

Cabinet

Agenda

Date

Tuesday 26 November 2019

Members of the Cabinet

Mr S A Vincent
Chairman (Leader) Policy

Mrs T M Mancini-Boyle
(Deputy Leader) Finance

Portfolio holders

Mr 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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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 The Cabinet will be advised of the views expressed by the Committee at its meeting on 19 November 2019 in relation to items on this Agenda.	
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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.

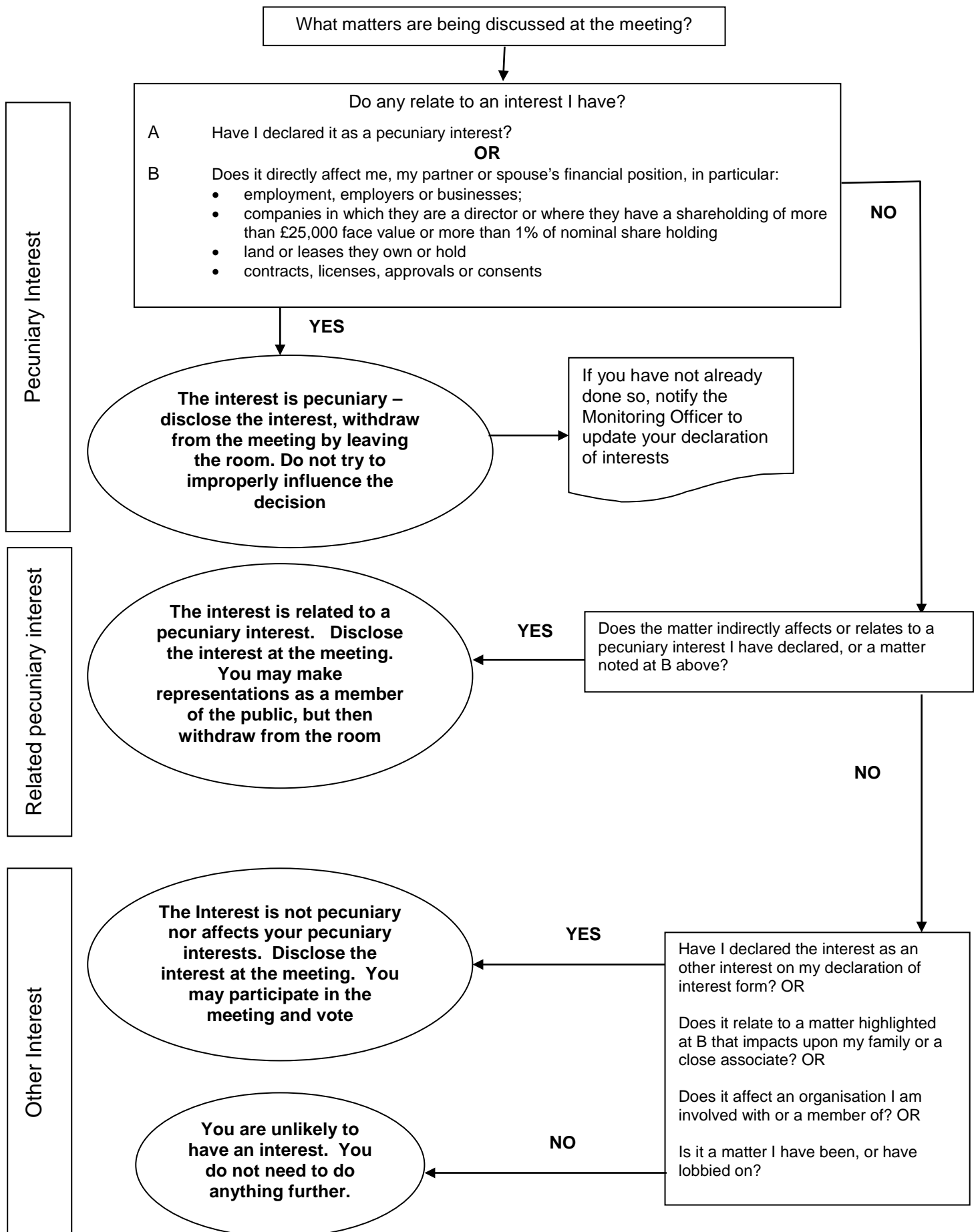
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

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 **Monday 28 October 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, Ms Catchpole, Dr Lawrence, Mr Nurden and Mr Riley also attended the meeting.

Officers in attendance were the Managing Director, Director Place, Director Resources, Director People and Communities, Assistant Director Regulatory, Assistant Director Governance and Business Support (Monitoring Officer) Environmental Management Officer (AO), Environmental Management Officer (DBM), Revenues and Benefits Manager and the Committee Officer (JO).

The Leader welcomed Nick Howard the new Assistant Director of Regulatory to the meeting.

40 MINUTES

The Minutes of the meeting held on 3 September 2019 were confirmed as a correct record and signed by the Chairman.

41 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.

42 OVERVIEW AND SCRUTINY COMMITTEE

Cabinet received the Minutes of the meeting of the Overview and Scrutiny Committee held on 8 October 2019.

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 22 October 2019, as each item was considered.

43 ENVIRONMENTAL EXCELLENCE PANEL

Cabinet received the Minutes of the meeting of the Environmental Excellence Panel held on 12 September 2019.

44 WELLBEING PANEL

Cabinet received the Minutes of the meeting of the Wellbeing Panel held on 7 October 2019

The Chairman of the Panel advised Cabinet that Members had received a joint safeguarding presentation with Members from South Norfolk Council prior to the meeting.

The Panel had also considered and endorsed a draft version of the Health and Wellbeing Strategy. The Strategy would be brought to the 26 November 2019 Cabinet for consideration.

45 ENVIRONMENTAL ACTION PLAN AND POLICY STATEMENT

The report proposed the adoption of a joint Environmental Action Plan and Policy Statement with South Norfolk Council, which would replace both Councils' existing Environmental Policies and Strategies. The Action Plan reflected input from the Environmental Excellence Panel and South Norfolk's Growth, Infrastructure and Environment Policy Committee.

The Portfolio Holder for Environmental Excellence advised the meeting that she fully supported the Strategy. However, she acknowledged that the Overview and Scrutiny Committee had concerns about it not having strong enough links to the targets in the Government's 25 year plan and to address these she proposed to change commitment 2 in the Environmental Policy Statement to:

To adopt a policy whereby all future key decisions were considered and a statement made for their environmental impact and for their alignment to the IPCC guidance.

She also suggested that the Action Plan should include timelines and be review by Cabinet in three months' time.

The Chairman of the Overview and Scrutiny Committee added that the Committee had recommended that the Environmental Excellence Panel be made a Committee, to reflect the Council's commitment to its environmental responsibilities.

In response, the Chairman advised the meeting that the Panels set policy and gave a steer to Cabinet and were chaired by Portfolio Holders, so he considered that they already had sufficient influence.

The Portfolio Holder for Economic Development advised the meeting that she had been appointed to the Water Management Alliance by the Broads Internal Drainage Board and would be reporting back regularly to the Environmental Excellence Panel.

The Portfolio Holder for Planning advised the meeting that the Overview and Scrutiny Committee could consider the Minutes of the Panels when it reviewed the Cabinet Agenda, if it wished.

Members were advised that a baseline exercise to gather data that would be used to draw up targets for the Action Plan, would now commence.

RECOMMENDED TO COUNCIL

- (1) to adopt the proposed Environmental Policy Statement, as amended;
- (2) to adopt the proposed Environmental Action Plan, as amended; and
- (3) that the Environmental Action Plan is reviewed by Cabinet in three months' time.

Reasons for decision

To adopt a joint Environmental Strategy.

46 NORFOLK AND SUFFOLK LOCAL INDUSTRIAL STRATEGY

The report proposed that Cabinet endorse the draft Norfolk and Suffolk Local Industrial Strategy, which had been developed by New Anglia Local Enterprise Partnership to show how Norfolk and Suffolk would collaborate to provide new clean growth solutions and infrastructure for communities and businesses.

A key priority area in Broadland was the Food Innovation Centre based at the Food Enterprise Zone.

The Portfolio Holder for Housing and Wellbeing commended the Strategy, which fitted well with the Inclusive Growth Strategy that was currently being drafted.

RESOLVED

to endorse the draft Norfolk and Suffolk Local Industrial Strategy.

Reasons for decision

To drive growth and productivity across the District in a clean and sustainable way.

47 COUNCIL TAX GOOD PRACTICE PROTOCOL

The report recommended the adoption of the Citizens Advice Council Tax Good Practice Protocol, which covered the collection and recovery of Council Tax arrears.

The aim of the Protocol was to help Councils establish good practice with Citizens Advice in dealing with Council Tax debt. So far, 61 authorities across the country had adopted the Protocol.

The Overview and Scrutiny Committee had voted unanimously to recommend that the Protocol be adopted at its meeting on 13 August 2019.

South Norfolk Council was also in a position to adopt the Protocol and would be asking their Members to consider the matter in due course.

The Portfolio Holder for Finance advised the meeting that adopting the Protocol would only require minimal changes to the Council's current procedures.

There remained some points that the Council wished to clarify with Citizens Advice, but they had not yet responded, which was the reason for the delegation to amend the Protocol if necessary had being added to the resolution. Any major changes to the Protocol, however, would be brought to Cabinet for determination.

RECOMMENDED TO COUNCIL

- (1) to adopt the Council Tax Good Practice Protocol be adopted; and

- (2) delegate authority to the Assistant Director of Finance, in consultation with the Portfolio Holder for Finance, to amend the Protocol as necessary in the future.

Reasons for decision

To provide a stronger local partnership with Citizens Advice in respect of Council Tax debt.

48 DRAFT COMMERCIALISATION STRATEGY

The report proposed the adoption of a Commercialisation Strategy, which set out an approach to how the commercial opportunities outlined in the Feasibility Study could be taken forward.

The report was considered and endorsed by the Audit Committee on 10 October 2019. Cabinet were requested to recommend the Strategy for adoption by Council.

The aim of the Strategy was to maximise returns, both financial and social, for both Councils, whilst maintaining a public service ethos of equality and fairness. The Strategy could also be adapted to each Councils' ambitions and appetite for risk.

Following a meeting of the Joint Lead Members Group this morning that had also considered the Strategy, the following bullet point had been added to paragraph 7 – Strategic Objectives:

- Ensure that decisions are taken with regards to the Councils' Environmental policies.

The Portfolio Holder for Finance welcomed the Strategy and especially developing officer skills in order to take forward commercial opportunities.

The Chairman of the Overview and Scrutiny advised the meeting that the Director of Resources was to bring a briefing paper to the Committee on commercialisation at other local authorities.

The Chairman noted that the EcoCube Time and Task Limited Panel were being reconvened and suggested that they needed to be very clear about the Panel's Terms of Reference, if they were to be effective.

Members were also advised that Rodney Fincham, the new Assistant Director of Finance had taken up his post today.

RECOMMENDED TO COUNCIL

to adopt the Joint Commercialisation Strategy, as amended.

Reasons for decision

To deliver commercial opportunities and support the Council in addressing the financial challenges it faced.

49 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.

50 EXTENSION OF WASTE COLLECTION AND STREET CLEANSING CONTRACTS

The report set out the reasons for extending the waste collection and street cleansing service for five months to 31 March 2022.

It explained that in order for a review of both Councils' waste collection services to be completed and then allow time for implementation, it had been identified that an extension of the current waste contract and street cleansing contract both with an end date of 2 November 2021 would be necessary.

RESOLVED

to delegate to the Director of People and Communities the authority to agree on behalf of Broadland District Council the extension of the waste collection and street cleansing contracts with Veolia Environmental Services until 31 March 2022.

Reasons for decision

To allow sufficient time for a review of the service to be undertaken.

The meeting closed at 6.50pm

Minutes of a meeting of the **Place Shaping Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **4 November 2019** at **6.00pm** when there were present:

Mr N J Brennan
Mr S M Clancy
Ms J A Neesam

Mr G K Nurden
Mrs L A Starling
Miss J L Thomas

Mr J M Ward

Also in attendance were the Assistant Director of Planning, Spatial Planning Manager, Planning Projects and Landscape Manager and Committee Officer (JO).

5 APPOINTMENT OF CHAIRMAN

In the absence of the Chairman and Vice-Chairman and after calling for nominations it was

RESOLVED:

To appoint Mr Brennan as Chairman for the meeting.

Mr Brennan in the Chair

6 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mrs Hempsall and Miss Lawn.

7 MINUTES

The Minutes of the meeting held on 1 July 2019 were confirmed as a correct record and signed by the Chairman.

Minute No. 3 – Greater Norwich Local Plan

Members were advised that the Greater Norwich Local Plan was scheduled to go to the Greater Norwich Development Partnership on 6 January 2020 for endorsement of the Regulation 18 Consultation and then on to the 14 January 2020 Cabinet for final agreement.

8 JOINT CORE STRATEGY FOR BROADLAND, NORWICH AND SOUTH NORFOLK: ANNUAL MONITORING REPORT 2017/18

The Panel received the Joint Core Strategy Annual Monitoring Report (AMR) for 2017/18, which set out how plans were progressing and the objectives in the Local Plan were being met.

A key element of the AMR was the housing land supply assessment; as local planning authorities were required under the National Planning Policy Framework to have a minimum of five years housing land supply. This was formerly calculated separately for the Norwich Policy Area and the Rural Policy Areas of Broadland and South Norfolk, but was now calculated for the whole of Greater Norwich. Using this methodology the housing land supply from April 2018 to March 2024 was 6.54 years. Individually Broadland had 7.33 years, South Norfolk 5.90 years and Norwich 6.82 years.

The report also set out the Community Infrastructure Levy receipts for local authorities, as well as parish and town councils, which for 2017/18 was £3,333,571.

The report also outlined progress against targets set out in the monitoring framework of the adopted Broadland Local Plans: Development Management DPD; Site Allocations DPD and Growth Triangle Area Action Plan.

In response to a query, it was confirmed that the 2017/18 AMR had been delayed due to resource issues for the planning authorities. It had also been an unusual year as the methodology for calculating land supply had changed, which had caused delay. The AMR for 2018/19 was expected to be published before the end of the year. Members were also asked to note that Broadland had published its interim statement to demonstrate land supply in March 2019 and the latest housing delivery data should be published this month.

AGREED

To note the Annual Monitoring Report 2017/18.

9 TRANSFORMING CITIES FUNDING SUBMISSION

The Department for Transport had launched a £1.7bn Transforming Cities Fund in March 2018, which aimed to stimulate productivity, prosperity and jobs through investment in public and sustainable transport in English city regions.

A joint Greater Norwich officer team had submitted an initial bid to the first tranche of the scheme. The application was based on a vision to 'Invest in

clean and shared transport, creating a healthy environment, increasing social mobility and boosting productivity through enhanced access to employment and learning.'

The bid placed the city centre as the hub with six corridors leading out to Broadland Business Park, Norwich Research Park, Easton, Rackheath, Sprowston and Norwich Airport Industrial Estate, as they offered the greatest potential for productivity growth due to the density of homes, jobs, education and transport services that are accessed from them. In March 2019 Department for Transport awarded the Norwich City Region £6.1m for six schemes as part of tranche 1. These were:

- Prince of Wales Road
- Dereham Road Pedestrian Access and Safety
- Norwich Bus Station Upgrade
- Norwich Bike Share
- Blue Pedalway – Hethersett Section
- Green Pedalway – St Williams Way/Ring Road Section

The deliverability of the proposals in the submission was praised by the Department for Transport. The team were currently preparing a Strategic Outline Business Case, which was required to submit a bid to the second tranche of the fund by the 28 November 2019 deadline. The bid was to be submitted in a three tiered package; low (£72.5m), medium (£87.5m) and high (£162.5m) – note: these figures are still liable to change come the final submission. Examples of projects within the various levels of funding packages include:

- The widening of Salhouse Road from Harrison's Wood to the Broadland Northway to allow for a continuous walking and cycling route to Rackheath.
- A link road from Plumstead Road over the Bittern Railway Line to the north of Broadland Business Park, resulting in the closure of Green Lane to traffic and it becoming a pedestrian/cycle greenway.
- Increasing bus priority along Yarmouth Road by removing car parking, improving the Pound Lane junction and other measures.

In response to a query about a rail halt at Broadland Business Park, the Panel was informed that although it remained an ambition of the Council there was insufficient interest and funding from the rail companies to bring this forward at this stage.

