 and completion of the full project expected 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 well underway and is due to be completed by Christmas 2019

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

The project aims 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. Developer is providing £70,000-worth of work alongside this project. Detailed design and preparation of production information currently underway. Expected to be onsite summer 2020.

#### **GP49 - Earlham Millennium Green Phase 3: £25,000**

Earlham Millennium Green (EMG) provides both an attractive area for the local community to enjoy and a variety of wildlife habitats. EMG also forms a valuable link for pedestrian access connecting Bowthorpe, West Earlham, the UEA and the Research Park. With the Three Score developments progressing, this route is likely to increase in importance and there are opportunities for improvements that would encourage more

people to walk rather than use their cars. Phase 1 & 2 were both CIL funded projects which delivered a main pedestrian route through EMG and habitat improvements. Progress on Phase 3:

- Refurbishment of the kissing gates at the Earlham Road and Bevan Close entrances is complete.
- Removal of the old wooden platforms which had come to the end of their natural life is complete.
- The first plastic pond dipping platform and 5 metres of linking board walk has been installed. A second platform which required a specific permit from the Environment Agency is due to be installed by March 2020
- The Friends of West Earlham woods are helping with the text for the interpretation panel which will be in place by March 2020.
- New way marker finger posts will be installed by March 2020. Finger posts on order.

All works are on programme to be completed by March 2020

### **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 near Gunton Lane 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 first phase of this project is supported through s106 allocation at Bunkers Hill. The CIL funded element of the project is now expected to be delivered January to November 2020.

## **South Norfolk**

### **GP13b - Roundhouse Way: £50,000**

Development of a new bus interchange at Roundhouse Way, Cringleford. The construction phase is complete, landscaping works have been tendered and are expected to start Oct/Nov 2019. The project is expected to be completed by spring 2020.

### **GP26b - Hempnall Crossroads: £562,000**

The project aims to improve road safety at this busy junction where traffic crosses the A140 near Hempnall, by installing a roundabout. Works are progressing in accordance with the programme and are expected to complete on 1st November (excluding landscaping works).

**GP27 - Protection/enhancement of the Lizard and Silfield Nature Reserve,  
Wymondham:£40,000**

To protect and enhance the Lizard and Silfield Nature Reserve by the creation of alternative green infrastructure route for recreational access. A legal Public Right of Way was not agreed over the site and therefore the project has been withdrawn from the fund.

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

Green infrastructure projects of various types to link N&N Hospital, Yare Valley Walk in Cringleford, and the A47 corridor. The development of this project is on hold at present.

**GP37 - Long Stratton Sports Hub: £500,000**

The project aims to bring together South Norfolk Council, Long Stratton High School and Long Stratton Parish Council to improve the sport and leisure facilities in the village in anticipation of significant housing growth. There will be a new sport and leisure 'Hub' across three adjacent sites with new and enhanced facilities that are fit for purpose and better suited to the current and future needs of local residents. Management will be shared across the three sites, resulting in economies of scale and efficiencies in service delivery.

Work on the leisure centre (the non CIL funded part of the 'hub') were completed in Spring 2019. Further work on the pool project has been undertaken but quotes for the work exceeded the capital available. SNC Cabinet have agreed to commit to the delivery of the pool covering the uplift in costs. Contracts are expected to be signed with the procured contractor late 2019.

Long Stratton Parish Council were successful in securing 150k of match funding from the Football Foundation to build a new pavilion. The initial contractor went into liquidation but works are now progressing well and should be complete by Spring 2020 .

**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.

Capacity within this volunteer-run club is causing delays to project delivery but SNC Officer is liaising with the club to discuss the delivery options.



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

Improve the Yare Valley Cycle Route (which follows the Wherryman's Way) through creating a signed circular cycle loop linking Norwich and Loddon. Scheme design has continued through the summer 2019 with the works programmed to be delivered by Spring 2020.

#### **Greater Norwich area-wide**

#### **GP46 - Marriotts Way: Thorpe Marriott to Costessey:**

To improve access to and on the Marriott's way between Thorpe Marriott and Costessey. This will create an improved commuting route from Thorpe Marriott to the city. Project delivery has stalled because it was identified that the proposed access route to site is not suitable for the heavy vehicles required to complete the resurfacing works. A bridge assessment is required which will confirm if any remedial works will be required. The bridge assessment is programmed for Autumn 2019.

#### **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 and to identify the improvement works necessary to allow such access. This project implements a range of smaller scale accessibility improvements across various projects and areas.

Delivery in 19/20 has been focused on the Wherryman's Way between Norwich and Loddon and has included improvements on FP1 in Bramerton and FP6 at Heckeringham. Works have included removal of stiles, widening of gates and paths, and path resurfacing to smooth uneven surfaces.

## APPENDIX D – FUTURE TRANSPORT PROJECTS

### All Corridors

Scheme name	Summary description and scheme benefits
Traffic signal priority for all buses	<p>The existing traffic control system provides the capability for buses to request priority through traffic junctions. However, there is more that can be done to develop this system to maximise benefits to public transport and keep traffic moving in the most efficient way.</p> <p>Develop the traffic control system to enable all buses to benefit from priority measures being available, improving the reliability of the public transport network</p>
Pedalway wayfinding	<p>Feedback is that the current wayfinding provision for cycling makes navigating the cycleways difficult and confusing.</p> <p>Complete an audit of existing and required cycle signage and deliver a coherent wayfinding programme that encourages increased levels of cycling for commuting and leisure activities, linking together mobility hubs and promoting the cultural assets across Greater Norwich.</p>
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>
Norfolk Car Club Expansion across all corridors	<p>As well as general public use, small and medium sized enterprises are regular users of the 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>

Scheme name	Summary description and scheme benefits
Provision of high quality disruption information for all transport users	<p>Norfolk currently utilises systems that enable the locations of buses to be compared against scheduled timetables, so that information can be presented to bus users on when buses are predicted to arrive at bus stops. This is a complex process involving different parties, back-office systems and standards of data. More needs to be done to develop and improve these systems.</p> <p>Work across all relevant parties and data providers to improve the quality and quantity of travel information presented to users, particularly during times of network disruption. This will improve the confidence that network users have in the information provided, encouraging greater use of more sustainable transport modes.</p>
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>

## City Centre

Scheme name	Summary description and scheme benefits
St Stephens Street / Red Lion Street / Castle Meadow	<p>General traffic was removed from St Stephens Street in 2014 but the streetscape and public transport infrastructure remains the same as when it carried more traffic. Buses are often unable to align with the kerb resulting in delays to traffic and difficult boarding / alighting buses.</p> <p>Change kerblines to provide more capacity for buses to pick up and drop off passengers, help buses to align better with the kerb so people with restricted mobility can access buses without difficulty and reduce air pollution that results from buses waiting to access stops or pass other buses.</p> <p>Better pedestrian crossings and a more attractive pedestrian and cycle environment will ease movement, reduce stress and encourage investment.</p>
Foundry bridge junction and train station mobility hub	<p>This is a vital gateway to the city and existing facilities for all users could be improved.</p> <p>Explore the opportunity to improve the efficiency of the Foundry Bridge junction and provide bus priority and cycling safety by examining options of making Thorpe Road between Riverside Road and Lower Clarence Road past Norwich rail station bus, cycle and pedestrian access only. Impacts from displaced traffic will need to be carefully assessed and mitigated.</p> <p>Introduce mobility hub facilities in the catchment to further improve interchange between different transport modes.</p>
Thorpe Road contraflow (Clarence Road – Carrow Road)	<p>Inbound buses and cyclists are currently diverted, along with general traffic, away from the direct route along Thorpe Road towards the city centre.</p> <p>Allow contraflow movement for buses and cyclists to encourage greater use of more sustainable modes by saving time and improving safety when accessing the city centre. This will complement the proposed works on Thorpe Road at Norwich rail station to improve facilities for buses, pedestrians and cyclists. Review bus stops and pedestrian crossings in the area to ensure access is maintained.</p>

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
Grapes Hill Roundabout	<p>Grapes Hill roundabout is a critical point on the highway network that carries large volumes of general traffic and buses. Significant numbers of pedestrians and cyclists need to cross near the roundabout to access routes to and from the city centre.</p> <p>Improve the flow of traffic through a review of signalling arrangements while maintaining, but also seeking to improve pedestrian and cycle crossing facilities.</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>
Chapel Field North / East	<p>All the buses to the west of the city exit the city centre via Chapel Field North and queuing traffic significantly delays buses, which operate some of the busiest public transport routes in the region.</p> <p>Identify options to prioritise Chapel Field North outbound for public transport, with general traffic using Chapel Field East.</p> <p>Maintain access to the Theatre Royal for picking up / dropping off and to Chantry car park, including the possibility of time-restricted arrangements that could enable general evening use of Chapel Field North.</p> <p>Impacts on Chapel Field car park entry / exit will need to be fully explored.</p>
City centre west-east through-traffic restriction	<p>A considerable amount of through traffic drives from west to east through the city centre between Grapes Hill and Barn Road to Foundry Bridge via St Andrew's Street, Exchange Street, Agricultural Hall Plain and Prince of Wales Road.</p> <p>Examine options to manage traffic differently on St Andrew's Street to restrict through traffic thereby enabling pavements to be widened, cycle and pedestrian facilities made safer and improving environmental conditions and public transport routes on streets currently used by through traffic.</p> <p>Maintain access to properties and car parks.</p>

Scheme name	Summary description and scheme benefits
Wayfinding	<p>Feedback is that pedestrian and cycling wayfinding systems are currently confusing and opportunities for strengthening the cultural and artistic interventions in the street to enliven the pedestrian experience have been missed.</p> <p>Create a coherent environment and stimulate economic growth by promoting the cultural assets of the city centre that can be enjoyed by exploring Norwich on foot and by bicycle through culture-led wayfinding interventions in the city centre and at key mobility hubs.</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>
Tombland	<p>Tombland is an historic public space that accommodates multiple competing transport requirements but its design is not fit for purpose.</p> <p>Implement the pedestrian, cycling and public realm improvements approved at the Transforming Cities Joint Committee in August 2019.</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>
King Street	<p>King Street is a well-connected historic street in the city centre that is experiencing significant development along its length, houses the National Writers Centre and Wensum Lodge, provides a vital pedestrian and cycle link from the city centre to the East Norwich Regeneration Area on the edge of the city centre and forms part of national cycle route 1.</p> <p>Improve street surfaces and pedestrian priority to encourage activity and investment to flow towards development sites and cultural institutions on King Street and in East Norwich.</p>

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

### Wymondham to City Centre

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
Wymondham train station mobility hub	<p>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.</p> <p>Provide step-free access to the Cambridge-bound platform. Provide facilities for buses and coaches to adequately serve Wymondham station forecourt. Introduce mobility hub facilities.</p>
Thickthorn Park & Ride mobility hub expansion	<p>Thickthorn is the most popular Park &amp; Ride site and there is the potential for additional bus services to run to the University of East Anglia (UES) / NRP, as well as the city centre, to meet growing demand.</p> <p>Expand Thickthorn Park &amp; Ride site</p>
Norfolk and Norwich University Hospital (NNUH) mobility hub	<p>The current arrangement for bus manoeuvres and access to bus stops around the outpatient entrances is congested, with conflict between many different types of vehicles and hospital users.</p> <p>Provide a new bus interchange within the hospital site and additional bus stops to better serve the wider hospital site.</p>
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>

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
UEA – City centre via South Park Avenue and Unthank Road including Unthank Road mobility hub	<p>Buses are delayed by localised pinch points caused by narrow carriageway widths and on-street parking.</p> <p>Address localised pinch points to ease bus flow. Introduce mobility hub facilities.</p>
Newmarket Road (Eaton Road - Christchurch Road) including Newmarket Road mobility hub	<p>Newmarket Road forms part of the blue pedalway between Wymondham, Hethersett, Eaton and the city centre. There is currently no signalised crossing facilities at Eaton Road for cyclists or pedestrians that are using the shared path on the south side. The stepped cycle track, which offers space and protection for inbound cyclists, is missing from the section between Christchurch Road and the outer ring road.</p> <p>Extend stepped cycle track from Christchurch Road to the outer ring road and provide a controlled crossing over Eaton Road. Review measures through the Eaton Road, outer ring road and Christchurch Road junctions that will improve bus and general traffic flow</p>
St Stephens to City College	<p>There are thousands of pedestrian movements to and from City College but the pavements on St Stephen's Road are too narrow to comfortably accommodate the demand.</p> <p>Provide a substantially wider footway to support existing and future growth in further education provision at the college.</p>
Mobility Hubs at Wymondham Market Cross and Hethersett (in addition to those mentioned above)	Introduce mobility hub facilities and catchment works.



## Easton to City Centre

Scheme Name	Summary description and scheme benefits
Dereham Road / Longwater Lane	<p>Delays are experienced by bus passengers on the section of Dereham Road between Longwater Lane and the Wendene roundabout and cyclists are forced to share the carriageway with heavy, fast moving traffic.</p> <p>Introduce bus lanes and an off-carriageway cycle path.</p>
Dereham Road / Richmond Road (including link to Bowthorpe)	<p>The crossing on Dereham Road between the Bowthorpe cycle path and Richmond Road is a popular place to cross for school children moving between Bowthorpe and Ormiston Victory Academy and residents of Costessey accessing outbound bus stops on Dereham Road and jobs at the Barnard Road industrial estate. It also provides a connection for people living in Costessey who wish to cycle into the city along the Green pedalway</p> <p>Upgrade the crossing so it is capable of being used conveniently by people on foot and cycle.</p>
Dereham Road / Breckland Road and Costessey / Bowthorpe mobility hub	<p>A cluster of bus stops to the east of the Wendene roundabout have the potential to become a central location where residents of Costessey and Bowthorpe can access express bus services. However, buses are currently delayed on the approach to the roundabout and it is unclear where passengers should go to access the various bus services. This is compounded by the unattractive pedestrian subway beneath Dereham Road.</p> <p>Allow buses to access a bus gate bypass of Wendene roundabout on the old alignment of Dereham Road; consolidate the bus stops and provide better access by replacing the subway with a signal-controlled pedestrian and cycle crossing. Introduce mobility hub facilities.</p>
Purple pedalway (Earlham Green Lane – Marriott's Way)	<p>The Purple pedalway in this part of the city connects Hellesdon, Marriott's Way, Costessey, Bowthorpe and the NRP where significant housing and jobs growth is planned. It is also an important green infrastructure link between the Wensum and Yare valleys. The section in the vicinity of Dereham Road is the weakest part of the route, presenting cyclists with difficulties accessing Marriott's Way at the bottom of Oval Road, contending with fast moving traffic on Norwich Road and the lack of a crossing over Dereham Road.</p> <p>Upgrade the quality and safety of the purple pedalway between Marriott's Way and Bowthorpe Three Score to further encourage sustainable travel in this area.</p>

<b>Scheme Name</b>	<b>Summary description and scheme benefits</b>
Marriott's Way to Hellesdon Road	<p>Marriott's Way provides a popular and convenient traffic-free walking and cycling connection between the city centre, Drayton and beyond. It follows the track bed of the former railway apart from the section between Hellesdon Road and Gunton Lane where the route awkwardly deviates with a difficult crossing at the bottom of Marl Pit Lane.</p> <p>Realign Marriott's Way with a surfaced and ramped path on a more direct route along the track bed of the railway enabled by the installation of a new cycle and pedestrian crossing close to Hellesdon Bridge.</p>
Dereham Road outbound approach to Larkman Lane including Larkman mobility hub	<p>Delays are experienced by bus passengers on the outbound approach to the Larkman Lane junction and the facilities for shared mobility including bus stops and access to them needs to be improved at this important community focus.</p> <p>Introduce an outbound bus lane on the approach to Larkman Lane and introduce mobility hub facilities.</p>
Dereham Road approach to Bowthorpe Road	<p>Delays are experienced by bus passengers on the inbound approach to Bowthorpe Road.</p> <p>Provision of an inbound bus lane on the approach to Bowthorpe Road.</p>
Dereham Road / Old Palace Road / Heigham Road	<p>Delays are experienced by bus passengers on the inbound approach to Old Palace Road. Cyclists riding outbound on the section of Dereham Road between Heigham Road and Bowthorpe Road lack protected space.</p> <p>Options are being considered for bus and cycle lane provision.</p>
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,	Introduce mobility hub facilities and catchment works.

