

BUSINESS PLAN 2019-2023

Introduction

Broadland is a great place to live and work. Set in the picturesque Norfolk landscape it harbours significant economic potential. This potential must be realised while at the same time preserving its unique character.

Our vision is to shape our local area to make it one of the best places to live and work in the country. Together with our partners we want to bring more homes, more jobs and more opportunities to the District and ensure Broadland plays its part in driving the economy of Norfolk for the benefit of all residents.

For the next four years our key ambitions will be

- Driving growth and prosperity for all.
- Delivering environmental excellence.
- Improving health and wellbeing and quality of life.
- Supporting our residents and businesses to stay safe.
- Increasing our financial resilience and capacity, in collaboration with South Norfolk Council.

Despite our finances being more challenged than they have ever been, our continued commitment to providing high quality services to residents means we must look to economic growth as a way of ensuring delivery.

Therefore, as a Council, we will become more innovative and collaborate with others both formally and informally, to deliver the best for our communities.

Our Vision, Ambitions and Objectives are detailed within the following pages.

Shaun Vincent
Leader of the Council.

Trevor Holden
Managing Director.

Background

Our Business Plan is a concise, strategic document setting out our vision, ambitions and objectives for the local area and explaining how we will use our resources to best deliver services.

We took the opportunity to consult widely for the new Plan, engaging with the community and gaining important feedback to help shape it.

The Council's interaction with residents and stakeholders had a real impact on this Plan and a number of specific changes were made as a result of this engagement.

Our consultation included the Chief Executive and Leader of the Council holding face-to-face meetings with major stakeholders across the District – both in the public and private sector.

The Council also ran a series of workshops in December 2018, which were attended by a range of additional stakeholders.

An online resident's questionnaire was published through the December 2018 edition of *Broadland News*, aimed at gathering the same information as the workshops.

The consultation process was primarily designed to assess how well we had performed against the previous Business Plan, and identify priorities for the future.

As a result of the consultation, we have updated our Ambitions and supporting Objectives and made them clearer and more engaging.

We have also revised the Plan to ensure we clearly evidence how well we meet our Ambitions and Objectives and placed effective partnership working with South Norfolk Council at the core of what we do.

Our Vision

Shaping our local area to make it one of the best places to live and work in the country.

Our Ambitions

- Delivering growth and prosperity for all

Delivering economic success is about creating vibrant, engaged communities that work together with businesses to celebrate and enhance what is good about the District to influence and drive a thriving marketplace. Our primary ambition is to put Broadland at the forefront of opportunities and ensure it is a place where people and businesses flourish.

Our aim is to have a high level of inward investment and business growth, as a strong economy is essential in order to deliver services to our residents and businesses. We have well over 3,500 business premises within the District and some 5,000 businesses based here – we believe we are the ‘place to do business’ and have worked hard to reduce bureaucracy and the burden of regulation on our business community.

We can be proud of our business start-up rates being amongst the highest in Norfolk and the survival rate of these businesses after three and five years are consistently better than county, regional and national averages. What’s more, the rate of unemployment is frequently the lowest in the County, and better than regional and national averages.

The support we provide to companies of all sizes enables people to launch and grow a business they are passionate about, through our training courses and ongoing advice. We help businesses access external funding to assist their growth and development, and bring tangible benefits to the District; we support the Financial Industries Group; and we set up the Greater Norwich Manufacturing Group. Our ongoing work raises the profile of these sectors and ensures networking and collaboration opportunities are brought to fruition.

Our aim is to foster a growing economy by taking a joined up approach to service delivery as we recognise that many services across the council can help deliver this ambition.

Our ambitions for growth include creating great places for people to live and work in. These places will offer a mixture of facilities and recreational opportunities and people will have a choice regarding how they get about. They will be able to drive their car, cycle, walk or get the bus. They will be well connected.

By planning for these new and sustainable communities, we are seeking to meet the increasing demand for housing and trying to do that through high-quality places. We will also ensure that a range of homes which meet peoples’ varying needs are built.

We also aim to ensure that there is sufficient investment to provide the right infrastructure. In other words, delivering the right infrastructure in the right place at the right time to serve these communities, with the help of the Community Infrastructure Levy and other funds.

- Delivering environmental excellence

We are passionate about achieving environmental excellence in everything we do. We will continue to strive for our residents and businesses to be environmentally sustainable in terms of waste and energy efficiency.

It’s important that we set ourselves ambitious objectives in this area, in order to help address climate change and to stimulate the economy and provide jobs, creating opportunities for economic success.