In answer to a suggestion from the Chairman that a roundabout should replace the traffic lights near Sainsbury's in Thorpe St Andrew, the Panel was advised that the wider Transport for Norwich programme would be a more appropriate body to bring forward such a scheme.

Concern was expressed about removing parking along Yarmouth Road to increase bus priority, as parking at Thorpe Lodge was already very restricted. A Member also expressed surprise that there was no incentive for electric cars proposed for the project.

In response the Planning Projects and Landscape Manager advised Members that the main emphasis of the scheme was in achieving clean and shared mobility through targeted investment in buses, cycling and walking in order to make them competitive with private car ownership. However, Norfolk Car Share Club was being encouraged.

RESOLVED

To note the content of the report.

10 PROPOSED AMENDMENTS TO THE COUNCIL'S SCHEME OF DELEGATION RELATING TO PLANNING

The Assistant Director of Planning advised the meeting that the report proposed to amend delegated powers in the Constitution to allow planning applications contrary to policy to be approved where they related to the change of use of agricultural land to residential curtilage. This was because the Committee had considered a high number of these minor proposals since 2018 and all but one had been approved.

Members would still however retain the power to refer any application to Committee as the local Member, if they wished.

It was also proposed to refer applications to committee where the planning application had potential to generate employment, but the recommendation was for refusal or the proposal had potential to result in the loss of employment, but the recommendation was for approval. It was confirmed that the Economic Development department was consulted when applications had the potential to generate employment.

RECOMMENDED TO CABINET

that the Monitoring Officer proposes the following amendments to the Council's Constitution with respect to functions relating to planning to be reported to Council in December 2019 for final decision:

- To allow proposals contrary to policy to be approved where they relate to the change of use of agricultural land to residential curtilage.
- To refer applications to Committee where the proposal has potential to generate employment, but the recommendation is for refusal or the proposal has potential to result in the loss of employment, but the recommendation is for approval.

The meeting closed at 7.02 pm

DRAFT

HEALTH AND WELLBEING FRAMEWORK

Report Author: Sam Cayford
Healthy Living Manager
01508 533694
scayford@s-norfolk.gov.uk

Portfolio: Housing and Wellbeing

Wards Affected: All

Purpose of the Report:

To identify a sense of direction and understanding of the health and wellbeing needs that are to be addressed across Broadland and South Norfolk. The Two Councils One Team approach provides the opportunity to take a consistent approach across both Council areas. This provides a framework that officers, and Members can work towards delivering health and wellbeing outcomes.

Recommendations:

Cabinet is asked to support the Health and Wellbeing Framework and priorities and **recommend its adoption by Council.**

1 SUMMARY

- 1.1 The Health and Wellbeing Framework (attached at Appendix 1) sets out to improve health inequalities and health outcomes for our residents. Key to success is the way we work with our partners to reduce demand on services when they are under pressure and recognising the role we play in improving health outcomes collectively.

2 BACKGROUND

- 2.1 Broadland District Council have a well-established and successful background in engaging residents and partners in improving the health and wellbeing of the population.
- 2.2 Beyond our statutory obligations as a council other notable examples of good work in this area include:
- First Steps – individualised programme of 1:1 support for residents at risk of falls, identified and referred via the Handyperson. Grants are also available for low-cost interventions to delay frailty and prevent falls.
 - PATHS – support for young people in primary schools to improve self-esteem and resilience. Commissioned via public health funding.
 - Broadly Active – exercise referral scheme. A programme of exercise that is prescribed by a doctor, nurse, physiotherapist or pharmacist.
 - IHAT+ - Care and Repair officer based within the multi-disciplinary team within the primary care GP surgeries to offer non-medical solutions such as housing adaptations etc.
 - Community leisure – Support community-led activities such as four park runs which have a combined 13,500 Broadland residents registered to participate. As well as Broadland council organised events such as the Marriott's Way 10k race
 - Tots2Teens - is a summer activity programme delivered in community spaces throughout Broadland and is targeted as an outreach service that also helps children who need extra support (such as those with learning difficulties and those in contact with Children's Services and the Help Hub).
 - Choices – A free course supporting Broadland residents to find employment by teaching key skills such as CV writing, interview techniques etc.
- 2.3 The Two Councils One Team approach provides the opportunity to adopt a consistent approach in activity relating to health and wellbeing outcomes across both council areas. Whilst recognising the specific requirements of each area and of the Council, this allows for a consistent approach where beneficial, and a stronger and unified voice when working with partner agencies.

3 CURRENT POSITION

- 3.1 Please see attached Health and Wellbeing Framework.
- 3.2 Whilst there are some notable differences in the population and demographics between South Norfolk and Broadland areas, there populations are remarkably similar and face similar health and wellbeing issues, meaning there is value and validity to a common framework both for council specific work as well as collaborative opportunities.

4 PROPOSED ACTION

- 4.1 This framework is evidence led and aims to provide a framework against which Broadland and South Norfolk resource can be used to best effect in improving our residents' health and wellbeing.
- 4.2 It outlines clear priority areas to focus attention and resources and identifies the communities who needed the greatest support. This is outlined through identifying four key health and wellbeing areas, namely:
- Frailty and Falls
 - Mental Wellbeing
 - Activity and Healthy Lifestyle
 - Employment and Aspirations
- 4.3 It also demonstrates how the various and varied functions of both Councils can make a strong contribution towards the health and wellbeing of our communities, as a part of a whole organisational approach
- 4.4 The Health and Wellbeing Framework allow officers and Members to engage with local and national partners to clearly set out our intention for reducing health inequalities and promoting good health across both districts. Collaboration will be key to our delivery and we will use our governance arrangements with the Health and Wellbeing Board, the STP and CCG locality board as well as the Wellbeing Panel and policy committee to report on our achievements and seek support for further collaboration where necessary.

5 RECOMMENDATIONS

- 5.1 Cabinet is asked to support the Health and Wellbeing Framework and priorities and **recommend its adoption by Council.**

Background Papers

None

Broadland and South Norfolk Health & Wellbeing Framework

The Health & Wellbeing Framework will serve to support both Councils in identifying the needs of residents and help shape our response as district councils and in partnership with others to address those needs.

Broadland and South Norfolk Councils have championed the positive contribution district services make to the health and wellbeing of residents, including creating a local [Framework \(SNC\)](#) and plan to deliver health and wellbeing outcomes. This aligns with the Norfolk-wide Health and Wellbeing Framework which both Councils have formally endorsed.

Each locality has unique features such as our mix of rural and urban populations. However, similarly to Norfolk, there are common elements such as our ageing populations and difficulties in accessing services due to rurality. Encouragingly, there are important lessons and best practice to learn from both districts, partners and from outside the county.

The level of control over local public resource varies according to the organisation (e.g. Adult Social Care commissioning compared to Primary Care Network commissioning). The austerity measures across the wider public sector has seen this influence being reduced across the board. The Broadland and South Norfolk shared services agreement will strengthen our ability to influence partners' mainstream spending and aligned priorities across a wider footprint.

Just as importantly, the journey to develop strong, shared cultures across the two organisations will be encouraged by the 'Two Councils, One Team' journey, as we reach to achieve shared goals. Shared health & wellbeing priorities can support the collaboration and political agendas of both Councils. As outlined in the feasibility report, this framework seeks to align our existing health and wellbeing strategies and frameworks, to give a shared framework for the health and wellbeing agenda.

Sense of where we are going next Implementing this framework will ensure that as the Councils go through the shared team journey, health and wellbeing considerations will be at the heart of the redesigned service. It will guide officers on the ground, as well as the wider strategic ethos of the Councils. In an ever-evolving policy area such as this, a consistent focus on priority areas supports our Councils to succeed in improving health and wellbeing.

Foreword (YB & FW)

Whilst Broadland and South Norfolk Councils have previously not shared a Health and Wellbeing Framework, developing this has highlighted that both Councils have a similar commitment to developing preventative services, supportive and engaged communities and working alongside partners to make sure that our resources have the greatest possible impact. Working together is not new to our Councils. Services such as Care and Repair and the Energy Team have long had joint arrangements and shared outcomes, providing greater flexibility and efficiency for our residents.

Our engagement with partners has already provided significant benefit, such as adult social care co-location within our independent housing adaptation teams, the District Direct hospital discharge programme and the Early Help approach, to name a few. Success of programmes

such as these have had real and lasting benefits for our residents. Broadland and South Norfolk Councils are also involved in a range of Health and Social Care Commissioning Initiatives such as Social Prescribing and the Loneliness Framework.

Our impact as districts will be synergised through the shared officer team, and the Broadland Health and Wellbeing Framework will enable both Councils to follow an evidence led, structured framework for our work going forward. It has been designed to be outcome led, enabling us to respond to the ever-changing health and wellbeing landscape. Broadland and South Norfolk Councils represent the Norfolk districts on the Sustainability and Transformation Partnership (STP) and sit on the Norfolk Health and Wellbeing Board. Implementing this framework allows our Councils to have a strong, shared policy viewpoint on these and other forums moving forward.

The purpose of the Health & Wellbeing Framework is to:

- Provide a vision and policy framework for Broadland and South Norfolk Council to improve the overall health and wellbeing of our residents
- Be evidence led in articulating the key characteristics of our communities and specific needs and issues which need support and intervention
- Provide evidence for where interventions are best targeted to address specific inequalities
- Outline the contributions that all services within the district Council can and do make towards achieving improved resident health and wellbeing
- Provides a framework for working in collaboration with partners which can provide the basis of shared developments to take forward through key partnerships

Our Role in Health & Wellbeing

District Councils were described by the Kings Fund as the ‘sleeping giants of public health’, reflecting the council’s role in the wider health and wellbeing system. As Districts, we are close to our residents and are attuned to the needs of the community in a way other levels of the public sector are not. Our members work on behalf of their wards to ensure that services meet the needs of the public and are our eyes and ears out in the community. The local focus and organisational size of Broadland and South Norfolk Councils enables us to efficiently and flexibly react to current need and demands on our services, thereby stretching any financial investment.

In improving the health and wellbeing of our residents, we can (and do) play a range of roles:

Advocacy – As district councils, we are close to our communities and can offer insight into where there are health inequalities. Working with partners allows us to use this information to shape how services are commissioned and delivered. At a regional and national level, we can help influence policy based upon our unique and rural locality perspective

For example, we raise the profile of district services through the District Council Network, LGA responses to consultation around Disabled Facilities Grant funding, planning policy; through partnership working with public health and sharing data to identify future funding needs around Excess Winter Death; development information to NHS England.

Enabling – As Councils we can affect and shape how others deliver services and therefore the impact on health.

For example, building employment opportunities through inward investment and economic development, planning and engaging with communities and creating affordable housing opportunities through negotiations with developers.

Commissioning – Where we do not have the in-house expertise to provide services (e.g. mental health/domestic abuse support) we work with partners to commission services.

For example, we commission the voluntary sector to provide self-esteem workshops in primary schools to increase mental health resilience in our younger residents.

Providing – We can provide services (sometimes beyond our statutory responsibilities) for our residents where we have the expertise to do so or there is a gap in provision to meet a defined need.

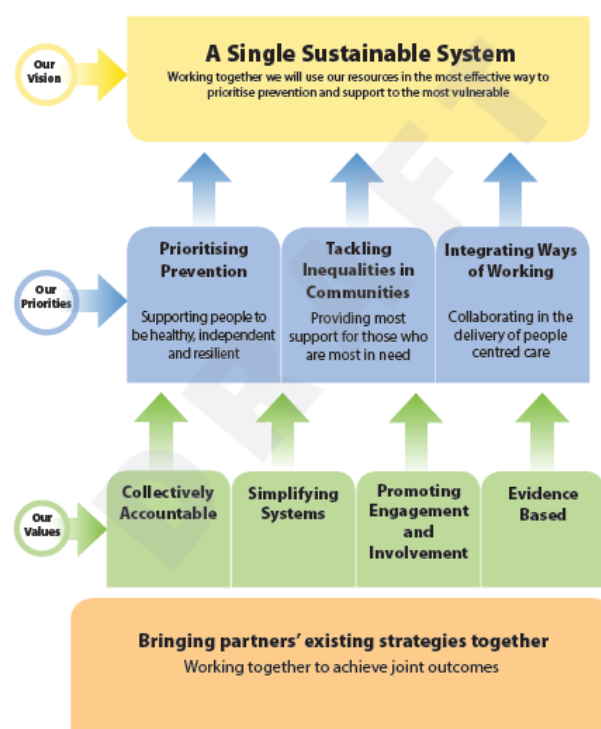
For example, we provide a Tots2Teens service that as well as offering activities for young people is also open to South Norfolk and Broadland staff to ensure sufficient childcare during the holidays.

Delivering in Partnership – A Strategic Context

Improving the health and wellbeing and quality of life are key ambitions for both South Norfolk and Broadland Council. The links between the role of districts and the impact on the health and wellbeing of residents has been well documented by The Kings Fund ‘[The district council contribution to health](#)’. The greatest benefit to residents is where the Councils work in partnership and below sets out the health and wellbeing strategic context.

Norfolk Health and Wellbeing Board – All districts including Broadland and South Norfolk are represented on the board itself and attend a sub-group of District Directors. The Broadland and South Norfolk Health & Wellbeing Framework will feed in progress to the Board. The Board has responsibility for delivering a Norfolk-wide Health & Wellbeing Strategy and completing a Joint Strategic Needs Assessment ([Norfolk JSNA](#)). The county wide strategy is developed by Public Health through the Norfolk Health and Wellbeing Board ([Joint Health and Wellbeing Strategy](#)). The diagram sets out the Norfolk County Council strategic framework for their strategy. The aim, values and goals fit within the aspirations of both Councils’ approach to health & wellbeing.

Sustainability Transformation Partnership – The NHS and local Councils are developing and implementing agreed proposals to improve health and social care. Districts are represented on both the prevention and acute workstreams as well as on the North Norfolk, Norwich and South Norfolk Locality Boards. The introduction of Primary Care Networks



supports the place-based approach promoted by Districts and will be a key partner in delivering for our residents moving forward. Appendix B illustrates the geography that the PCN's will cover.

Why Prevention Matters

Preventing crisis is good for our residents and for the public purse. South Norfolk and Broadland Councils have adopted an early help approach to encourage residents to ask for help at the earliest opportunity. Working with partners has seen innovative methods of finding preventative solutions – however, this has so far been on an initiative-by-initiative basis. To have a fundamental shift towards prevention the public sector requires a fresh approach and agreement of cost-benefit analysis. Both Councils will continue to work locally and nationally to ensure that central and local government partners understand the need to work more collaboratively and with shared financial resource, shifting resources away from crises and into prevention.

Examples of Cost of Crisis vs Early Intervention			
Outcome	Cost	Intervention	Cost
Eviction	£7,276 per incident	Homelessness advice & support	£699 per scheme
A&E attendance & acute admission	£2,220 per admission	Falls prevention intervention	£45 per intervention
GP referral to leisure centre	£22.60 per appointment	Leisure centre visit	£7 per session
Mental health inpatient stays	£459 per bed day	Mental Health community provision	£167 per contact

Our Key Health and Wellbeing Partners

Clinical Commissioning Groups (CCGs) – CCGs were created following the Health and Social Care Act in 2012. They are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area. There is a single CCG covering Norfolk and Waveney.

Children's Services – Norfolk County Council – Children's Services are an integral part of the Early Help Hubs and are co-located within Broadland and South Norfolk Council.

Police – Reducing crime in Broadland and South Norfolk is a priority for all services and having the police based within the Early Help Hubs encourages greater partnership working. Reducing domestic abuse and helping residents feel safer supports wellbeing.

Norfolk & Norwich University Hospital Trust – Both Councils work closely to prevent admissions and re-admissions to hospital as well as supporting those patients being discharged back to living independently in the community. A recent partnership project, District Direct, is a county-wide initiative that is being delivered in conjunction with NNUH.

Norfolk Public Health Team – We work closely with the Public Health team to deliver preventative health messages and utilise the needs assessments they create to ensure we target our resources correctly. Both Broadland and South Norfolk ensure the preventative health messages are communicated to our residents attending GP surgeries.

Active Norfolk – Our boundaries are aligned with Active Norfolk where we collaborate to understand where physical activity has the greatest opportunity to improve lives and reduce inequalities in the district. We will tailor the physical activity offer, including active travel, based on where there is greatest need.

Adult Social Care - Norfolk County Council – We work closely with NCC to support our older population to live independently through adult social care services, who have co-located staff within the Integrated Housing Adaptations Teams. Combining public health information with our local insight allows us to take a preventative and targeted approach to delivering services.