<b>Scheme Name</b>	<b>Summary description and scheme benefits</b>
Queens Hills, Dereham Road (near Hotblack Road) and Dereham Road (near Duoro Place) (in addition to those mentioned above)	

### Airport to City Centre

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
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>
Norwich Airport access – industrial estate link	<p>The lack of a public route between the airport terminal and airport industrial estate that is useable by pedestrians, cyclists and bus passengers means that fewer people can access the airport industrial estate and International Aviation Academy without a car and the yellow and purple pedalways cannot provide a safe route to the airport and Horsham St Faith from the city centre.</p> <p>Provide a new public transport, pedestrian and cycling connection between Amsterdam Way and the airport industrial estate and identify further priority for buses to serve the industrial estate.</p>
Cromer Road and Aylsham Road (Fifers Lane – Glenmore Gardens)	<p>Cromer Road and Aylsham Road provide a key public transport corridor from North Norfolk, Hellesdon and the Airport P&amp;R site but bus passengers are currently delayed by congested conditions along Cromer Road and Aylsham Road.</p> <p>Provide significant lengths of inbound bus lanes on Cromer Road and Aylsham Road.</p>

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
Boundary junction	<p>Bus passengers are delayed on Cromer Road and Reepham Road approaching the Boundary junction and conditions for cycling on Reepham Road are not favourable.</p> <p>Seek to prioritise bus movements on Cromer Road and Reepham Road approaches to the Boundary junction, assisting cyclists and pedestrian crossing movements.</p>
Vera Road – Rye Avenue crossing	<p>Access into the city from Hellesdon for cyclists is difficult because there are no crossings over the Boundary Road section of the outer ring road for cyclists.</p> <p>Provide new signalised crossing of the outer ring road for cyclists and pedestrians between Rye Avenue and Vera Road.</p>
St Augustine's Gate	<p>Buses and long vehicles approaching the St Augustine's Gate junction from Aylsham Road are unable to position themselves within the traffic lanes due to the existing highway geometry.</p> <p>Modify the approach to this junction to reduce conflict between road users.</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>
Mobility hubs at Vulcan Road and Mile Cross (in addition to those mentioned above)	<p>Introduce mobility hub facilities and catchment works.</p>

## Sprowston to City Centre

Scheme name	Summary description and scheme benefits
Wroxham Road	<p>Wroxham Road is a key access for longer distance buses from North Norfolk, villages to the north of Norwich and the Sprowston Park and Ride. Delays are experienced by bus services and there is little cycling infrastructure provided.</p> <p>Extend existing bus lane on Wroxham Road and convert to 24hrs to improve reliability of buses          Improve path on west side and allow cycling between Allen's Avenue and Blue Boar Lane with new crossings on Wroxham Road and Chartwell Road.</p>
Sprowston Road (south of the outer ring road)	<p>As with Wroxham Road, bus delays and unreliability are experienced by passengers and there is little cycling infrastructure.</p> <p>Provide new inbound and outbound bus lanes and seek to provide an outbound segregated cycle track.</p>
Sprowston Road (Magdalen Road - Denmark Road)	<p>The section of Sprowston Road between Magdalen Road and Denmark Road is very narrow, causing delays for buses and general traffic, difficulties for cyclists and obstructed footways for pedestrians.</p> <p>Options considered for addressing this could include parking removal or the introduction of a one-way system.</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>

## Rackheath to City Centre

Scheme name	Summary description and scheme benefits
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>
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>
Heartsease Fiveways roundabout	<p>The current roundabout is key pinchpoint on Plumstead Road and delays buses and general traffic and is difficult for cycles and pedestrians to navigate.</p> <p>Consider options to improve the junction to provide improved facilities for all users.</p>
Kett's Hill roundabout	<p>Buses are delayed on the Kett's Hill approach to the roundabout and there is a poor accident record for cyclists.</p> <p>Introduce a bus lane on Kett's Hill approach facilitated by the removal of parked cars and alterations to the roundabout to improve safety for cyclists.</p>
Mobility hubs at Plumstead Road shops, Salhouse Road (near Atlantic Avenue) and Rackheath	Introduce mobility hub facilities and catchment works.

## Broadland Business Park to City Centre

Scheme name	Summary description and scheme benefits
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>
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>

<b>Scheme name</b>	<b>Summary description and scheme benefits</b>
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>
Postwick Park and Ride mobility hub	Expansion of existing P&R site
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 GREEN INFRASTRUCTURE, COMMUNITY AND EDUCATION PROJECTS**

District	Project/Scheme Description	Status	Total Est. Scheme Cost (£,000)	Contributory funding (£,000)	Source	Funding need (£,000s)	Spend Profile £'000s									
								2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Post 2025
Green Infrastructure Projects																
Broadland	North West Woodlands - delivery of new country park		750		CIL/Other	750										
Broadland	Great Plumstead Hospital - cycling and pedestrian enhancment and biodiversity project		185		CIL/Other	185										
Norwich/Broadland	Lion Wood	Feasibility work about to commence	TBC		CIL/Other											
Norwich	MW: Hellesdon Station Area	Feasibility work about to commence	210	HLF MWHT funding sought	CIL / Other	210				105	105					
Norwich	Kett's Heights	10k Neighbourhood CIL in 16/17	210	£12k Friends of Ketts Heights	CIL / HLF	50					50					
Norwich	Riverside Walk Missing Link Duke St to St George's St	Feasibility	300		CIL / Other	300						300				
South Norfolk	East Wymondham GI project - Access and biodiversity improveemnt project		140		CIL/Other	140										
South Norfolk	Poringland Woods - Access and impovement scheme		30		CIL	30										
South Norfolk	Frenze Beck - Restoration and access enhancement project		40		CIL	40										
Area-Wide	Green Loop	Feasibiity on-going	tbc		Other/CIL	tbc										
Area-Wide	Burlingham Country Park	Feasibility at stage 1	tbc		Other/CIL	tbc										
Area-Wide	Yare Valley Parkway	Feasibility on-going	tbc		Other/CIL	tbc										
Community Facilities																
Broadland	Brook & Laurel Farm Community Building	Requires Project Brief / Feasibility	500	100	S106/CIL	400					500					
Broadland	North Sprowston & Old Catton Community Space including library	Requires Project Brief / Feasibility	2,400	0	S106/CIL	2,400						2,400				
Broadland	Land South of Salhouse Road Community Building	Requires Project Brief / Feasibility	500	0	S106/CIL	500					500					
Broadland	Rackheath Community Building	Requires Project Brief / Feasibility	500	0	S106/CIL	500						500				
Broadland	Cremer's Meadow, Brundall	Project Development	25	0	CIL / NBhd	25			25							
Broadland	Great Plumstead Open Space / Community Orchard	Project Development	25	0	CIL	25				25						
Norwich	Strategic play (including 5 projects)		430	0	CIL	430				115	100	115	100			
Libraries																
Broadland	Expansion of Sprowston Library	Commencing planning			S106/CIL					X						
Broadland	Reepham self access improvement		30		CIL	30					30					
Norwich	West Earlham self access improvement		43		CIL	43					43					

South Norfolk	Expansion of Long Stratton library	Awaiting developer contributions once development proceeds.			S106/CIL											
South Norfolk	Hingham self access improvement		20		CIL	20					20					
<b>Sports Facilities</b>																
Broadland	Extend and Refurbish Rackheath Pavilion	Requires Project Brief / Feasibility	TBC from feasibility		CIL/ Other	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			2,700							
Broadland	Modernisation of Hellesdon High School sports hall				S106/ CIL											
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													
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													
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	Brundall 3G Football Pitch Sports HUB Yarmouth RoadReady to select contractor	Design required	1400		S106/CIL					x	x					
Norwich	Football Pitch Improvements	Condition survey undertaken/project plan being written/dependent on Norfolk FA LFFP.	115		CIL/S106					34	33	33				
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	Improvements to Hales cricket and bowls clubhouse	Project subject to delays due to site access/utility issues.	160	130	CIL	30				30						
South Norfolk	Long Stratton Sports Hub, pitch improvements	Work expected on pavilion to commence April 2019, pool work at tender stage.	3200	2,700	CIL/ Other	500			2000	1200						
South Norfolk	New sports improvements (artificial grass pitch for football/rugby) in Wymondham	Complete: full aize AGP opened for use December 2018.	1000		CIL/ Football Foundation/SNC	250		1000								

Education																
District	Project/Scheme Description	Status	Total Estimated Project Cost (£,000)	Contributory funding and Source		Funding Need (£'000s)	Spend Profile £'000s									
				\$106	Basic Need		to date	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Post 2025
Broadland	Blue Boar Lane New Free School 420 Primary	On site construction	7,600	5,800	1,800		3,840		2,560	1,200						
South Norfolk	Trowse New 210 Primary	Awaiting start on site date in discussion with housing developer	5,000	800	4,200		2,580		1,720							
South Norfolk	Hethersett New 420 Primary	Planning approval pending	8,000	4,500	3,500		500	3,750	3,750							
Norwich	New Bowthorpe Primary School	Discussions with Norwich City Council on appropriate site	8,000	2,500		5,500			500		2,000	3,000				
South Norfolk	Hethersett Junior reorganisation	Design underway approaching planning application	4,600		3,600	1,000		500	2,050	2,050						
South Norfolk	Wymondham High Extension	Next phase of masterplan underway	10,000	10,000			2,000	2,000	3,000	3,000						
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							500	1500	2150				
Broadland	Little Plumstead VA Primary Extension to 420	Planning apppproval received. Awaiting pressure on pupil numbers	4,050	400		3650		250	400		1,700	1,700				
South Norfolk	Hethersett High Extension	Planning approval pending	8,000	1,754	5,036	210		500	500	2,000	2,000					
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	Feasibility underway	900			900				450	450					
South Norfolk	Cringleford New 420 Primary	Dialogue commenced with developers on school site	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	7,500
Broadland	North Norwich New Secondary and existing schools	Preferred site identified. Waiting for development to commence.	26,000			26,000							2,600	2,600	2,600	18,200
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	Feasibility underway	TBC			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										8,000
Broadland	Rackheath New 420 Primary #1	Waiting for development to commence	8,000			8,000								500	3,500	4,000
Broadland	Rackheath New 420 Primary #2	Waiting for development to commence	8,000			8,000										8,000
Broadland	Land East of Broadland Business Park New 420 Primary	Discussions with land promoter	8,000			8,000							500	3,500	4,000	

## Equalities and Communities Impact Assessment

**Name of Officer/s completing assessment:**

Paul Harris

**Date of Assessment:** 06/01/2020

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

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

Joint 5 Year Infrastructure Investment Plan 2020 to 2025 and 2020/21 Annual Growth Programme.

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

Protected Characteristic	Potential Impact		
	Positive	Neutral	Negative
Age	<input checked="" type="checkbox"/>		
Disability	<input checked="" type="checkbox"/>		
Race		<input checked="" type="checkbox"/>	
Sex		<input checked="" type="checkbox"/>	
Religion or Belief		<input checked="" type="checkbox"/>	
Sexual Orientation		<input checked="" type="checkbox"/>	
Marriage/Civil Partnership		<input checked="" type="checkbox"/>	
Pregnancy/Maternity		<input checked="" type="checkbox"/>	
Gender Reassignment		<input checked="" type="checkbox"/>	

### 3. Which additional Communities characteristics does this policy impact?

Health	<input checked="" type="checkbox"/>		
Place inc. Rurality	<input checked="" type="checkbox"/>		
Low Income and Poverty		<input checked="" type="checkbox"/>	

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

Please include:

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

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

The Greater Norwich Growth Board Joint 5 Year Investment Plan 2020-2024 and Annual Growth Programme 2020/21 includes 3 specific projects that are relevant to Broadland. Projects directly related to Norwich and South Norfolk will be separately considered, in terms of EQIA, by those Councils.

The 3 specific projects relates to Broadland comprise: North West Woodlands, Aylsham Sports Hub Stage 3 and Plumstead Road Roundabout.

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

The North West Woodlands project comprises the acquisition and enhancement of an area of woodland within Hosford Parish. At the time of writing the woodland has been acquired but the final plans for the enhancement of the site in recreational and environmental terms remain in development.

There is existing public access to the site enabled through a network of permissive footpaths and accessed predominantly via a small public car which is leased to the Council and/or direct footway access from Horsford. The car park currently has a loose gravel surface. The permissive paths through the site are formed by unmade woodland tracks, typically formed by the passage of forestry or agricultural vehicles.

As a minimum, it can reasonably be expected that the Council will not diminish the quality of the access to the site. Therefore the impact of this project is assessed as being neutral. Opportunities to improve access to the site for those with physical disabilities or mobility issues will be considered as part of the development of detailed proposals for the enhancement of the site, with the potential for positive equalities impacts to result.

Stage 3 of the Aylsham Sport Hub project comprises the delivery of changing facilities and a 3g outdoor pitch. The facility will be delivered and managed by Aylsham High School. The design and construction of the facility will meet all obligations under the DDA. The design of the Plumstead Road Roundabout is in the process of being finalised, however it will meet NCC's standards for the design and construction, including in terms of the provision of footway and crossing facilities. Therefore the impact of both of these projects are assessed as being neutral.

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

Please include:

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

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

2 of the 3 projects have potentially positive impacts on Health, Place, inc. Rurality. Specifically, support for Aylsham Sports Hub will help to diversity and improve access to sports and fitness facilities within Aylsham and its surrounding rural area.

The acquisition and enhancement of the North West Woodlands site has the potential to improve the recreational value of the site, e.g. by include trim trails or similar equipment, and increasing the sites capacity for visitors and patronage.

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

Please include:

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

Negative impacts, which require mitigation, have not been identified in relation to the above projects. There is however the potential to ensure that opportunities are maximised within the North West Woodlands

project by ensuring that there is effective engagement with communities and stakeholder groups as part of the development of the detailed proposals for the site.

**Signed by evaluator:**

A handwritten signature in black ink, consisting of several overlapping diagonal and horizontal strokes.

**Signed by responsible head of department:**

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

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REVIEW DATE – 06 / 01 / 2021

(See Page 2 for details of reviews. Please send a copy of the reviewed document to Victoria Parsons)



## **BROADLAND DISTRICT COUNCIL AND SOUTH NORFOLK COUNCIL – STRATEGIC PLAN AND DELIVERY PLAN**

**Report Author:** Sinead Carey  
Strategy & Programmes Manager  
01508 533661  
[scarey@s-norfolk.gov.uk](mailto:scarey@s-norfolk.gov.uk)

**Portfolio:** Policy

**Wards Affected:** All

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

The purpose of this report is for Cabinet to recommend to Council the approval and adoption of the new Strategic Plan 2020-2024 and interim Delivery Plan 2020/21 for Broadland and South Norfolk Councils.

### **Recommendations:**

1. To recommend that Council approves the adoption of the Strategic Plan 2020-2024.
2. To recommend that Council approves the adoption of the Interim one-year Delivery Plan for 2020/21.

## **1 SUMMARY**

- 1.1 This report provides an overview of the development of the new four-year Strategic Plan for the two councils which sets out the vision, ambitions and priorities for the organisations. Alongside this, the report highlights the one-year interim Delivery Plan (to be two years after the interim plan) which outlines the different activities and projects the councils will be undertaking to meet the priority areas outlined in the Strategic Plan. The Delivery Plan includes delivery measures to enable the success of activities to be monitored.

## **2 BACKGROUND**

- 2.1 On 12 July 2018, both Councils agreed the Collaborative Working Feasibility Study, which outlined proposals to form one joint officer team across the two autonomous Councils. Key items to deliver the objectives outlined within the report were set out in the routemap for delivery.
- 2.2 A key element of delivering the Feasibility Study was an ambition to develop joint strategic priorities and delivery plans. The Study outlined that a joint approach to strategic and delivery planning would enable a common focus for the new one joint officer team.
- 2.3 Whilst being developed concurrently and giving members a common approach to tracking strategic and service delivery, the plans also enable the Councils to pursue local policies and operational models that most accurately reflect the specific requirements in each council area.