As a Council, we have strong green credentials and this ambition is about further strengthening our reputation. Keeping Broadland beautiful through maintaining a clean, tidy and healthy District is a continuing priority.

We recognise the contribution the planning system can make to maintaining and enhancing environmental excellence. This includes consistently applying the principles of sustainable development, maintaining the natural and built heritage we currently enjoy, and mitigating and adapting to climate change.

In formulating planning policy, whether at the district level or in the Greater Norwich partnership, we will apply the above principles having regard to the need to deliver growth and prosperity for all.

- Improving health and wellbeing and quality of life

We are committed to ensuring that people in Broadland enjoy every opportunity to live healthy and happy lives. The health and wellbeing levels of people in Broadland stand above the national average, but we still have issues to address, such as tackling economic, health and wellbeing inequalities, as well as reducing waste and carbon emissions.

Areas such as housing, economic development, planning and a host of environmental health services all have an important impact on the health and wellbeing of our residents. As such, this ambition and the objectives that sit behind it, focus on a variety of different elements that we believe will greatly improve quality of life for our residents.

We run our own programmes of prevention and early intervention e.g. the Handy Person Plus scheme. We also work with others, including local communities, to identify health needs and jointly design services that best meet those needs, with the aim of increasing overall levels of health and wellbeing in the District.

- Supporting our residents and businesses to stay safe

We pride ourselves on the low level of crime and anti-social behaviour in Broadland and this ambition is about continuing to keep people safe and secure.

We will continue to develop our preventative approach, including designing out potential crime areas in new developments. Other examples include the Tots2Teens scheme, which is not just about childcare but preventing anti-social behaviour by giving young people something to do. We also offer support through a range of targeted health programmes.

We also deal with issues such as domestic abuse and protecting vulnerable communities, who are more likely to be the victims of crime. For example, Broadland provided funding to Norwich City Council for rough sleepers who had migrated from the District to Norwich. Taking this preventative approach helps keep Broadland safe and peaceful.

We also see an opportunity to look at key demographics and develop additional policies accordingly.

- Increasing our financial resilience and capacity in collaboration with South Norfolk Council

While focusing on our corporate priorities, we also need to ensure that we deliver our wide range of day-to-day services effectively and efficiently. Additionally, as a publicly funded body, we have a duty to deliver value for money.

The Council has gone through a programme of Systems Thinking interventions, which was designed to improve services, maximise income and deliver savings and efficiencies. Total savings delivered through the programme are currently running at £440,000 per annum.

The Finance Team sets the annual budget together with senior management and budget holders, to ensure it is appropriate and affordable. Throughout the year, regular budget meetings take place to ensure budget holders are on track with their expenditure and if not, the Finance Team works with them to keep overspend to a minimum.

By delivering value for money on a continuous basis we ensure that the Council remains viable and sustainable for the future. To this end, Broadland and South Norfolk Council entered into an agreement last year to join our workforces together in support of the two Councils to deliver better outcomes for our residents and businesses, whilst achieving efficiencies in service delivery.

Objectives and Measures

This section of the Business Plan sets out in more detail how we intend to deliver on our ambitions and how we will assess our performance.

It contains a number of specific objectives together with the measures we will use to evidence how successfully we are delivering on the plan.

The measures will be a mixture of numerical and narrative data, designed to promote learning and improvement.

Objectives and measures for the 2019-2023 Business Plan

	Objective	Measures	Supporting Ambition(s)
1	To back local businesses by providing information, advice and guidance to help them establish, grow and prosper.	<p>1 Numbers and types of support given to businesses approaching the Council directly through the Economic Development Team</p> <p>2 Number of businesses engaging with sector groups facilitated by the Economic Development Team</p> <p>Financial Industries</p> <p>Manufacturing Group</p> <p>Tourism and Heritage Network</p> <p>3 Business collaborations resulting from engagement</p> <p>Financial Industries</p> <p>Manufacturing Group</p> <p>Tourism and Heritage Network</p> <p>4 Number and type of actions devised to deliver against 'The East Economic Strategy for Norfolk and Suffolk' produced by the New Anglia Local Enterprise Partnership</p>	<p>Driving growth and prosperity for all</p> <p>Improving health and wellbeing and quality of life</p> <p>Supporting our residents and businesses to stay safe</p>
2	To support our local communities by offering a range of opportunities, skills and employment prospects	<p>1 Number of Broadland businesses offering apprenticeships and the Apprenticeships Framework being offered.</p> <p>2 Businesses and residents engaging in training programmes provided by the Council and in</p>	Driving growth and prosperity for all

