

Cabinet

Agenda

Date

Tuesday 14 January 2020

Members of the Cabinet

Mr S A Vincent
Chairman (Leader) Policy

Mrs T M Mancini-Boyle
(Deputy Leader) Finance

Portfolio holders

Mrs J K Copplestone Economic Development

Mr J J Emsell Transformation and
Organisational Development

Mrs L H Hemsall Planning

Mrs J Leggett Environmental Excellence

Mr F Whymark Housing and Wellbeing

Time

6.00 pm

Place

Council Chamber
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

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



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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**

A G E N D A

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| 1 | To receive declarations of interest under Procedural Rule no 8 | |
| 2 | Apologies for absence | |
| 3 | <u>Minutes of meeting held on 26 November 2019.</u> | 8 – 14 |
| 4 | Matters arising therefrom (if any) | |
| 5 | Public Speaking

To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.

In accordance with the Constitution a period of 3 minutes is allowed per member of the public. | |
| 6 | Representations from Non-Cabinet Members

To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.

In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member. | |
| 7 | Overview and Scrutiny Committee

Cabinet will be advised of views expressed by the Committee at its meeting on 7 January 2020 in relation to items on this Agenda. | |
| 8 | <u>Joint Economic Success Panel and Wellbeing Panel</u> | 15 – 25 |
| | To receive the Minutes of the meeting held on 20 November 2019. | |
| 9 | <u>Greater Norwich Local Plan Regulation 18 Consultation</u> | 26 – 51 |
| | To consider the draft consultation document. | |
| 10 | <u>Leisure Principles</u> | 52 – 57 |
| | To consider a report seeking to identify leisure opportunities and priorities. | |
| 11 | <u>Treasury Management Update</u> | 58 – 66 |
| | To receive an update from the Assistant Director Finance. | |

12 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.

13 [Renewal of Microsoft Licence](#)

67 –71

To receive a report from the Assistant Director Governance and Business Support.

14 [Exempt Minute](#)

72– 73

To receive the exempt Minute of the meeting held on 26 November 2019.

Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

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

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

Does the interest directly:

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

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

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

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

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

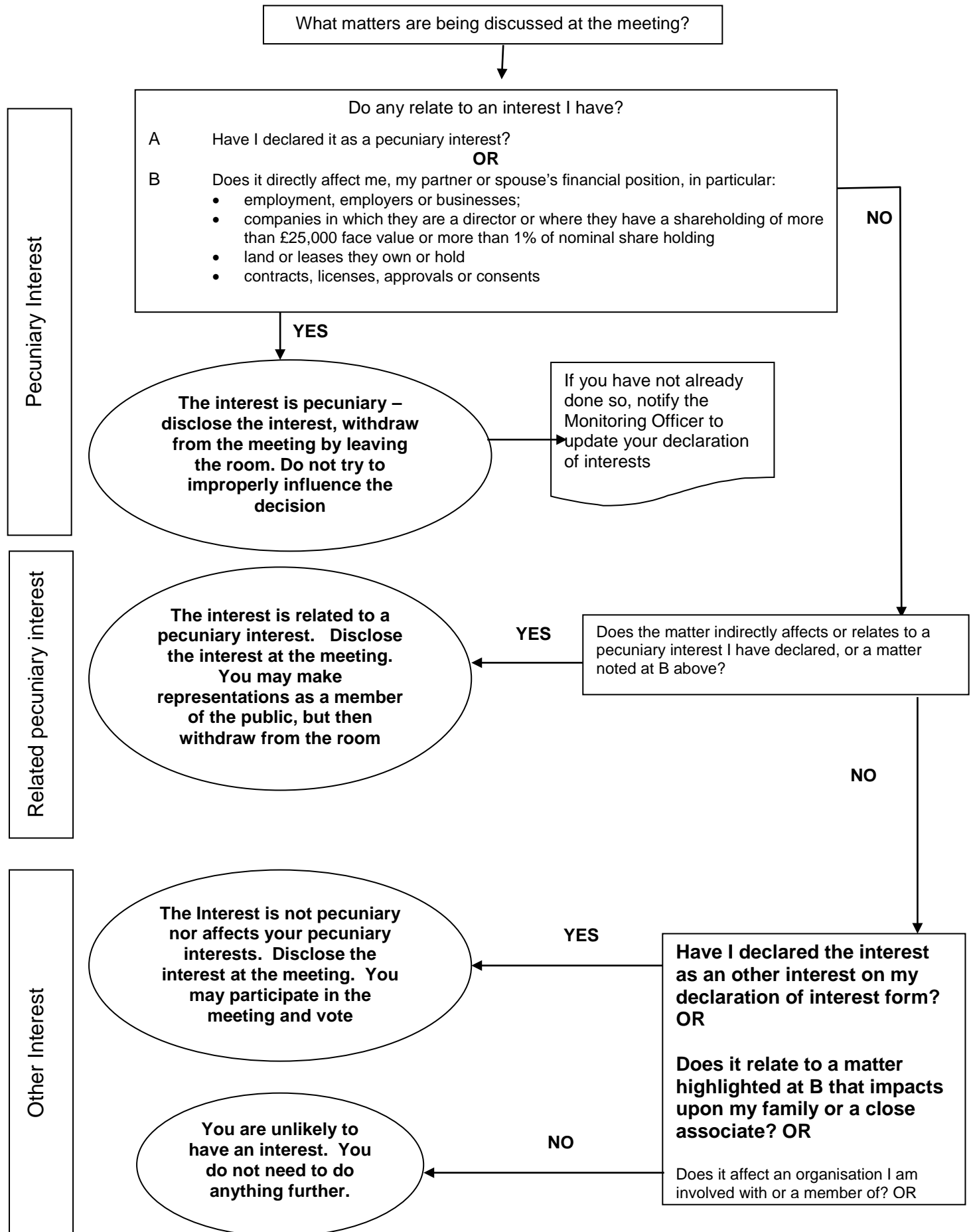
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

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

FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 26 November 2019** 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 and Mrs Vincent also attended the meeting for its duration.

Also in attendance were the Managing Director, Director Place, Director Resources, Director People and Communities, Assistant Director Governance and Business Support (Monitoring Officer), Chief of Staff, Assistant Director Finance, Assistant Director Individuals and Families, Revenues and Benefits Manager, Environmental Protection Manager (Special Projects), Business Improvement Lead and the Committee Officer (JO).

51 MINUTES

The Minutes of the meeting held on 28 October 2019 were confirmed as a correct record and signed by the Chairman.

52 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.

53 OVERVIEW AND SCRUTINY COMMITTEE

The Vice-Chairman of the Overview and Scrutiny Committee advised Members of the views expressed by the Committee when it reviewed the Cabinet Agenda on 19 November 2019, as each item was considered.

54 PLACE SHAPING PANEL

Cabinet received the Minutes of the meeting of the Place Shaping Panel held on 4 November 2019. The Panel had commended the Transforming Cities Funding Submission. Members had also recommended that amendments be made to the Council's Constitution in respect of functions relating to planning.

55 HEALTH AND WELLBEING FRAMEWORK

The report recommended that the Council adopt the Health and Wellbeing Framework, which would set out the priorities of Broadland and South Norfolk for working with partners to reduce health inequalities and promote good health across both districts.

As both authorities had similar demographics and faced comparable health issues the Framework had been shaped to specific needs requiring support and intervention and the following key priority areas:

- Frailty and Falls
- Mental Wellbeing
- Activity and Healthy Lifestyle
- Employment and Aspirations

Members were advised that the initiatives in the Framework would complement a lot of the excellent work already being undertaken by the Council, such as the Why Weight scheme, Broadly Active and Tots2Teens.

The Portfolio Holder for Housing and Wellbeing commended the Framework, which would help address some significant health issues in the district, such as the 21 percent of reception schoolchildren who were overweight and obese and reducing falls in the elderly, which was the leading cause of death amongst people aged over 75. However, he proposed that further costings should be included in the Framework before it was adopted.

In response to a query, it was confirmed that the Framework could be used to attract funding in support Public Health England's Healthy Living Scheme.

The Director of People and Communities also confirmed that the District Direct hospital discharge programme continued to be monitored and he would forward this data to Cabinet following the meeting. He would also ensure the maps in the Framework would include a key.

RECOMMENDED TO COUNCIL

to adopt the Health and Wellbeing Framework, subject to the inclusion of costings within the proposal.

Reasons for decision

To improve residents' health and wellbeing.

56 COUNCIL PERFORMANCE – BROADLAND BUSINESS PLAN

The report provided an update on delivery of the Business Plan objectives for the period 1 April to 30 September 2019. The report was in a new format, as officers were seeking to align the content and frequency of strategic performance reporting for both Broadland and South Norfolk.

Key changes in the report were an overview section containing more financial information and two further appendices; one reporting performance including graphic data and the second explaining financial variances against the budget.

The Assistant Director of Finance informed Members that the current total net budget position was a favourable variance of c£1.4m. If the trend continued the year-end outturn could be a favourable variance of c£2.5m. Members' attention was also drawn to the budgets for income, non-pay and pay, which were all on track for the financial year.

The meeting was also advised that the current variance of the Shared Services programme was £200,600, but would be covered through the wider savings made through the collaboration programme.

The Portfolio Holder for Economic Development commended the support being provided for manufacturing, engineering and financial clusters in the district.

The Portfolio Holder for Environmental Excellence noted a slight increase in recycling and a reduction in residual waste over the period. She also noted that the Council had the highest percentage of Brown Bin customers in the county.

The Finance Portfolio Holder welcomed the projected surplus of £2.5m, as well as the better financial return on investment funds for the quarter but she was also aware of the IT investment required, as well as uncertainty over how Brexit would affect the Council's finances.

The Managing Director concurred with this view adding that, whilst the financial position of the Council was good at the moment, caution was advised as the revenue budget remained at risk from external changes; such as a reduction in the New Homes Bonus.

The Chairman commended the new format of the Performance Report, which clearly set out a high level overview, as well as providing more detailed information in the Appendix that linked in well to the six ambitions of the Council.

RESOLVED

to note

- (1) and consider the progress and performance made against the Council's objectives; and
- (2) the 2019/20 performance for the quarter and the year and the combined efforts across the Directorates to deliver the vision of the Council; and
- (3) the current position with respect to risks; and
- (4) the capital and revenue position and the reason for the variances on the General Fund

Reasons for decision

The report was a factual account.

57 REVIEW OF DISCRETIONARY RATE RELIEF

The report proposed the alignment of Broadland and South Norfolk Council's Discretionary Rate Relief policies.

Members were advised that where possible, synchronising rate relief policies across the two authorities would make the schemes simpler for staff to administer and more transparent and accessible for ratepayers in both areas.

The proposed alignment would result in 15 Broadland and 11 South Norfolk organisations gaining additional support from the policy changes. In addition to that, four Broadland and two South Norfolk organisations would see an adverse effect on their relief entitlement.

If the changes were accepted it would bring the total number of elements on which Broadland and South Norfolk aligned to 17 out of 21 policies of the relief schemes.