## **3 CURRENT POSITION/FINDINGS**

### **Existing Long-Term Corporate Plans**

- 3.1 At present, both Councils have their own vision, priorities and ambitions as set out in the Broadland Business Plan and the South Norfolk Corporate Plan. These plans set out how the organisations plan on delivering key services over the coming years and they way in which they will work.
- 3.2 The status of these documents are outlined below:
- Broadland – the Business Plan was adopted for BDC in April 2019 covering a period of 4 years.
- South Norfolk – the Corporate Plan was adopted for SNC in 2016 and covers a period of 4 years.

### **Existing Annual Business Plan**

- 3.3 South Norfolk Council previously developed an annual Business Plan which breaks down the activities and projects from the Corporate Plan that are required to be delivered in the year ahead. Broadland District Council previously did not have an annual business planning cycle in place.

## **4 PROPOSED ACTION**

- 4.1 As we become one joint officer team, supporting two autonomous councils, it is important that staff are working towards the same strategic outcomes and the collaboration is clear on the ambitions moving forward.
- 4.2 To deliver on the Feasibility Study's ambition, Members are asked to agree to the adoption of a high-level Strategic Plan and a one-year interim Delivery Plan, which have been developed and are outlined in this report.

### **Strategic Plan**

- 4.3 The Strategic Plan (see appendix A) is an external facing document which sets out the Councils' vision and priorities for the coming four years. These have been developed through understanding what is important to Members to deliver leading to 2024, through workshops and events held at the end of 2019. The plan has been aligned to the four-year political cycle, allowing for a period of one year at the start of a political cycle for a new plan to be developed and agreed.
- 4.4 The main aims of the Strategic Plan are to:
- Set our overarching vision and priorities for the Districts and the organisation for the coming years
  - Showcase our achievements from the past few years
  - Outline how we will change the way in which we will work to achieve the best outcomes
  - Outline how we will measure success
- 4.5 The Strategic Plan is broken down into the 4 key priority areas, which then provide more detail in terms of the ambition for that area, the high-level actions which will be taken and how we will measure the success of our actions. At the end of the plan, there is an overview of how we will use our resources effectively, which is tied in with the annual budget. The current iteration of the plan includes draft figures which may need to be updated following the setting of the budget at Cabinet and Council.

### **Delivery Plan**

- 4.6 The Delivery Plan (see appendix B) sets out the key activities to be delivered within the first year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. Going forward, this plan will be a two-year plan which will be aligned to a new two-year budget setting process. While this new approach is being created, an interim one-year plan for 2020/21 has been developed and is the plan which is included within this report.
- 4.7 To enable success of the activities to be monitored, the Delivery Plan sets out several Delivery Measures which will be reported into Members on a quarterly basis.
- 4.8 The Delivery Plan is broken down into the following areas:
- An introduction to the delivery plan and how it links with the Strategic Plan and vision for the two Councils

- An overview of where our money comes from and how it is planned to be spent in 2020/21
- The key delivery measures for each priority which will be reported through to Members on a quarterly basis
- The key activities and budgets which are broken down by directorate

## 5 OTHER OPTIONS

- 5.1 Members could choose to retain their existing Business Plan (BDC) and Corporate Plan (SNC) and for SNC to continue to develop its own in-year Business Plan, whilst developing shared strategic ambitions but the flexibility to take different approaches to operational activity. This could lead to a different strategic approach being taken by the two Councils, alongside losing the opportunity to have a common strategic focus for staff and the two authorities.

## 6 ISSUES AND RISKS

- 6.1 **Resource Implications** – Both the Strategic Plan and Delivery Plan are aligned to the budget setting process for both Councils and are subject to change if the budget changes. The Delivery Plan will feed into the development of service specific plans which will ensure that there are the right resources in place to deliver the first year of the plan effectively.
- 6.2 **Legal Implications** – no implications.
- 6.3 **Equality Implications** – no implications.
- 6.4 **Environmental Impact** – no implications.
- 6.5 **Crime and Disorder** – no implications.
- 6.6 **Risks** – Both the Strategic Plan and Delivery Plan are aligned to the budget setting process for both Councils and are subject to change if the budget changes.

## 7 CONCLUSION

- 7.1 In summary, the new Strategic Plan and interim Delivery Plan sets out the ambitions for the two Councils moving forward and provides an in-year overview of the different activities which will take place to ensure we are delivering on what we set out to achieve. Adopting these plans will allow for a shared strategic ambition, whilst allowing for the effective delivery of different services across the two Councils, both collaboratively and autonomously.

## **8 RECOMMENDATIONS**

- 8.1 To recommend that Council approves the adoption of the Strategic Plan 2020-2024.
- 8.2 To recommend that Council approves the adoption of the Interim one-year Delivery Plan for 2020/21.

### **Background Papers**

None.

# Our Plan

2020 – 2024



Two Councils  
One Team



# Our Vision for our Place



Shaun Vincent,  
Leader of Broadland District Council

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

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

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

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

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

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

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

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



## John Fuller, Leader of South Norfolk Council

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

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

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

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

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

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

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

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

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

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

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



# Our Focus for the next 4 years

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

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



# Our achievements over the last few years

## **South Norfolk Council has:**

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

- Worked with partners to bring wind-energy-powered electric car charging points to every market town, giving residents the opportunity to consider using clean energy and buy an electric car.
- Generated approximately £35m in commercial income which has supported the reinvestment into services.

## **Broadland District Council has:**

- Worked with partners to complete construction of the Broadland Northway (Norwich NDR) with an investment of £205m, which will see faster, more reliable journey times for our residents, sites for new homes becoming more viable and, specifically, a welcome boost for our economy.
- Worked with partners to transform broadband speeds across the county by installing high-speed fibre optic networks to deliver 95% coverage across Norfolk by the end of March 2020.
- Supported the delivery of over 609 affordable homes (including through Help to Buy) in the District since 2016.
- Secured almost £2.5m of funding to deliver community-led infrastructure projects.

- Developed homes in Hellesdon through the Council's Joint Venture Company, Broadland Growth Ltd, with NPS, which has made a return to the public purse of around £1.28m.
- Distributed over £1m in Community Infrastructure Levy income to our parish and town councils for projects that support local communities such as play areas and security measures.
- Continued to maintain recycling rates of over 50% which are higher than the national average of 42% and the highest in Norfolk.
- Generated over £7m of commercial income which has supported the reinvestment into services.
- Supported the development of the 25 hectare expansion of Broadland Business Park to promote business development, economic growth and job opportunities in the district.
- Been supporting the delivery of North West Woodlands Country Park which will benefit our residents and visitors.

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

# THE VISION

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



## OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



**Growing the economy**



**Supporting individuals and  
empowering communities**



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



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

# Delivering for our place and customers

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

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

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

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

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

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

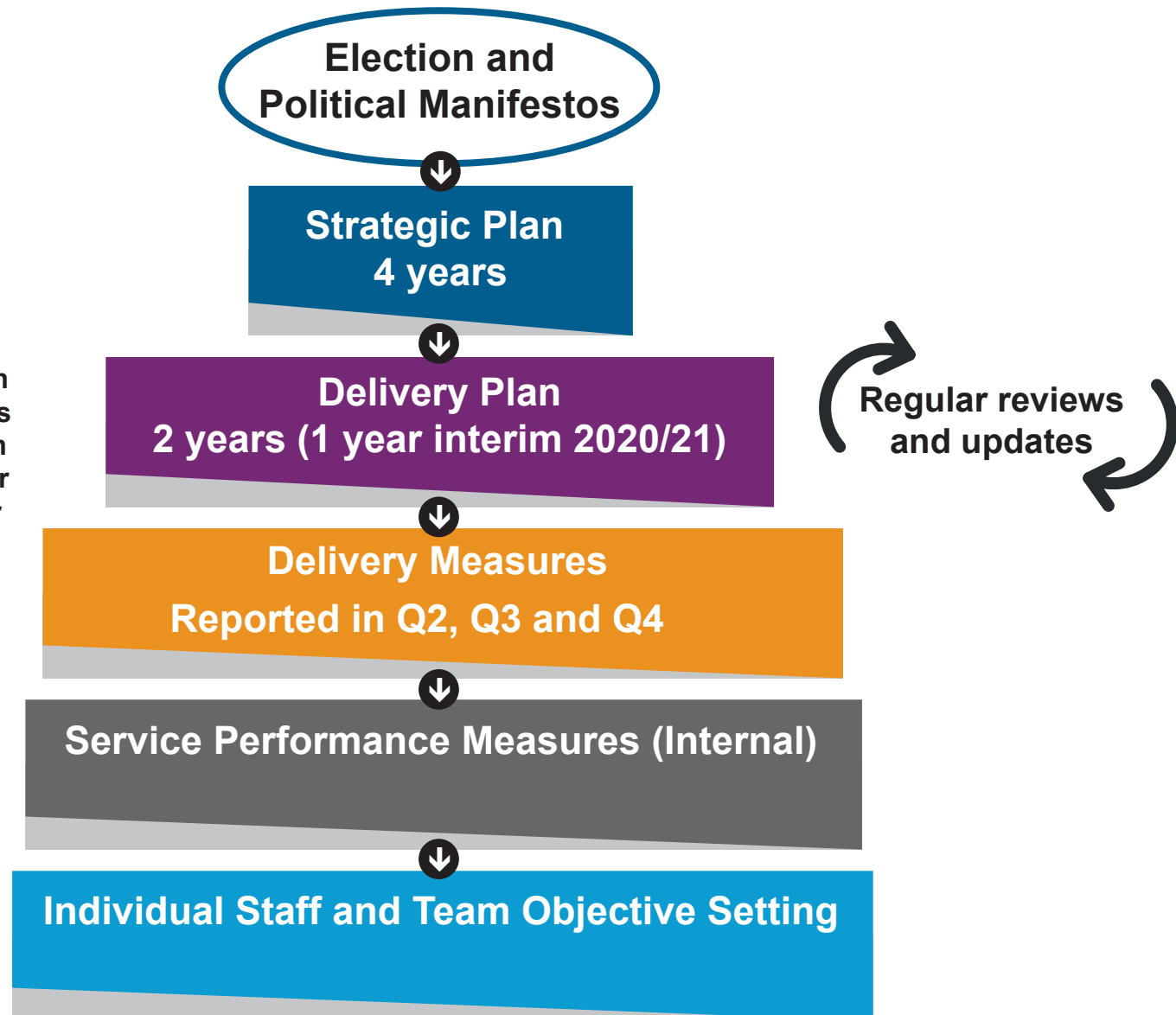
**Team and Individual Objectives** - Objectives for all teams and staff are important to personal development, as well as ensuring that priorities and activities are delivered. Team and individual objectives are set to help teams to achieve the actions that they are responsible for.





# How it all fits together

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





# Growing the economy

## Our Ambition is to:

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

### Broadland and South Norfolk Profile:

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

### Challenges:

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

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

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

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

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

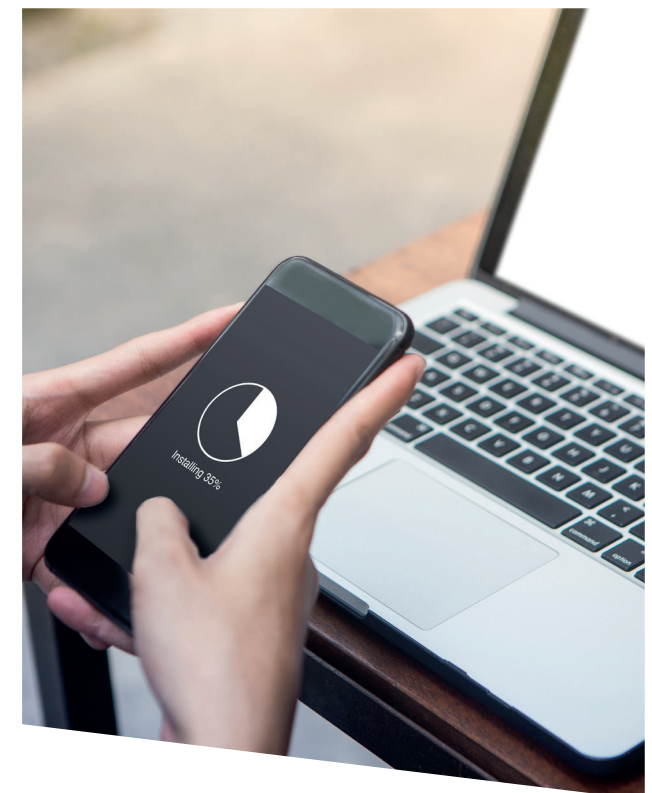
- Continuing to enable faster broadband and mobile network coverage for residents and businesses.
- Working to unblock constraints to growth through delivering and supporting infrastructure projects which will help to transform our areas including the Long Stratton bypass, Western Link Road and the dualling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

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

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

### **Our Success Indicators**

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





# Supporting individuals and empowering communities

## Our Ambition is to:

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

### Broadland and South Norfolk Profile:

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

### Challenges:

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

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

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



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

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

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

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

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

#### **Our Success Indicators**

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

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





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

## Our Ambition is to:

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

### Broadland and South Norfolk Profile:

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

### Challenges:

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

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

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

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

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

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

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

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

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

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

**Our Success Indicators**

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





# Moving with the times, working smartly and collaboratively

## Our Ambition is to:

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

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

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

boundaries and driving and adapting quickly to the changing environment

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

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

partnership working with public, private and voluntary sector partners.

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

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

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



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

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

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

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

**Our Success Indicators**

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



# Using our resources wisely

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

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

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

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

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

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

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

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

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

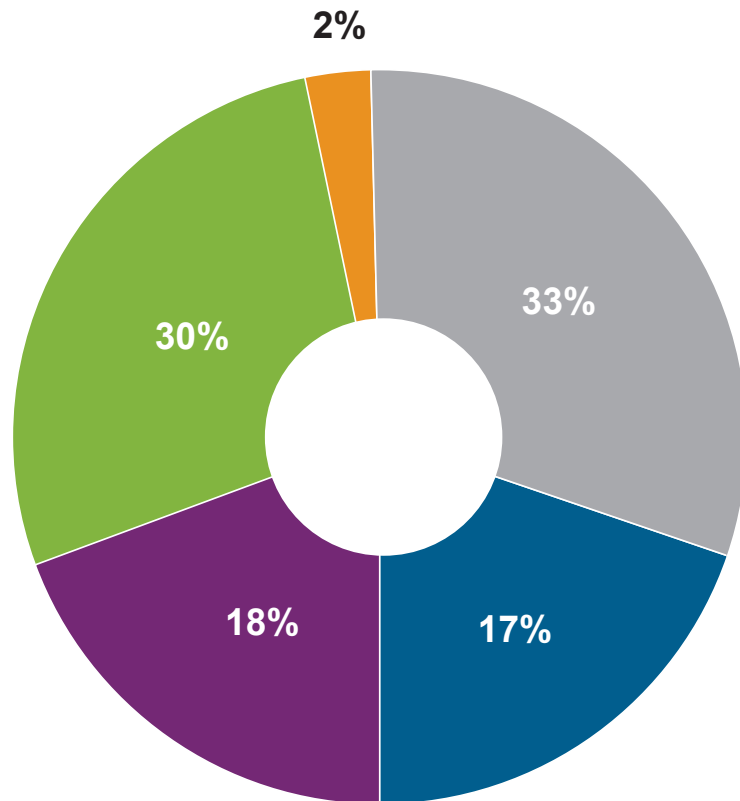
## A guide to where our funding comes from