Voluntary and Community Sector (e.g. Voluntary Norfolk – Social Isolation) – Norfolk has a vibrant and varied voluntary and community sector, supported through our Community Capacity team. Creating resilience in our communities is paramount to keeping our residents in good health. We both commission and encourage voluntary groups to reduce health inequalities.

Housing Associations – Saffron and Clarion Housing have most of the affordable homes in Broadland and South Norfolk. Supporting residents living in social housing by maintaining an effective housing register and partnership working to ensure sustainable tenancies, leads to positive health outcomes and innovative partnerships with our housing associations.

Town & Parish Councils – Regular meetings take place with town and parish Councils, who are close to their communities and we work together where there are vulnerable residents identified within their communities.

Cambridgeshire Community Services NHS Trust – Co-located within our Early Help Hub, CCS work closely with districts to deliver the healthy child programme, improving outcomes for children and young people across the district.

Norfolk & Suffolk NHS Foundation Trust – Provide mental health and learning disability services in Norfolk and Suffolk. We work closely with NSFT to enable greater access to the wellbeing service for low-level mental health issues.

Our Proposed Health Priorities & Intended Outcomes:

The population and demography of Broadland and South Norfolk are distinct in their make-up and local issues. Based upon the evidence within this framework, the following themes represent activities the Councils will focus on supporting over the duration of this framework:

Frailty & Falls

We will work with partners to identify our older and frail residents, many of whom are at risk of a fall, to make sure they have access to all available support. We will develop and deliver preventative supervised activities that will work to reduce the number of falls in the district and help our population maintain independence, reducing the need for health and social care services.

The cost of frailty is anywhere between £975 for a person aged over 65 years, who is classed as fit, up to £4,189 for someone who is not. Maintaining good strength and balance is recommended through NICE guidelines. South Norfolk Leisure Centres offer Fit for Life classes and Broadland offers classes in the community and other support for older and vulnerable residents to prevent falls and other ill-effects of frailty before they happen at a much-reduced cost.

Case Study

Mrs C is a 73-year-old pensioner living in South Norfolk. She recently returned home from hospital through working with the District Direct officers co-located at the hospital. They made arrangements that meant she could return home without delay after undergoing hip replacement surgery. Mrs C struggles with the stairs getting in and out of her home. As a result, she feels isolated as she can't get out and about as much as she used to. She receives an assisted bin collection and mentioned that she was feeling isolated to one of the Street Team. This information was passed on to the Independent Living Team. As a result, the stairs at the front of her property have been replaced by a ramp and rail, enabling her to get out more easily and reducing her risk of falling. She was also referred to community connectors, who made her aware of a backgammon group in the local area, which she now attends weekly. A friend made at the group lives close to Mrs C, and now visits every morning for a cup of tea and to check up on her.

Savings

4 Excess bed days saved in hospital: £800

Cost of social isolation, including increased GP visits etc: £6,000 per annum

Avoided need for residential care: £34,996 per annum

Prevented a fall and A&E visit: £2,220

Costs

Installing a ramp through a Disabled Facilities Grant: £4,444

Fitting a handrail: £45

Total Public Pound Saved: £39,527

(Source: New Manchester Cost-Benefit Analysis; SNC)

Employment & Aspirations

Through the Inclusive Growth agenda, the Councils' will identify new and existing businesses that can improve the economic environment of South Norfolk and Broadland. Recognising the health and wellbeing benefits of being in employment, the Health & Wellbeing Framework will support our residents through inclusive growth to sustain employment and support our young people's aspirations. We know that encouraging and supporting businesses to offer opportunities in Broadland and South Norfolk such as employment, apprenticeships and training will foster a strong labour market and workforce. We will lead by example by promoting health and wellbeing in our own workforce, in addition to working with partners such as Public Health and Active Norfolk in local and national workplace health initiatives.

Case Study

Mr T is a twenty-year-old living in Aylsham. He struggled in formal education and was made redundant from his job nine months ago. Since then, he has been searching for work and struggled to make ends meet, building up debts and not paying his rent on time. He doesn't own any personal transport and has found that the rural location has been a hindrance to his search for employment, so he doesn't know how to improve his prospects. Unsure what to do, he called Broadland District Council, from where he was referred to debt and welfare advice.

The officer met with Mr T to plan how he can manage his limited finances to not increase his debt and pay his rent. He was also passed on to the Broadland Choices programme, to help himself to gain employability skills, such as CV writing. Whilst attending the course, he heard about an apprenticeship in IT services at Broadland District Council and thought it would be a great way to improve his prospects, whilst also achieving a stable income. Whilst at the Council, he took full advantage of the opportunities available to him, such as community volunteering, bolstering his CV. He was then made aware of an IT support role at a company expanding their footprint at the Broadland Business Park. They were impressed by his proactive attitude, offering him a long-term contract.

Savings

Stopped need for Job Seekers Allowance: £10,321 per annum

Eviction from rented accommodation avoided: £7,276

Cost of a young person not in employment, education or training: £4,637

Apprenticeship: £1,500

Costs

IT Apprenticeship: £15,000

Total Public Pound Saved: £8,734

(Source: New Manchester Cost-Benefit Analysis; NCC Children's Services)

Activity & Healthy Living

Using strategic and operational data to identify how active our population are and how well they are living allows us to ensure all our residents are supported to be active in their communities. We will work within our own services and with our partners to create resilience within our communities to enable them to be able to self-manage their health and wellbeing where possible. Advice and information where appropriate will give residents the knowledge of where to escalate health and wellbeing issues that require more support when necessary.

Case Study

Mr F is a middle-aged man living in Spixworth. He used to be a keen footballer, but currently commutes into Norwich by car every day and between work and family life is too busy to go to training regularly. He recently went for a check-up, where his doctor informed him he was at risk of diabetes and heart problems in the next few years if he did not lose weight. She also advised him to eat healthier and exercise more. His GP referred him to Broadly Active, which following his exercise referral programme gave him the number for a local walking group. Mr F now goes for walks before work around the local community land (which BDC maintains), enabling him to spend quality time with his family in the evening whilst improving his health. Having made some new local friends, he also feels more engaged with his community through the walking group (who gained many new members after winning a 'Community at Heart Award'). Buoyed by increasing his fitness and confidence after joining a group, Mr F joined an over 40's football club to increase his fitness further.

Savings

Cost of Type 2 Diabetes: £2,500 per annum

Hospital admission for heart disease: £4,614

GP Consultation (10 min): £45

Costs

Social Prescribing Appointment: £15-20

Member Grant to support community group: £150

Total Public Pound Saved: £7,142

(Source: New Manchester Cost-Benefit Analysis; SNC)

Mental Wellbeing

Mental wellbeing has a significant impact on our residents' wellbeing and demand for our services. As Councils we see the impact poor mental wellbeing can have on our residents and how easily mental health issues can escalate to crisis. Through our various services, we are able to identify residents at risk of poor mental wellbeing, such as residents in debt, victims of antisocial behaviour and noise complaints. Our strength is dealing with low-level mental health issues, preventing escalation and signposting more clinical mental health issues to partners who specialise in this area of support.

Case Study

Ms S is a single mother of two living in Diss who had experienced emotional abuse from her previous partner and contacted the hub after a recommendation from a friend. She was supported by the Early Help Hub Domestic Abuse Worker to relocate and seek support. She now works part time during school hours to try and make ends meet but is struggling with rent and other debts. She worried that she may not be able to provide a safe home for her children. The stress of the situation has led her to have difficulties sleeping and feels emotionally drained. The Domestic Abuse Worker linked her to the Welfare Rights and Debt Advisor and who provided her with financial advice on how to deal with her situation. It also emerged she was eligible for working tax credit, which proved a great help to her situation. A Housing Solutions officer helped her resolve the situation and agree a payment plan with her landlord. Being able to plan for her future has eased her mind, and she now feels much more comfortable in her own home and more confident in caring for her children.

Savings

Mental Health Issues: £2,197

Eviction from rented accommodation avoided: £7,276

Homelessness Application: £2,724

Child taken into care: £52,676 per annum

Costs

Domestic abuse worker: £200

Housing officer appointment: £145

Housing benefit claim: £5,000

Debt & welfare advice: £20

Total Public Pound Saved: £59,508

(Source: New Manchester Cost-Benefit Analysis; BDC)

A Whole Organisation Long Term Approach

The health and wellbeing of our residents is everyone's business. Whilst the most immediate impacts are felt through people-facing services such as housing and benefits teams, leisure provision, environment and communities' teams, the influence of our residents' long-term lifestyles and inequalities across communities lies in how we plan, develop and shape areas and communities. Ensuring good housing, employment opportunities and happy communities is a collective aim of services across the council (Appendix C).

This framework will sit alongside our:

Partnership Working - We will work collaboratively with our partners to identify and pursue opportunities that improve the health and wellbeing of our residents. Our communities are also a key partner and, where possible, we will engage and create resilience within them to improve health and wellbeing outcomes.

Business as Usual – Where possible, we will embed activities that improve health and wellbeing throughout the council.

Early Help Agenda – Prevention is central to our delivery at Broadland and South Norfolk, recognising the positive outcomes preventing issues escalating has both for our residents and for managing demand on our public-sector partners. We will continue to build upon our Early Help model and partnerships to continue to try and identify problems and issues in our communities and with residents at the earliest possible opportunity, and to focus on the root cause of the issue, not just the presenting factors.

Evaluation Base – Before embarking upon any initiatives or programmes of work we will identify methods of evaluation and set out what success looks like. We will not shy away from trialling new and innovative ways of working but will clearly outline what success will look like, so we know if this has been achieved. We will continue to share learning of what worked and what did not.

Locality Offer – As Districts, we have mapped existing place and neighbourhood strengths across both Councils. This has identified the need we are currently serving, and further analysis is being undertaken on where there are gaps that would benefit from additional support, which will form the basis of our locality offer.

Inclusive Growth Strategy – Employment and aspirations are such a vital cornerstone in someone's wellbeing that this priority requires its own workstream and strategy. The Inclusive Growth agenda focusses on giving residents the opportunity to improve their own lives by sharing in the economic successes within our districts.

Frailty and Falls

South Norfolk and Broadland have an increasingly older population. There are 17,370 people living in Broadland and South Norfolk aged 65 years and over with a long-term illness whose day-to-day activities are limited a little, with 12,953 who are limited a lot. The greatest use of services for frailty is from those over 75 years.

Having an older population increases the likelihood of frailty. Frailty defines the group of older people who are at highest risk of adverse outcomes such as falls, disability, admission to hospital, or the need for long-term care. Falls, dementia, deafness and stroke are some of the conditions associated with frailty. Supporting our residents to live in warm, adapted and safe homes can prevent issues arising. Preventing social isolation is also a key factor in reducing poor health outcomes as a result of frailty.

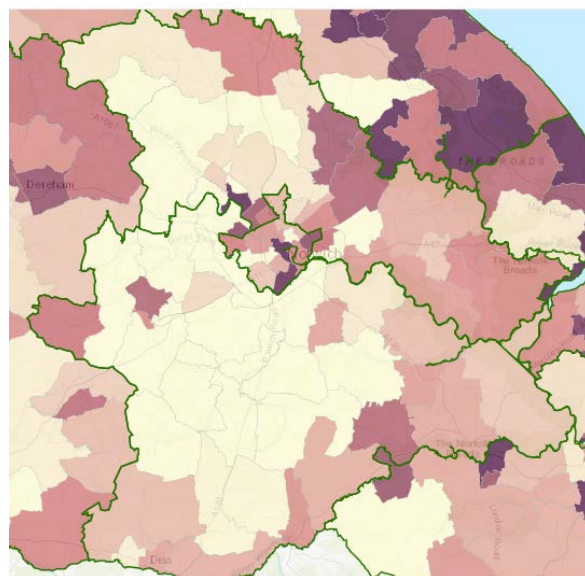


Figure 1: Percentage of residents whose day-to-day activity is limited a lot (2011, Norfolk Insight)

Falls are the most frequent type of accident for residents aged 65 and over and can have very serious implications. They can lead to a loss of confidence, reduced independence, increased isolation and long-term health problems. Amongst people aged over 75, falls are the leading cause of death. Dealing with the demand for support for frailty and falls is putting additional pressure on the system, which as a district we can be instrumental in alleviating.

We will follow [NICE guidelines and recommendations](#) to promote healthy lifestyles in our older population, to help manage frailty and prevent falls. Keeping our older population healthier for longer will encourage better outcomes for residents and reduce demands on services.

- By 2035, the number of people aged 80+ in South Norfolk will increase by **69.8%** and **54.6%** in Broadland, which is well above the England average
- **1,577** residents aged over 65 have a longstanding health condition caused by a stroke
- **2,192** older people in SN are predicted to be admitted to hospital after a fall in 2020
- **17,972** residents fall at least once a year across Broadland and South Norfolk
- **20%** of people die within four months of a fall and **30%** within a year
- Responding to older people who have fallen makes up **15%** of ambulance call outs

How We Support Our Residents



Older & Vulnerable People:

- Using the Disabled Facilities Grant, our Care and Repair Team provide housing adaptations such as walk-in showers and stairlifts and look for other innovative solutions such as assistive technology to enable residents to live independently in their own homes

- Supporting frail patients who attend their GP surgery for non-medical needs or where issues are exacerbated by their living situation via social prescribing, who will help look for community support and solutions.
- Supporting residents to return home quickly and safely to independent living through District Direct after a hospital stay
- Ensuring residents' homes are energy efficient, safe and free from Category 1 hazards
- Using our Leisure Service GP Referral Scheme to enable access to suitable leisure activities to maintain health and mobility
- Working with developers, social and private sector landlords to create and maintain housing environments which are suitable for an ageing population



Working Age:

- Using our leisure services, communities teams and community spaces to keep adults of working age healthy and active, helping prevent ill health in later life
- Raising awareness of support and services available for carers, from both ourselves and partners



How will we know we have been successful?

- Number of successful DFG applications delivered which maintain independence at home
- Minimising the numbers of excess winter deaths
- Hip fractures in people aged 65+ (**574 per 100,000** in SNC and **543 per 100,000** in Broadland, 2017/18)
- Number of residents living independently 91 days after intervention

IN PRACTICE

A project that aims to help residents get back on their feet following a recent admittance to hospital for Stroke or joint replacement. Working with NHS physios to help clients continue their rehabilitation journey following discharge from clinical care; one of the qualified referral instructors will conduct a series of home visits and focus on improving core strength, coordination and range of movement to make day to day living easier. The aim is to support residents to re-engage with the local community and instil exercise into their daily routines.

Employment & Aspirations

The development of our shared inclusive growth agenda across both councils demonstrates supports this priority. We know that being employed is good for our health. We know that people who are unemployed for more than 12 weeks are between four and ten times more likely to suffer from depression and anxiety. Unemployment can also lead to poorer physical health and more attendances at the GP. Some studies show that the risk of being out of work, in the longer term, is greater than the risk of killer diseases such as heart disease.

Volunteering and other meaningful occupations offer similar health and wellbeing benefits and which we seek to encourage, particularly our older population. As well as the implications to physical health being in a workplace it enables residents to use skills and have social contact, reducing the likelihood of social isolation and monetary issues.