Cabinet were advised that the Overview and Scrutiny Committee had suggested that the risk of giving the wrong advice where the policies did not align should have been acknowledged in the report, even if the risk was comparatively low.

The Finance Portfolio Holder noted that the changes would result in a saving for the Council and commended the work by officers to align the policies. However, she also requested that the authority delegated to the Assistant Director of Finance to make decisions related to individual awards within the policy framework be taken in consultation with the Portfolio Holder.

RECOMMENDED TO COUNCIL

- (1) to adopt the revised discretionary rate relief policy and
- (2) 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.

Reasons for decision

To further align policies between Broadland and South Norfolk.

58 NORFOLK STRATEGIC PLANNING FRAMEWORK 2020/21

The report set out proposals for the continuation of the Norfolk Strategic Planning Framework (NSPF), which was a document produced by all the planning authorities in Norfolk, together with the involvement of relevant bodies such as the Environment Agency.

The Framework set out guidelines for strategic planning matters across the county and beyond, and demonstrated how the planning authorities would work together under the Duty to Co-operate through a series of potential agreements on planning related topics.

The Framework was produced by an officer group and each constituent authority contributed to its cost. Broadland's contribution was £10,000 per year. Members were requested to approve the work-plan and the contribution to its production.

RECOMMENDED TO COUNCIL

to approve

- (1) the proposed NSPF work-plan for 2020/21; and
- (2) the contribution of £10,000 to the work on the NSPF for 2020/21.

Reasons for decision

To assist the Council meet its legal obligations.

59 JOINT DOMAIN NAME

The report proposed submission of a joint domain name for Broadland and South Norfolk.

The process of identifying a joint domain name began with engagement with staff and Members for their suggestions, followed by a wider staff and Member survey. Suggestions were then put to an all-Member workshop and a shortlist completed that was taken to the Joint Lead Members' Group for determination. This process had resulted in the recommendation of a preferred choice of southnorfolkandbroadland.

RECOMMENDED TO COUNCIL

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

Reasons for decision

To establish a single digital identity for both Councils.

60 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.

61 WASTE SERVICES REVIEW

The report set out possible joint commissioning options for Waste Collection, Street Cleansing and Ground Maintenance Services, which were the largest and most universal services provided by both authorities.

Following discussion, as set out in the exempt Minute, it was:

RESOLVED

that officers develop a full business case to explore a joint commissioning model, including the potential provision of a shared depot, to deliver waste collection, grounds maintenance and street cleaning services on behalf of both Councils, to wholly replace both current operating models.

Reasons for decision

To explore further the benefits of a joint waste collection service.

The meeting closed at 7.02 pm

Joint Meeting of Economic Success and Wellbeing Panels

Minutes of a joint meeting of the **Economic Success and Wellbeing Panels** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Wednesday 20 November 2019** at **6pm** when there were present:

Ms S J Catchpole

Ms R M Grattan

Mrs S M Prutton

Mrs J K Copplestone

Mrs T M Mancini-Boyle

Mrs L A Starling

Mr A D Crotch

Mr M L Murrell

Mr D M Thomas

Also in attendance were the Director of People and Communities, Assistant Director of Individuals and Families; Healthy Living Manager (for Minute no: 3); Evaluation and Data Analyst (for Minute no: 4); Housing, Health and Partnership Officer (for Minute no: 5); Economic Development Officer (Health and Wellbeing) (for Minute no: 7) and the Senior Committee Officer.

Ben Stone and Damien Millmen of First Step attended for Minute no: 5.

1 APPOINTMENT OF CHAIRMAN

After calling for nominations, it was proposed and seconded that Mr Whymark be appointed Chairman.

RESOLVED:

to appoint Mr Whymark Chairman for this meeting.

Mr F Whymark in the Chair

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Beadle, Mr Bulman, Mr Foulger, Miss Lawn and Mr Shaw.

3 LEISURE PRINCIPLES

The Healthy Living Manager presented her report which was due to be considered by Cabinet on 14 January 2020, seeking the Panels' views on the leisure principles which would guide officers in identifying leisure opportunities and priorities.

In Broadland, 81% of residents' day to day activities were not limited by illness or disability yet over a quarter of 4-11 year olds and 61% of adults

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. Broadland had a robust leisure offer which combined communities and physical activities for families, communities and individuals with a recognition that it needed to cater for all generations to target levels of activity and social cohesion. Examples included the Tots2Teens holiday activities; Broadly Active; Why Weight programme; Marriott's Way 10k race as well as supporting various Park Runs. It was well recognised that there were wider benefits of leisure services to the individual, community and public sector.

It was noted that a significant amount of leisure facilities and activities across Norfolk were privately owned and often out of reach of those people who might benefit the most. The Council's aim was to ensure that every resident had an opportunity to engage in physical activity in their community but not to the detriment of high quality and effective services.

Therefore, to build on the existing offer, officers had developed a set of proposed leisure principles (below) which would guide officer resource towards identifying opportunities to improve the health and wellbeing of residents in the community as well as offer a framework for how the Council might develop the offer to residents and the rationale for the programmes of work which were supported.

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 & wellbeing priorities. This is

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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 districts 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 2 and 3%).

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Members acknowledged that South Norfolk Council directly provided leisure facilities through its leisure centres whereas Broadland delivered a strong community leisure offer but the joint aim was to make facilities commercially viable and expand provision by working with partners. Everyone was to have access to high quality services, accessible to all, regardless of financial circumstances. The Councils would work in partnership with schools, parish councils etc to help them maximise use of their facilities and provide the most suitable activities for the community and its demography.

Members discussed the merits of the principles, noting that these did not commit the Council to any particular project but enabled collaboration with other council departments and public sector bodies to gain other, non-financial, benefits. An example of this was a resident of South Norfolk who had undergone a hip replacement – low level exercise reduced the need for physio appointments and the consequential financial burden on the NHS.

In conclusion, Members agreed that both officers and Members needed to be increasingly innovative and collaborative to deliver its ambitions and the proposed principles offered a constructive framework to achieve this. Accordingly, it was

RECOMMENDED TO CABINET

to endorse the report and recommend Council to adopt the leisure principles.

4 JOINT INCLUSIVE GROWTH PROJECT PLAN

The Evaluation and Data Analyst presented his report outlining both current and proposed impacts of the Council's Inclusive Growth work which was due to be considered by Cabinet on 14 January 2020. The report provided an update on the Inclusive Growth agenda at county-wide level, a summary of the current work in this area undertaken by both South Norfolk and Broadland Councils and a proposed project plan to underline the Joint Inclusive Growth Strategy.

The Evaluation and Data Analyst reminded Members that the Strategy had been approved by both Councils in August / September 2019 which included approval of the framework and associated priority areas. However, Broadland's Cabinet had requested a more detailed action plan to accompany the Strategy, to form a workplan in relation to the Inclusive Growth Agenda. He emphasised that the list of projects was not exhaustive and there were still other areas to be considered, such as graduates returning to the area to seek employment.

The table of projects within the report was intended as a brief summary and identified how delivery could be substantially divergent for each council. In

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these cases, officers were recommending that best practice was followed across the related projects or, where there was no overriding policy to do so, a single approach would be taken in order to allow the organisation to take advantage of the resources of the shared officer team. Furthermore, in a number of cases, funding; priority levels; policy and resourcing were different for the two councils and, where the policy steer from Members was substantially different, officers were proposing that the workstreams continued as previously.

Members noted the agreed priorities of the Joint Inclusive Growth Workshop of both authorities had been incorporated into the project plan and many of the projects had been the subject of discussions across the county via the Inclusive Growth Coalition.

Also included within the report was an overall timeline, designed to give an overview of timescales and key targets for each individual project as well as demonstrating the linkages between projects.

The Portfolio Holder for Economic Development commented that economic development was a huge subject and the corporate approach had been for the Communities directorate to be the lead department, working with the Economic Development team. She did not want to see the work of the Economic Development team constrained and there were other factors to take into consideration, such as the Norfolk and Suffolk Economic Strategy and LEP Industrial Strategy. In her view, the projects outlined in the report should not be included within the Corporate Plan at this stage – work was still in progress plus the staff restructuring was still underway and people were not in their new posts. The Director of People and Communities responded that the plan was not about specific functionality of teams but cut across all remits. In addition, many of the projects were large scale and transcended over a bigger responsibility than district councils. Three assistant directors had been involved (Economic Growth; Planning and Individuals & Families) and all portfolios. The Director of Place, who had responsibility for economic development, endorsed the project plan. The Evaluation and Data Analyst added that he had worked with officers below assistant director level in a number of service team including economic development; planning; housing and partnerships.

The Director of People and Communities advised that the Corporate Plan was currently being written and this would include issues such as the skills gap but this would also appear in the Inclusive Growth Project Plan.

A Member concurred with the views of the Portfolio Holder that the projects needed to be developed further before they were included in the Corporate Plan. This view was shared by other Members and it was agreed that, whilst the Panels could endorse the Joint Inclusive Growth Project Plan they were unable to support inclusion of the projects in the forthcoming Corporate Plan at the current time.

Accordingly, it was

RESOLVED:

to endorse the Joint Inclusive Growth Project Plan.

5 ROUGH SLEEPING PREVENTION – UPDATE

The Housing, Health and Partnership Officer introduced Ben Stone and Damien Millmen of the First Step project, advising that there was a collaborative approach to preventing rough sleeping across the two council districts, providing a rapid response to reports of cases of rough sleepers. Damien and Ben then provided Members with an outline of the project and the resources available to it, together with statistics on referrals and outcomes.

Scope of Project

- A collaborative approach across the Broadland and South Norfolk districts to provide support and advocacy to rough sleepers.
- To work closely with businesses, agencies and partner organisations to provide a streamlined service that addresses the needs of rough sleepers.
- To provide a rapid response to reports of rough sleepers.
- To connect with rough sleepers and to assess individual needs, support requirements and likely barriers to accommodation.
- To link in and work closely with the housing options team to explore accommodation options available through the council.
- To assist rough sleepers with no local connection to reconnect with family and/or other local authorities.

Resources

- 2 full time Rough Sleeper Coordinators with knowledge of homelessness legislation and experience of support provision.
- Somewhere Safe to Stay (Ssts) hub run in collaboration with Notting Hill Genesis provides 3 crash beds in a staffed supported accommodation scheme for up to 72 hours.
- Staging Post accommodation as a move on from Ssts. Consists of a 2 bed flat which accommodates up to 4 people for up to 8 weeks.

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- Personal budget for spot purchasing accommodation and to provide essential assistance i.e. travel costs, clothing etc.

A total of 43 customers had been referred into service with 44 verification visits undertaken since August 2019.

Of the verified rough sleepers:

- 2 found own solution
- 9 accommodation provided First Step
- 5 assessed as priority need and linked into Housing Options
- 3 moved out of area
- 2 unable to accommodate due to risks
- 6 assisted by Housing Options
- 1 long term entrenched

Visits were carried out at 6am to connect with the rough sleepers twice a week. Six people who had been identified as a rough sleeper had actually got accommodation but were sleeping rough as a “one-off” due to family circumstances such as a disagreement. Some rough sleepers were migratory which meant that helpers were unable to make contact with them.