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

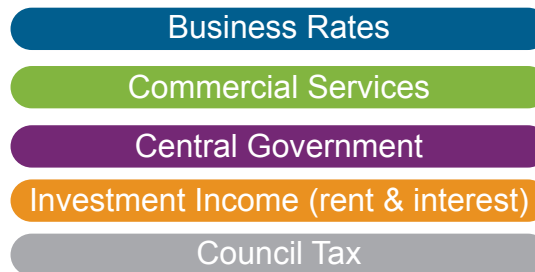
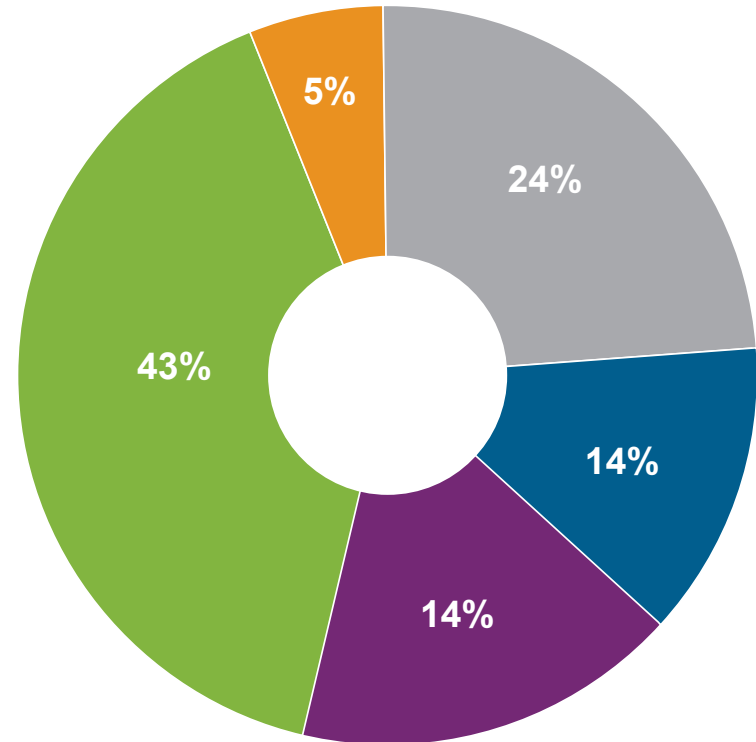
**On the next page is a breakdown of where our funding comes from.**

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

## Broadland District Council



## South Norfolk Council



## Broadland District Council



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# Delivery Plan

2020 – 2021

Two Councils  
One Team



# Our Delivery Plan for 2020/21

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

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

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

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

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

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

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



# The Vision for our Place

## THE VISION

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



## OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



### Growing our economy

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



### Supporting individuals and empowering communities

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



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

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



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

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

# Where our money comes from

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

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

## 2020/21 outlook

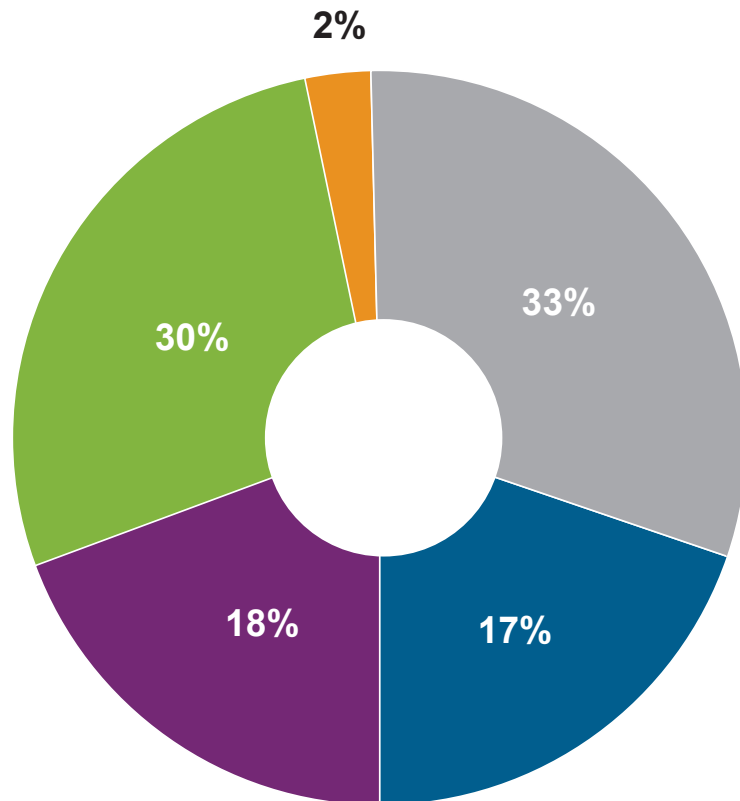
Our total controllable funding for 2020/21 is:

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

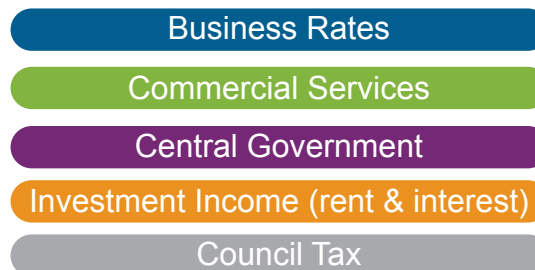
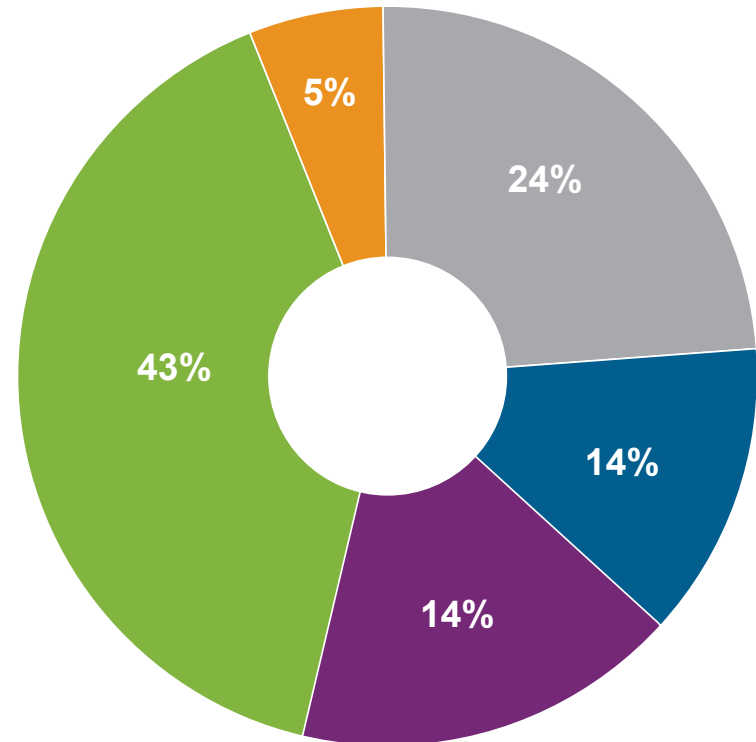
The chart on page 5 shows the breakdown of our funding sources.



## Broadland District Council



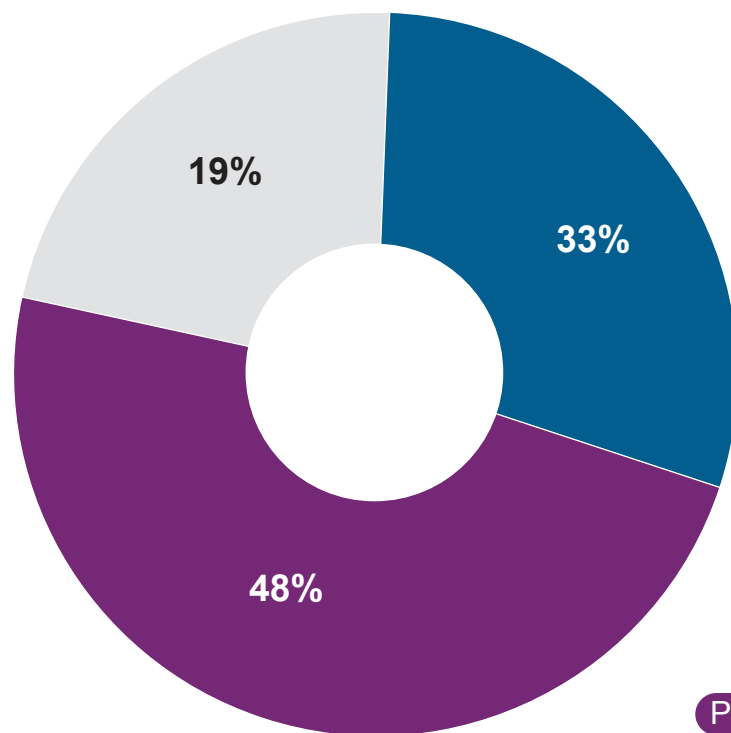
## South Norfolk Council



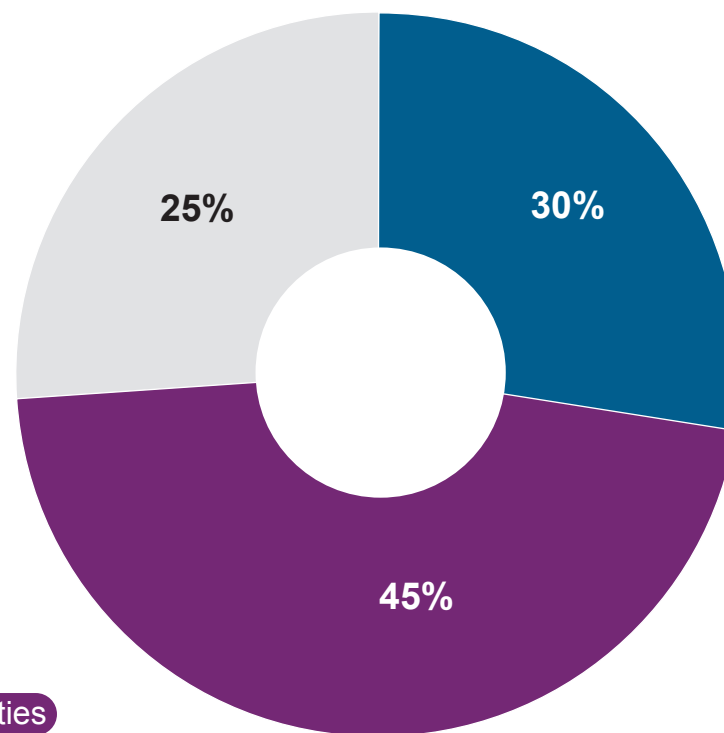
# How our budget is to be spent in 2020/21

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

## Broadland District Council



## South Norfolk Council




People & Communities

Place



Resources

# Delivery Measures



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


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





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





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



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



# People and Communities


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
A) Communities and Early Help	<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> By working closely with partners, identify and have the capacity and capability to effectively manage resident issues before they become crises. This includes: <ul style="list-style-type: none"> <li>Design with partners and establish a common and accessible help hub model</li> <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>	A developed and sustainable early help and prevention model of partnership working.	A new model is in place with strong partnership support that has clear ambitions and goals in place to prevent issues escalating – Q4  District Direct programme is delivering in community hospitals and acute trusts – Q3  A new community leisure model is in place to support locality working – Q4	n/a	AD Individuals and Families	  

	<b>A2</b>	<b>Increase our partnership offer around crime and antisocial behaviour:</b> to tackle issues relating to ASB, vulnerability and crime such as County Lines and modern-day slavery. This includes: <ul style="list-style-type: none"> <li>Develop our response capability through further integration of statutory tools</li> <li>Work with the police control room to understand and better navigate requests for help</li> </ul>	An enhanced partnership model is implemented which tackles crime and Anti-Social Behaviour (ASB)	Plan to be developed outlining the approach - Q2  Integrated team in place with the police - Q3	n/a	AD Individuals and Families	
	<b>A3</b>	<b>Create a district locality offer, including:</b> <ul style="list-style-type: none"> <li>Defining what our locality offer is</li> <li>Working with the County Council to define and implement the Local Service Strategy</li> <li>Working with partners on the One Public Estate Board and developers, to identify local opportunities for cohabitation and service alignment</li> </ul>	Services are delivered as close to the community as possible.	Proposed model identifies opportunities to deploy staff into local areas to improve access to services - Q1  Identified opportunities to share space among four localities – Q4	n/a	Director of People and Communities	
	<b>A4</b>	<b>Improve aspirations and skill of residents, including:</b> <ol style="list-style-type: none"> <li>Work with partners and the Economic Development Team to develop a skills and employment offer to improve public and private sector opportunities such as rolling out a comprehensive one team apprenticeships and internships programme, targeting our hard to recruit areas</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> </ol>	There is an increase in: <ul style="list-style-type: none"> <li>Number of internships and work experience placements in our organisation</li> <li>Numbers of apprenticeships in hard to recruit areas</li> <li>Schools and businesses attending Norfolk Skills and Careers Festival</li> </ul>	The Councils have provided young people with information and advice about careers in local Government - Q4  Choices programme offers all residents in both districts a chance to develop skills for work – Q4	n/a	AD Individuals and Families/AD Economic Growth	




		<p>d) Engage with schools, businesses and the Norfolk Skills and Careers Festival to increase aspirations of young people and increase take-up and awareness of local opportunities</p> <p>e) Review of and developing a scalable Choices employment training programme, to be delivered for residents of both districts, with support from our Early Help offer</p>	<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>				
A5	<p><b>Create a community offer and events brand package</b> Develop and launch a community brand which:</p> <ul style="list-style-type: none"><li>Aligns our community events,</li><li>Maximises sponsorship, community investment and Corporate Social Responsibility</li><li>Engage communities to participate in community events</li></ul>	<p>Commercial partners are engaged and invest, increasing community capacity.</p>	<p>Model developed to enable business to support the Councils in improving the environment, our communities and economy – Q3</p>	n/a	AD Individuals and Families		
A6	<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>): Working with partners to develop and embed social value in procurement helps to develop a more inclusive economy.</p>	<p>There is an agreed policy position, alongside partners, embedded in all contracts.</p>	<p>Q2</p>	n/a	AD Individuals and Families/AD Business Support & Governance		
Operational/Service Delivery (BAU)							
A7	<p><b>Provision of non-statutory services to support vulnerable residents including:</b></p> <ul style="list-style-type: none"><li>Help Hub requests for support</li><li>Social Prescribing (SNC)</li><li>Welfare and debt advice</li><li>Emotional Wellbeing and Resilience Service (SNC)</li><li>Domestic abuse service</li><li>Handyperson service</li></ul>	<p>Residents are supported to avoid crises. Demand on the Councils and other statutory services is reduced.</p>	<p>Ongoing</p>	n/a	AD Individuals and Families		


		<ul style="list-style-type: none"> <li>Pathways (BDC)</li> </ul>					
	<b>A8</b>	<b>Safeguarding:</b> Align and then embed a new joint safeguarding protocol across the organisation and continue to raise awareness of safeguarding.	A healthy level of reported safeguarding cases which are dealt with quickly and proportionately and staff are suitable trained.	Ongoing	n/a	AD Individuals and Families	
	<b>A9</b>	<b>Develop a community outreach leisure 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.	Ongoing	n/a	AD Individuals and Families/AD Community Services	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</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, explore options for the re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC).	Our leisure centres are used to the best of their ability and supporting partnership working and improving outcomes for our residents.	Outline business plan setting out options for approval 2020 drafted – Q2	n/a	AD Community Services	


	<b>B2</b>	<b>Expand Leisure Facility Offer:</b> Develop and expand the offer to residents by supporting community initiatives or working in partnership in line with agreed leisure principles, including; <ul style="list-style-type: none"> <li>SNC area: adoption of Framingham Earl High School sports centre, Long Stratton High School Pool, better utilisation of Wymondham leisure centre facility</li> <li>BDC area; explore leisure facility opportunities and develop business cases where appropriate</li> <li>Develop an action plan to establish a new Country Park at Houghen Plantation</li> </ul>	There is an agreed policy position for development of community-based leisure opportunities.	Ongoing	n/a	AD Community Services/AD Economic Growth	
	<b>Operational/Service Delivery (BAU)</b>						
	<b>B3</b>	<b>Increased accessibility, reach and profitability with an enhanced centre-based leisure offer (SNC only) and improve activity levels of residents.</b>	Increase in: <ul style="list-style-type: none"> <li>Footfall</li> <li>Membership subscriptions</li> <li>Profitability</li> <li>Customer satisfaction levels at centres</li> </ul>	Ongoing	n/a	AD Community Services/AD Individuals and Families	
	<b>B4</b>	<b>Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings:</b> Continue to improve our quality and safety through obtaining accredited standards (SNC).	Quest quality accreditation is secured for all sites and there is a reduction in health and safety and RIDDOR incidents	Ongoing	n/a	AD Community Services	