As a council, we have a real opportunity to encourage as many of our residents to be employed as possible. We strive for our young people to aspire to a wide range of careers and to ensure there are a diverse range of employment and training opportunities to ensure a sustainable future

- **2.8%** of 18 to 21 year olds in South Norfolk claim out of work benefits, **3.0%** in Broadland (NOMIS, Aug 2019)
- **1,700** families in workless households in Broadland, **1,990** in South Norfolk (2017, DWP)
- **1.40%** claim out of work benefits in South Norfolk, **1.20%** in Broadland (Jan 2019, NOMIS)
- **1.2 per 1,000** residents of South Norfolk are long-term claimants of JSA, **1.0 per 1,000** in Broadland (2017, DWP)

How we support our residents



Younger Residents:

- Working with partners to deliver the Prince's Trust programme, job clubs and other initiatives to provide opportunities for younger people to enter education, employment and training
- Increasing employment opportunities and apprenticeships by increasing economic activity across South Norfolk

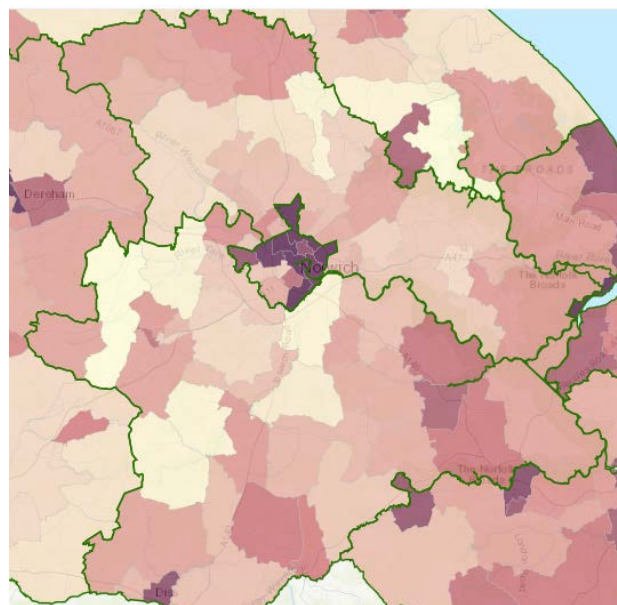


Figure 1: % of adult population (16+) that claim universal credit or JSA (August 2019, Norfolk Insight)



Working Age:

- Supporting employers to engage with healthy workforce initiatives, including mental health support for employees, to reduce sickness levels and increase productivity
- Continue to develop job and career opportunities through our Economic Development team by attracting business into the Broadland and South Norfolk area
- Working in partnership with the DWP and other organisations to move residents from benefits into sustainable employment
- Supporting residents into sustainable tenancies in a suitable location through our Housing Teams
- Reducing homelessness and providing temporary accommodation
- Reducing levels of sickness by supporting residents to remain healthy and independent in their own home
- Encouraging and enabling our communities to engage in volunteering
- As an employer, Broadland and South Norfolk Council will support its own employees by engaging in workplace health initiatives to improve mental health, reduce sickness absence and increase productivity



How will we know we have been successful?

- Reduce the gap in the employment rate between those with a long-term health condition and the overall employment rate
- Reduce % unemployed (**2.8% in South Norfolk, 3.2% in Broadland**, Jan-Dec 2018)
- Reduce the number of young people not in education, employment or training.
- Increase the number of apprenticeships advertised
- Reduce the % long-term JSA claimants (1 year+)

IN PRACTICE

The Norfolk Inclusive Growth Coalition has brought together the local district and county councils (and other partners), to engender collaborative working to improve inclusive growth in our county. The group is working to ensure that “All communities and individuals have opportunities to contribute, to learn and benefit from sustainable economic growth in Norfolk and our focus on inclusive growth and social mobility provides fairer chances for everyone to fulfil their potential and have healthy, independent lives”. Broadland and South Norfolk have led the way in this area locally (being the best performing local authorities in Norfolk according to the Social Mobility Index) and officers are currently forming an action plan to further our performance on inclusive growth, as we are currently mid-ranking authorities nationally on social mobility.

Activity and Healthy Living

Healthy and active residents are key in meeting the councils' aspirations and vision. Promoting a healthy lifestyle, including a healthy weight and physical activity is beneficial to the population.

A healthy population provides the basis for economic growth, as a healthy and well workforce are more productive, can be creative in their outlook and attract businesses to the district. With increasing pressures on funding available to support residents, tackling inactivity and poor health behaviours now will reduce the burden on public funds in the future.

This priority is specifically supported by the South Norfolk Leisure Strategy, which focusses on increasing levels of activity via our leisure centres and activity opportunities across the district.

- **15.8%** of the population of South Norfolk and **17.5%** of Broadland suffer from hypertension
- **17.9%** of South Norfolk and **24.5%** of Broadland residents are physically inactive
- **14.5%** of South Norfolk and **11.5%** of Broadland residents smoke
- **133** people die each year of circulatory conditions including heart disease and stroke
- **23%** over 16s are obese in South Norfolk and **25.6%** in Broadland
- **20.8%** of children in South Norfolk and **21%** in Broadland are measured in reception year as overweight

How can we support our residents?



Younger Residents:

- Close working between the Early Help Hub, leisure services and community leisure services to identify opportunities to encourage children and families to increase their levels of activity in the community
- Working in partnership with public health to promote local and national 'nudge' initiatives for healthier lifestyles including making better food choices and reducing smoking in pregnancy
- Increasing use of open spaces to develop community activities for younger people and families
- Continuing and building upon our leisure services targeted at younger people, such as Kids Camp, Tots to Teens and Swim School, to encourage younger people into activity

- Increasing the levels of community provision through both informal and formal methods of activity including roaming leisure classes, active trails and playground equipment



Working Age:

- Ensuring the environment in Broadland and South Norfolk encourages activity through working with developers and maintaining open spaces either as a council or through volunteers
- Supporting the Active Norfolk locality plan to encourage walking, cycling and active travel throughout Broadland and South Norfolk
- Improving access to leisure services, in line with the SNC Leisure Strategy
- Working with our town and parish councils to increase opportunities for community use of across Broadland and South Norfolk's open spaces
- Working with our local and national sports organisations to increase participation in sport



How will we know we have been successful?

- Increase the percentage of 'active' adults aged 16+ (**69.1% SNC, 63% BDC 2017/18**)
- Reduce the percentage of adults classified as overweight or obese (**60.3% SNC, 60.9% BDC, 2016/17**)
- Reduce the prevalence of overweight and obese children in Reception (**20.8% SNC, 21% BDC 2017/18**)
- Increase the prevalence of Year 6 children in healthy weight range (**70.6% SNC, 67.9% BDC, 2017/18**)
- Increase the number of SNC leisure memberships, particularly those who would otherwise have been inactive
- Increase the numbers of children attending Tots2Teens, Kids Camps and Swim School

IN PRACTICE

Broadly Active is a 12-week scheme, delivered by Broadland District Council and available through GP surgeries, physiotherapists or pharmacies. Qualified exercise professionals help participants to build a programme of physical activity that is appropriate for them and any medical conditions they may have. A range of sessions are offered across Broadland and they are supervised by safe, qualified and fun instructors. The scheme is available to anyone aged 16 and over. We recognise that regular activity that makes people feel warmer and breathe harder has many health benefits. It can help with weight loss, muscle strengthening, reduces the risk of falling and helps to manage or improve a range of medical conditions including:

- High blood pressure
- Diabetes
- Arthritis
- High cholesterol
- Anxiety/depression
- Chronic back pain
- Stress

Mental Wellbeing

Mental wellbeing affects people of all ages and across communities. It can impact on finding and staying in employment, education, leisure pursuits, home life, social life and retirement amongst other things. As identified through the recent Kings Fund report '[Housing and health](#)' for people with mental health problems, good-quality housing can support independent living in the community.

Broadland and South Norfolk's focus will be on low-level mental wellbeing, predominantly depression, anxiety and their causes, as well as dementia. However, reducing environments and situations which cause stress, supporting residents with addictions and preventing social isolation are all issues which have an impact on mental health, which as districts we can play our part in alleviating. We will support residents with conditions which require clinical interventions in terms of ensuring as much stability in the other areas of their lives, but our role is mainly preventative. The severity, duration and impact of mental illness varies hugely, and as such prevalence data is difficult to establish and can be inaccurate. However, we are able to make some assumptions based on estimates.

- **11.7%** of South Norfolk and **12.5%** of Broadland residents have been diagnosed with depression
- **2,372** of South Norfolk and **2,417** of Broadland residents are estimated to be living with dementia
- There are **138.1 emergency hospital admissions for self-harm per 100,000** residents in Broadland, with **103.0 per 100,000** in South Norfolk (PHE, 2017/18)

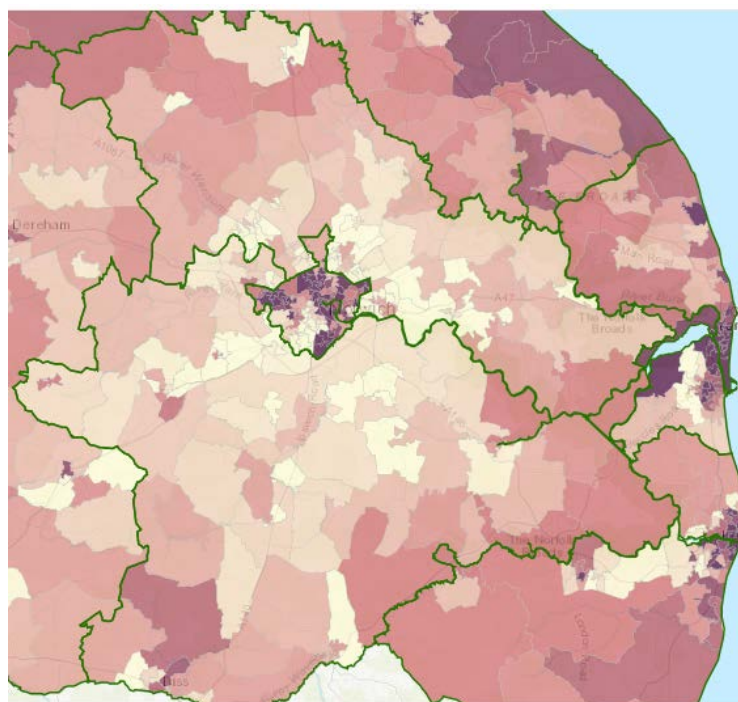


Figure 4: Indices of Multiple Deprivation, Overall Score (Norfolk Insight, 2015)

How can we support our residents?

Younger Residents



- Reducing fuel poverty and homelessness during pregnancy and in early years both of which are associated with developmental delays and social isolation
- Supporting partners through the Early Help Hubs to create opportunities to increase resilience in our younger residents e.g. carers support, Youth Advisory Board etc
- Work in partnership with public health to create easily accessible referral routes for young people to access support



Working Age:

- Supporting people with poor mental health to maintain tenancies early on can reduce demands on services later. Overcrowding and poor mental health are fundamentally linked, as housing is more than just a roof
- Fostering financial resilience and encouraging residents into employment to support this. Where this is not possible, ensuring there is access and navigation to available help
- Supporting and encouraging employers to help employees to remain in employment when they are suffering from mental ill health
- Providing agreed alternatives to medication for professionals to refer into e.g. leisure classes, walking groups etc
- Leading and developing a complex case management project with partners
- Increasing the number of social prescribing interventions relating to mental health



Older People:

- Working in partnership to reduce social isolation and hoarding by identifying the issue early and, through working with partners, including Voluntary Norfolk, to help develop sustainable community responses such as befriending services
- Developing the dementia referral pathway with partners to ensure Broadland and South Norfolk are districts where people living with dementia and their carers can prosper
- Ensuring that we are a dementia friendly organisation and to encourage partners and local businesses to follow suit. Specifically ensuring our Leisure and community centres are more user friendly to those living with dementia and their carers



How will we know we have been successful?

- Reducing or helping to better manage depression and Anxiety Prevalence (GP Patient Survey)
- % council staff trained as dementia friends
- Reduction in the number of people receiving incapacity benefit payment for mental health reasons
- Number of social prescribing interventions and referrals to the Early Help Hubs where mental health is a presenting issue

IN PRACTICE

The Evolve Homeless Prevention and Emotional Resilience Service supports vulnerable residents with mental health needs or wellbeing issues to avoid homelessness, achieve stability within their community and develop the right skills to reach their potential. The service is based in the South Norfolk Early Help Hub and works closely with partners. It provides 1 to 1 support and group work to some of our most vulnerable residents. The services reduces the demand on Council homelessness services and helps people remain safe and well in the community.

Future development and monitoring

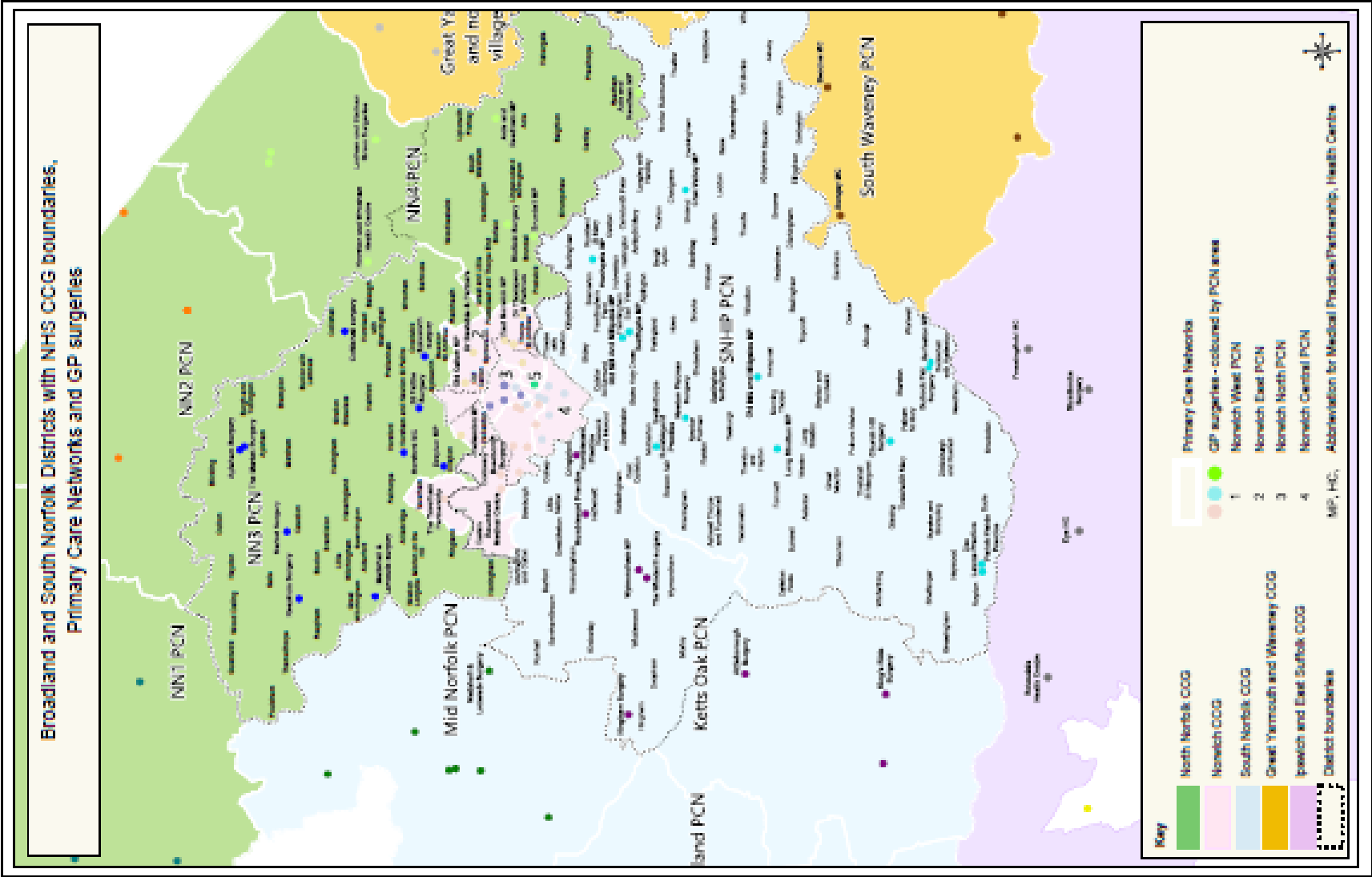
Health & Wellbeing priorities do not stand still. We are seeing changes in the health and social care system, levels of resource available and the needs of our residents are constantly evolving. As a new organisation, identifying and collaborating with stakeholders to set out our vision for the health & wellbeing of our residents optimises the role both Broadland and South Norfolk play in shaping the future, for residents and the public sector alike. The power in and between BDC and SNC is the connections between the organisations.