Damien provided details of two case studies which had both had a successful outcome, one involving a 67 year old man who had been homeless since 1998 following loss of employment which resulted in rent arrears and then loss of his social tenancy.

The Assistant Director of Individuals and Families advised Members that there were economies of scale and resilience with the two councils working together and positive feedback had been received from central government. It was hoped to roll out the project to other areas in due course. He commended the two representatives of First Step, adding that partner agencies were appreciative of the role they carried out, which included working at all hours of the day and night. Damien responded that they had been overwhelmed with the positive response and encouraged by the assistance by other organisations. For example, the Rotary Club provided care packages and Houdens provided kitchen facilities through its charity programme.

In response to a question on whether there had been any issues with crossing neighbouring councils' boundaries, the Housing, Health and Partnership Officer advised that Broadland had secured funding into a pathway service so the relationship with other councils was mutual not adversarial, to best meet the needs of the person across the district. Other

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future initiatives included further funding via the Early Help Hub and housing-led properties for people with complex needs – these provided a maximum two year tenancy.

In terms of referrals from one rough sleeper about another, Ben responded that the project would accept referrals from anyone and these would be verified by a personal visit. The referrals were not limited to the Broadland / South Norfolk area.

In response to a question on the statistics, the Housing, Health & Partnership Officer advised that the first annual rough sleepers count had been a physical count across both districts. It had taken place between midnight and 2am looking at various areas when two or three potential rough sleepers had been identified. It was also possible to establish estimates for the number of other rough sleepers.

A Member expressed concern that a number of rough sleepers often had mental health problems and / or had been discharged from either hospital or the prison service without any planned accommodation. She questioned if this caused particular problems and whether rough sleepers chose rural areas believing they were safer than the city centre. The Housing, Health & Partnership Officer responded that a proportion would have mental health problems and was pleased to report that a protocol had been established with the prison service for a set process to be in place on discharge, supporting people on their release. A similar protocol was shortly to be signed off with the health service.

The Chairman thanked Ben and Damien for attending, commending the work undertaken by the project which would make a huge difference to people's lives and particularly welcomed the hospital discharge protocol.

6 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 1 of Part I of Schedule 12A of the Local Government Act 1972, would be disclosed to them.

7 FUTURE OPTIONS FOR THE TOTS2TEENS PROGRAMME

The Economic Development Officer (Health and Wellbeing) presented his report, which was due to be considered by Cabinet on 14 January 2020, providing a summary valuation of the Tots2teens programme, options for any

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future provision and seeking Members' views on elements of provision.

It was noted that the Tots2Teens programme had been running for 27 years and had evolved considerably over that time. It provided daily "experiences" to young people who lived or went to school in Broadland aged between 5 and 16 years, throughout every school holiday. Sessions were charged but with reductions available for those on certain benefits or referred through the Early Help Hub. The service was available to the full spectrum of families, being both inclusive and integrated. Officers had been considering the future provision of the Tots2Teens programme, its similarities and any potential relationship with South Norfolk Council's Kids Camp (a more traditional and sports based child care session provided over longer hours at the two council-run leisure centres). Attendance rates had averaged around 80% for the past few years and work had been ongoing to identify how this could be increased. The report provided information on other providers of school holiday activities, such as church or school groups through to national providers such as Premier Education, and how these compared to the Tots2Teens provision. Also included within the report were suggested short and longer term actions for developing the scheme in a cost effective manner and options for future charging including various percentage increases.

The Director of People & Communities advised that the purpose of the report was for Members to steer officers on future provision – by considering the objectives of the scheme, how it could be developed and the charging model. Currently, there was an inequality in the discount system and in addition, this had highlighted an issue with non-attendance, with places being booked at a significant discount which was not a sufficient incentive for actually turning up. This also had a negative impact in terms of the places not being used could have been taken up by another child. In addition, the eligibility factors for reduced rates needed to be tested to ensure they were still relevant.

A Member highlighted the overall financial cost to the Council of providing the Tots2Teen service but questioned if this actually resulted in financial and/or other savings further down the line. The Assistant Director of Individuals and Families responded that this had not been the focus of the evaluation until now but the intention was to approach the council's partner organisations such as Children's Services to look at the overall costs/benefits

Another Member expressed strong support for the scheme and suggested that the review should focus on what was the overall aim – if spread too thin, it could prove difficult to do well. The review should look at which facets added value, what other scheme were currently available and was the discounting scheme fair/equal. The Director of People & Communities advised that the report did provide some analysis of current market provision. He emphasised that commercial schemes did not always provide for children with challenging behaviour. The Tots2Teens scheme was based on "experience based" as opposed to sport based and the aim was to raise the aspirations of participants and providing different opportunities which was

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different to the health and wellbeing agenda.

Another Member also expressed his strong support for the scheme, adding that sometimes the council had to accept having a loss leader when evaluated against the benefits. In his opinion, the financial cost to the council was far outweighed by the benefits to the children and mitigated against potential costs and risks if the scheme were not to be provided. The Director of People & Communities reminded Members that it was a discretionary service but acknowledged that there would be other types of savings outside of the district council. This view was supported by another Member who added that as the funding was not matching the costs of the experience, support should be sought from partners such as Children's Services. She emphasised that the Council couldn't run all services at a loss and the fee for Early Help Hub referrals certainly needed to be reviewed.

Members accepted that that as the Tots2Teens scheme provided for children with special needs, this involved an intensive amount of staff and therefore justified an increase in fees. Furthermore, the huge value of the scheme was acknowledged, together with the financial contribution made by the council and therefore options should be explored with other providers and partner organisations.

In conclusion, it was considered that Tots2Teens provided a useful service that promoted inclusive growth plus health and wellbeing for Broadland's young people including some of the most vulnerable residents of the district. Although the service was currently a loss making programme, there were elements that were unlikely to be replaced by commercial providers in the event it was removed. The programme operated good practice and met all legal requirements and was well thought of by residents with favourable feedback consistently garnered. It was noted that educational and social care professionals were supportive of the wider developmental work the programme offered to young people with additional needs which presented growth and funding opportunities. Providing this service was likely to offer savings elsewhere and in the future within public services and wider social care. Whilst the programme currently costed the Council money, it enhanced its reputation and delivered on many of the Council's key objectives. By adopting the short term recommendations proposed (raise income; review discounted schemes and open up the scheme to young people in South Norfolk), the Council could work to maintain a high standard offer at greatly reduced costs whilst also investigating the longer term recommendations to bring external investment to the scheme.

Accordingly, it was

RECOMMENDED TO CABINET

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- (1) that the Council continues to offer Tots2Teens as a discretionary holiday activity scheme and investigate extending the Kidscamp, recognising the current and potential contribution both made to inclusive growth and health and wellbeing outcomes;
- (2) to increase the charges for Tots2Teens fees by 15% for the next two years with a view to moving towards a cost neutral project;
- (3) the Council harmonises its discounted offer to be equitable, by charging 50% for all those on means-tested benefits (acknowledging that this could be reviewed in exceptional circumstances);
- (4) to endorse officers, working in consultation with the Portfolio Holders for both Economic Development and Housing & Wellbeing to explore the longer term recommendations contained in the report (para 5.5) with a view to enhancing the service and reducing / removing the financial burden of providing such a programme.

The meeting closed at 7.43pm

GREATER NORWICH LOCAL PLAN REGULATION 18 CONSULTATION

Report Author: John Walchester
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Portfolio Holder: Planning

Wards Affected: All

Purpose of the Report: Approval of the proposed Greater Norwich Local Plan Reg 18 draft for consultation

Recommendations:

That Cabinet approves:

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.

1 SUMMARY

- 1.1 The Greater Norwich Local Plan team is proposing that a consultation is held on a draft of the Greater Norwich Local Plan (GNLP). This will be as part of the informal 'Regulation 18' stage of evidence gathering for the production of the local plan. Approval of the documents and the consultation is sought, together with a revised timetable for production of the GNLP. The proposal was reported to the overseeing Greater Norwich Development Partnership meeting of 6 January 2020. The GNDP reports setting out the detail of the proposals are appended to this report.

2 BACKGROUND

- 2.1 The Greater Norwich Local Plan team comprises officers from Broadland, Norwich and South Norfolk who are engaged in producing the GNLP. When completed the GNLP will become part of the Development Plan, and will replace the current Joint Core Strategy and Site Allocations plans.
- 2.2 It is proposed to publish a draft of the GNLP for consultation from 29 January to 16 March 2020. This will be part of the early informal stage of local plan production known as the "Regulation 18 stage"; this follows on from an earlier consultation on issues and options for the plan and potential development sites, which have been taken into account in producing the draft. Comments received through the proposed consultation will be taken into consideration before firming up the plan, and progressing to the formal stages. These later stages will entail consideration and approval by the three Councils.
- 2.3 The GNDP considered the proposals at its meeting on 6 January 2020. There are three reports (these are appended to this report). The first, the "GNLP Regulation 18 consultation", sets out the content of the proposed documents for consultation and outlines the reasoning behind this. The draft Plan document is intended to be in two parts. Part one will set out the overall growth strategy and the strategic policies. Part two will contain the sites that are proposed to be allocated for development. These can be viewed at: www.greaternorwichlocalplan.org.uk/ (scroll down the page to the Greater Norwich Development Partnership section to the papers for the GNDP meeting on 6 January). Under "Draft Plan (Regulation 18) Greater Norwich Local Plan Strategy Document" is the first part of the draft document that deals with strategic matters. Following this is the second part, "Draft Plan (Regulation 18) Greater Norwich Local Plan Sites Document" that deals with site allocations. In this section is firstly an introductory chapter. This is followed by a number of documents that set out summaries of the preferred, reasonable and unreasonable alternatives that have been considered. Following this are the actual draft "settlement chapters" that include the preferred sites that are proposed for allocation in the Local Plan. These are listed in Settlement Hierarchy order, with a separate document for each settlement or "cluster" of settlements. It is proposed that the residential allocations for "village clusters" in South Norfolk are not included in the GNLP

but are addressed through a separate local plan, specifically for these, which will be produced in tandem with the GNLP. This is explained in the report at Appendix 1, para 1.4 to 1.8.

- 2.4 The second report sets out the proposed communications plan for the consultation. This includes notifying relevant bodies and individuals on the GNLP consultation database, plus other measures to bring the consultation to people's attention. A key element of this will be a series of exhibitions held in main settlements across the area.
- 2.5 The third report presents the revised timetable for the remaining stages of the GNLP production. Key stages in this are: publication of the formal pre-submission version (Reg 19) – January to February 2021; formal submission to the Secretary of State – June 2021; public local inquiry – November / December 2021; publication of Inspector's report – June 2022; and adoption of the local plan in August / September 2022. The changes to the timetable will require revisions to the Local Development Schemes for each district.