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



C4	<b>Begin to work with partners to undertake options appraisal for Material Recovery Facility replacement from 2024.</b>	An options appraisal is completed.	Initial options appraisal – March 2021	n/a	AD Community Services	
<b>Operational/Service Delivery (BAU)</b>						
C5	<b>Increase recycling rates and reduce contamination:</b> Improve recycling and contamination behaviour through a targeted insight project, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils.	Improve the environment for the area by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Complete the initial Insight Project – May 2020  Undertake full evaluation - July 2020	n/a	AD Community Services	
C6	<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> </ul>	Introduction of in cab-technology (SNC)  Achieve operator licence accredited quality assurance standard (SNC)  Increased level of income generated through commercial waste	Ongoing	n/a	AD Community Services	
C7	<b>Delivery of Government Waste Strategy:</b> Responding to and preparing for implementation of the government's waste and resources strategy.	Our services are efficient and delivered	Develop implementation plan to ensure	n/a	AD Community Services	

			in line with the Governments strategy.	compliance with new strategy - Ongoing			
	C8	<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 and prevention</li> <li>• Grounds maintenance</li> <li>• Providing litter removal and dog bin services for communities</li> </ul>	Reduce time taken to clear up fly-tipping.  Reduced level of instances and complaints relating to street scene recorded.  Increase the number of community lead clean ups and litter picks	Ongoing	n/a	AD Community Services	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
D) Housing Standards & Independent Living	<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, supporting them to remain independent and safe in their owns homes.						
	Major Projects/Programme of work						
	D1	<b>Align our housing standards team to create one single system, process and policy, including:</b> <ul style="list-style-type: none"> <li>• Alignment of independent living grants and handyperson scheme to meet current and emerging needs</li> <li>• Refreshing Homes of Multiple Occupancy (HMO) and empty homes procedures to create a common framework across both Councils.</li> </ul>	Consistent delivery of service residents across both districts.  Increased preventative measures developed and implemented	Initial preventative measures to be implemented – Q3	n/a	AD Individuals and Families	

	<b>Operational/Service Delivery (BAU)</b>						
	<b>D2</b>	<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>Enforcement of Tenant Complaints, Empty Homes HMO's and Caravan site licence conditions.</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  Q4	n/a	AD Individuals and Families	
	<b>D3</b>	<b>Delivery of the Warm Homes Fund for residents:</b> Deliver on our Warm Homes Fund and create a long-term plan to continue to improve vulnerable residents' homes and eradicate fuel poverty.	Sustainable plan created in cooperation with relevant partners.	Ongoing	n/a	AD Individuals and Families	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</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>E) Housing and Benefits</b>	<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>						
	<b>E1</b>	<b>Alignment of temporary accommodation offer:</b> Align the temporary accommodation offer for both Councils, exploring opportunities with other districts to enhance our own investments.	Refreshed temporary accommodation offer is in place across both districts that is more efficient and support residents to move on to more sustainable accommodation.	Refreshed temporary accommodation offer is in place – Q3	n/a	AD Individuals and Families	

	<b>E2</b>	<b>Redesign shared social housing 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 – Q4	n/a	AD Individuals and Families	
	<b>E3</b>	<b>Redesign complex needs offer:</b> Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduced demand on housing system and improved tenancy sustainment.	Q4	n/a	AD Individuals and Families	
	<b>E4</b>	<b>Alignment of benefit functions:</b> Begin the process to align our two benefits functions, to create a single IT systems, policies and procedures for housing and one for benefits.	Efficiency saving through aligned policies and a common offer across both Councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	
	<b>E5</b>	<b>Universal Credit:</b> Review the impact of Universal Credit, to understand the future required support and resource requirements.	Better utilisation of the Benefit team resource to empower residents to help themselves.	Q4	n/a	AD Individuals and Families	
	<b>E6</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	
Operational/Service Delivery (BAU)							
	<b>E7</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>E8</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 CICs reduced.	Ongoing	n/a	AD Individuals and Families	
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## People and Communities

## The Finances





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



# Place

Team	Ref	Activity for 2020/21	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 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>						
	Major Projects/Programme of work						
	F1	<b>Ongoing promotion and development of Norwich Research Park:</b> positively enable the growth of our world leading science base at the Norwich Research Park by delivering the Zone 4 building and the associated infrastructure	Construction of the Zone 4 building and related infrastructure to open up the site for future development opportunity, increasing our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Completion of Zone 4 building – Q4  Completion of Zone 4 internal road – Q4  Completion of Hethersett Lane roundabout – Q4	£5.75m	AD Economic Growth	
	F2	<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	Members approval of the preferred approach to the development of Browick Road – Q1  Implementation of the approved strategy and plan – Q2-Q4	£8.9m	AD Economic Growth	


			South Norfolk and Broadland.				
	<b>F3</b>	<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.	£4.5m ERDF funding secured – Q3  Finance agreements in place with BDC, NCC & NALEP – Q3  Project delivery plan agreed – Q3	£0.89m	AD Economic Growth	
	<b>F4</b>	<b>Beeston Park scheme acceleration:</b> to progress the work associated with the scheme development, funded through Norfolk Business Rates Pool which will support the delivery of approx. 3,500 dwellings.	All plots in Phase 1 to be 'shovel ready', opening up the site for future housing development	Reserved matters application relating to strategic infrastructure approved – Q1	None at present (the outcome of the Housing Infrastructure Fund bid is awaited)	AD Economic Growth	
	<b>F5</b>	<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	Development of a detailed work plan for the 4-year period of funding – Q1  Delivery of Year 1 programme of improvement – Q4	£1.2m Interreg funding	AD Economic Growth	





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


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


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

			Launch of Food & Drink Sector Group to support F4.				
F11	<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 also continue to engage with L-Tags and major attractions to develop trails, itineraries and collaborative projects.	The visitor economy within our districts grows and continues to be seen as a key sector.	Increased presence of two districts on the Visit Norfolk website – Q2	n/a	AD Economic Growth		
F12	<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.	We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality  Key towns/service centres identified and needs assessments in consultation with local groups/businesses undertaken.  Package of support measures/investment requirements developed.	In conjunction with partners, identify the key needs of market towns – Q1/Q2  Market town strategy approved by Members – Q3  Market town 'support package' available for use – Q4	External funding to be secured	AD Economic Growth		
F13	<b>Business awards/breakfasts/workshops:</b> we will promote our business awards	Increase in number of businesses engaging with	Grow the number of attendees at quarterly	n/a	AD Economic Growth		



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


	<p><b>to prepare the Greater Norwich Local Plan (strategic policies and allocations of land).</b></p> <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 Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people’s accommodation and transport</li></ul>	adopted Local Development Scheme	<p>Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4</p> <p><b>South Norfolk Village Clusters</b></p> <p>Publish Draft Plan (Regulation 18) for – Q1 Consultation</p> <p>Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4</p> <p><b>Norfolk Strategic Planning Framework</b></p> <p>Draft of Version 3 for Norfolk Strategic Planning Member Forum – Q3</p> <p>Version 3 endorsed by Local Planning Authorities – Q4</p>			
<b>G3</b>	<p><b>Infrastructure delivery programme:</b></p> <p>Working as part of the Greater Norwich Growth Board, plan and help deliver</p>	Funding secured for the delivery of infrastructure	<b>Infrastructure Delivery Programme</b>	n/a	AD Planning	




		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> <li>Work with partners to successfully deliver the Transforming Cities project</li> </ul>	to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2021/22 identifying the delivery of planned infrastructure projects for the area.	5YIIP for 2021 – 26 and AGP 2021/22 agreed by GNGB – Q3  5YIIP for 2021 – 26 and AGP 2021/22 agreed by Cabinets – Q4			
	<b>G4</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	Q1 – Outline Business Case submitted to DfT  Q2 - Determination of planning application  Full permission for the bypass approved.	n/a	AD Planning	
	<b>G5</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>G6</b>	<b>Review methodology for monitoring CIL/S106 receipts.</b>	New methodology in place which meets statutory requirements and improves engagement with stakeholders.	Scoping exercise and engagement with members – Q1  Design and implementation - Q2/3	n/a	AD Planning	


Operational/Service Delivery (BAU)						
G7	<p><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:</p> <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 through an annual position statement</li> <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>	<p>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.</p> <p>Maintaining a 5-year land supply to put us in a strong position to determine planning applications in line with the development plan</p>	<p>AMR published, including Housing Land Supply Assessment – Q3</p> <p>Ensure 5-Year Housing Land Supply is maintained to deliver planned growth</p> <p>Ongoing - Prepare funding bids to overcome blockages to development</p>	n/a	AD Planning	







G8	<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. <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> <li>• Monitor and administer the CIL process and S106 agreements</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 with 65% of these in 6 weeks</li> <li>• 95% of majors in agreed time</li> </ul>	Quarterly updates.	n/a	AD Planning	
G9	<b>Undertake Conservation Area Appraisals (CAA's) across the two Councils.</b>	Heritage Assets are protected and planning decisions are informed.	<p>Conservation Area Appraisals completed including:</p> <ul style="list-style-type: none"> <li>• Burston,</li> <li>• Forncett,</li> <li>• Gissing,</li> <li>• Thorpe Abbotts,</li> </ul>	n/a	AD Planning	


				<ul style="list-style-type: none"> <li>• Winfarthing,</li> <li>• Wramplingham</li> <li>• Coltishall</li> </ul>			
	<b>G10</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.	<p>Q3</p> <p>Ongoing review and monitor the Councils' enforcement plan to ensure breaches of enforcement are investigated against this plan and proportionate action taken.</p> <p>Scope work required to review both Councils' enforcement plans – Q1</p>	n/a	AD Planning	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
H) Environmental Protection	<b>Environmental Protection</b> <b>Core purpose of the service:</b> <ul style="list-style-type: none"> <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> </ul>						
	<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).	The establishment of early action teams to identify community tensions, anti-social behaviour and criminality and intervention taken where appropriate	Design work completed and member approval agreed - Q1	n/a	AD Regulatory/AD Individuals and Families	

				Pilot implementation monitored Q2, Q3 and Q4			
H2	<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		
Operational/Service Delivery (BAU)							
H3	<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		
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	n/a	AD Regulatory		

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
I) Food, Safety & Licensing	Food, Safety & Licensing						
	Core purpose of the service: <ul style="list-style-type: none"><li>Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements.</li></ul>						
	Major Projects/Programme of work						
	I1	Develop and deliver new commercial services: providing business regulatory support to food business operators, going beyond the statutory remit to grow local businesses confidence, success and diversification.	Local food businesses are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1  Design work completed and member approval agreed - Q2  Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	I2	Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.	Licensing applicants are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1  Design work completed and member approval agreed - Q2  Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
Operational/Service Delivery (BAU)							
I3	Deliver a full programme of Food Safety regulation and interventions: focussed on maximising compliance	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory		

		with a view to promoting business growth and diversification.					
	I4	<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	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
J) CNC	<b>CNC</b> <b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>Deliver the statutory building control function, as directed by Central Government, and related services to ensure secure, safe, sustainable and accessible buildings that are fit for purpose.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	J1	<b>Scanning, indexing and archiving project:</b> Comprehensive exercise to review all historic paper files currently stored at a number of locations and transfer all necessary records onto the electronic system.	Introduction of effective file management and self-service leading to long term cost savings and efficiencies	Scope and review project requirements – Q1  Design work completed and	n/a	CNC Service Manager	

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

		Identify efficiencies by reviewing practices.					
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
K) Business Support	<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	2,261	1,098	-1,757	-216	14,753	1,128
Planning	2,439	1,324	-3,673	-981	0	15
Environmental Protection	641	454	-26	-33	0	0
Food, Safety and Licensing	280	228	-171	-165	0	0
CNC	1,265	0	-241	0	0	0
Business Support	735	533	-330	-220	0	0
<b>Totals</b>	<b>7,621</b>	<b>3,638</b>	<b>-6,200</b>	<b>-1,615</b>	<b>14,753</b>	<b>1,143</b>






# Resources


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
L) Council Tax and NNDR	<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>Single Person Discount Review:</b> conduct a risk-based review of all current recipients of 25% Council Tax reduction, working in conjunction with the Early Help Team.	Our data is accurate and all customers who are eligible for the reduction are in receipt.	Commence review – Q2  Complete review – End of Q3	n/a	AD Finance/AD Individuals and Families	
	L2	<b>Implementation of Non-Domestic Rates Revaluation 2021</b>	The revaluation is implemented in a timely and effective way, ready for 2021 billing.	Complete review – Q4	n/a	AD Finance	
	L3	<b>Agreed approach to review of Empty Properties:</b> (incorporating Small Business Rates Reviews) across NDR properties.	Data accuracy.	Design new approach – Q1  Implementation of approach – Q2 onwards	n/a	AD Finance/AD Individuals and Families	


	L4	<b>Deliver procurement of a Non-Domestic Rates forecasting system including:</b> <ul style="list-style-type: none"> <li>Rate Finder</li> <li>Appeals Provision</li> </ul>	Successful selection and implementation of the systems.	Business case to be drafted and procurement completed – Q2  Implementation of new system – Q3 onwards	n/a	AD Finance	
<b>Operational/Service Delivery (BAU)</b>							
	L5	<b>Collection of Council Tax (within the year)</b>	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
	L6	<b>Collection of NDR (within the year)</b>	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</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>M) Facilities</b>	<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>						
	<b>M1</b>	<b>Delivery of works to Council sites including:</b> <ol style="list-style-type: none"> <li><b>Thorpe Lodge - Delivery of the Toilet refurbishment</b> (including provision of showers)</li> <li><b>Thorpe Lodge – Delivery of Heating &amp; Cooling</b> (preliminary works – year 1 of 2-year project)</li> <li><b>Thorpe Lodge – Delivery of Electric Vehicle charging points</b> (infrastructure &amp; installation)</li> </ol>	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Condition Surveys procured and completed - by the end of Q2  Business Cases for all works to commence following conditions	1) £70K - £95k 2) £50K 3) £20k	AD Business Support & Governance	



	<p>4) Thorpe Lodge – Delivery of the Passenger lift refurbishment</p> <p>5) Thorpe Lodge – Conduct Building Conditions Surveys</p> <p>6) South Norfolk House and Leisure Centres – Conduct Building Conditions Surveys</p>		<p>surveys – Q3 – Q4</p> <p>Essential projects identified in Condition surveys procured and undertaken - Q3 and Q4</p> <p>Decisions taken in conjunction with accommodation review</p>			
M2	<b>Catering review/tender:</b> complete a review and tender process for catering provisions at Council sites.	There is a cost-efficient and commercial approach taken to the catering management of Council sites.	<p>Business Case being drafted - Q1</p> <p>Further work dependent on chosen option.</p>	n/a		
<b>Operational/Service Delivery (BAU)</b>						
M3	<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	
M4	<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	Ongoing	n/a		

			are consistent across sites.				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
N) Finance	<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>						
	N1	<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	
	N2	<b>Joint finance system project:</b> Produce a Business case for a joint finance system/cash receipting system.	A business case is agreed by Members and a new system is procured which allows for efficiencies to be delivered.	Q3 2020	n/a	AD Finance	
	N3	<b>Financial support to key corporate projects such as:</b> <ul style="list-style-type: none"> <li>Waste Services Review (link to C1)</li> <li>Single waste depot (link to C3)</li> <li>Economic Growth projects such as NRP and the Food Hub (link to F1 and F4)</li> </ul>	Development of a sound financial case and support.	Ongoing	n/a	AD Finance	


Operational/Service Delivery (BAU)						
N4	<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	
N5	<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		
N6	<b>Production of Statutory year end accounts:</b> produce year end accounts for companies and both Councils (including group accounts) and external audit.		Q4 2021	n/a	AD Finance	
N7	<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	
N8	<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	
N9	<b>Management of both Council funds and maximising investment returns.</b> Management of borrowing position for South Norfolk Council.	Investment income achieving at least the budgeted level and in accordance with the Treasury	Ongoing	n/a	AD Finance	