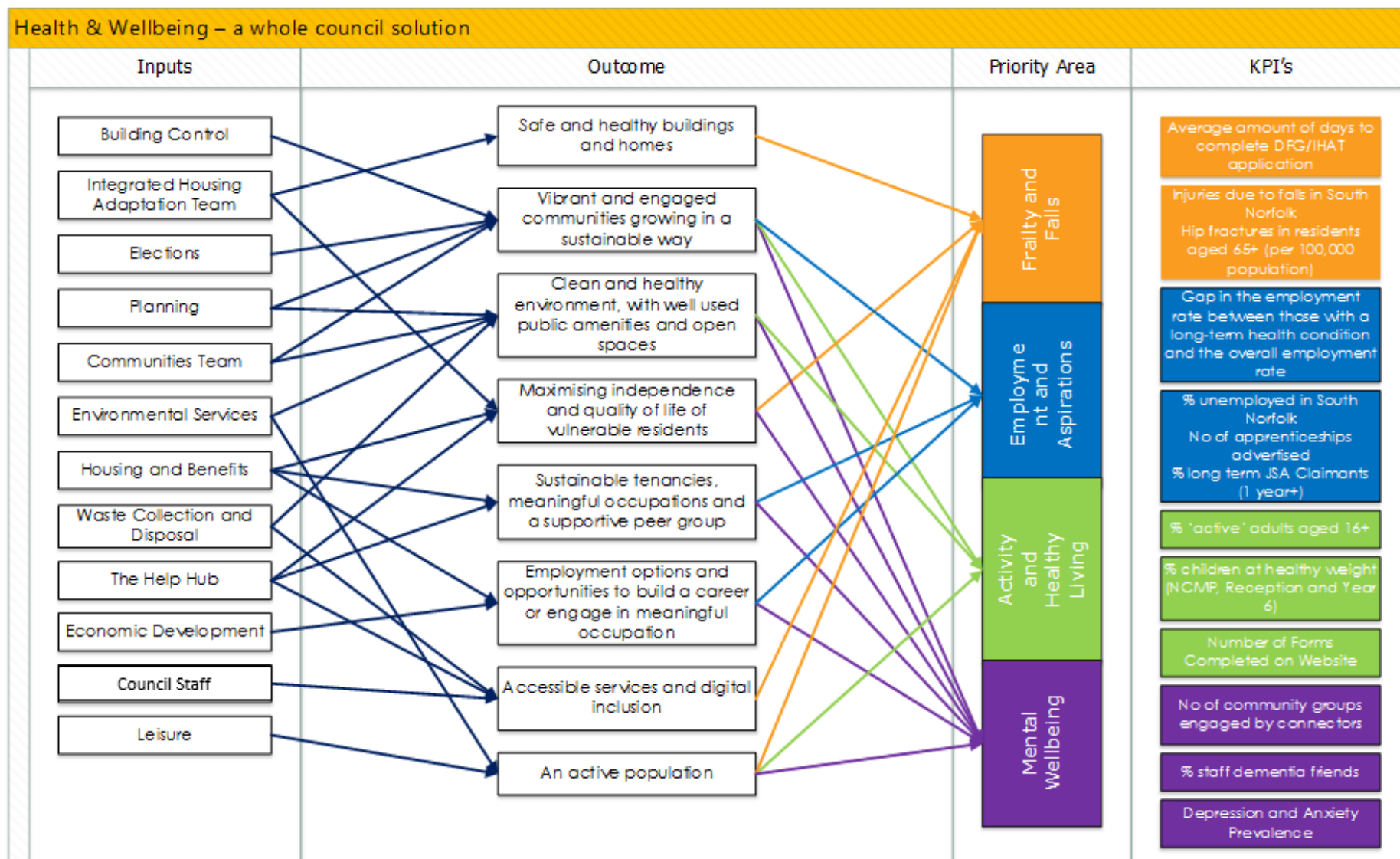
Improving the health and wellbeing of our populations requires a whole systems approach which this framework seeks to embed. It is challenging to identify the outcomes for a single organisation, in order to overcome this, we will measure success through high level outcomes reporting and evaluation of programmes implemented to deliver the approach.

Appendix A

<u>Priority</u>	<u>Description</u>	<u>South Norfolk</u>	<u>Broadland</u>	<u>Norfolk</u>
<u>Frailty and Falls (Statistics)</u>	People aged 65+ with a limiting long-term illness whose day-to-day activities are limited a little (POPPI, 2019)	26.23%	25.60%	25.8%
	People aged 65+ with a limiting long-term illness whose day-to-day activities are limited a lot (POPPI, 2019)	19.43%	19.20%	21.4%
	% Increase in people aged 80+ by 2035 (POPPI, 2019)	69.80%	54.60%	58.8%
	Residents 65+ with a longstanding health condition caused by a stroke (POPPI, 2019)	2.36%	2.34%	2.34%
	Older people predicted to be admitted to hospital following a fall in 2019 (POPPI, 2019)	3.24%	3.30%	3.23%
<u>Frailty and Falls (Measures)</u>	Minimising the numbers of excess winter deaths (PHE)	24.5%, August 2016/July 2017	11%, August 2016/July 2017	18.80%
	Hospital admissions due to falls in people aged 65+ (PHE Healthy Ageing)	1,622 per 100,000, 2017/18	1,560 per 100,000, 2017/18	1,826 per 100,000, 2017/18
	Hip fractures in people aged 65+ (PHE)	574 per 100,000, 2017/18	543 per 100,000, 2017/18	578 per 100,000, 2017/18
<u>Employment & Aspirations (Statistics)</u>	NEET young people (16-17 year olds) (PHE, 2017)	122	tbc	5.10%
	Residents claiming out of work benefits (NOMIS, Jan 2019)	1.40%	1.20%	2.1%
	% residents long-term unemployed	3.70%	tbc	tbc
	Reduce the gap in the employment rate between those with a long-term health condition and the overall employment rate (PHE)	8.3%, 2017/18	2.9%, 2017/18	11%, 2017/18
	Reduce the % unemployed (NOMIS)	2.8%, Jan-Dec 2018	3.2%, Jan-Dec 2018	3.80%
<u>Employment & Aspirations (Measures)</u>	Reduce the % of long-term JSA claimants (PHE)	1.2 per 1,000, 2016	1.0 per 1,000, 2017	2.2 per 1,000, 2017
	% population suffering from hypertension (Department for Health, 2017)	15.8%	17.5%	13.8%
	% population suffering from chronic heart disease	3.50%	tbc	tbc
	% population physically inactive (PHE, 2017/18)	17.90%	24.50%	21.80%

<u>Activity and Healthy Living (Statistics)</u>	Smoking prevalence (LAHP, 2018)	14.50%	11.50%	14.30%
	Number of early deaths from circulatory conditions (including heart disease and stroke), Norfolk Health Profiles	69, 2017	64, 2017	541, 2017
	% obese adults (16+) (Norfolk Health Profiles, 2017)	23.00%	25.60%	25.70%
	Increase the percentage of 'active' adults aged 16+ (PHE)	69.1%, 2017/18	63.0%, 2017/18	65.0%, 2017/18
	Reduce the percentage of adults classified as overweight or obese (PHE)	60.3%, 2016/17	60.9%, 2016/17	61.2%, 2016/17
	Reduce the prevalence of overweight and obese children in Reception	20.8%, 2017/18	21%, 2017/18	23.1%, 2017/18
	Increase the prevalence of Year 6 children in healthy weight range	70.6%, 2017/18	67.9%, 2017/18	66.2%, 2017/18
<u>Activity and Healthy Living (Measures)</u>	% residents diagnosed with depression (from CCGs, 2016/17)	11.70%	12.50%	9.80%
	Residents claiming incapacity benefit (NOMIS, 2016)	1,175	tbc	tbc
	% claiming incapacity benefit (of all claimants) (NOMIS, 2016)	44.80%	tbc	tbc
	Residents estimated to be living with dementia (POPPI, 2019)	2,372	2,417	15,955
	Residents diagnosed with dementia (LAHP, 2018)	55.10%	66.60%	65.10%
<u>Mental Health</u>	Reducing or helping to better manage depression and anxiety prevalence (GP Patient Survey), % of respondents aged 18+	12.5%, 2016/17	tbc	tbc





COUNCIL PERFORMANCE – BROADLAND BUSINESS PLAN

Report Authors:

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Portfolio Holders: All

Wards Affected: All

Purpose of the Report:

This report provides an update on delivery of the Business Plan objectives for the period 1 April to 30 September 2019.

Recommendations:

Cabinet is asked to:

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

1 SUMMARY

- 1.1 This report provides an update on delivery of the Business Plan objectives for the period 1 April 2019 to 30 September.
- 1.2 It provides a comprehensive view of the Council's performance for the last six months.

2 INTRODUCTION

This is the first report in this format as we begin to align, where possible, the format, content and frequency of strategic performance reporting to both Broadland and South Norfolk members.

- 2.1 Members should be advised that this is a transitional performance report which starts to move us from a predominantly, narrative based approach, with regard to generic measures which have previously adopted by Cabinet, to a more detailed method of reporting, which will still include narrative but will include more detail performance measures where appropriate
- 2.2 The measures reported against in this paper are those that Cabinet previously agreed, however are presented in an updated style.
- 2.3 Moving forward work will take place with Cabinet regarding the future Strategic and Delivery Plan with a view to agreeing a new set of measures for 2020/21.
- 2.4 In March 2019 Members formally adopted a new Broadland Business Plan covering the period 2019 – 2023. This includes revisions to the ambitions, objectives and measures and was compiled taking into account feedback from stakeholders, residents and members.

3 RECOMMENDATIONS

- 3.1 It is proposed that Cabinet:
- 3.2 Notes the 2019/20 performance for the quarter and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1).
- 3.3 Notes the current position with respect to risks.
- 3.4 Notes the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendix 2).






4 BUSINESS PLAN DELIVERY

4.1 Appendix 1 sets out in detail how the Council has delivered against the 17 objectives that support the six ambitions within the Business Plan – The Council's ambitions are shown below:

- To deliver economic success in our area
- To achieve environmental excellence in everything we do
- To plan and provide well housed communities
- To increase levels of health and wellbeing
- To keep people safe and secure
- To continue to provide high quality, value for money services on our own or as a trusted partner

4.2 The Appendix sets out the measures that are being used to evidence how the Council is delivering against the Business Plan and these are a mix of quantitative and qualitative data, there is also a section on risk which explains the risks to not achieving the objective and what mitigations are in place.

5 CURRENT POSITION

Capacity Indicator	Present Position	Present Risk Acceptability
Financial	The Medium-Term Financial Plan agreed by Council in February 2019 shows a funding gap up to and including 2023/24. However, this is likely to change once the full impact of the S31 grant is taken into account.	
Service Delivery	The Council continues to perform strongly against its suite of strategic performance indicators.	
Legal / Compliance	No significant legal / compliance issues have been raised over the past quarter and the status remains the same.	
Reputation	The Council continues to have a good reputation locally and nationally	
Human Resources Capacity	This remains strong and the Corporate Management Leadership Team continues to be in a position to drive the Council forward. The Council continues to ensure that it has the right skills and resources in place to fulfil the needs of the organisation.	

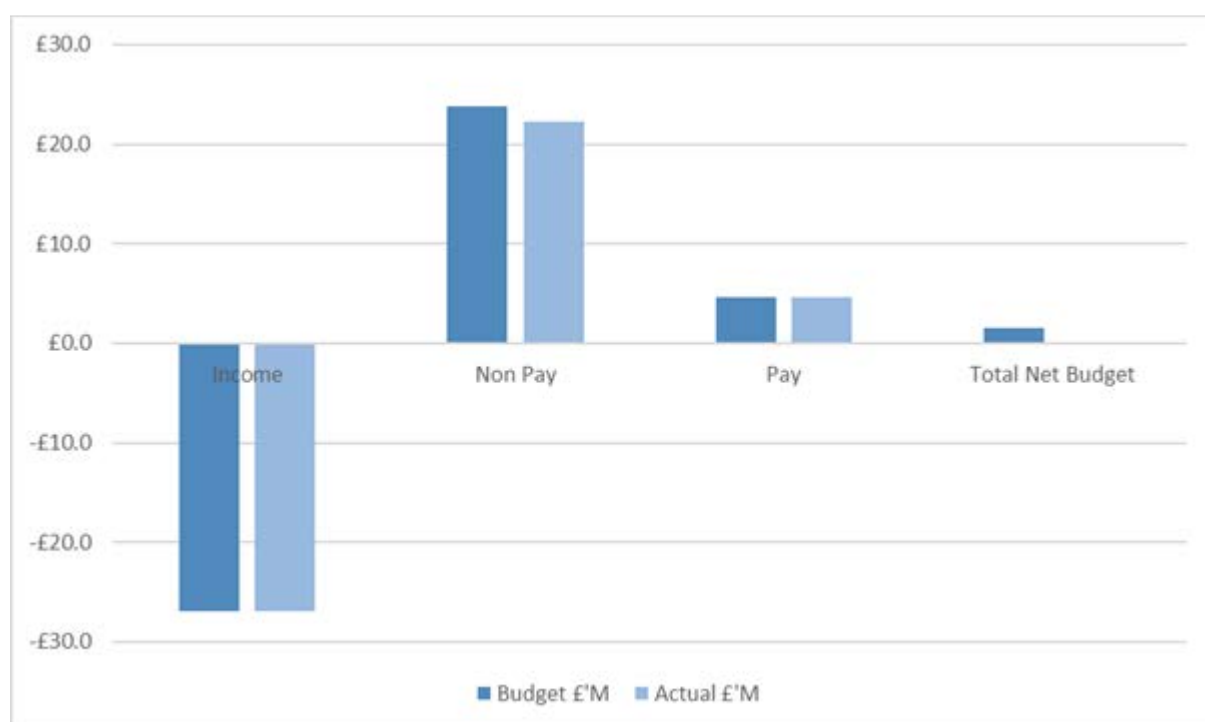
- 5.1 With regards to the financial position, there is a positive variance against revenue budget at quarter 2 of £1.4m. Further details are provided in section 6 of the report

6 RESOURCES

- 6.1 The positive variance against the revenue budget of £1.4m at 30 September 2019 is a sign of the present strength of the Council's financial position which needs to be protected in the future. The revenue surplus reflects the inclusion of the S31 grant income from central Government which was not included when the budget was agreed. The Council is also participating in the Norfolk 75% business rates retention pilot during 2019/20.
- 6.2 The Medium-Term Financial Plan agreed by Council in February 2019 shows a funding gap up to and including 2023/24. However, this is likely to change once the full impact S31 grant is taken into account.

REVENUE POSITION QUARTER 2

- 6.3 The budget for 2019/20 was agreed at the Council Meeting on 21 February 2019.
- 6.4 The actual total net budget position is a favourable variance of c£1.4m. If trends continued in a similar way, the year-end outturn could be a favourable variance of c£2.5m.
- 6.5 The position at the end of September 2019 is set out in the graph below.
- Income / Expenditure as at 30 September 2019**

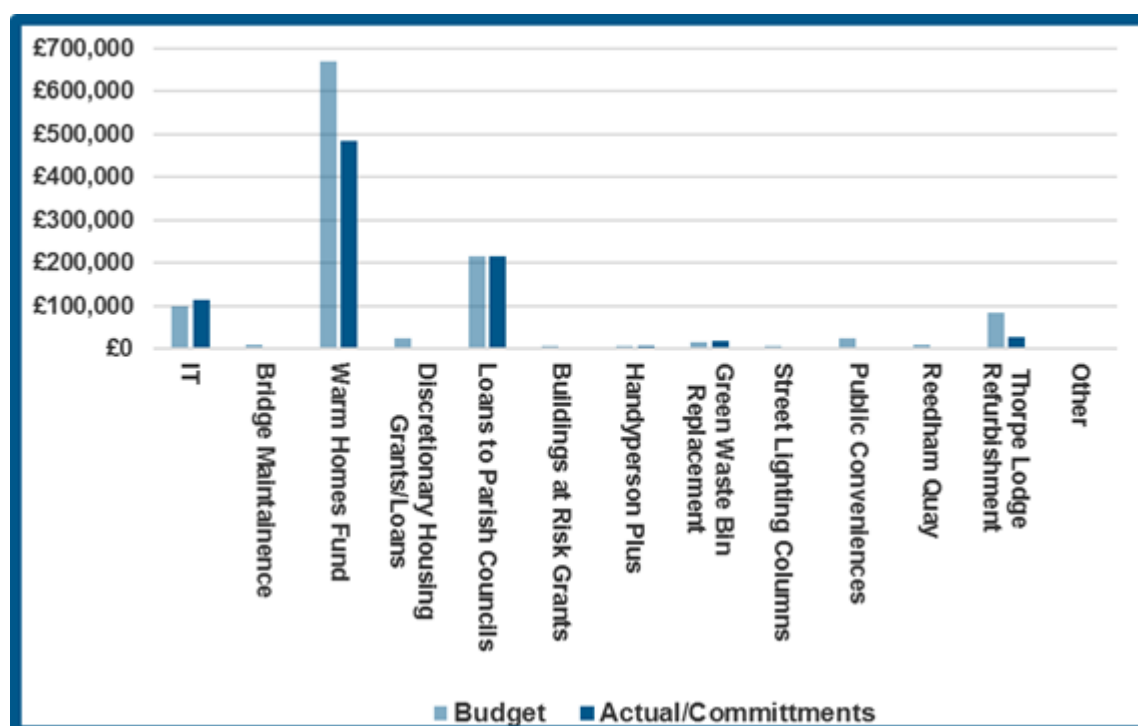


- 6.6 **Income Budgets:** Overall income as at 30 September 2019 was £26.9m, compared to the estimated figure of £27m. This represents an adverse variance of £0.1m of the income budget
- 6.7 **Non-Pay budgets:** The overall non-pay expenditure as at 30 September 2019 was £22.3m, compared to the estimated figure of £23.8m. This represents a favourable variance of £1.5m.
- 6.8 **Pay budgets:** The overall pay expenditure, as at 30 September 2019 was £4.6m, compared to the estimated figure of £4.6m.
- 6.9 A more detailed analysis of the main areas of variance by service is attached as **Appendix 2**. These variances are the direct costs of each service and exclude recharging between services for overheads, depreciation charges and technical financial adjustments required for statutory reporting purposes at the end of the financial year.