3 PROPOSED ACTION

- 3.1 Cabinet is asked to consider the proposals and approve the proposed draft plan contents for public consultation; with finalisation of the draft to be delegated to the Director of Place in consultation with the Planning Portfolio Holder. Also, approval is sought for the consultation process and the revisions to the plan timetable, including consequent amendments to the Council's local development scheme.

4 ISSUES AND RISKS

- 4.1 The GNLP is a statutory local plan that will cover the local planning authority areas of Broadland, Norwich and South Norfolk councils. The three Councils must all approve the consultation document for it to progress. Therefore, there is a risk that this will not happen.
- 4.2 **Resource implications** – The GNLP is produced under an agreed budget with contributions from the three councils. Other council staff may be called upon to help staff the consultation exhibitions, which will be subject to capacity being available.
- 4.3 **Legal implications** – When adopted the GNLP will become part of the Development Plan and a key consideration in the determination of applications for planning permission.
- 4.4 **Equality implications** – the GNLP will be subject to an equality assessment.
- 4.5 **Environmental impact** – the GNLP will be subject to a Sustainability Appraisal (incorporating a Strategic Environmental Assessment) and a Habitat Regulations Assessment.

- 4.6 **Crime and disorder** – the GNLP will not have direct impacts on crime and disorder, though there should be a general benefit from the provision of sufficient homes, jobs, services etc and achievement of a high quality living environment.
- 4.7 **Risks** – proposals in the draft GNLP are likely to be objected to. However, the consultation is intended to give people the opportunity to raise their concerns, which will then be considered to see if the proposals can be amended to overcome the objections whilst still achieving the Plan's objectives.

5 CONCLUSION

- 5.1 The GNLP team has produced the contents of a draft plan which should now progress to full public consultation.

6 RECOMMENDATIONS

- 6.1 That Cabinet approves:
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 GNLP reports.

Background Papers

Documents contained in the GNLP evidence base referred to in the GNLP reports. (<http://www.greaternorwichlocalplan.org.uk/>).

Greater Norwich Development Partnership (GNDP)	
Report title:	Approval for draft Greater Norwich Local Plan (Regulation 18) consultation (Report 1)
Date of meeting:	6th January 2020
<p>Summary</p> <p>This report proposes that the GNDP Board recommend to the constituent authorities that the draft Greater Norwich Local Plan (GNLP) should be consulted on from 29th January to 16th March 2020.</p> <p>It introduces the content of the two GNLP documents for consultation, the strategy and sites document, along with outlining supporting evidence, and covers the main issues influencing their content.</p> <p>Recommendations</p> <p>Members agree to recommend that the constituent authorities endorse the proposed content and its finalisation (under delegated authority to Directors) of the draft Greater Norwich Local Plan (Regulation 18) for consultation.</p>	

1 Introduction

- 1.1 This report proposes that the GNDP Board recommends that the constituent authorities endorse the proposed content of the draft (Regulation 18) Greater Norwich Local Plan (GNLP) for consultation and its finalisation under delegated authority to Directors. Public consultation will be for 6 weeks from 29th January to 16th March 2020.
- 1.2 The consultation draft GNLP will be made up of two documents: the GNLP Strategy document and the GNLP Sites document.
- 1.3 The draft GNLP Strategy document contains the planning strategy for growth in Greater Norwich from 2018 to 2038 and supporting thematic policies to ensure that the growth is sustainable and flexibly supports a growing and changing local economy.
- 1.4 The draft GNLP Sites document will contain the policies for the sites we propose to allocate for development to help deliver the GNLP. This will include site specific affordable housing requirements, informed by viability assessments for all sites other than the village cluster sites in South Norfolk.
- 1.5 South Norfolk is the most rural of the authorities. Southern parts of the district rely to some extent on centres other than Norwich, including Bury St. Edmunds, Lowestoft and Great Yarmouth, for access to some services and jobs.
- 1.6 Further work is required to find suitable sites for housing in smaller villages across South Norfolk to support local schools, shops, pubs and post offices without overwhelming local services and facilities. South Norfolk Council therefore intend to prepare a South Norfolk Village Clusters Housing Allocations Document.
- 1.7 This South Norfolk plan will be progressed as quickly as possible and, since it is separate to the GNLP, will not delay the GNLP's progress. The GNLP Strategy will set the minimum level of new homes for village clusters in South Norfolk to ensure the overall number of homes is in line with government requirements.
- 1.8 Any reference to proposed new sites and homes in the village clusters throughout the remainder of the documentation therefore only relate to Broadland District Council.
- 1.9 Both GNLP documents contain preferred options and alternatives. The latter should be genuine alternatives that could be considered for inclusion in the plan.
- 1.10 Together, the two documents meet the requirements of Regulation 18 of the Town and Country (Local Planning) Regulations 2012 (as amended) for local plan making.
- 1.11 Delegated authority to Directors is required to make minor amendments to the draft GNLP Strategy and Sites documents. These changes are to complete ongoing work and none of them will materially affect the main content of the draft documents.

2 Background

- 2.1 We consulted on Growth Options to guide the strategy in early 2018, along with over 600 site proposals. A second consultation followed in late 2018 on over 200 additional suggested sites.
- 2.2 In January 2019 the Board endorsed the approach set out in the “Towards a Strategy” report as the basis for developing the strategy for growth. The two parts of the plan have been drafted in line with the direction set out in the “Towards a Strategy” report. In September 2019 the Board asked that further work be undertaken on the plan and supporting documentation, this has included:
- Looking at the plan provision which is in line with the defined Government criteria, the objectively assessed need and a 10% buffer;
 - Clarifying the level of small sites;
 - Engaging a copywriter to assist with the wording of the document;
 - Assessing the draft plan alongside the criteria in Towards a Strategy, including the overall number of homes, hierarchy and small sites;
 - Reviewing the key messages and current thinking on climate change; and
 - Updating the consultation strategy.
- 2.3 In addition, changes have been made to:
- Increase the timespan of the Plan to 2038 in discussion with Leaders to ensure there is at least a fifteen-year period to the plan when it is adopted;
 - Identify additional brownfield sites and sites that have access to school bus routes in rural areas;
 - Improve the plan content and review the timetable with the critical friend from the Planning Officers Society;
 - Build in figures for the homes delivered in 2018/19;
 - Complete an Equalities Impact Assessment;
 - Strengthen the wording on alternative approaches, following recent plan inquiries;
 - Account for amendments to the Community Infrastructure Levy regulations;
 - Complete the overall sustainability appraisal document and appraisals on the additional sites to be included in the sites document; and
 - Review and update the viability assessment.
- 2.4 The draft Local Industrial Strategy was also submitted by the New Anglia Local Enterprise Partnership to Government in the Autumn. This will shape future growth in the area and has been considered alongside the emerging plan.
- 2.5 Consultation comments, along with local evidence, national planning policy requirements set out in the National Planning Policy Framework (NPPF) and the content of other strategic documents have shaped both the Draft GNLP Strategy and the Draft GNLP Sites document.
- 2.6 The extensive evidence base covers a wide variety of social, environmental and economic issues including infrastructure needs, viability considerations, Habitats Regulations Assessment (HRA) and Sustainability Appraisal (SA). SA evaluates the

draft plan and possible alternative approaches. The evidence documents will be available for comment during the consultation period.

3 The Strategy

3.1 The draft plan's strategy identifies where growth needed to 2038 should be built. We already have plans in place identifying locations for 82% of the new homes, along with new jobs, green spaces and additional infrastructure. The main locations for additional development in the draft plan build on the approach that has already been established to include brownfield sites in Norwich, the major urban extension to its north-east and expanded strategic employment sites such as the Norwich Research Park, forming a north-east to south-west strategic corridor of growth. The plan also includes growth at most of our towns and larger villages, as well as sites in village clusters to support rural services.

3.2 Including existing commitment, the draft plans plan's strategy provides for around 44,500 new homes and 360 hectares of additional employment land from 2018 to 2038. It focuses housing growth as follows:

- 69% in Norwich urban area (including the city and the fringe¹ parishes);
- 14% in the main towns of Aylsham, Diss (including Roydon), Long Stratton, Harleston and Wymondham;
- 8% in the key service centres (Acle, Blofield, Brundall, Hethersett, Hingham, Loddon/Chedgrave, Poringland/Framingham Earl, Reepham and Wroxham)
- 9% in the village clusters which cover the remainder of the Greater Norwich Local Plan area.

Employment growth is mainly focussed on strategic sites in and around the urban area, with local sites also provided.

3.3 In drafting the content of the plan we have considered the need to:

- ensure that the new homes we need are delivered;
- promote inclusive economic growth, including our high value economic sectors;
- promote low carbon development so we can play our part in helping to address climate change and transition to a post-carbon economy;
- make sure that we have an enhanced environment as a result of development;
- ensure that the infrastructure we need to support growth is provided.

3.4 Following feedback from members and leaders on early drafts, particular focus has been placed on:

The Vision and Objectives of the plan and the spatial profile - the early sections of the plan have been strengthened to include more detail on Greater Norwich's economic potential and greater emphasis on climate change issues and inclusive growth in the vision and objectives. Additional data, graphs and maps in the spatial profile section better explain the current factual baseline for Greater Norwich and the issues the plan must address.

¹ Colney, Costessey, Cringleford, Drayton, Easton, Hellesdon, Old Catton, Sprowston, Taverham, Thorpe St. Andrew, Trowse and the remainder of the Growth Triangle.

Presenting a clear strategic view of growth potential – policies have been drafted to both recognise the joint nature of the plan and the special characteristics of different parts of Greater Norwich.

Housing numbers and delivery – the plan provides a robust buffer to ensure housing delivery by allocating sites 10% above the requirement established through use of the Government’s standard methodology and does not include windfall development in the calculations. The potential for higher housing numbers is identified as an alternative should additional evidence become available to justify this. This consultation will encourage site promoters to submit additional evidence on delivery. Only sites which have evidence that they will be delivered within the plan period will be allocated.

Energy and Water – policies promote energy and water efficiency and increased use of sustainable energy sources. This is needed to support growth as providing local energy supplies will reduce pressure on the electricity grid and because Greater Norwich suffers from water stress.

Green infrastructure and biodiversity net gain – it is a statutory obligation to protect the integrity of internationally protected habitats that could be affected by growth and consequent increases in visitor numbers. A county wide study is soon to be completed and will provide recommendations on the scale of any tariff which may be required to address this issue. In line with current government policy, developments are encouraged to provide biodiversity net gain where possible. The emerging Environment Bill is likely to make biodiversity net gain mandatory.

The role of the city centre - a clear vision for economic development in the city centre has been included. The centre must continue to be planned in a way which enhances, protects and makes the best use of its distinctive assets and ensures that it remains the focus for the high-value jobs, services and facilities. A strong, vibrant, attractive and thriving city centre is critical to attracting investment in Greater Norwich as a whole as the key driver of the area’s economy.