			Management Strategies. Borrowing minimised and borrowings are in accordance with agreed strategy.				
	<b>N10</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	
	<b>N11</b>	<b>Maintenance and development of financial systems and support for users.</b>	Systems are functioning at optimum levels and users can fully utilise them to support their service delivery.	Ongoing	n/a	AD Finance	


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




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








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




Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
P) Human Resources	Human Resources						
	Core purpose of the service: Ensure the organisation and its partners are in the best place to deliver transformational services to its customers through the provision of innovative and robust advice, guidance and transactional services throughout the employee lifecycle.						
	Major Projects/Programme of work						
	P1	Implement a range of activities to improve employment opportunities such as: <ul style="list-style-type: none"><li>• Introduction of South Norfolk and Broadland Internship Programme</li><li>• Evaluating vacant posts for conversion into apprenticeships</li><li>• Engaging with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4)</li></ul>	Number of Interns  % of completed internships	By end of Q4	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	
	P2	Support for major strategic projects such as: Waste Services Review (Link to C1)	Successful business case, implementation plan and delivery	Input into business case completed – completed by Q1  Further work dependent on outcome of business case.	n/a	AD Governance & Business Support	
	Operational/Service Delivery (BAU)						
P3	One Team Programme delivery: Completion of implementation of One Team Structures. This includes:	HR processes are compliant, meet organisation need and generate further capacity for the HR	Itrent fully operation - Q1	n/a	AD Governance & Business Support		



		<ul style="list-style-type: none"> <li>Updating of all policies ensuring legal compliance while supporting the organisation in its objectives.</li> <li>Continued development of iTrent (payroll for BDC effective from 1.4.20) to further develop self-service options and ease of use for all.</li> <li>Review of HR processes</li> </ul>	team to proactively support the day to day business of the organisation.	HR processes reviewed on an ongoing basis			
	P4	<b>Management of employee absences:</b> Positive and proactive management of employee absence with a view to reducing both short term and long-term absence across the organisations	Short term and long-term sickness absence targets	Monitored and reported Quarterly	n/a		
	P5	<b>BAU Support:</b> Support the organisation in its business as usual and one-off activities to ensure legal compliance and best practice is maintained in respect of the working practices for both current and prospective employees.	Legally compliant organisation that attracts and retains the best in class	Ongoing	n/a		
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</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> <ul style="list-style-type: none"> <li>To provide a robust &amp; 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.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	<b>Q1</b>	<b>Implement the Active Directory Trust</b> (network convergence and co-existence)	To join the existing Broadland and South Norfolk networks (utilising the above site to site link) and provide some sharing of core ICT	Implemented - by end of Q1	£10,000	AD Governance & Business Support	

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



					budget provision)		
	<b>Operational/Service Delivery (BAU)</b>						
	<b>Q8</b>	<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.	Resolution of problems & incidents. Conversion of solutions into standard practices and improvements.  Easy to use Self Service capabilities within the IT arena.	Ongoing	n/a	AD Governance & Business Support	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</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>R) Innovation, Strategy and Programmes</b>	<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>						
	<b>R1</b>	<b>Broadland District Council and South Norfolk Council Collaboration and Transformation programme management:</b> Continued implementation of the collaboration and transformation programme and programme management of critical projects and programmes such as: <ul style="list-style-type: none"> <li>Website implementation</li> <li>Accommodation Review</li> <li>Organisational Development (e.g. Peer Reviews, External Accreditations)</li> </ul>	Delivery against the savings target of £8.6m and ongoing efficiencies.	Agreed programme of work – April 2020  Each programme and project to have individual plans and milestones.	n/a	Chief of Staff	



	<b>R2</b>	<b>Implementation of Programme and Project Management Approach:</b> Development of a consistent approach to project and programme management and specialist skills to enable the Councils' priorities to be delivered effectively and to timelines/budgets set.	All projects and programmes being delivered in a consistent way across the organisation.	Agreed delivery approach – March 2020  Training of staff – Ongoing	n/a		
	<b>R3</b>	<b>Delivery of the transformation strategy &amp; programme to realise benefits and efficiencies of collaborative working to include:</b> <ul style="list-style-type: none"> <li>Develop a toolbox of methodologies to support transformation</li> <li>Develop the customer experience strategy and delivery programme.</li> </ul>	Delivery against the the savings target of £8.6m and ongoing efficiencies.  Positive progress against our MTFP.  Implementation of the toolbox of methodologies.	Initial toolkit implemented – April 2020  Training of staff – Ongoing	n/a		
	<b>Operational/Service Delivery (BAU)</b>						
	<b>R4</b>	<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 implement plans to mitigate against any issues arising.</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	  

	R5	<b>Develop and implement an effective public affairs programme, advising senior leaders and members in order to influence national policy development and promote the Councils and our area on a national stage by:</b> <ul style="list-style-type: none"> <li>Working with members and senior team to identify key areas of importance and policy asks in order to develop the public affairs programmes and campaigns</li> <li>Supporting Members to be effective influencers on a regional and a national stage by providing relevant information and tools, promoting the work of South Norfolk Council and Broadland District Council and sharing best practice</li> <li>Through an effective public affairs strategy and plan, work jointly to continue to promote the Councils' reputations</li> </ul>	Key projects and programmes are supported through a public affairs plan, driving success, influence and our ability to shape the national agenda.	Initial Public Affairs Programme developed – April 2020	n/a	Chief of Staff	 
	R6	<b>Supporting the organisation to deliver high performance whilst working efficiently and effectively through delivery planning and performance and risk management by:</b> <ul style="list-style-type: none"> <li>Developing a 2-year Delivery Plan for Broadland and South Norfolk which will be effective from April 2021. The Plan will allow for activities and projects being carried out to be tracked</li> <li>Monitoring and reporting on organisational risk and performance of the organisation, analysing risk and performance outcomes to ensure the councils' remain effective</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 services.	Project plan to be drafted for 2022 Delivery Plan – July 2020  New approach to risk and performance – May 2020	n/a	Chief of Staff	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
S) Marketing and Communications	<b>Marketing and Communications</b> <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>						
	<b>Major Projects/Programme of work</b>						
	S1	<b>Deliver a single website and domain to serve both Councils which provides optimum functionality and service for our customers.</b> <b>Activities to include:</b> <ul style="list-style-type: none"> <li>Developing a platform which delivers efficient user journey and offers clear and well signposted information and services</li> <li>Phased transformation of content and transactions</li> </ul>	1) Good to high level of website hits, dwell time, interactions and transactions on new website when benchmarked against standard and best practice 2) Good to high levels of resident and local business satisfaction when surveyed to measure perception 3) Positive staff feedback	Programme implementation timeline agreed by supplier – Q1  Website design and development phase – Q3  Website content and testing – Q4  Website go live – Q1 2021/22	£68,950 (Spend expected in 2019/20 subject to budget provision)	Chief of Staff/AD Governance & Business Support	  
	S2	<b>Transform our internal communications approach to support an engaged and motivated workforce through projects including:</b> <ul style="list-style-type: none"> <li>Intranet</li> <li>Staff awards</li> <li>An ongoing organisational development</li> </ul>	1) Good to high level of interactions when benchmarked against current levels	Phase 2 development of intranet – Q1  Staff awards launch – May 2020	n/a	Chief of Staff	



		communications strategy and plan • A new toolkit for internal communications	2) Good responses to staff surveys about internal communications	Toolkit for internal comms go live – Q2			
<b>Operational/Service Delivery (BAU)</b>							
S3		<b>A proactive and modern Marketing and Communications service that promotes the interest of the Councils, builds our reputation and influence and promotes and manages the demand on our services.</b> This will include: <ul style="list-style-type: none"> <li>Delivering a strategic marketing and communications plan for the organisation</li> <li>Proactive public relations and media relations activity</li> <li>Internal communications strategy and delivery plan.</li> <li>Branding review for both Councils and one team working.</li> <li>Delivering a consistently high standard of design output across both organisations</li> <li>Delivering extensive social media content to drive the Councils' strategy and ambitions</li> </ul>	1) A good standard as per LGA comms measurement tools 2) Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage 3) Positive feedback from half yearly staff and members surveys 4) Consistently high standard of design output across both organisations – health check 5) Full analysis and learnings applied month on month from evaluation of social media engagement,	1) Ongoing 2) Quarterly 3) Q2 & Q4 4) Q2 & Q4 5) Quarterly	n/a	Chief of Staff	  

			following and sentiment using online tracking tools.				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
T) Organisational Development	<b>Organisational Development</b>						
	<b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>Being an employer of choice to create a staff team that is fit for the future and an organisation that people want to work.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	T1	<b>Develop and implement a One Team People's Strategy and Organisational Development Plan to attract and retain high quality staff which will include:</b> <ul style="list-style-type: none"> <li>Leadership development programme</li> <li>Apprenticeship/Graduate programme</li> <li>Talent Management/Development</li> <li>Cultural Development</li> <li>Performance Scheme development</li> <li>Organisational learning and development plan</li> </ul>	Delivery of the plan to achieve: <ol style="list-style-type: none"> <li>Increased Staff Satisfaction</li> <li>Employer of choice measures</li> </ol>	Management training in place – April 2020  Talent Management & Development in place – June 2020  Performance Scheme developed – September 2020	n/a	Chief of Staff	
	<b>Operational/Service Delivery (BAU)</b>						
	T2	<b>Supporting, engaging and motivating our staff to be the best they can be</b> through supporting our staffs ongoing professional development and training through: <ul style="list-style-type: none"> <li>Individual service training and development plans to meet operational needs</li> </ul>	Staff are supported to undertake professional and skills development opportunities and staff satisfaction increases.	Staff Survey issued – February 2021	n/a	Chief of Staff	

		<ul style="list-style-type: none"> <li>• One approach to staff appraisals</li> <li>• Delivery of the Staff Survey</li> <li>• Annual programme of leadership and management development opportunities</li> <li>• Talent development programmes</li> <li>• Training to ensure the corporate regulatory requirements are met e.g. GDPR, Safeguarding, Equalities</li> <li>• Corporate training and development need to support the transformation strategy and programme to support key Council initiatives</li> </ul>					
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## Resources

## The Finances

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

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

\*\* Loans to companies

## DECISIONS ON APPLICATIONS – 18 DECEMBER 2019

App'n No	Location	Description of Development	Decision
20191215	Land north of Norwich Road, Acle	Reserved Matters Application following grant of outline planning 20172189 with full details of appearance, landscaping, layout and scale of development for 137 residential units together with associated highway works.	Delegated authority to the DoP to <b>APPROVE</b> subject to conditions and subject to sufficient information being submitted to demonstrate the surface water drainage strategy is acceptable; the private water supply on Norwich Road will not be adversely affected; refuse collection can be adequately accommodated and the levels and boundaries treatments on the southern and eastern boundaries are resolved.

DoP Director of Place

## DECISIONS ON APPLICATIONS – 8 JANUARY 2020

App'n No	Location	Description of Development	Decision
20190999	Land East of Holt Road, Horsford	Erection of 304 dwellings together with associated public open space, landscaping, internal roads, drainage and infrastructure works	Authority delegated to the DoP to <b>APPROVE</b> subject to completion of a Section 106 Agreement and conditions
20190597	St Michael's Hospital, Cawston Road, Aylsham	Demolition of former care home and erection of 16 dwellings	Authority delegated to the DoP to <b>APPROVE</b> subject to completion of a Section 106 Agreement and conditions
20191655	Land rear of 41b & 41c The Street, Felthorpe	Single storey 3 bedroom dwelling with associated double garage, turning area and garden with associated boundary treatment	<b>WITHDRAWN</b> by applicant
20191678	Perrys Lane Farm, Perrys Lane, Cawston	Merge of two dwellings into one larger dwelling with rear extension and extension of curtilage	<b>APPROVED</b> subject to conditions

DoP Director of Place

## DECISIONS ON APPLICATIONS – 5 FEBRUARY 2020

App'n No	Location	Description of Development	Decision
20191788	Glebe Farm, Holt Road, Horsford	Change of use of land from agricultural to self storage facility, including installation of new storage container units, creation of car park area & associated works (revised)	<b>REFUSED</b>
20191368	286 Blue Boar Lane, Sprowston	Sub-division of existing garden to no: 286 to form 2 new semi-detached dwellings (outline)	<b>APPROVED</b> subject to conditions
20191879	Stillwater Farm, Rabbit Lane, Great Witchingham	Para 79 Proposal for conversion, renovation & extension to a historical barn – to include extensive landscape rehabilitation programme & works	<b>APPROVED</b> subject to conditions

Minutes of a meeting of the **Audit Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Thursday 9 January 2020** at **10am** when there were present:

Mr G K Nurden – Chairman

Mr A D Crotch

Ms S I Holland

Mr M L Murrell

Mrs K A Vincent

Also in attendance were the Director of Resources, the Assistant Director of Finance (Section 151 Officer), the Internal Audit Manager and the Committee Officer (DM).

Also in attendance were Alex Younger, Investment & Actuarial Services Manager, and Laura Carter-Rigg, Norfolk Pension Fund, Norfolk County Council.

## **23 APOLOGIES FOR ABSENCE**

An apology for absence was received from Mr P E Bulman.

## **24 MINUTES**

The minutes of the meeting held on 14 November 2019 were confirmed as a correct record and signed by the Chairman.

## **25 MATTERS ARISING**

*Minute no 20 – Minute no 16 – Draft Commercialisation Strategy*

In response to a concern that the proposed presentation for the joint all-member briefing on 4 December on Broadland and South Norfolk joint venture companies had not taken place, the Director of Resources confirmed that the nature of the briefing to all Members had changed to meet Members' needs. Since then, she had briefed the Finance, Resources, Audit and Governance Committee at South Norfolk on its joint venture company and the Committee had felt it would be helpful for the briefing to be extended to a wider range of Members. She offered to arrange a briefing on Broadland Growth for the Audit Committee and, if appropriate, to then offer this to a wider audience of Members. She also pointed out that the Managing Director had undertaken to provide a regular update on the work of the joint venture companies by way of issuing a shareholder letter after each Board meeting.

The Chairman again raised his concern that the accounts and audit report for the joint venture company were not considered by the Audit Committee and was advised that this matter had been raised with the Board who felt the proposed update by way of a shareholder letter would provide the required information. The audit report was already presented to the Audit Committee, the accounts were publically available and the Board included Members of the Council. The Chairman stressed that he continued to be keen to ensure the Audit Committee had the opportunity to have oversight of the joint venture company.



*Minute no 21 – Contract Standing Orders (Contract Procedure Rules)*

The Chairman reported that, because of concerns he had about some of the changes in the scheme of delegation, he had approached the Portfolio Holder for Finance to seek agreement to a number of changes in procedures as follows:

- 1) There should be a clear and fully documented audit trail for all expenditure linking it to the Council's Strategic Business Plan and approved MTFP and budget.*
- 2) Expenditure that is not within the departmental or portfolio budget must be channeled through Cabinet, so that it can be subject to proper scrutiny.*
- 3) All expenditures above £100k should be included in Cabinet papers and clearly identify the portfolio that the expenditure relates to. These reports should be presented to O & S and Cabinet by the respective portfolio holder, i.e. not the officers.*

He believed the Portfolio Holder had supported the suggestions and he had therefore given his support to the Audit Committee's recommendation that Council approve the new Contract Procedural Rules at the Council meeting on 17 December 2019. He now understood that the matters were being discussed further with the Portfolio Holder. He stated he would be seeking further clarification on this matter to ensure the procedures were adhered to.

The Chairman asked about progress on the delivery of training on risk management and was advised that work was progressing on developing a framework for risk across the two councils which would include a training programme for staff and potentially for Members. A further update would be provided at the next meeting.

## **26 NORFOLK PENSION FUND**

Members received a presentation from Alex Younger, Investment & Actuarial Services Manager, Norfolk Pension Fund, Norfolk County Council, outlining the fund, the triennial valuation and IAS19 Reporting (a copy of the presentation is attached at appendix 1 to the signed copy of these minutes).

Mr Younger explained the Norfolk Pension fund was a Local Government Pension Scheme locally administered and highly regulated at a local and national level. A number of governance arrangements were in place to oversee the fund and its administration. Valuation of liabilities could only ever be an estimate and not an exact science. Nationally and locally, membership of the scheme continued to grow and the 2018 report had seen an increase in the value of assets. As at March 2019, overall funding levels were at 99%. Mr Younger answered a number of questions from Members. It was noted that council contributions to the fund varied according to a number of factors. Officers commented that measures were being taken to retain the existing proportions of overall staff numbers at Broadland and South Norfolk to help retain some consistency in the councils' contributions to the fund despite the move to a single workforce.