		<p>partnership with other organisations. Both accredited and non-accredited courses</p> <p>3 Number of Broadly Active clients and those showing an improvement after 12 weeks</p> <p>4 Number of children and young people engaged with Council facilitated activities and percentage of those with Special Education Needs or from low income families.</p>	Improving health and wellbeing and quality of life
3	Enable and encourage our communities to recycle more.	<p>1 Recycling rate</p> <p>2 Kg of residual waste collected per household</p> <p>3 Number of Brown bins</p> <p>4 Food Waste tonnage</p>	Delivering environmental excellence
4	To improve energy efficiency and increase the uptake of renewable energy throughout the local area	<p>1 Number and type of energy efficiency improvements in homes (improvement in energy efficiency rating as measured by Energy Performance Certificate)</p> <p>2 Number and type of energy efficiency improvements in commercial premises (measured as above)</p>	<p>Delivering environmental excellence</p> <p>Improving health and wellbeing and quality of life</p>
5	To further enhance the high quality local environment	<p>1 Number of fly tips</p> <p>2 Time taken to collect fly tips</p> <p>3 Number of reports of dog fouling</p> <p>4 Air quality analysis</p>	Delivering environmental excellence

6	To work collaboratively to maximise the investment and funding available for the necessary infrastructure, homes and opportunities for local residents	1 Income from New Homes Bonus 2 Amount of Community Infrastructure Levy (CIL) collected and overdue 3 S106 income	Driving growth and prosperity for all
7	To maximise the delivery of the right homes in the right place to meet our residents' needs.	1 Number of new homes delivered a) Total b) through Broadland Growth Ltd 2 Number of new affordable homes delivered a) Total b) through Broadland Growth Ltd 3 Number of Empty Homes (CTB1) 4 Number of supported homes delivered	Driving growth and prosperity for all Improving health and wellbeing and quality of life
8	To improve the condition of housing through support and regulation	1 Number of homes improved through advice and enforcement 2 Number and amount of Improvement Grants/Loans 3 Number of Homes in Multiple Occupation to legislative standards	Improving health and wellbeing and quality of life Supporting our residents and businesses to stay safe
9	To understand people's housing problems and help them solve them.	1 Overall demand on the service 2 Effectiveness of Housing Options (help, complaints, reviews) 3 Nominations	Improving health and wellbeing and quality of life

		4 Use of temporary accommodation	Supporting our residents and businesses to stay safe
10	To address the needs of vulnerable residents to ensure they can continue to live independently.	1 Number of Disabled Facilities Grants (DFGs) completed for older people (age 60+) 2 Housing options available for older people 3 Number of interventions to assist vulnerable people in their own homes (HIA/Handyperson) 4 Number of residents increasing disposable income through benefits check, switch and save etc.	Improving health and wellbeing and quality of life Supporting our residents and businesses to stay safe
11	To address community concerns and reduce the incidence of crime through targeted action.	1 Overall levels of crime 2 Rates of prevalent types of ASB/domestic abuse/hate crime 3 Numbers and type of demand for services in Help Hub 4 Impact and outcomes of interventions	Improving health and wellbeing and quality of life Supporting our residents and businesses to stay safe
12	To effectively manage our finances.	1 Spend against revenue/capital 2 Collection rates for Council Tax and Business Rates 3 Amount of investment income 4 Value of savings and efficiencies identified in financial year 5 Type and value of new income streams.	Increasing our financial resilience and capacity in collaboration with South Norfolk Council
13	To use systems thinking principles to improve services	1 Numbers and progress of service interventions	Increasing our financial resilience and capacity in

	and deliver savings and efficiencies	2 Summary of key improvement in services	collaboration with South Norfolk Council
14	To maximise staff engagement	1 Level of staff engagement as evidenced through surveys 2 Staff turnover 3 Staff attendance (sickness absence)	Increasing our financial resilience and capacity in collaboration with South Norfolk Council
15	To enhance public safety and minimise health risks	1 Number of food premises inspected 2 Number of food premises achieving 5 star rating 3 Number and type of communicable disease notifications 4 Number of appeals a) lodged b) upheld 5 Number and type of health and safety notifications	Improving health and wellbeing and quality of life Supporting our residents and businesses to stay safe
16	To work with partners to tackle health inequalities and improve the life chances of residents	1 Analysis of social mobility index factors	Improving health and wellbeing and quality of life
17	To broaden the scope, impact and significance of joint working through partnerships.	1 Outcomes from the following partnerships: GNGB, H&WB Board, Broadland Growth etc	All of them