Supporting modal shift in transport use and encouraging high density development in urban areas – greater emphasis has been placed on these issues to reflect the need for the plan to support a shift to more sustainable transport patterns to 2038 to support economic growth and contribute to achieving national emissions cut targets.

Village clusters and supporting village services (see section 4 and appendix 1 below).

4 Site selection

- 4.1 Sites have been selected in line with the strategic approach agreed through the “Towards a Strategy” document and using a comprehensive and robust process including professionals from a range of disciplines covering a wide range of site issues including access to services, highways issues, flood risk and impact on landscape and the historic environment. In addition, 12% of the proposed homes are on sites of less than 1 ha which is well above the Government threshold of 10%.

4.2 There have been further opportunities and proposed developments at all levels of the hierarchy:

- **Norwich urban area (including the city and the fringe parishes)** – opportunities to maximise the use of brownfield sites have been considered. For example, the previous Colman site coming forward offers a major opportunity – albeit the precise scale of the potential is not known at this stage.

Since the end date of the plan has been extended to 2038, an urban extension of 1,400 homes at Taverham has now been included as a proposed allocation (rather than a contingency site as previously envisaged) as there is now clear evidence of its delivery potential.

In addition, Lodge Farm, Costessey has been identified as a contingency site for 1,000 homes if required.

- **The main towns and key service centres** – we have explored the potential for new sites in these parts of the settlement hierarchy, however recognising the level of previous commitment, no new sites have been identified since September 2019. Wymondham has now been identified as a contingency location for 1,000 homes if required, although no specific site for this has been identified at this stage.
- **Village Clusters** – growth in smaller villages can support social sustainability in rural areas and provide more choice to aid overall delivery of housing. Some Members have been keen to have an all-inclusive approach that includes all smaller villages and rural areas in “clusters”. This type of comprehensive coverage is an innovative approach which will be tested at examination. Village clusters based on primary school catchments provide the required universal coverage. This approach was agreed through the Towards a Strategy report at the GNDP Board in January 2019. In order to reduce additional car journeys and encourage healthy and active lifestyles, Members also agreed to limit new housing allocations to sites within the cluster with good access to a primary school and a ‘safe route to school’. This approach provides a clear, consistent and measurable way of identifying village clusters and sites which will reduce the risk of successful challenge to the overall approach and the sites proposed at the examination. Appendix 1 provides further detail on the approach taken to village clusters.
- **New Settlements** – the potential for a new settlement to be developed beyond the plan period has been identified. All three proposed new settlements (Honingham Thorpe, Hethel and Silfield) remain as potential locations should a future review of the GNLP identify long-term need for a new settlement.

5 The consultation

5.1 Report 2 accompanying this paper sets out how we will consult on the draft plan.

6 The next stages

- 6.1 The recommendations of the GNDP will need to be ratified by each partner prior to the consultation commencing.
- 6.2 Report 3 accompanying this paper sets out revisions to the local plan timetable to adoption.
- 6.3 We will use the responses to this Regulation 18 consultation to inform the Regulation 19 Pre-Submission draft version of the plan. The Regulation 19 version will be the councils' chosen plan, including the growth strategy, general policies and site allocations. It is scheduled to be published in January 2021 when it will be possible to make comments on the legal soundness of the plan.
- 6.4 Those comments will then be considered by a Government appointed Inspector at the plan's Public Examination currently expected to start in November/December 2021, with adoption scheduled for August/September 2022.

As well as taking the GNLP through to adoption, it is also intended to review the Community Infrastructure Levy (CIL). Evidence for the CIL review is being collected alongside the viability study which will form part of the evidence base for the GNLP. Consultants will be appointed to take forward the CIL review in line with the GNLP timetable after the Regulation 18 draft plan has been published in January 2020.

Appendix 1

Village Clusters

- 1 School catchments and capacities are the starting point for the site assessment work. Consideration was given to proximity of proposed sites to non-catchment schools as appropriate and no site has been rejected due to being in the “wrong” school catchment. The proposed scale of housing provision reflects the capacity and quality of sites and takes account of the availability of other services locally.
- 2 For each village cluster, primary school capacity (or ability to grow) is a proxy for social capacity. The scale of growth proposed in any cluster reflects school capacity or ability to grow. Taking account of the timescales for delivery and other uncertainties, such as pupil preference, it is reasonable to assume that a minimum scale of allocation (12 to 20 dwellings) can be accommodated in all clusters if appropriate sites are available. Where there is some capacity, varying bands of growth have been identified up to a maximum of 50 – 60 homes. Identifying growth potential even where there is no school capacity provides a development positive “safety margin”.
- 3 Following site assessments, there is the potential for further suitable sites (ideally small sites and sites under 1 hectare in size) to come forward through this consultation or, in the future, be allocated in neighbourhood plans or be subject to windfall applications. Policies 7.4 and 7.5 also promote other forms of windfall development.
- 4 The Towards a Strategy report suggested a notional provision of around 3,200 dwellings in the Village Clusters to be made up of an existing commitment of 1,200 dwellings and new allocations of around 2,000 dwellings. This scale of new allocations proposed in the report reflected a pragmatic approach based on very high-level assessment of the suitability of sites rather than an assessment of local need. Subsequently the commitment has increased to 2,324 and the proposed cluster allocations can provide 1,680 dwellings, providing for a higher level of provision totalling around 800 more homes than originally proposed. This increase is in part covered by the additional two years to the plan which now runs to 2038. The plan includes new allocations for up to 480 new homes in Broadland and a minimum of 1,200 new homes in the South Norfolk village clusters.

Greater Norwich Development Partnership (GNDP)	
Report title:	Draft (Regulation 18) Plan consultation – communications plan (Report 2)
Date of meeting:	6th January 2020
<p>Summary This report presents the content and proposed communication plan for the forthcoming draft Greater Norwich Local Plan (Regulation 18) consultation.</p> <p>Recommendation It is recommended that the Board endorses the approach to the consultation to partner authorities.</p>	

1 Introduction

- 1.1 The draft plan (Regulation 18) consultation will take place between 29th January and 16th March 2020.
- 1.2 The consultation will comprise two key elements: the draft Greater Norwich Local Plan (GNLP) Strategy which is the planning strategy for growth in Greater Norwich from 2018 to 2038 together with supporting thematic policies; and a draft GNLP Sites document which will contain the policies for sites we propose to allocate for development to help deliver the GNLP. A separate allocation plan is being developed by South Norfolk Council for the village cluster sites in South Norfolk which will come forward in due course.
- 1.3 The consultation will encompass preferred options and alternatives for both the Strategy and Sites elements of the draft Plan.
- 1.4 Promotion of the consultation will be in accordance with the Communications Protocol agreed by the Greater Norwich Development Partnership (GNDP) Board in 2017, updated in 2019 (see appendix 1).

2 Communicating the consultation

- 2.1 The consultation will include focussed advertising and opportunities will be provided for one to one discussion with officers through a series of public events. Our experience has shown that this is an effective approach. Accordingly:
 - Consultation roadshows will be held in a number of locations (see 4 below);
 - All those on the GNLP consultation database will be informed of the consultation and invited to respond;
 - Emails will be sent to all elected members a few days prior to the start of the consultation;
 - Emails will be sent specifically to parish and town councils;
 - Posters will be sent to the parishes and will also be displayed in libraries and bus stops;
 - Newspapers will be used to cover and advertise the consultation;
 - Social media will be used;
 - All consultation information will be available at the offices of the district councils and the county council;
 - Hard copies of relevant consultation materials will be made available to parish councils to aid their discussions;
 - Planning officers will be available during office hours to respond to any phone and email queries relating to the consultation.
- 2.2 Cllr Vincent, as chair of GNDP, will be the nominated spokesperson for all media. Other councillors and council communications teams should refrain from commenting. All media responses will be co-ordinated by the communications lead for the project, Broadland & South Norfolk Joint Marketing and Communications team, in liaison with other partners.

Cllr Fuller will be the nominated spokesperson for any new village cluster site proposals in South Norfolk.

2.3 Further details on the communications plan are attached at appendix 2.

3 Consultation responses

3.1 In the interests of efficiency, and continuing the successful approach taken at previous consultations, respondents will be encouraged to respond online, though written responses will also be accepted either by post or via email. We will facilitate anonymous comments in line with our approach last year, which was for them to be made via District Councillors.

4 Consultation events

4.1 Consultation events will take the form of roadshows held in libraries, council buildings and village halls and in The Forum in Norwich, during afternoons and evenings. Exhibition packs featuring display boards, pop ups and posters will be displayed at each venue. Planned venues, subject to availability, are:

- Acle
- Aylsham
- Costessey
- Cringleford/Hethersett
- Diss
- Harleston
- Hingham
- Horsford
- Loddon & Chedgrave
- Norwich (Forum)
- Sprowston
- Taverham
- Wymondham

Appendix 1

Approved protocol re GNLP consultation

In 2017 The Greater Norwich Development Partnership (GNDP) Board members agreed a Communications Protocol to ensure that the media and the public were effectively informed about the consultation process for Greater Norwich Local Plan (GNLP).

We will continue to follow the agreed protocol which is designed to:

- raise awareness of the need for a joint Local Plan and the benefit to Broadland, Norwich and South Norfolk communities of planning for housing and jobs needs to 2036;
- demonstrate to residents and other stakeholders that the plan making process is sound, rigorous and based on an objective evaluation of evidence;
- highlight when opportunities arise to promote the benefits of the Local Plan and make communities and business aware of any developments or consultations;
- inform the public and other stakeholders of the emerging content of the GNLP, when and how they can get involved in its production and encourage them to respond to consultations.

Key messages

The following key messages will appear in materials to support the ongoing work of the Plan:

The Greater Norwich Local Plan

- will support creating a range of employment opportunities, including high-quality, high-value jobs;
- highlights that economic prosperity is central to the GNLP;
- can deliver jobs growth, but this can only be achieved if supported by the delivery of new homes;
- will meet the housing needs of all our residents;
- will meet the needs of current and future generations that need somewhere affordable to live;
- will ensure new homes and jobs are well related and are supported by the services, facilities and infrastructure needed;
- will also look to protect and enhance the environment, ensuring patterns and types of development that contribute to the mitigation of, and adaptation to, the impacts of climate change;
- will highlight that growth can help to support vibrant, well-designed and attractive communities with new job opportunities, new facilities, greenspaces and an enhanced natural and built environment;
- supports growth that provides opportunities to support and maintain existing community facilities;
- can only succeed if the views of the public, developers, service and infrastructure providers are understood.

Available communications channels

It was agreed that the following communications channels would be used to promote the Local Plan and we will continue to use:

Website/intranet

Media (print, broadcast, specialist publications)

Social media

Residents' magazines

Tenants' magazines

Leaflets

Letters

Consultations

Internal emails

Elected Members (via emails/intranet etc.)

Telephone

Face-to-face

Presentations

Q&A sessions

Scope of the Protocol re GNLP Consultation

The protocol will be followed in:

- Press releases
- Media briefings
- Media enquiries
- Member updates
- Social media
- Publicity
- Residents' magazines
- Timescales

Press releases

The lead Communications authority (currently Broadland District Council and South Norfolk Council) will take the lead in initiating proactive press releases that are related to the overall delivery of the GNLP.