Members thanked Mr Younger for the informative presentation and welcomed his offer to provide a further presentation in the summer with regard to the pension valuation figures for the Council's annual accounts.

## **27      PROGRESS REPORT ON INTERNAL AUDIT ACTIVITY**

Members considered the report reviewing work of the Internal Audit in delivering the annual internal audit plan for 2019/20, specifically for the period 5 July 2019 to 18 December 2019. It was noted that, of the audits concluded, all had resulted in a positive opinion being awarded and two had concluded with no recommendations for action which was to be welcomed.

With regard to the recommendations for Broadland Growth, these related to strengthening governance arrangements. It was noted that the latest proposals would allow for updates on financial information and progress against the business plan to be shared via the shareholders letter rather than being presented to Cabinet. The Board would be looking to formally adopt the range of key policies at its next meeting and look to address succession planning.

With regard to recommendations for disaster recovery, the potential for increased resilience by sharing services across the two councils was noted. In response to questions, officers confirmed that auditors had access to appropriate IT expertise for the purpose of the audit and it was hoped that a plan would be in place by the end of the financial year. It was noted that digitalisation of services would continue which would facilitate more flexible working.

### **RESOLVED**

to note progress in completing the Internal Audit Plan of work and the outcomes of the completed audits to date for the 2019/20 financial year.

## **28      FOLLOWUP REPORT INTERNAL AUDIT RECOMMENDATIONS**

Members considered the report on progress made in relation to management's implementation of agreed internal audit recommendations falling due by 18 December 2019.

Members noted that there were currently only two recommendations outstanding from 2017/18 and five recommendations outstanding from 2018/19. None were outstanding from 2019/20.

Members were concerned that the recommendation regarding the use of purchase orders prior to all purchases was still outstanding and officers explained the measures introduced to date and the difficulties arising from the recent staff restructuring and changes in staff generating purchase orders. A package of training had been prepared for delivery to staff following the restructuring. Notwithstanding this, Members were keen to see a resolution to this matter and felt that further extensions of the compliance date should not be granted. It was suggested there was an even stronger reason for strict compliance during periods of change. The Internal Audit Manager highlighted

that Accounts Payable was due for an audit in 2020/21 and levels of non-compliance would be tested and reported back to the Committee.

A comment was made regarding procurement and the contract register and that the register was not received by the Overview and Scrutiny Committee or Cabinet. The Director of Resources advised that the register was publically available on the Council's website. A concern was raised that renewal of the IT contract should have been dealt with in a timelier manner and the Director of Resources explained that this contract under the previous contract standing orders would normally have been signed off by way of a Portfolio Holder decision, but it had been agreed to wait until the new Contract Standing Orders were in place in order that the decision be approved by Cabinet to increase transparency. However, the procurement for the contract had been considered much earlier when South Norfolk Council had progressed with a procurement exercise to ensure that Broadland Council could join in with that arrangement. Going forward, the contract register would allow for a forward plan of forthcoming procurements to be produced and maintained. With regard to cyber-crime, funding had been secured for staff training and a programme was being developed for roll out to staff. In response to a suggestion, officers undertook to examine the options for cyber-crime training for Members.

#### **RESOLVED**

to note the position in relation to the completion of Internal Audit recommendations.

### **29 AUDIT COMMITTEE SELF ASSESSMENT**

Members considered their responses to the range of questions forming the high-level self-assessment which supported an assessment against recommended practice. Overall Members assessed their performance positively and scored mainly four or five out of five. Where this was not the case, recommendations for improvement were identified. With regard to the question relating to whether membership of the Committee had been assessed against the core knowledge and skills framework, the Internal Audit Manager agreed to circulate the framework to all Members and substitutes to enable them to formulate an informed response to this question.

In response to a question as to whether there were any "spare" days within the Internal Audit work plan, the Internal Audit Manager clarified that a three year plan of Internal Audit work had been put together which could be developed, and would therefore allow for an area of concern to be raised by the Committee if appropriate.

The Internal Audit Manager undertook to collate the responses and the areas for action and report back to the next meeting.

### **30 WORK PROGRAMME**

The Committee noted the work programme set out in the agenda. The work programme was subsequently updated after the meeting as follows:

12 March 2020	<ul style="list-style-type: none"><li>• Audit committee self-assessment - follow up to consideration at the meeting on 9 January</li><li>• Strategic and Annual Internal Audit Plan 2020</li><li>• Annual Report on Counter Fraud</li><li>• External Audit Plan</li><li>• Broadland Growth Ltd Update (Presentation)</li><li>• Annual Report of the Audit Committee</li></ul>
XX June 2020	<ul style="list-style-type: none"><li>• Internal Audit Progress Report</li><li>• Internal Audit Follow Up Report</li><li>• Head of Internal Audit's Report and Opinion for 19/20</li><li>• Annual Governance Statement</li><li>• Draft Statement of Accounts</li></ul>

*The meeting closed at 1.00pm*

## **COUNCIL TAX RESOLUTION 2020/21**

<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 2020/21 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 2020/21 be noted.
- (2) The sums that have been calculated for 2020/21 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 2020/21.
- (5) That the Council's basic amount of Council Tax for 2020/21 is not excessive.

### **1 Budget Position**

- 1.1 The Cabinet meeting in February considered the financial position of the Authority for 2020/21 and future years, and recommended to this Council meeting the budget for 2020/21. The Cabinet report and the information in that report must be used to underpin any decisions taken at this meeting.
- 1.2 The final local government financial settlement was released on 6<sup>th</sup> February 2020. There have been no changes from the provisional settlement, which was reported to Cabinet at its meeting on 11<sup>th</sup> February.

- 1.3 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.
- 1.4 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 2020/21 council tax for the area.
- 1.5 The 2020/21 budget for Broadland DC recommended by the Cabinet translates into a district council tax of £125.52 for a Band D property, which represents a £4.38 increase on 2019/20.
- 1.6 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 £141,112 in 2020/201 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 2020/21 is set at £3.04. This level of income will be sufficient to cover current levels of maintenance and build a reserve as a contingency.
- 1.7 To this figure is added the cost of parish precepts and the major preceptors.
- 1.8 The following table consolidates the overall council tax position for 2020/21.

	19/20 Band D £	20/21 Band D £	Change
Norfolk County Council	1,362.24	1,416.51	3.98%
Police & Crime Commissioner	253.08	263.07	3.95%
<b>Total Preceptors</b>	<b>1,615.32</b>	<b>1,679.58</b>	
Broadland District Council	121.14	125.52	3.62%
Special Expenses	2.42	3.04	25.62%
<b>Total District Element</b> (Rounding the BDC and Special Expenses figures to 2 decimal places results in a 1p rounding difference compared to this line)	<b>123.55</b>	<b>128.55</b>	£5 increase
Parishes (Average)	78.17	82.40	5.41%
<b>Total Band D Council Tax</b>	<b>1,817.04</b>	<b>1,890.53</b>	<b>4.04%</b>

- 1.9 Members are reminded of s112 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.
- 1.10 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.

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

## 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 2020/21 have been determined under delegated authority and in accordance with regulations made under the local Government Finance Act 1992:
- a) **46,430** 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 2020/21 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) **£44,218,855** 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) **34,424,311** being the aggregate income which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act.
- c) **£9,794,544** 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) **£210.95** 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 (46,430) at 1(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act.
- e) **£3,966,850** 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) **£125.52** 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 2020/21 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.

Band	Norfolk County Council £	Police & Crime Commissioner £	Total Preceptors £
A	944.34	175.38	1,119.72
B	1,101.73	204.61	1,306.34
C	1,259.12	233.84	1,492.96
D	<b>1,416.51</b>	<b>263.07</b>	<b>1,679.58</b>
E	1,731.29	321.53	2,052.82
F	2,046.07	379.99	2,426.06
G	2,360.85	438.45	2,799.30
H	2,833.02	526.14	3,359.16

- 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 2020/21 for each category of dwelling as follows.

Band	District & Parishes Council Tax £	Total Preceptors £	Total 2020/21 Council Tax £
A	140.63	1,119.72	1,260.35
B	164.07	1,306.34	1,470.41
C	187.51	1,492.96	1,680.47
D	<b>210.95</b>	<b>1,679.58</b>	<b>1,890.53</b>
E	257.83	2,052.82	2,310.65
F	304.71	2,426.06	2,730.77
G	351.58	2,799.30	3,150.88
H	421.90	3,359.16	3,781.06

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 2020/21 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.



## Appendix A: Council Tax Base

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

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

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

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

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

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

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

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

**20 February 2020**

## **MONITORING OFFICER REPORT**

**Report Author(s):** Emma Hodds, Monitoring Officer  
[ehodds@s-norfolk.gov.uk](mailto:ehodds@s-norfolk.gov.uk)  
01508 533791

**Portfolio:** Policy

**Ward(s) Affected:** All

**Purpose of the Report:** The purpose of this report is to amend the Constitution in respect of officers who can deputise for the Monitoring Officer and the Section 151 Officer and to make an appointment to an outside body.

### **Recommendations:**

That Council agree to:

- (1) Amend the constitution in respect of officers who can deputise for the Monitoring Officer and the Section 151 Officer.
- (2) Appoint Cllr Pruton to the Norfolk Against Scams Partnership and to authorise attendance at meetings as an approved duty for the purpose of payments under the Members' Allowances Scheme

## **1 SUMMARY**

- 1.1 The purpose of this report is to amend the Constitution in respect of officers who can deputise for the Monitoring Officer and the Section 151 Officer and to make an appointment to an outside body.

## **2 UPDATES TO THE CONSTITUTION**

- 2.1 In light of the implementation of the *One Team* across both South Norfolk and Broadland District Councils, the Constitution requires amendment to reflect the officers who have been appointed by the Monitoring Officer to deputise in her absence. In addition, an amendment is required to reflect the appointment of a Deputy Section 151 Officer.
- 2.2 The Monitoring Officer has appointed three Deputy Monitoring Officers in the new structure, who will deputise across both authorities: the Governance Manager and the two Senior Governance Officers.
- 2.3 The Section 151 Officer has appointed two Deputy Section 151 Officers in the new structure, who will deputise across both authorities: the Senior Finance Business Partner and the Finance Manager.
- 2.4 It is therefore proposed that Article 12 of Part 2 (paragraph 12.1(3)) of the Constitution is updated as follows

*In the absence of the Monitoring Officer, the Governance Manager and the Senior Governance Officers shall act as Deputy Monitoring Officer. In the absence of the Chief Financial Officer (Section 151 Officer), the Senior Finance Business Partners and the Finance Manager shall act as Deputy Chief Financial Officer (Deputy Section 151 Officer).*

*Such posts will have the functions described in Article 12.2 - 12.4 below.*

## **3 MEMBER APPOINTMENTS**

- 3.1 Norfolk Against Scams Partnership (NASP) is a partnership of organisations committed to taking a stand against scams. The partnership's aim is to make Norfolk a scam free County. Being scammed or targeted by fraud can have a devastating impact on vulnerable people in Norfolk and can affect residents of all ages. It can also destroy small businesses. Partners will work together to support residents and businesses in Norfolk to help protect them from scams, doorstep crime and fraud. NASP is open to any organisation, service, business, charity or community group who can play a role in protecting the public, businesses or customers from scams and fraud. NASP partners sign the NASP Charter and will work together to create an action plan to deliver its aims.

- 3.2 Norfolk County Council has invited the Council to join the Norfolk Against Scams Partnership (NASP). It is proposed that Council appoints Cllr Sue Prutton to represent the Broadland Council on the NASP.
- 3.3 It is proposed that Council agrees that meetings of NASP be authorised as an approved duty for the purpose of payments under the Members' Allowances Scheme.

#### **4 ISSUES AND RISKS**

- 4.1 **Resource Implications** – none.
- 4.2 **Legal Implications** – none.
- 4.3 **Equality Implications** – none.
- 4.4 **Environmental Impact** – none.
- 4.5 **Crime and Disorder**- none.
- 4.6 **Risks** - none.

#### **5 CONCLUSION**

- 5.1 The purpose of this report is to appoint deputies to two statutory posts and the appointment of a Member to a new outside organisation.

#### **6 RECOMMENDATIONS**

- 6.1 That Council agree to:
- (1) Amend the constitution in respect of officers who can deputise for the Monitoring Officer and the Section 151 Officer.
  - (2) Appoint Cllr Pruton to the Norfolk Against Scams Partnership and to authorise attendance at meetings as an approved duty for the purpose of payments under the Members' Allowances Scheme.

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

**Report Author:** Emma Hodds  
Assistant Director Governance and Business Support,  
Monitoring Officer for BDC  
01508 533791  
ehodds@s-norfolk.gov.uk

**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

### **Mrs J Copplestone - Broads IDB - 9 January 2020**

Cllrs Kelly, Nurden and I attended the meeting at Hickling Barn, with newly appointed Robin Buxton of the Horsey Estate as chair. Board members reported an ongoing problem with the Anglian Water's Caister Sewage Treatment works and asked officers to ensure the outfall into the Broads drainage system was being adequately managed by using temporary pumps. We were given a presentation from the environment agency on their Broadland Futures Initiative - an aspirational plan to consider the issues of climate change and the economic benefits of protecting land & property from flood risk. The Board voted for a 2.1% increase in drainage rates to invest in added capacity to adequately protect constituent councils and react to high levels of rainfall.

### **Mr R Foulger - Community Rail Partnership Wherry Lines**

I chaired a meeting of the Partnership on 10 January and the following topics were discussed.

1. The final phase of the Re-signalling project will be implemented between 1 and 23 February involving blockages along the lines. The new system will include control of level crossings and will be implemented from Colchester.
2. New trains are being rapidly introduced and very few of the older units now remain. After initial problems, they are operating well and have been well received by passengers. Greater Anglia advised that one new unit had been introduced on the Norwich to London Line and another was expected shortly.

### **Mrs J Leggett - Norfolk Waste Partnership (NWP) 29/01/2020**

#### Major topics discussed

The terms of reference for the Board.

The contract for the disposal of 200,000 tons of residual waste which will be procured by Norfolk County Council (NCC) this year and should go to NCC's Cabinet in July.

The expected National consultation in July concerning the collection of waste and recyclables; there is likely to be more focus on food waste and residual waste.

The recruitment process for a Communications Officer and Development Officer for the Partnership has commenced, the closing date for applications is 24th February.

NCC tried to procure a replacement contract for the waste collection and disposal of Clinical Sharps. As there were no applications NCC have arranged a pilot, in order to collect accurate data which would then help procuring a new contract.



The Chair of the Partnership is still to meet District member representatives to discuss their priorities.

The work stream to look at achieving 60% recycling rates will research how the best performing areas nationally achieve at least 60%. This work stream will also consider other innovative ideas which have proven successful by other councils. The table below shows the published recycling rates for each waste collection authority and the average for England.

Recycling Rates	2014/15	2015/16	2016/17	2017/18	2018/19
Breckland Council	37.3%	39.9%	40.3%	40.1%	37.4%
Borough Council of King's Lynn & West Norfolk	41.9%	44.3%	45.7%	46.4%	42.1%
Broadland District Council	46.8%	50.6%	50.9%	50.0%	48.2%
Great Yarmouth Borough Council	26.7%	31.2%	33.3%	31.9%	29.0%
North Norfolk District Council	41.4%	41.8%	41.9%	41.6%	39.3%
Norwich City Council	35.0%	38.3%	38.3%	37.7%	38.3%
South Norfolk Council	40.4%	43.6%	44.9%	42.9%	41.3%
England	44.8%	44.3%	44.9%	45.2%	44.7%

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))

These pages 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

## **COUNCIL**

**Thursday 20 February 2020**

### **Final Papers**

<b>Item</b>	<b>Details</b>	<b>Page No</b>
<b>10</b>	<b>Cabinet</b>	
	To receive the Minutes of the meeting held on 11 February 2020	<b>350</b>
	<i>A number of recommendations set out in these Minutes need consideration by Council and are set out on the Council agenda (page 3)</i>	

#### **DEMOCRATIC SERVICES**

##### **Broadland District Council**

Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU

Tel: 01603 430428

Email: [cst@broadland.gov.uk](mailto:cst@broadland.gov.uk)

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 11 February 2020** at **6.00pm** when there were present:

Mr S A Vincent – Policy (Chairman)

Portfolio holders:

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

Mr Adams, Mr Murrell, Mr Riley and Mrs Vincent also attended the meeting for its duration.