CAPITAL POSITION QUARTER 2

- 6.10 Expenditure to the end of September 2019 was £1.540million compared to the profiled budget of £3.075 million. In addition, spend of £1.01m to Broadland Group and £0.21m to Parish Councils were incurred and funded from the Broadland Growth Reserve. Graph 2 outlines each capital scheme against the profiled budget.

Capital Expenditure as at 30 September 2019



- 6.11 The major variations are as follows:

- 6.12 Warm Homes Project (£185,000 variation) as the project was initially delayed.
- 6.13 Thorpe Lodge Refurbishment (£55,000 Variation). Planned works on various projects identified as part of the Planned Maintenance Management Programme (PMMP), which for example, include replacement of foul water drains, commenced later in the year. These works are expected to be completed this year
- 6.14 Public Conveniences (£25,000 variation) as the planned works due to be started later in the year and some of the works will be completed in 2020/21.

7 LEGAL IMPLICATIONS

- 7.1 There are no legal implications.

8 RISK IMPLICATIONS

- 8.1 The major risk to the Council delivering its Ambitions continues to be the need to find significant savings and efficiencies.
- 8.2 The Business Plan highlights other specific potential risks and appropriate mitigations.

9 EQUALITIES IMPLICATIONS

- 9.1 There are no equalities implications, as the report is a factual account of how the Council is performing.

10 CONCLUSION

- 10.1 Overall, the position regarding performance, management of risks and financials is positive at Quarter 2 2019/20.

11 RECOMMENDATIONS

Cabinet is asked to:

- 11.1 Note and consider the progress and performance made against the Council's objectives; and
- 11.2 Note the 2019/20 performance for the quarter and the year and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1); and
- 11.3 Note the current position with respect to risks; and
- 11.4 Note the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendices 2).

Hannah Ralph
Assistant Director: Chief of Staff

Background Papers

None

Objective 1

To back local businesses by providing information, advice and guidance to help them establish, grow and prosper

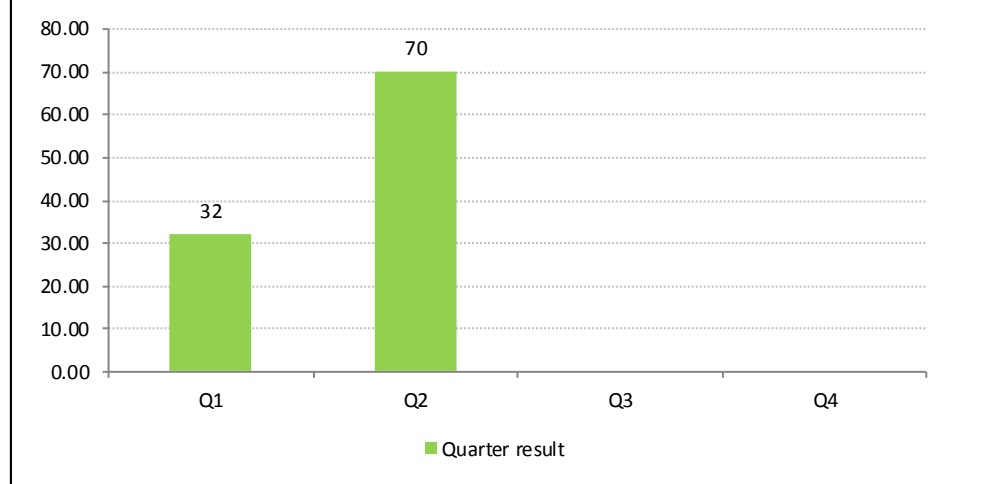
Supporting ambitions:

- *Delivering Economic Success in our area*

To increase levels of health and wellbeing

Measures:

1.1 Numbers and types of support given to businesses approaching the Council directly through the Economic Development team



Directorate: Place

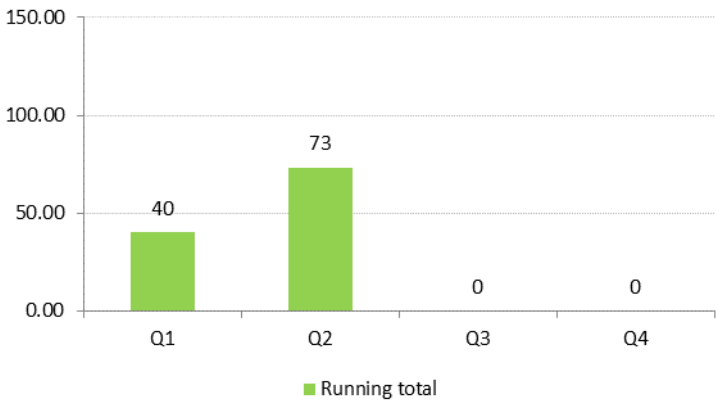
Measure owner: AD Economic Growth

Comments:

A comprehensive range of advice and support has been delivered ranging from funding issues, premise searches, networking, staff resourcing and marketing and promotion of services.

The Council has provided 9 Business Start-up grants and 8 Enterprise grants so far in this financial year. These are supporting local people to start up or grow their local businesses. Examples of start-ups this quarter are a window cleaner, web/logo developer, heating engineer and a new frozen local food ready meal supplier. Enterprise grants have supported projects including a vehicle, shop fitting out, a pasteuriser for a local dairy and development of an on-line booking system.

A Broadland Business Breakfast was held in July at Wroxham Yacht Club and was well attended with the event hosting speakers from the New Anglia LEP who chose the event to consult with business in the Broadland area on the development of its Local industrial Strategy which will be launched in the Autumn.

	<p>Risk:</p> <p>Businesses remain positive with Brexit looming although uncertainty around what will specifically impact on their operations is generally unknown. The LEP has provided some guidance which the Council is sharing amongst its networks which directs businesses to the government portal. This is to help businesses consider possible implications and begin to prepare. Businesses we are talking to have seen some initial small rises in costs for imports and are undertaking some 'stockpiling' for business continuity in the short term. If there are significant downturns in the economy following Brexit the Council may need to consider other support mechanism such as the business rates relief scheme as a temporary solution. Business support is a discretionary function of the Council and funding for the service could be withdrawn.</p> <p>We have seen a reduction in local people wishing to start on a journey to self-employment, therefore start-up grant requests have diminished over the period. Anecdotal evidence suggests potential entrepreneurs are delaying investments which could impact on growth of the local economy.</p>										
<p>1.2 Number of businesses engaging with sector groups facilitated by the Economic Development Team</p> <p>Financial Industries - Manufacturing Group - Tourism and Heritage Network</p>	<div data-bbox="443 1019 1161 1422">  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Running total</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>40</td> </tr> <tr> <td>Q2</td> <td>73</td> </tr> <tr> <td>Q3</td> <td>0</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table> </div> <div data-bbox="443 1444 1484 1556" style="border: 2px solid green; padding: 5px;"> <p>Directorate: Place</p> <p>Measure owner: AD Economic Growth</p> </div> <p>Comments:</p> <p>Funding for the new £8m Institute of Productivity (IoP) was announced in July. The IoP was developed by the New Anglia Advanced Manufacturing and Engineering group (NAAME) and will be based at the UEA. The main focus of the July NAAME Board meeting was the progression of the IoP.</p> <p>The Financial Industry Group (FIG) held a business breakfast event at the Norwich Business School of the UEA. The event was sold out within ½ a day and following this success it was agreed that a regular programme of events should be devised for 2020.</p> <p>The FIG Board met in June. A presentation was received from Chris Sargisson of</p>	Quarter	Running total	Q1	40	Q2	73	Q3	0	Q4	0
Quarter	Running total										
Q1	40										
Q2	73										
Q3	0										
Q4	0										

	<p>Norfolk Chamber and an action plan for working more closely with FIG was arrived at.</p> <p>Risk: If the networks are not producing the right environment for collaboration between businesses, they are likely to disengage. However, there are clearly benefits to supporting and developing sector groups which underpin growth and drive up business innovation. This will form an integral part of the work to achieve the ambitions of the LEP Industrial Strategy, but the work could be at risk if resources are not in place to enable productive leadership in this area. There is also concern that a no deal Brexit leading to a disorderly exit threatens these industries.</p>
<p>1.3 Business collaborations resulting from engagement Financial Industries, Manufacturing Group - Tourism and Heritage Network</p>	<div data-bbox="432 741 1485 842" style="border: 2px solid green; padding: 5px;"> <p>Directorate: Place Measure owner: AD Economic Growth</p> </div> <p>Comments: Through the group, to date there have now been 12 examples (1 occurring so far this year) of businesses in total making contact and exploring potential business opportunities. These have included examples of innovation and new product development design projects. There have also now been 5 examples of firms learning from each other in total (1 occurring so far this year). Membership has increased to over 160 contacts now. The 5th annual regional conference is being arranged for February 2020.</p> <p>Risk: If the networks are not producing the right environment for collaboration between businesses, they are likely to disengage. However, there are clearly benefits to supporting and developing sector groups which underpin growth and drive up business innovation. This will form an integral part of the work to achieve the ambitions of the LEP Industrial Strategy but the work could be at risk if resources are not in place to enable productive leadership in this area. There is also concern that a no deal Brexit leading to a disorderly exit threatens these industries</p>
<p>1.4 Number and type of actions devised to deliver against 'The East Economic Strategy for Norfolk and Suffolk' produced by the New Anglia</p>	<div data-bbox="432 1637 1485 1749" style="border: 2px solid green; padding: 5px;"> <p>Directorate: Place Measure owner: AD Economic Growth</p> </div> <p>Comments: The LEP Strategy will be launching in late September and Council will formally endorse early October. Therefore, nothing to report in this quarter.</p> <p>However, a key element of the strategy is the delivery of the Food Innovation Hub based on the Food Enterprise Park at Honingham which aims to deliver business growth through innovation, productivity, exports and support new start-ups. A</p>

Local Enterprise Partnership	European Rural Development Fund (ERDF) application has been prepared and submitted to enable delivery of this project. A delivery plan that links with the LEP Strategy is being developed by the Economic Growth Team
	Risk: The Council will need to ensure it has the right resources in place to work in partnership with the LEP to achieve joint ambitions. A major risk to delivery of the Food Innovation Hub will be lack of funding to take the project forward. We are currently awaiting the outcome of the ERDF application to support delivery.

Objective 2

To support our local communities by offering a range of opportunities, skills and employment prospects

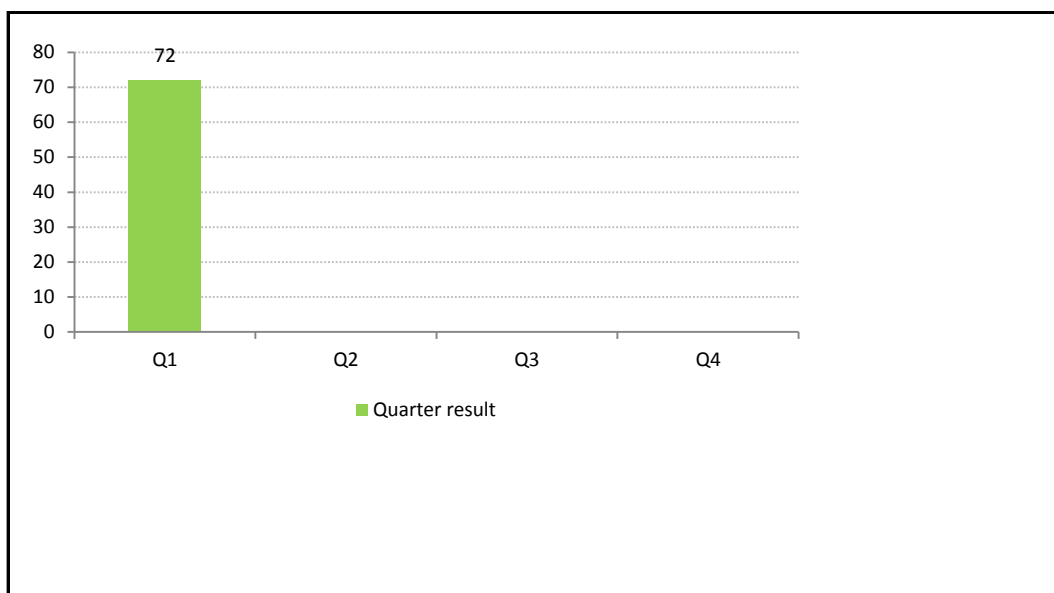
Supporting ambitions:

- *To deliver economic success in our area*

To increase levels of health and wellbeing

Measures:

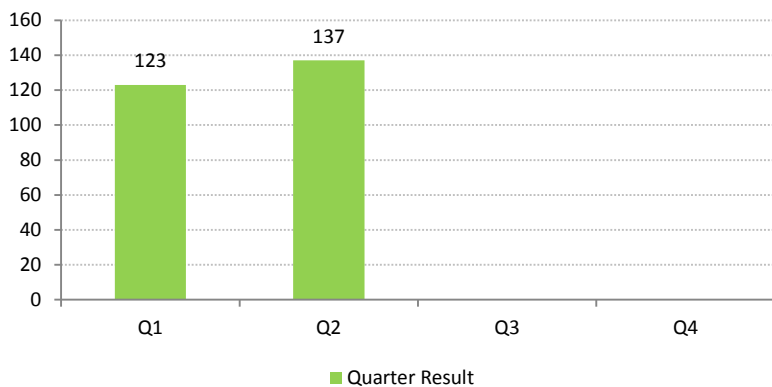
2.1 Number of Broadland businesses offering apprenticeships and the Apprenticeships Framework being offered



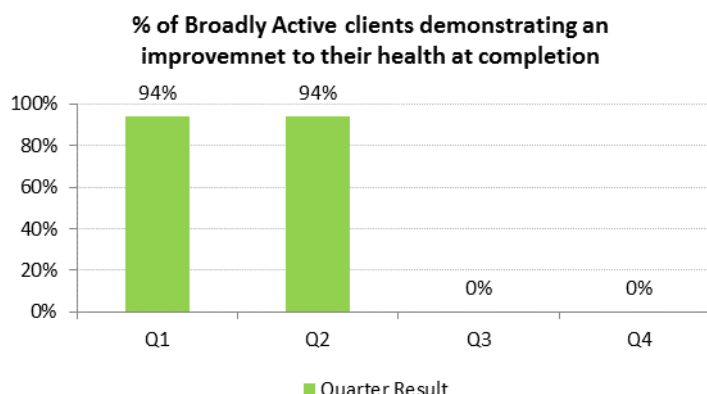
Directorate: Place

Measure owner: AD Economic Growth

	<p>Comments:</p> <p>Due to changes in Apprenticeship Funding Rules there is no longer a reliable data source for calculating the number of actual local Apprenticeship Vacancies.</p> <p>The original data set which provided the number of 72 Apprenticeship Vacancies is no longer an accurate reflection of opportunities as, under the new rules, there is no formal requirement for businesses to advertise opportunities externally. A more reliable barometer of apprenticeship participation is by measuring actual apprenticeships starts - some of these are completely new posts and some will be existing employees who are utilising the apprenticeship opportunity to develop their careers further. Starts data is taken from a national source with no local information available at this time.</p> <p>However, we are working with Norfolk County Council to access better quality starts data to compare to National starts data and in the future, we will be drilling down to report actual District data. In general, starts on higher level apprenticeships are increasing as are starts for people age 25+. Starts on intermediate apprenticeships at level 2 are declining.</p>
	<p>Risk:</p> <p>Changes in the way apprenticeships have been funded through the Levy system could have an impact on numbers of apprenticeship qualifications offered.</p> <p>It is believed that the increase in higher level starts combined with the increase in the 25+ cohort infers that businesses are utilising the higher-level apprenticeship opportunities for development of existing staff possibly at the cost of recruitment at lower levels. There has been a reduction from training providers in the provision of entry level 2 qualifications which are traditionally offered by our SMEs who do not pay the levy and for whom funding, and training opportunities is likely to decrease.</p> <p>This trend has not gone unnoticed and issues are being raised locally and nationally to attempt to address some of the concerns.</p> <p>There is concern that this may also lead to a greater number of NEET (not in education, employment or training) young people who are struggling to get onto an apprenticeship and do not have the school qualifications to go straight to a level 3 work placed apprentice qualification. The numbers for provision of this lower level have reduced approximately 15% over the last year. Norfolk County Council monitor NEET figures and we will be keeping a watching brief on statistics. believed that the increase in higher level starts combined with the increase in the 25+ cohort infers that businesses are utilising the higher-level Apprenticeship opportunities for development of existing staff possibly at the cost of recruitment at lower levels. This trend has not gone unnoticed and there are several measures in the pipeline locally and nationally to address this concerning issue.</p>

2.2 Businesses and residents engaging in training programmes provided by the Council and in partnership with other organisations. Both accredited and non-accredited courses	 <table><thead><tr><th>Quarter</th><th>Quarter Result</th></tr></thead><tbody><tr><td>Q1</td><td>123</td></tr><tr><td>Q2</td><td>137</td></tr><tr><td>Q3</td><td></td></tr><tr><td>Q4</td><td></td></tr></tbody></table>	Quarter	Quarter Result	Q1	123	Q2	137	Q3		Q4	
	Quarter	Quarter Result									
	Q1	123									
	Q2	137									
Q3											
Q4											
Directorate: Place Measure owner: AD Economic Growth											
Comments: 137 people have attended courses aimed at developing their businesses skills during the period. These courses include LinkedIn for your business, supervising in the Workplace, as well as accredited courses covering subjects such as Level 3 Health & Safety in the Workplace, Emergency First Aid at Work and Food Hygiene. Of the 137, 34 were accredited courses.											
Risk: The Council uses a range of trainers to provide the expertise to deliver the courses. Certificated courses are led by appropriately qualified tutors. Should rules around qualification standards change due to Brexit this could impact in the short term until relevant provision is made to undertake any new training that is required. Any downturn in the economy following Brexit could impact on businesses supporting staff with training and development opportunities. This could impact on numbers attending and impact on course viability.											