It will be ensured, where possible, that the Communications Officer from each authority is given at least two days prior warning of press releases and other communications for everyone to comment on if they wish, and to circulate to their lead Member/senior officer if necessary.

Press releases relating to the plan and proposed sites will be branded jointly by the GNLP partners and will need to be signed off by the relevant communications contacts before issue. Any media statements relating to the new village cluster sites in South Norfolk must be signed off, in consultation with all GNLP comms leads, by the communication contact for that authority.

To facilitate speed of delivery and to ensure consistency in delivery, only one elected member comment will usually be required, normally the chair of the Greater Norwich Development Partnership.

Political comments (one from each authority) can be added within a specially created 'Additional political quotes' section of the release, if necessary.

There is potential for additional press releases which are not directly about GNLP work (like Greater Norwich Growth Board) but reference it. These will all be subject to the same sign-off procedure as described above.

Media briefings

When a targeted media briefing (either written or verbal) is a preferred option to other proactive communications options (e.g. issuing a press release), the lead Communications Officer will pull together the information for the briefing with the help of the GNLP lead officer.

All such briefings, where possible, will need to be signed off by the relevant communications contacts ahead of the briefing.

It will be ensured, where possible, that the Communications Officer from each authority is given at least two days prior warning of briefings for everyone to comment on if they wish, and to circulate to their lead Member/senior officer.

To facilitate speed of delivery, only one elected Member will be put forward to comment, normally the chair of the GNLP.

Media enquiries

Any enquiries made by members of the media should be directed through one of the communications contacts at Broadland District Council, Norwich City Council, South Norfolk Council or Norfolk County Council.

Approaches from the media on issues relating to specific matters in a particular local authority area will be the responsibility of each Communications Officer. If possible, could each authority check that the lead communications officer (currently Catherine Morris-Gretton/Jenny Mitchell) is aware in case there is direct GNLP follow up required?

If it is directly about work of the GNLP, the contact should be handed off to the lead Communications Officer (currently Catherine Morris-Gretton/Jenny Mitchell).

If it is a question directly for an authority related to the GNLP, the communications contact will send the response to all other communications contacts an hour before responding to the reporter, where feasible, and it will be issued if there is no response.

Approaches from the media on issues directly related to the delivery or work of the GNLP as a whole will be referred in the first instance to the chair of the Greater Norwich Development Partnership, by the lead Communications Officer (currently Catherine Morris-Gretton/Jenny Mitchell).

Details of the enquiry must then be circulated to the other communications contacts for comment/information.

Social media

The nature of social media platforms usually requires a much quicker response than all other forms of publicity.

For the purposes of this project the one designated social media channel will be used proactively is Twitter.

Use of Twitter

Proactive Tweets

These will need to be planned and agreed in advance by the communications leads to dovetail with our Communications Plan with regard to controlled and timed messages. Agreed Tweets and timings will need to be co-ordinated via the communications leads so they are simultaneously published on each authority's Twitter account.

Reactive Tweets

In order to respond to a tweet in a timely manner it will not be practical or possible for the communications leads to liaise with one another for sign-off on reactive tweets.

This being the case, each Communications Officer will need to take responsibility for any reactive Tweets by using factual information which has already been published and confirmed (e.g. – as we move forward with the project this could be about identified sites, timing of implementation of the revised Local Plan, signposting to information, how people can have their say etc.).

Communications leads should use their judgement on whether their reply directly relates to the work of the GNLP, and whether the contact should be handed off to the lead communications officer (currently Catherine Morris-Gretton/Jenny Mitchell) to answer or at least be aware of.

Publicity

When any of the communications leads produce website material or articles for in-house publications about any aspect of the work of the GNLP the same applies as outlined above – i.e. all communications leads need to give sign-off.

Conferences and invitations

- When one local authority or the other is invited to an event, asked to speak at a conference, or asked to take part in something else as a direct result of the GNLP, the general principle of partnership working should be upheld.
- A chance to take part in events of this kind should always be signed off by the communications leads, and where possible, they should also be invited.

Publications

- When a communications lead is asked to contribute to a paper, or author an article for publication (including residents' magazines), the general principle of partnership working should be upheld.
- Any publication of this nature should be shared and signed off by the communications leads.
- The new GNLP logo along with a supporting strapline should be used as well as individual council logos when necessary.

Residents' magazines (frequency and copy deadlines for 2019/20)

Each authority will try and use their council magazines to engage with local communities if the timings are appropriate.

Broadland District Council

Name of residents' magazine – *Broadland News*

Frequency of publication – two per year

Distribution dates - Spring 2020, Winter 2020 (this consultation does not coincide with these deadlines).

Copy deadline dates – about one month before going to print but need an idea of potential stories before this so editorial space can be allocated if necessary.

Norfolk County Council

Name of residents' magazine – *Your Norfolk*

Frequency of publication – three per year, however this is currently under review.

Distribution dates – (TBC)

Copy deadline dates – advertising booking deadline 12 January. No further dates for 2020 scheduled at the moment as publication is under review.

Norwich City Council

Name of residents' magazine – *Citizen*

Frequency of publication (four per year, linked to each season)

Distribution dates: (TBC)

South Norfolk Council

Name of residents' magazine – *Link Magazine*

Frequency of publication – three per year

Distribution dates – last week in February, first week in July, first week in November. (This consultation completes mid-March therefore use is TBC)

Copy deadline – usually eight weeks prior to distribution.

Timescales

With the exception of media enquiries, which often have a very short turn-around, at least 48 hours should be allowed for communications sign-off as a rule.

The exception would be emergency short-notice communications, should these be necessary. If a quick turn-around is needed, the person who is asking for sign-off should give a clear deadline for a response and justify the urgency.

If, after 48 hours, no response has been made and the issuing person has checked it has been received, the communication can be assumed to have been signed off and can be sent out.

Appendix 2

Communications Plan

URL

The url www.gnlp.org.uk will direct all users to the consultation website.

Media Activity

- Proactive press release, with quotes issued before the consultation starts to garner public and stakeholder interest.
- Update on how the consultation is developing and at the end.
- Media interviews with Cllr Vincent as chair of GNDP to be placed with certain media.
- Media briefings will be offered prior to the consultation starting with the Eastern Daily Press, BBC Radio & TV, & ITV.
- A Q & A will be prepared to provide outline responses for potential questions likely to be asked through the consultation, particularly for use in any media interviews or on social media.
- A boiler plate with details of all members on the GNLP will be on all media releases.

Media enquiries

- All media enquiries made by members of the media should be handled by the communications team in liaison with the project team. Jonathan Pyle at Broadland and South Norfolk Councils is the media lead for this.

Social media

- Content will be produced to be sent out through the City, County and District social media channels.
- Targeted, paid-for social media posts will also be used by City, County and District Councils to promote the consultation and roadshow events.

Branding

The GNLP logo along with the supporting strapline in addition to the four local authority logos (Broadland District Council, Norwich City Council, South Norfolk Council, Norfolk County Council) will be used on all publicity material such as press releases/websites, signage, In-house publications, leaflets and posters.

Posters and letters

- Posters will be put up at key locations. In each council building, sent to all P&T councils for their local information boards, relevant libraries and electronically on some Norwich bus stops.
- Letters detailing the consultation will also be sent to each P&T council.

Face to face Consultation

- An information site will be set up in the reception of each of the councils.
- There will roadshows which will take the form of exhibitions held in libraries, council buildings, village halls and in the Forum in Norwich, during afternoons and evenings. Exhibition packs featuring display boards, pop ups and posters will be created at each venue. The consultation events will be clearly advertised locally via posters, media articles and advertisements.

Communications channels utilised summary

- Website/intranet of GNLP and partners
- Media (print, broadcast, specialist publications)
- Social media
- Residents' magazines (TBC - if possible)
- Letters to P& T councils
- One2one in council offices
- Elected members (via emails/intranet etc.)
- Telephone
- Face-to-face
- Presentations
- Radio advertising (TBC)

Greater Norwich Development Partnership (GNDP)	
Report title:	Draft Greater Norwich Local Plan (Regulation 18) revised timetable (Report 3)
Date of meeting:	6th January 2020
<p>Summary This report presents a proposed revised timetable for the remaining stages of the Greater Norwich Local Plan (GNLP).</p> <p>Recommendation It is recommended that the Board endorses the timetable for progressing the GNLP and that districts update their Local Development Schemes accordingly.</p>	

1 Introduction

- 1.1 This paper sets out the timetable for the remaining stages of the Greater Norwich Local Plan (GNLP), following the Draft Plan (Regulation 18) consultation scheduled to take place from 29th January to 16th March 2020.
- 1.2 The consultation has been deferred previously due to the need to resolve issues raised by partner authorities.
- 1.3 A consequence of these delays is that the timetable to adoption has been extended to August/September 2022.
- 1.4 South Norfolk Council will be preparing and consulting on a separate site allocation plan for new homes in their village clusters. The timetable for this plan is yet to be determined. The Council anticipates completing the work to enable the allocation plan to be considered alongside the plan and sites document at the Regulation 19 stage.

2 Revised timetable

- 2.1 The table below shows the revised dates compared to the original dates.

Production milestones	Original dates	Revised dates
Publish Draft Plan (Regulation 18) for consultation: to include growth strategy, preferred policy options and site allocations.	September – October 2019	January – March 2020
Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance.	February – March 2020	January – February 2021
Formal submission of GNLP to Secretary of State (Regulation 22).	June 2020	June 2021 (to allow for elections)
Public examination.	January 2021	November/December 2021
Consultation on proposed main modifications.	March – April 2021	February – March 2022
Publication of Inspector's Report.	July 2021	June 2022
Adoption of the Greater Norwich Local Plan.	September 2021	August/Sept 2022

- 2.1 The revised timetable has been reviewed by POS Enterprises in the capacity of Critical Friend who consider the interval between the Regulation 18 and Regulation 19 consultations and the timetable for the stages beyond the representation period to be realistic.
- 2.2 Under the new timetable, the Regulation 18 consultation will end in mid-March 2020 and the Regulation 19 consultation will start in January 2021, giving an interlude of 10 months which is an extension on the previous timescale.
- 2.3 The revised timetable allows for:

- Norwich City Council elections in May 2020 and the “purdah” period from 23rd March to 7th May;
 - completing the analysis and consideration of representations to the Regulation 18 consultation and making any subsequent revisions to the Plan;
 - updating the Sustainability Appraisal, Habitats Regulations Assessment etc in the light of Plan revisions and based on the sites contained in the sites document;
 - sufficient time for necessary key decisions to be made in relation to the pre-submission draft (Regulation 19); and
 - preparing for the Regulation 19 consultation.
- 2.4 Adoption of the Local Plan is anticipated to be August/September 2022, subject to the findings of the Planning Inspector at Examination.