Also in attendance were the Managing Director, Director Place, Director Resources, Assistant Director Finance, Assistant Director Governance and Business Support (Monitoring Officer), Principle Infrastructure and Planning Policy Officer, Strategy and Programme Manager, Transformation, Innovation and Internal Consultancy Manager, Housing and Wellbeing Senior Manager, Housing and Benefits Manager and the Committee Officer (JO).

## **73 MINUTES**

The Minutes of the meeting held on 14 January 2020 were confirmed and signed by the Chairman as a correct record.

## **74 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.

## **75 OVERVIEW AND SCRUTINY COMMITTEE**

Cabinet received the Minutes of the meeting of the Overview and Scrutiny Committee held on 28 January 2020.

The Chairman of the Overview and Scrutiny Committee advised Members on

the views expressed by the Committee when it reviewed the Cabinet Agenda on 4 January 2020, as each item was considered.

**76 ENVIRONMENTAL EXCELLENCE PANEL**

Cabinet received the Minutes of the meeting of the Environmental Excellence Panel held on 16 January 2020.

The Chairman of the Panel drew Members' attention to the Smart Meter project which had been promoted via officers attending flu clinics, which had been a very effective means of engaging with a large number of residents.

**77 ECONOMIC SUCCESS PANEL**

Cabinet received the Minutes of the meeting of the Economic Success Panel held on 22 January 2020.

The Chairman of the Panel advised the meeting that the Panel had considered the Investment Proposal for the Food Innovation Centre, which would be determined later in this meeting.

**78 CAPITAL STRATEGY AND CAPITAL PROGRAMME 2020/21 TO 2024/25**

The Assistant Director Finance presented the Capital Strategy, which set out the Council's approach to the use of its capital assets and resources. It also outlined the Capital Programme, which detailed the capital expenditure being undertaken by the Council over the next five years.

A key element in the Capital Programme was Disabled Facilities Grants, these would total £4.5m over five years and were fully funded from the Better Care Fund.

The five-year Capital Programme was ambitious, with a budget of £28.8m, and Members were asked to note that a number of projects would require their approval before they were brought forward. These projects were: Waste Depot Refurbishment/Replacement; Waste Collection Vehicles; Bure Valley Railway; the Food Hub Project and Investment Borrowing. A programme of work for ICT infrastructure was also proposed in the report for approval.

External borrowing was anticipated to be required from 2021/22. However, it was also likely that there would be slippage over the life of the programme which could delay the need to borrow.

The Portfolio Holder for Finance advised the meeting that the Capital

Strategy and Programme demonstrated a level of ambition from the Council that had previously not been seen. This should be embraced and taken forward to expand areas such as the operations of Broadland Growth Ltd to deliver housing and generate income.

The Leader thanked the Assistant Director Finance and the Portfolio Holder for Finance for their work in developing the very ambitious Capital Programme.

### **RECOMMENDED TO COUNCIL**

To agree the Capital Programme for 2020/21-2024/25(attached at Appendix 1 to the signed copy of these Minutes) and the Capital Strategy (attached at Appendix 2 to the signed copy of these Minutes).

### **RESOLVED**

To approve the programme of work for 2019/20 to align key elements of ICT infrastructure and corporate systems in use across Broadland District Council and South Norfolk Council as set out within Appendix 3 (attached to the signed copy of these Minutes).

### **Reasons for decision**

The report was a factual account.

## **79 REVENUE BUDGET AND COUNCIL TAX 2020/21**

The Assistant Director Finance presented the report, which summarised the Council's draft Revenue Budget for 2020/21 and contained details of the proposed fees and charges for the same period.

The proposed Revenue Budget sought to advance the Council priority areas.

These were:

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

Members were asked to note that the Council was receiving significantly less funding from central Government than it had in the past. Moreover, the pilot scheme for 75 percent business rates retention was to come to an end in 2020/21 and would revert to 50 percent. New Homes Bonus was also going to end after 2022/23.

The Final Local Government Financial Settlement had been confirmed on 6 February 2020 and was unchanged from the provisional figure announced on 20 December 2019.

Fees and Charges were to be raised in line with inflation, with two exceptions: all Tots2Teens prices would increase by 15 percent from 1 April 2020 and there would be no increase in the garden waste brown bin service.

The Medium Term Financial Strategy showed a funding gap developing in 2021/22 of £1.1m, mainly due to the loss of the New Homes Bonus. However, commercial activities might mitigate the funding gap, as would the 3.61 percent increase in Council Tax, which would help protect the Council's income base and prevent future service cuts.

#### **RECOMMENDED TO COUNCIL**

1. The approval of the 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.
2. The use of the earmarked reserves as set out in Appendix 4 (attached to the signed copy of these Minutes).
3. That any surplus at the end of the 2019/20 financial year is transferred to a new earmarked reserve to help fund the future capital programme, particularly the IT and waste services investment.
4. That the Council's demand on the Collection Fund for 2020/21 for General Expenditure shall be £5,827,894 and for Special Expenditure shall be £141,112.
5. That the Band D level of Council Tax be £125.52 for General Expenditure and £3.04 for Special Expenditure.

#### **RESOLVED**

to agree

1. Changes to the proposed fees and charges as set out in section 5.
2. 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; and
3. To note the future budget pressures contained in the Medium Term Financial Strategy.

### **Reasons for decision**

The report was a factual account.

## **80 TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21**

The report set out the Treasury Management Strategy for 2020/21 and associated policies, which were drafted in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management 2017.

Three main treasury reports were presented to Members each year: Prudential and Treasury Indicators and Treasury Strategy; a mid-year Treasury Management Report and an Annual Treasury Report.

The primary objective of the Council in its treasury management activities was the security of its cash above the liquidity of the investment. The Investment Strategy, therefore, remained prudent, reflecting the Council's risk appetite and legal obligations.

In respect of borrowing the Council would ensure that it would be affordable, sustainable and prudent. The authorised limit for external debt was £4m for 2020/21. The Public Works Loan Board had increased their loan rate, therefore, alternative financial institutions would be considered as a source of loans at cheaper rates, if needed.

The Portfolio Holder for Finance confirmed that the Council's finances complied with the prudential indicators in the Treasury Management Strategy and that alternatives sources for borrowing would be looked at to fund the Council's ambitious plans.

### **RECOMMENDED TO COUNCIL**

1. The Treasury Management Strategy Statement.
2. The Treasury Management Policy Statement 2020/21 (attached at Appendix 5 to the signed copy of these Minutes).



3. The Annual Investment Strategy 2020/21 (attached at Appendix 6 to the signed copy of these Minutes).
4. The Treasury Management Practice (TMP1) Credit and Counterparty Risk Management (attached at Appendix 7 to the signed copy of these Minutes).
5. The Treasury Management Scheme of Delegation (attached at Appendix 8 to the signed copy of these Minutes).
6. The Minimum Revenue Provision (MRP) Statement (Section 8) that sets out the Council's policy on MRP.
7. The Prudential Indicators and Limits for the next 5 years contained within the report.

### **Reasons for decision**

The report was a factual account.

## **81 COUNCIL TAX REDUCTION 2020/21**

The Council was required to review its Council Tax assistance arrangements annually and the report proposed a revised scheme, which would be effective from 1 April 2020.

It was proposed to adopt a tolerance scheme that would protect vulnerable residents from financial difficulties, due to changes in their Universal Credit entitlement.

At present a claimant receiving Universal Credit was assessed each time their income changed. If they were claiming Council Tax Assistance from the Council, the Council was notified each time of the change to the claimant's award and where necessary, their Council Tax bill would be recalculated.

To prevent frequent changes to a claimants' bill, which might create personal budgeting issues, it was proposed that if a claimants' Universal Credit increased or decreased by a tolerance of £20 the change would not be reassessed.

The proposed scheme had received a largely favourable response during a consultation undertaken in October 2019. Those that disagreed with the introduction of a new scheme, wanted the process to be simplified, which was the aim of the new scheme.

It was also proposed to amend the wording to part of the Council Tax Assistance Scheme to reduce the paperwork required from a Universal Credit claimant to apply for Council Tax Assistance.

Members were advised that the proposed changes were fairly straightforward and would simplify the scheme for claimants and staff. An aligned scheme for Broadland and South Norfolk would be looked at in the future, which would be developed through a Member workshop to be arranged in due course.

The Leader noted that the new process would help smooth out the financial peaks and troughs for vulnerable residents.

### **RECOMMENDED TO COUNCIL**

To approve the proposed amendments and that the Council Tax Reduction scheme for 2020/21 be updated accordingly.

### **RESOLVED**

To note the work officers will continue to undertake across the two Councils on processes to mitigate the wider impact of Universal Credit on Council Tax billing and collection.

### **Reasons for decision**

To introduce a simplified scheme that would reduce the impact of Universal Credit on Council Tax Assistance claimants.

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

The Principal Infrastructure and Planning Policy Officer presented the draft Greater Norwich Joint Five Year-Infrastructure Investment Plan 2020/5. The five-year plan included: progress reports on previously approved projects; proposals for new projects to be funded by the Community Infrastructure Levy in 2020/21; updated forecasts of CIL income; and information on future project priorities.

Twelve new projects totalling £2.85million has been recommended to be supported through the 2020/21 Annual Growth Programme. In Broadland these were: Aylsham Sports Hub Stage 3; North-West Woodlands Project and Plumstead Road Roundabout.

In addition, it was proposed that Norfolk County Council Education receive £2m to support the development of their capital programme within Greater Norwich.

The Portfolio Holder for Environmental Excellence welcomed the Green Infrastructure schemes that were coming forward in the District.

### **RECOMMENDED TO COUNCIL**

To

1. Agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025; and,
2. Approve the allocation of CIL to 12 specified projects, these projects will form the 2020/21 Annual Growth Programme; the allocation of £2M to support the Education Capital Programme within Greater Norwich; payment of the previously committed CIL funding of £561,760 to the Hempnall Crossroad project within 2020/21; and, the full reinstatement of the £2M IIF cash reserve.

**Reasons for decision**

To support the provision of infrastructure in the District

**83 BROADLAND DISTRICT COUNCIL AND SOUTH NORFOLK COUNCIL – STRATEGIC PLAN AND DELIVERY PLAN**

The Committee was advised that a key element of the Feasibility Study, agreed by Members in 2018, had been the ambition to develop joint strategic priorities and delivery plans to enable a common focus for the new one joint officer team.

The report, therefore, presented a new four-year Strategic Plan for Broadland and South Norfolk Councils, which set out the vision, ambitions and priorities for the organisations. It also proposed the adoption of a one-year interim Delivery Plan (to be two years after the interim Plan) which outlined the different activities and projects the Councils would be undertaking to meet the priority areas outlined in the Strategic Plan.

Adopting these Plans would allow for a shared strategic ambition and effective delivery of different services across the two Councils, both collaboratively and autonomously.

Following recommendations from the Joint Lead Members Group amendments would be made to the plans to place a greater emphasis on the environment and the delivery of the Environmental Strategy.

The Leader noted that the Plans would allow the single officer team to work towards strategic outcomes that would deliver the ambitions and objectives of both Councils.

**RECOMMENDED TO COUNCIL**

To

1. Approve the adoption of the Strategic Plan 2020-2024; subject to the inclusion of reference to the environment and the Environmental Strategy; and
2. Approve the adoption of the Interim one-year Delivery Plan for 2020/21.

**Reasons for decision**

To deliver the ambitions of Broadland and South Norfolk Councils through one officer team.

**84 ECONOMIC SUCCESS PANEL EXEMPT MINUTE 22 JANUARY 2020**

Cabinet received the exempt Minutes of the meeting of the Economic Success Panel held on 22 January 2020.

**85 INVESTMENT PROPOSITION FOR THE FOOD INNOVATION**

The Strategic Economic Growth and Funding Manager presented her report, which recommended an investment proposal to fund a project which would deliver a Food Innovation Centre located within the Food Enterprise Park (Honingham) and an innovation support programme for the agri-food sector. The proposal would act as a catalyst for unlocking the site, as well as enhancing the agri-food sector to provide economic benefits including new jobs, business growth and an increased spend on research and development.

In addition, the proposals would support the delivery of the ambitious Food Enterprise Zone (FEZ), which had been established in March 2015 to create additional value from the Norfolk's agricultural base. Detailed evidence had been secured by the Food and Drink Forum and by a number of partner organisations which identified the lack of provision for food grade space for rent for food and drink businesses as well as the need for bespoke innovation support for this sector.

Following work to improve the robustness of the business case for the project, an expression of interest funding application had been submitted and approved by the Ministry for Housing Communities and Local Government for European Regional Development Funding (ERDF). A full application, demonstrating that the project was achievable and fit for purpose was due by March 2020. Due to the tight timescales involved, some elements of the proposal were incomplete at this moment in time or still to be finalised and were subject to change. Work was ongoing to develop the project, rework the building design and costings to create a viable funding proposition. A number of potential tenants had already been identified.

The Portfolio Holder for Economic Development commended the work that

the Strategic Economic Growth and Funding Manager had put into this project and noted that this would be the last opportunity to access ERDF funding.

The Funding Manager outlined a number of risks associated with the project which would need to be carefully considered if the project was to proceed to the contract and delivery phase. These included potential claw back of ERDF funding (with interest) as well as tight margins associated with operating the centre.

In response to a query, it was confirmed that the funding Broadland was contributing for pre-contract work was included in the total being allocated from capital reserves for the Council's contribution to the whole project.

It was also confirmed that the total sum allocated included a ten percent contingency/risk element.

### **RECOMMENDED TO COUNCIL**

1. Allocate from capital reserves, the sum as set out in the report, for the delivery of Food Innovation Centre project. Final costings and funding agreements will be signed off through delegated authority by the Director of Resources in consultation with both the Portfolio Holder for Economic Development and the Portfolio Holder for Finance.
2. Final costings and funding agreements will be signed off through delegated authority by the Director of Resources in consultation with the Portfolio Holder for Economic Development.
3. Use the European Regional Development Fund (ERDF) compliant e.g. Scape Procurement Framework to design and build the Food Innovation Centre giving delegated authority to the Director of Resources to initiate all pre contract work.
4. Continue propriety work, up to and including but not beyond the signing of the funding contracts with the Ministry for Housing Communities and Local Government (MHCLG) and other funders.
5. To front fund the sum, as set out in the report, for pre contract work which is not eligible under ERDF and therefore 100% at risk if ERDF funding is not secured from MHCLG.

### **Reasons for decision**

To invest in the delivery of infrastructure and innovation to support the agri-food sector.

## **86 REVIEW OF LEGAL SERVICES PROVISION**

The Leader thanked the Chairman of the Overview and Scrutiny Committee, for giving permission for this additional item to be considered as a matter of Special Urgency. The reason for urgency was due to the deadline imposed by Nplaw, with regard to any new future agreement.

The Assistant Director Governance and Business Support (Monitoring Officer) advised the meeting that due to the legal services contracts of both Council expiring during 2020/21 Cabinet were being asked to look at options for a joint legal service across both Councils.

The Council had a Service Level Agreement with nplaw, whilst South Norfolk was a stakeholder in nplaw. Following discussions the Board of nplaw had invited Broadland to join as a stakeholder and an agreement had been drafted. However, there were issues with the agreement that needed consideration and, therefore, a number of other options were outlined in the report that Members were asked to look at before determining a preferred course of action for officers.

Following discussion and consideration of all of the options in the report it was:

**RESOLVED**

To agree the contract as set out in Option 1 of the report, subject to the removal of the restrictive clause, with final sign off to be delegated to the Assistant Director Governance and Business Support (Monitoring Officer), in consultation with the Portfolio Holder for Policy.

*The meeting closed at 7.55pm*