2.3 Number of Broadly Active clients and those showing an improvement after 12 weeks



Directorate: People & Communities
Measure owner: AD Community Service

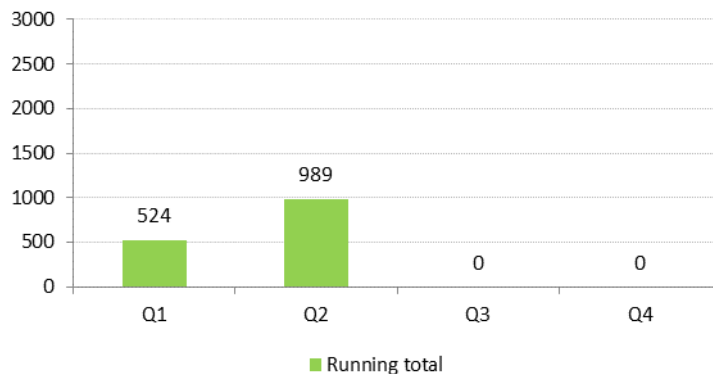
Comments:

68 patients completed the scheme in Q2 with 64 demonstrating an improvement after 12 weeks (94%). 192 referrals were received in Q2 compared to 168 in Q1.

Risk:

Potential risks are the CCGs pulling funding for the scheme after the current round ends in March 2020. Discussions are ongoing around securing a rolling contract to deliver exercise referral from April 2020. In the event the NHS did not fund exercise referral, the Council could decide that the Broadly Active service was not viable. Long term health impacts would have a detriment impact to the district's health and potentially increase demand on other service areas – if people are not fit to work resources needed in benefits could increase. Another risk is a lack of capacity to deliver the level of service across the required contract area. Considerable work is ongoing to build capacity through supporting training to upskill the workforce and negotiating with existing providers of physical activity to develop an exercise referral offer in conjunction with Broadly Active

2.4 Number of children and young people engaged with Council facilitated activities and percentage of those with Special Education Needs or from low income



Directorate: People & Communities
Measure owner: AD Community Service

Comments:

Summer 2019 had 989 places taken from a possible 1349 (73%). This was a reduction on 2018 which was 79%. 30 different rural and 15 different urban venues were used to provide sessions. 508 sessions were provided to families on low income (51%). Young people with SEN attended 146 sessions (15%). Note: SEN attendances are not necessarily separate to low income sessions but distinguishing between the two is not possible through the current booking system without significant time commitment. Q1 has been updated to indicate the separation.

Risk:

Risks to the programme are the council deciding to cease delivery of Tots2Teens and the resulting reduction in childcare available in school holidays. This could have a knock-on effect to residents' ability to work and consequently their need to access other services. The development opportunities presented to young people on the sessions would also be lost though it would be impossible to quantify any future effect this may have.

Objective 3

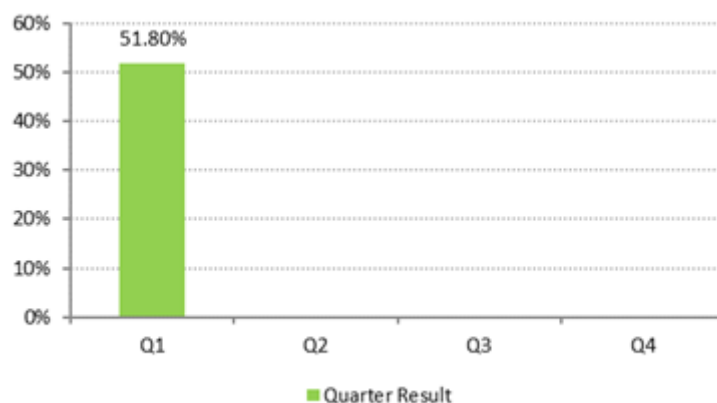
Enable and encourage our communities to recycle more

Supporting ambition:

To achieve Environmental Excellence in everything we do

Measures:

3.1 Recycling rate



Directorate: People & Communities

Measure owner: AD Community Services

Comments:

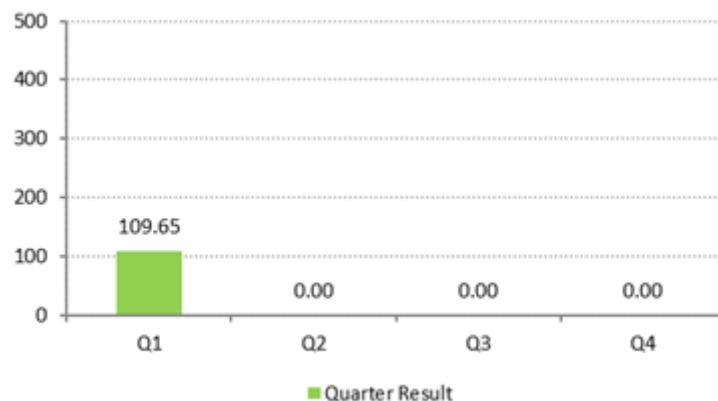
This data is from Q1 2019, Q2 data from the County Council will not be available until December 2019. For comparison the recycling rate for Q1 2018/2019 was 50.9%, which shows that the recycling rate has increased by 0.9%. This is due to an increase in dry recycling, which has increased 1.1%. This is likely to be due to the Norfolk contamination rate decreasing by 5.18% (from 22.23% (April to June 18) to 17.05% (April – June 19)).

The decrease in Norfolk contamination rates will result in less recycling being rejected and sent for disposal. This will also help to reduce the residual waste tonnage and increase recycling.

Risk:

There is a risk of the recycling rate stagnating or dropping. Mitigation is in the Council trying new ways, locally and via the Norfolk Waste Partnership, to encourage resident and business behaviour changes towards recycling and contamination.

3.2 KG of residual waste collected per household



Directorate: People & Communities
Measure owner: AD Community Services

Comments:

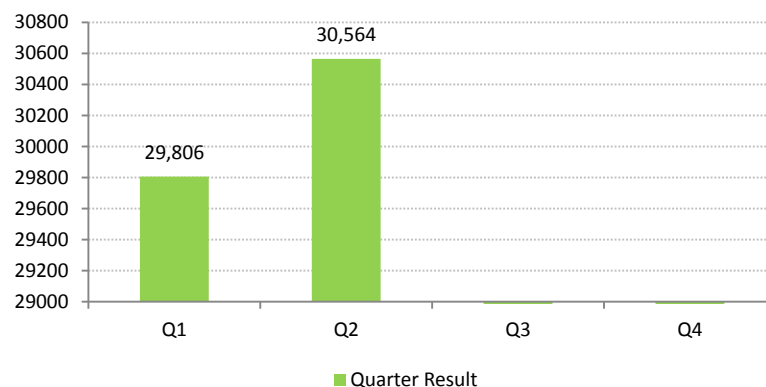
Q2 data not available until Dec 2019 from the County Council. For comparison the amount collected for the same period in 2018/2019 was 114.89kg. This represents a reduction of 5.24kg of residual waste per household for this year. The decrease in the Norfolk contamination rate could account for some of this as the recycling rejects at the MRF decreased by 164.78 tonnes (649.08t: April – June 2018 and 484.30t: April – June 2019).

A steady drop represents a positive step for the Council and demonstrates that residents are buying in to the various recycling services provided by the Council

Risk:

There is a risk of the reduction of residual waste rate stagnating or dropping. Mitigation is in the Council trying new ways, locally and via the Norfolk Waste Partnership, to encourage resident and business behaviour changes towards recycling and contamination.

3.3 Number of Brown bins



Directorate: People & Communities
Measure owner: AD Community Services

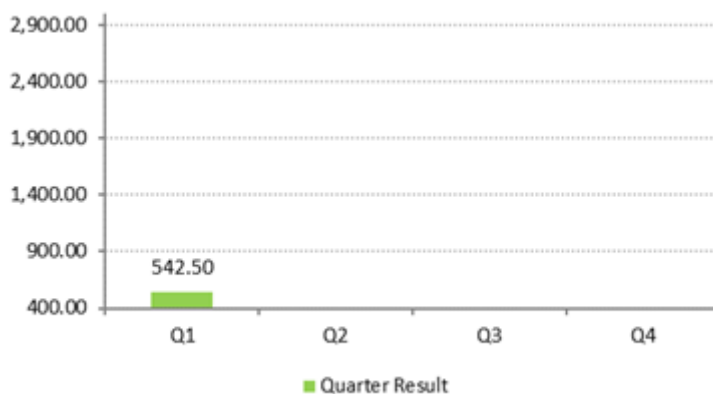
Comments:

For comparison the number of brown bins on 27/09/2018 was 29,318, showing an increase of 1246 brown bins. The service now reaches 50% of the population of Broadland. For comparison Kings Lynn & West Norfolk BC have 26,000 customers, Great Yarmouth 10,000, and Breckland 21,000.

Risk:

As the number of customers continues to rise, the council needs to ensure the contractor is in a position to facilitate this service as it expands. This has been discussed with Veolia and the next threshold is nearing - this is monitored by the contractor as well as the Council to ensure no interruption of service.

3.4 Food Waste tonnage



	<div data-bbox="440 315 1490 414" style="border: 2px solid #0056b3; padding: 5px;"> <p>Directorate: People & Communities Measure owner: AD Community Services</p> </div> <div data-bbox="430 465 1490 752"> <p>Comments:</p> <p>This data is for Q1, Q2 data not available until December 2019. For comparison the amount of food waste collected during Q1 2018/2019 was 494.02t. The rise in tonnage is likely due to an additional 3000 properties joining the service in June 2018 as the Council has continued to roll out the food waste offer to more households</p> </div> <div data-bbox="430 763 1490 1321"> <p>Risk:</p> <p>The food waste scheme comes at a cost to the Council and if the take-up rate of use by residents drops, the overall recycling rate will be impacted, making it less value for money to provide the service.</p> <p>As the service saturates the more urban areas of the district, there is a risk that further rollout might prove to be cost ineffective. Mitigation lies in understanding the cost base versus uptake and benefits and continuing to feed this into further plans for rollout</p> <p>Pending the Government's final position on their Waste Strategy, there is a risk that food waste will be mandated without clarity on how this will be funded. Officers will keep a watching brief on this matter</p> </div>
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Objective 4

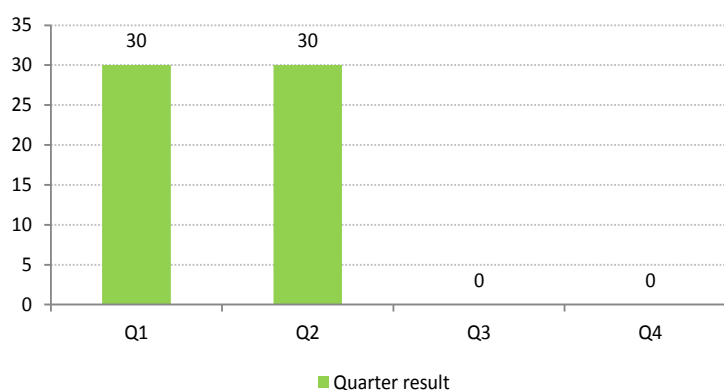
To improve energy efficiency and increase the uptake of renewable energy throughout the local area

Supporting ambitions:

- To achieve Environmental Excellence in everything we do
- To increase levels of Health and Well Being

Measures:

4.1 Number and type of energy efficiency improvements in homes (improvement in energy efficiency rating as measured by Energy Performance Certificate)



Directorate: People & Communities

Measure owner: AD Individuals and Families

Comments:

During this quarter, 17 homes in the district have accessed Warm Homes Funding to install first time heating systems. This includes twelve Clarion properties where funding was used towards the installation of air source heat pumps in properties not able to access the mains gas network. The increase in energy efficiency rating is being assessed as part of the evaluation of the project. Discretionary funding has been used to improve the thermal capacity of 13 homes in Broadland, replacing inefficient or broken gas and oil boilers or installing high heat retention storage heaters in the homes of those at risk of fuel poverty.

Risk:

As previous, the Warm Home Funding is limited in both time and value. There is not an allocation per authority and therefore it is essential to encourage early take up to residents. There is also only limited discretionary funding and there is a risk that there will not be sufficient funding for the full

	year.
4.2 Number and type of energy efficiency improvements in commercial premises (measured as above)	
	<div> Directorate: People & Communities Measure owner: AD Individuals and Families </div>
	Comments: The Council has not been involved in a scheme of this nature for a number of years and this measure will be removed in the future. Officers propose that we remove this indicator from future reports.

Objective 5

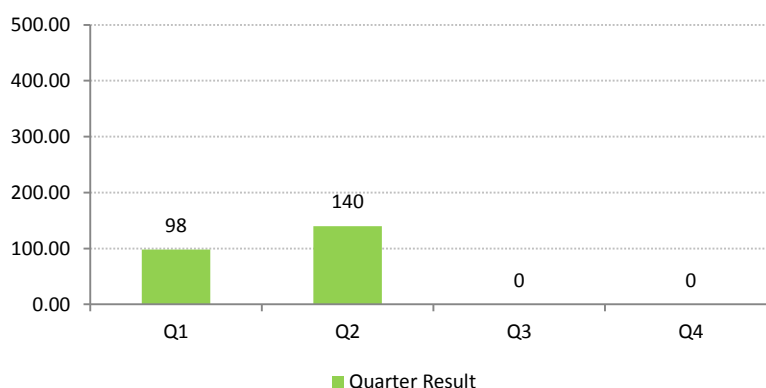
To further enhance the high quality local environment

Supporting ambitions:

- *To achieve Environmental Excellence in everything we do*

Measures:

5.1 Number of fly tips



Directorate: Place

Measure owner: AD Regulatory

Comments:

This figure has dropped when compared to Q2 2018 figure of 162. Due to the nature of the problem, figures will vary significantly from one quarter to the next. It has been identified that commentary setting these results in the context of longer-term typical variations and trends would be helpful, and this will be included in future reports.

Any particular spike in fly tipping types of locations would be noted in quarterly results. No such implications have been identified in relation to this Q2 figure.