3 Local Development Schemes

- 3.1 Changes to the GNLP timetable will require revisions to the Local Development Schemes for each district.

LEISURE PRINCIPLES

Report Author: Sam Cayford
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Portfolio Holder: Housing and Wellbeing

Ward Affected: All

Purpose of the Report: To identify leisure principles that will guide officers in identifying leisure opportunities and priorities

Recommendation:

That Cabinet endorses this report and recommends Council to adopt the leisure principles.

1 SUMMARY

- 1.1 In Broadland, 81 percent of residents' day-to-day activities are not limited by illness or disability, yet over a quarter of 4-11 years and 61 percent of adults are classified as overweight.
- 1.2 Physical inactivity causes up to one in five premature deaths and costs the UK economy over £7 billion a year. According to the Greater Norwich Needs Assessment Report: Sports and Physical Activity Profile (2014), 88 deaths of residents between 40-74 years would have been preventable in that year had the entire Broadland population had been active. 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.
- 1.3 District councils provide leisure services and access to high-quality green spaces. These are important to mental as well as physical health and have been shown to reduce the impact of income inequalities on mental health and wellbeing.

2 BACKGROUND

- 2.1 Broadland District Council has promoted the role of districts in improving health and wellbeing. Supported by The King's Fund report ['The district council contribution to public health: A time of challenge and opportunity'](#).
- 2.2 Only 1 percent of the Broadland population are in very bad health (Norfolk insight) and 95 percent are in fair to very good health. Life expectancy for Broadland residents is above national average, 81 years old for males and 84 years for females.
- 2.3 Broadland has a robust leisure offer that combines communities and physical activity for families, communities and individuals. Recognising that this offer needs to cater for all generations to target levels of activity and social cohesion.
- 2.4 For children aged over five years Tots2Teens offers holiday activities during school holidays. This scheme is very popular and has many additional benefits. It encourages physical activity and socialisation, as well as offering childcare in the holidays enabling them to keep working. The programme also offers work experience and training for young people who may have been part of the scheme to gain skills and experience in childcare and activities that are transferable to paid employment, supporting the inclusive growth agenda.
- 2.5 Vulnerable residents, who are at an increased risk of being inactive, exacerbating medical issues, have a designated programme, Broadly Active. It is a programme of exercise prescribed by a medical professional. This supports residents to manage their health through exercise classes, supervised walks and condition specific programmes. Broadly active is widely acknowledged as a positive alternative to medical solutions and offers long-term benefits that reduce demand on primary and secondary health care services.

- 2.6 Alongside Broadly Active sits the Why Weight programme, 12-weekly group sessions where residents are supported to learn to have healthier eating habits and increase physical activity. Why Weight has seen great success, whilst reducing population obesity levels requires a whole system approach, for individuals in the community it has had life-changing results.
- 2.7 Broadland communities are active and as a Council support the development of self-sustaining community activity such as four park runs which have a combined 13,500 Broadland residents registered to participate. As well as annual events such as the Marriott's Way 10k race.
- 2.8 Within the District there are exceptional sporting individuals who are supported to progress in their chosen field through the Broadland Sports Champion Grants.

The wider benefits of Leisure Services

- 2.9 Whilst all of the above have a focus on increasing activity in residents there are further benefits to the individual, community and public sector.

Helping people to stay healthy for longer and encourage independence

- 2.10 Whilst the population across Norfolk is ageing, the number of quality of life years, where residents are in good health, is decreasing. Increasing physical activity and reducing social isolation are both priorities in improving quality of life and promoting independent living.

Improving life chances, opportunities and social mobility

- 2.11 12.6 percent (8,000) of employment in Broadland is in the caring, leisure and other service occupations category. Schemes such as Tots 2 Teens offer vocational training and placement experience that support residents into employment. The link between financial sustainability and health are well-evidenced, increasing financial wellbeing contributes to positive health outcomes.

Creating an accessible and attractive District that enables active transport and tourism

- 2.12 Broadland has open spaces that allow for informal leisure opportunities and increasing ways to support active travel. Active travel infrastructure has the additional benefit of opening up employment and training opportunities to residents without personal transport.

Supports the prevention agenda in reducing demands on the wider public sector

- 2.13 Keeping residents in good health supports the prevention agenda. Keeping residents active increases positive health outcomes and therefore reduces the need to attend primary and secondary care services, as well as the need for social care.

3 CURRENT POSITION

- 3.1 A significant amount of leisure facilities and activities across Norfolk are privately-owned, often out of reach of those people who may benefit the most. Broadland District Council, in line with health and wellbeing priorities, want to ensure that every resident has opportunity to engage in physical activity and in their community. However, creating accessible opportunities is not to the detriment of high-quality and effective services. As identified above, there are many opportunities within the leisure service which can provide social, environmental and / or commercial value as well as improving residents' physical health.
- 3.2 To build on the existing leisure offer it is valuable to develop a set of proposed principles as listed below (4) which can guide officer resource towards identifying opportunities to improve the health and wellbeing of residents in the community. This will offer a framework for how the Council might develop the offer to residents and the rationale for the programmes of work that are supported.
- 3.3 Alongside officer resource, this will enable officers to identify opportunities where the Council may wish to prioritise any financial contribution. Improving the health and wellbeing of residents is of benefit to the wider public sector, as well as individuals, therefore collaboration on initiatives is by shared resource including finances.

4 PROPOSED ACTION

4.1 Proposed Leisure Principles

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).

5 CONCLUSION

- 5.1 It is important that Broadland considers its future investments into leisure very carefully. The context of ensuring that the taxpayer sees value in every pound invested and the continuing impact of the Government's programme of austerity mean that wise decisions around the use of funds are more important than ever. This does not mean that Broadland relinquishes its enthusiastic pursuit of the delivery of high-quality leisure access but will require members and officers to be increasingly innovative and collaborative in how these ambitions are delivered. The proposed principles offer a constructive framework to achieve this ambition.

6 RECOMMENDATION

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

Background Papers

None

TREASURY MANAGEMENT QUARTER 2 REPORT 2019/20

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Portfolio:

Finance & Resources

Wards Affected:

All

Purpose of the Report:

This report reviews the treasury management activity during the first six months of the financial year 2019/20 and reports on the prudential indicators as required by CIPFA's Treasury Management Code of Practice and as per the approved Treasury Management Policy. There is also an update on the Target Return Fund managed by Investec Asset Management on behalf of the Council.

Recommendations:

Cabinet is recommended to request that Council:

1. Note the treasury activity for the first half of the year and that it complies with the agreed strategy.
2. Note the 2019/20 prudential indicators for the first six months of the year.
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.

1. SUMMARY

- 1.1 The report reviews the treasury management activity during the first six months of the financial year 2019/20 and reports on the prudential indicators as required by CIPFA's Treasury Management Code of Practice.
- 1.2 Investments totalled £34.878 million as at 30 September 2019, including the externally managed funds.
- 1.3 Interest received on the Council's external investments and savings on loan charges are forecast to be around £165,000 above the budget of £71,100. However, uncertainty around the impact of Brexit and the performance of the Council's externally managed funds will influence the final year end figure. Members are alerted that the externally managed Target Return Fund is being dissolved in February 2020 and Funds currently placed here will need to be re-invested elsewhere.

2. ECONOMIC ENVIRONMENT & INTEREST RATES

- 2.1 After only tepid annual economic growth of 1.4% in 2018, GDP Growth has taken a hit from Brexit uncertainty during 2019 although growth in quarter 1 was unexpectedly strong at 0.5%. However, this was boosted by stock building ahead of the original March Brexit deadline so quarter 2 was expected to be slightly negative and duly came in at -0.2% quarter on quarter and +1.3% year on year. Quarter three 2019 surprised on the upside by coming in at +0.4% q/q, +1.1% y/y. However, the peak of Brexit uncertainty during the final quarter appears to have suppressed quarterly growth to probably around zero. The economy is likely to tread water in 2020, with tepid growth around about 1% until there is more certainty after the trade deal deadline is passed.
- 2.2 After the Monetary Policy Committee (MPC) raised Bank Rate from 0.5% to 0.75% in August 2018, it is little surprise that they have abstained from any further increases since then. There is unlikely to be any further action from the MPC until the uncertainties over Brexit clear. Nevertheless, the MPC does have concerns over the trend in wage inflation that have continues to grow at rates above those consistent with meeting the inflation target in the medium term. If economic growth were to weaken considerably, the MPC has relatively little room to make a big impact with Bank Rate still only at 0.75%. It would therefore, probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy. The Government has already made moves in this direction and it made significant promises in its election manifesto to increase government spending by up to £20bn p.a., (this would add about 1% to GDP growth rates), by investing primarily in infrastructure. This is likely to be announced in the next Budget, probably in February 2020. The Chancellor has also amended the fiscal rules in November to allow for an increase in government expenditure
- 2.3 As for CPI inflation itself, this fell to 1.7% in August and again to 1.5% in both October and November, a three-year low. It is likely to remain close to or under 2% over the next two years. Although this could change once the impact of Brexit is clear.

- 2.4 The rise in wage inflation and fall in CPI inflation is good news for consumers as their spending power is improving in this scenario as the difference between the two figures is now over 2%, i.e. a real term increase. Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months.
- 2.5 Brexit. The general election held on 12 December 2019 has resulted in clarity that Brexit will now happen on 31 January 2020. However, there will still be much uncertainty as to the detail of a trade deal which will need to be negotiated by the current end of the transition period in December 2020.
- 2.6 The latest interest rate forecasts from the Council's Treasury Management Advisors, are shown in Table 1, with a rise in the central bank rate now not expected until December 2020. A recent rise in PWLB rates has meant that the Council would look at options from other lenders should there be a need to borrow in the future.

Table 1 – Interest Rate Forecast

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	3.00	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

3. THE COUNCIL'S OVERALL BORROWING REQUIREMENT

- 3.1 The authority's capital financing requirement (CFR) represents its theoretical need to borrow to fund capital expenditure. As the capital programme's financing has been fully funded, with all over-financing corrected in previous years, the CFR will match the technical debt represented by the finance lease described in paragraph 3.5. As the authority intends to fully finance its capital programme the CFR is expected to mirror the finance lease debt for the foreseeable future.
- 3.2 The Council therefore is currently estimated to have a Capital Financing Requirement of £120,050 for 2019/20. This represents a key prudential indicator.
- 3.3 Given the significant cuts to local government funding which has significantly increased the pressure on Council finances, the most efficient option to fund capital expenditure during 2019/20 is to use internal funding. External debt will probably not be required. However, this will be kept under review.
- 3.4 Capital expenditure and commitments to 30 September was £2,767,940, against a budget of £3,075,400 for the first half of the year. While this represents 90% of the pro rata budget spent, this is mainly due to two unbudgeted payments totalling £1.2 million: a payment to Broadland Growth of £1.01m and a payment of £0.21m

to Parish Councils which have subsequently been funded from the Broadland Growth Reserve. The remaining capital spend relates to Disabled Facilities Grants and a number of smaller value projects. It is anticipated that there will be an underspend on some of these smaller value projects at year end.

- 3.5 The 2019/20 Treasury Management Policy set an operational boundary for external debt of £4m and an authorised limit of £6m. This means that if the authority's level of external debt (including notional debts on implied finance leases) exceeds £4m at any stage during the year the fact must be reported to Council as soon as possible and that debt is not allowed to exceed £6m without receiving prior authorisation from Council. The technical debt represented by the implied finance lease within the waste collection and street cleansing contracts amounted to £120,050 as at 31 March 2019 and overdrafts incurred as part of treasury operations have been minimal. The Operational Limit of £4m on debt has not been breached at any point.
- 3.6 The authority is required to report on the ratio represented by its net financing costs to its net revenue stream. This is a measure of affordability, indicating how much of the authority's revenue is taken up in financing its debt. However, as Broadland is a net investor and its net revenue stream is negative (income) it has a positive ratio of 1.13%, indicating that its net financing position is represented by income equivalent to just over one percent of its other grant and taxation revenues.

4. COMPLIANCE WITH PRUDENTIAL INDICATORS

- 4.1 The Council approved a set of Prudential Indicators for 2019/20, in March 2019, as part of the Council's Treasury Management Strategy.
- 4.2 Under the Council's Constitution, the Full Council approves the Treasury Management Strategy and therefore any deviation or breach must be reported to Full Council. In practice, all breaches are also reported to Cabinet prior to Full Council. The prudential indicators are outlined in Appendix A. There were no breaches of the indicators between April and September.

5. INVESTMENT ACTIVITY

- 5.1 The MHCLG's Investment Guidance requires local authorities to prioritise security and liquidity over yield.
- 5.2 The Council's investments as at 30 September 2019 were outlined in Table 2:

Table 2 – Council's Investment as at 30 September 2019

Counterparty	£million	Interest Rates
Investec	10.33	Return varies, dependent on the performance of the underlying fund
Payden & Rygel	3.13	
Certificates of Deposit	2.00	0.81%
Banks	14.00	0.73% to 1.15%

Instant access deposits with banks (interest bearing accounts)	5.50	0.40% to 0.65%
Total	34.87	

- 5.3 The authority purchased units in Payden & Rygel and Investec's pooled funds some time ago. No units have been sold or purchased since; changes in the value of the Council's share reflect the net growth in the overall value of the funds.
- 5.4 The Payden & Rygel investment is in an AAA rated Sterling Reserve Fund. The investment with Investec is split between the Diversified Income Fund and the Target Return Fund. The mixture of funds should smooth the volatility on the riskier Target Return Fund. At the 30 September 2019 the value of the Council's shares in the Payden & Rygel investment fund was £3.26m, and the two funds with Investec Asset Management totalled £10.103m
- 5.5 In December Officers were alerted by Investec that they are planning to dissolve the Target Return Fund on 18 February 2020 in which the Council currently has £2,047,706 invested. The reasons provided by Investec for the decision are provided below:
- The Fund was launched in October 2005 and its assets under management ('AUM') have declined from just over £600 million in April 2013 to approximately £12 million in November 2019. In the last few years, the Fund has experienced net outflows, most recently from a large investor which held approximately (approximately 85% of the Fund's AUM).
 - At its current size, the Fund is no longer economically viable and the Investment Manager believes it is unlikely that its assets will increase to a size which improves its ongoing viability.
 - Further, the Fund may be difficult to manage from an investment management perspective. Corporate bonds and some sovereign bonds can trade in minimum sizes of £100,000. As a result, the Investment Manager may struggle to diversify the Fund across a broad enough range of investments. The continued reduction in the Fund's assets would also mean that the fixed costs per investor would become proportionately higher than they would be if the Fund were larger.
 - Investec have considered a merger of the Fund with another Investec sub-fund. However, this is not considered to be feasible and having consulted State Street Trustees Limited, the Depositary of the Fund, Investec believe that it would be in the interests of investors to close the Fund in accordance with the Financial Conduct Authority (FCA) rules.

Invested have indicated there are a number of options available with the Target Return Fund but any movement of funds will need to be completed by 12pm 17 February:

Option 1 – Switching to another alternative sub-fund within the Investec OEIC range before the closure such as the Diversified Income Fund. Investec will not make any charges for a switch. The switch will take place at the share prices calculated at the next valuation point following receipt of the instructions to switch

Option 2 – Redeem the investment which depending upon cashflow requirements could then be placed with another Fund Manager or invested by the Finance Team.

Option 3 – If the Council does not take positive action is taken then dealing in shares in the Fund will stop immediately after the dealing cut off point of 12pm on 17 February 2020. The Fund will then be closed down from the 18 February. Within five weeks of that date, the remaining assets of the Fund will be sold and shares will be redeemed with an interim payment being made, Although the Council receive an interim payment in respect of the redemption proceeds within five weeks after the Effective Date, it is anticipated that the formal closure will take up to one year from this date to complete. Investec may then make a final payment of any balance remaining less a provision for any further expenses of the Fund. However, no final payment is expected.

Initial advice has been sought from the Council's Treasury Advisers who have indicated that the Council should not rush to move the funds into the Investec Diversified Income Fund but to look at all options and a meeting is being set up for January with the Advisers, Portfolio Holder and Officers. Under delegated powers the Assistant Director Finance will then re-invest the funds accordingly having regard to the cashflow requirements of the Council.

- 5.6 During the first six months of 2019/20, the in-house team arranged 28 fixed term deposits which included 1 Certificate of Deposit (CD's) purchased through the clearing house King & Shaxson. Cash levels were managed through transfers into or out of the Council's interest-bearing accounts as a flexible alternative.
- 5.7 The total sum invested by the in-house team as fixed term deposits ranged from a minimum of £16.9m to a maximum of £31.6m during the six-month period, with an average investment of £23.16m per day. This included sums invested on behalf of town and parish councils and other charitable organisations. As at 30 September 2019, these amounted to a total of £683K. (Table 3).

Table 3 – Investments on behalf of Town and Parish Councils

	£'000	Terms of interest paid
Charitable organisations	3.0	0.5% below Base Rate
Parish Deposits	680.0	Average internal rate achieved on all investments
Total	683.0	

- 5.8 The Council's budgeted investment income managed internally for the year was set at £235,600 and interest earned to the 30 September was £194,700.
- 5.9 A forecast of £236,100 is predicted at year-end for external investments, around £165,000 above budget which represents additional investment interest of £40,000 and £125,000 savings on loan charges. However, this could change depending on rate changes as a result of Brexit and the performance of the External Managed Funds
- 5.10 The authority's Treasury Management Strategy for 2019/20 followed the principles in MHCLG's 2010 'Guidance on Local Government Investments' ("Guidance") and CIPFA's 'Treasury Management Code of Practice 2017 (TM Code)". Security and

liquidity of investments take priority over yield and surplus funds have been invested in high credit quality counterparties. No counterparty in which the Council has invested funds had a credit rating lower than A- as stated in the Council's Annual Investment Strategy 2019/20.

- 5.11 As per the agreed capital programme, there were outstanding loans as at 30 September 2019 of £2m to Broadland Growth Ltd and £319.1k on Facility Agreements with three of the Parish Councils. Interest rates on these loans are 4% above base rate, reflecting the relative risk in the company and the market environment.

6 ISSUES AND RISKS

- 6.1 All investments were made within the statutory requirements that govern local authority money market activities.
- 6.2 The CIPFA Code of Practice on Treasury Management requires the authority to report on treasury management activities at least twice a year, including a report on the Prudential Indicators
- 6.3 The main aim of the investment strategy is to minimise the risk of loss of principal. The Council's investments are with counterparties offering higher security, at the expense of yield if necessary. The Council works with its financial advisors to ensure that risks are reduced.
- 6.4 The report has no specific impact on Equalities. Treasury decisions are made primarily on the basis of the security of counterparties, with the needs of the authority's cash-flow second and other considerations such as equality and diversity given lower priority.

7 CONCLUSIONS

- 7.1 Investment balances will reduce slightly as we move towards year end, this together with the uncertainty over Brexit may impact upon investment returns.
- 7.2 The Council is unlikely to need to borrow funding for the remainder of the financial year.

8 RECOMMENDATIONS

- 8.1 Cabinet is recommended to request that Council:
- 8.2 Note the treasury activity for the first half of the year and that it complies with the agreed strategy.
- 8.3 Note the 2019/20 prudential indicators for the first six months of the year.
- 8.4 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.

Appendix A: Prudential Indicators

Capital Financing Requirement and Borrowing

Estimates of the Council's Capital Financing Requirement for 2018/19 to 2020/21 are shown in the table below:

	31/03/2019	31/03/2020	31/03/2021
	Outturn	Estimate	Estimate
	£000's	£000's	£000's
Capital Financing Requirement before MRP	205	120	0
Less Minimum Revenue Provision	(205)	(120)	0
Capital Financing Requirement	0	0	0

The table below shows the maximum borrowing planned, which is both internal borrowing from cash balances and external borrowing from funders such as PWLB.

	31/03/2019	31/03/2020	31/03/2021
	Outturn	Estimate	Estimate
	£000's	£000's	£000's
Existing Profile of Borrowing	0	0	0
Less: Other Long Term Liabilities	0	0	0
Borrowing in Year	0	0	5,000
Cumulative Maximum Borrowing Requirement	0	0	5,000

Balances and Reserves

Estimates of the Council's level of Balances and Reserves (both Revenue and Capital) for 2018/19 and future years are as follows:

	31/03/2019	31/03/2020	31/03/2021
	Actual	Estimate	Estimate
	£000's	£000's	£000's
Balances and Usable Reserves	24,848	22,838	16,461

These have risen from the estimates in the Treasury Management Strategy due to lower than anticipated capital expenditure during the year.

Prudential Indicator Compliance

(a) Authorised Limit and Operational Boundary for External Debt

- The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached.
- There was no external borrowing in 2019/20 to date and therefore the limits set for 2019/20 were not breached.

(b) Interest Rate Exposure - The Council has managed the extent to which it is exposed to changes in interest rates. It has done this during the year to date by making a combination of fixed and variable rate investments.

(c) Limits on Exposure to Interest Rates - The Council is also required to set limits on its exposure to fixed and variable interest rates, to the maturity structure of its borrowing and the total amounts invested for initial terms of more than 364 days. As the Council is aware of the changing economic situation at the moment, it is minded to keep 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	2017/18	2018/19	2019/20	2020/21
Fixed rate exposure	100%	100%	100%	100%
Variable rate exposure	100%	100%	100%	100%
Total principal sums invested for initial terms over 364 days	A maximum of £10m medium term (up to 5 years) and £5m long term (up to 10 years)			

(d) Total principal sums invested for periods longer than 364 days

- This indicator allows the Council to manage the risk inherent in investments longer than 364 days.
- The limit for 2019/20 is set at a maximum of £10 million medium term (up to 5 years) and £5 million long term (up to 10 years)

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Pages 67 to 73 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