Please note:

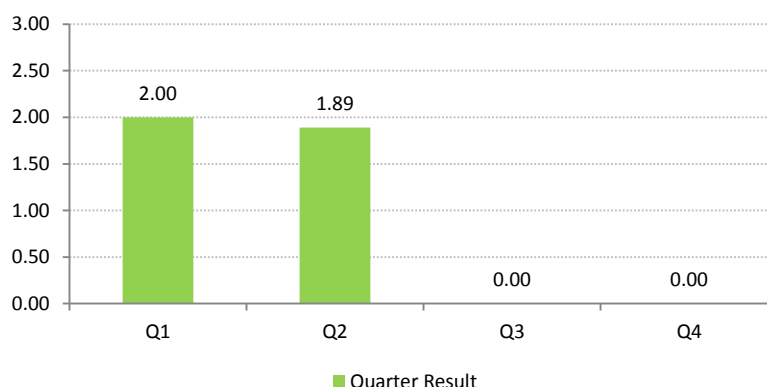
The figure for Q1 2019 was originally reported as 66, but there was a delay in reports from the contractor and the final number was 98. We will rectify the cause of this reporting issue going forwards.

Risk:

Fluctuations in the number of fly tips can be expected from time to time and it is not necessarily representative to compare quarterly results.

These figures refer to public reports and council service discoveries of individual fly tipping incidents. This measurement is our quantified assessment of the scale of the problem. The council can only indirectly control the number of reports through our range of service activities.

5.2 Time taken to collect fly tips



Directorate: People & Communities

Measure owner: AD Community Services

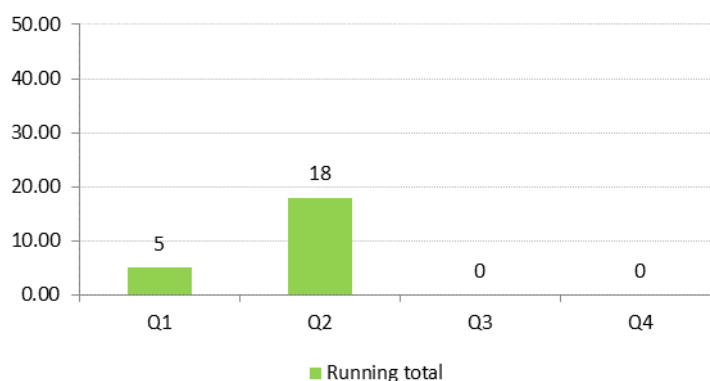
Comments:

Contractor target is 2 days to clear a fly tip, from time of reporting. This usually equates to the following day when including the day of reporting. The Q2 rate has dropped slightly, which is favourable. Currently the contractor is performing within expected parameters

Risk:

Fluctuations in quarterly results can be expected, and these are dictated by the number, volume, type of fly tips and natures of dumped waste requiring collection. Larger fly tips will take longer to clear. Any spate in fly tipping could affect the quarterly average.

5.3 Number of reports of dog fouling



	<div data-bbox="464 315 1509 421" style="border: 2px solid #92D050; padding: 5px;"> <p>Directorate: Place Measure owner: AD Regulatory</p> </div> <p>Comments: The Q2 result is an increase on Q1. Whilst dog fouling offending is always unacceptable, these are relatively small numbers of reports. No particular locations or implications have been identified. Future reports will set quarterly results in the context of longer-term variation and trends</p> <p>Risk: Seasonal variation can be expected in quarterly results. A continuing rise in reports of dog fouling would have implications for the council's contractor in terms of resource. There would be an impact on officer resource where hotspots are identified and targeted to identify perpetrators. Dog fouling reports are routinely monitored so that we can maximise our effectiveness in deterring, detecting and dealing with offenders.</p>
<p>5.4 Air Quality analysis</p>	<div data-bbox="464 1021 1509 1126" style="border: 2px solid #92D050; padding: 5px;"> <p>Directorate: Place Measure owner: AD Regulatory</p> </div> <p>Comments: The council measures air quality by a low-cost method that does not enable results reporting at less than an annual frequency. It is not possible to offer any useful quarterly performance reporting in relation to air quality monitoring. It is proposed that we review this measure for performance reporting on local ambient air quality. The simplest option is to turn it into an annually reported measure and the precise definition will require careful consideration.</p> <p>Risk: There are no Air Quality Management Areas in the district, as national air quality objectives are being achieved. Therefore, there are no specific air quality target measures to be achieved in this area. Whilst the council cannot operationally control vehicular traffic, which is the major source of emissions locally, it has important statutory influences on local air quality alongside its monitoring and review and assessment roles</p>

Objective 6

To work collaboratively to maximise the investment and funding available for the necessary infrastructure, homes and opportunities for local residents

Supporting ambitions:

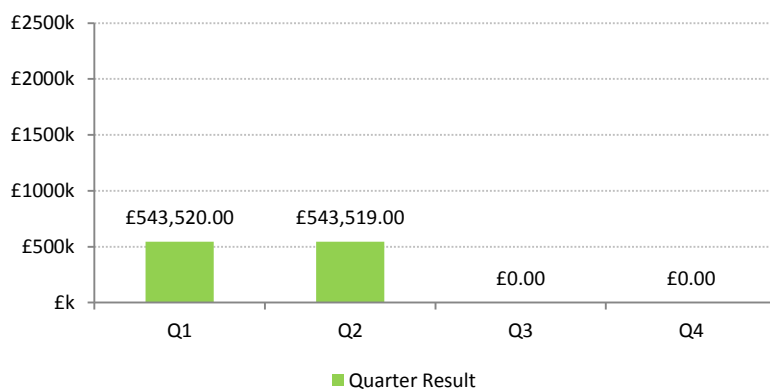
- *To plan and provide well housed communities*
- *To deliver Economic Success in our area*

Long term outcome we will be recognised for:

Its distinctive character with high standards of design

Measures:

6.1 Income from New Homes Bonus (NHB)



Directorate: Place

Measure owner: AD Planning

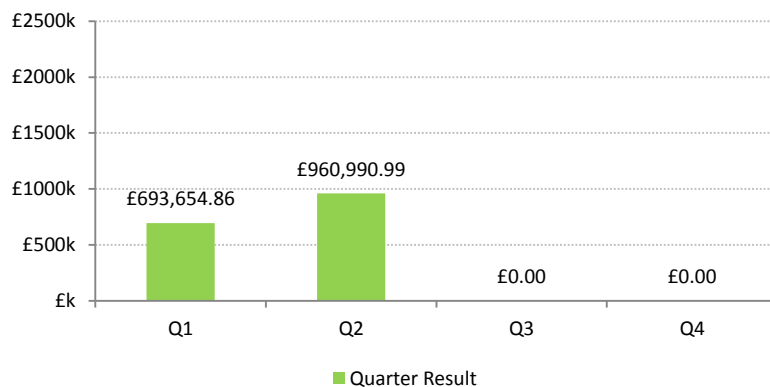
Comments:

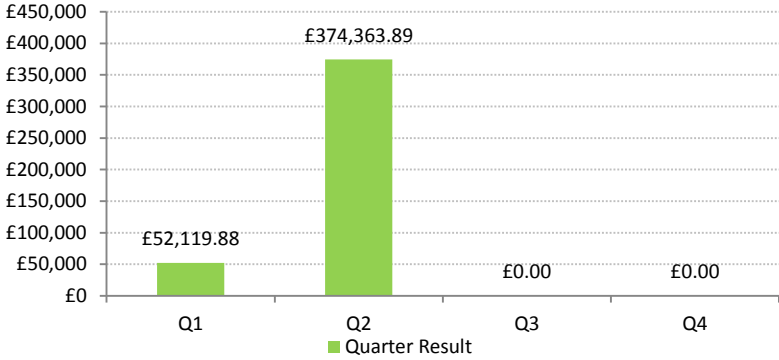
Total income for New Homes Bonus for 2019/20 is £2,174,078 as per MHCLG Final Settlement, Jan 2019. This second profile payment is therefore as expected.

Risk:

Remote risk that MHCLG will default on payments.

6.2 Amount of Community Infrastructure Levy (CIL) collected and overdue



	<div data-bbox="464 315 1516 423" style="border: 2px solid #92D050; padding: 5px;"> <p>Directorate: Place Measure owner: AD Planning</p> </div> <p>Comments:</p> <p>Six CIL developments invoiced where payments are overdue but expected in the next couple of weeks: £76,414.32. Ten CIL developments invoiced where payments are overdue but expected and payment terms agreed to be paid either by instalments or on the sale of the development, interest will be added at time of final payment: £211,418.77. Two CIL developments invoiced and enforcement action may be taken: £15,626.83 CIL developments invoiced and expected to be received between October 2019 and July 2021: £7,405,272.96</p> <p>Risk:</p> <p>No risk identified in the quarter</p>										
<p>6.3 S106 income</p>	<div data-bbox="464 1131 1516 1601">  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Income (£)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£52,119.88</td> </tr> <tr> <td>Q2</td> <td>£374,363.89</td> </tr> <tr> <td>Q3</td> <td>£0.00</td> </tr> <tr> <td>Q4</td> <td>£0.00</td> </tr> </tbody> </table> </div> <div data-bbox="464 1612 1516 1720" style="border: 2px solid #92D050; padding: 5px;"> <p>Directorate: Place Measure owner: AD Planning</p> </div> <p>Comments:</p> <p>A total of £372,363.85 was received from 2 separate sec 106 agreements during this quarter. The monies are for the provision of off-site open space within Strumpshaw (£22,000.25) and Gt Plumstead (£352,363.64).</p> <p>Risk:</p>	Quarter	Income (£)	Q1	£52,119.88	Q2	£374,363.89	Q3	£0.00	Q4	£0.00
Quarter	Income (£)										
Q1	£52,119.88										
Q2	£374,363.89										
Q3	£0.00										
Q4	£0.00										

	The risk is that these monies will have to be returned to the developers if they are not spent on the facilities required by the agreements within 5yrs(Gt Plumstead) and 10yrs (Strumpshaw).
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Objective 7

To maximise the delivery of the right homes in the right place to meet our residents' needs

Supporting ambition:

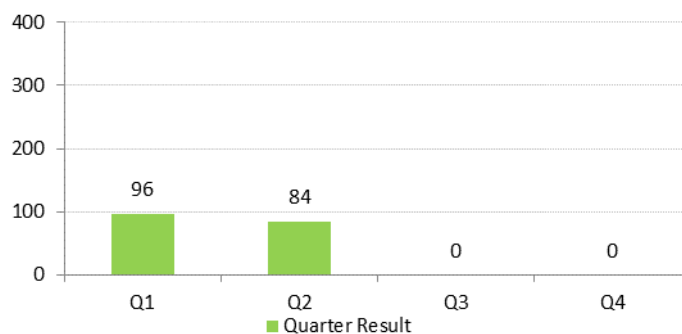
- ***To plan and provide well housed communities***

Long term outcome we will be recognised for:

Fit for purpose housing that meets individual needs that people can afford.

Measures:

7.1a Number of new homes delivered: total



	<div data-bbox="403 315 1474 416" style="border: 2px solid green; padding: 5px;"> <p>Directorate: Place Measure owner: AD Planning</p> </div> <div data-bbox="403 488 1508 1263"> <p>Comments:</p> <p>Monitoring for Q2 of 2019/20 identifies 84 house completions in the period 1 April 2019 to 30 June 2019, 180 completions in total in the financial year to date.</p> <p>This figure is based upon information from building regulation and enforcement records only, as such they are likely to be an underestimate and limited weight should be attached to them. The on-site checks necessary to ensure the accuracy of completions monitoring is only undertaken at the end of the financial year. The end of year figures are those which form the basis of the statutory housing flow and housing delivery test data returns, the JCS AMR and the 5 year housing land supply statement.</p> <p>By way of comparison, the Joint Core Strategy housing requirement equates to 706 homes delivered per year within Broadland. The minimum annual housing requirement based on government's methodology for calculating Local Housing Need is 531 homes per year. The Greater Norwich Housing Land Supply Statement forecasts 743 housing completions in 2019/20.</p> </div> <div data-bbox="403 1270 1508 1480"> <p>Risk:</p> </div>
<p>7.1b Number of new homes delivered: through Broadland Growth Ltd</p>	<div data-bbox="403 1559 1474 1671" style="border: 2px solid green; padding: 5px;"> <p>Directorate: Place Measure owner: AD Planning</p> </div> <div data-bbox="403 1749 1508 2038"> <p>Comments:</p> <p>The site at Rosebery Road, Great Plumstead is delivering 22 units, with the contract completion date for the end of November 2019.</p> <p>Three reservations have been taken, with these sales due to complete in November 2019, and handover of properties to Broadland Housing Group complete in two tranches, on the 15th November and at the end of November. Contracts have been exchanged with Broadland Housing Group. Further open</p> </div>

days have been held in relation to sales, and aerial drone footage has been taken of the site to feed into marketing literature. Directors receive regular updates on sales and the current market so BGL can make decisions on sales prices and anticipated net sales income moving forward. Whilst the site is under construction open days regularly take place and advertised through the EDP and direct marketing through social media, mailouts, leafleting etc.

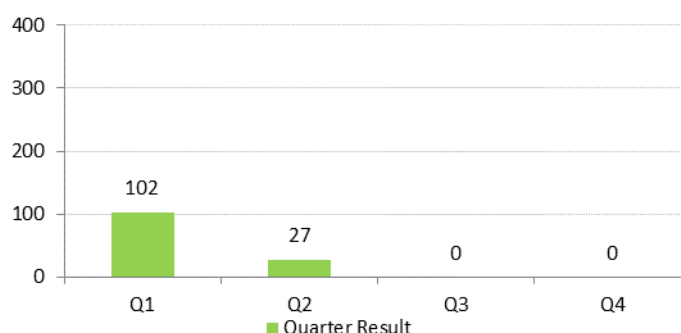
Broadland Growth Limited will be having an away day in December/January at which it will be looking at a delivery plan and a potential pipeline. The Council does not have land that the Company can develop out, and therefore Broadland Growth Limited is competing in the marketplace to acquire land assets.

Risk:

At the Board meeting on the 1st October a project risk associated with a significant change in the housing market (connected to Brexit) was increased from low to medium risk.

There has been significant interest in the bungalows on the development, but the houses (particularly 4 beds) have received less interest. The sales to viewing ratio is slightly lower than expected on this development, which is why the pricing structure is being reviewed regularly in relation to the open market. Information is received by BGL from the sales agent on a weekly basis to enable this review to happen.

7.2a Number of new affordable homes delivered: total



Directorate: Place
Measure owner: AD Planning

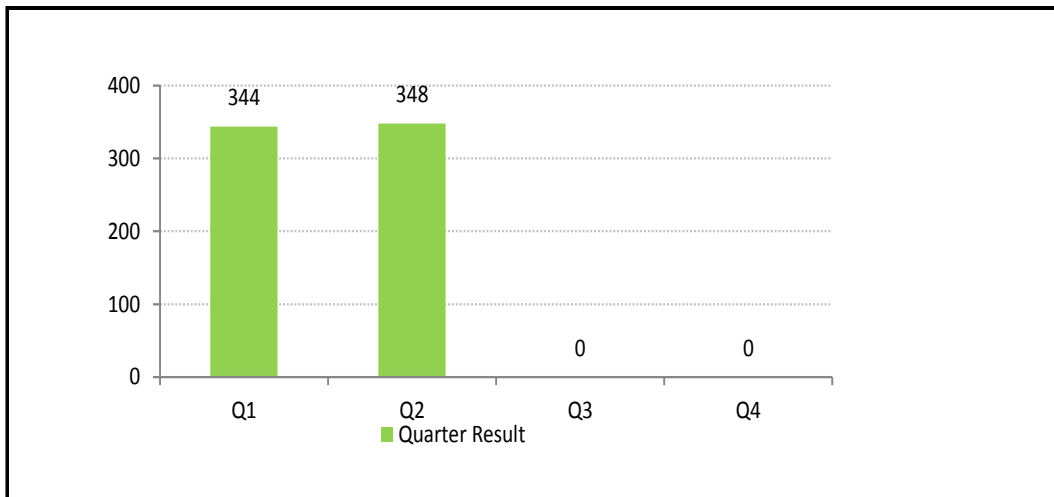
Comments:

27 homes delivered in the 2nd quarter. Tenure mix of 71% Affordable Rent Tenure and 29% affordable home ownership.

	<p>Risk:</p> <p>Registered Providers have a preference to develop new affordable housing themselves, so they have control over the design and quality of the stock. Although BDC currently has no issues with Housing Associations purchasing affordable housing on S106 sites we may experience issues in the future particularly as nearly all affordable housing is delivered in the Broadland area through S106 sites.</p> <p>The reform of the building safety regulatory system and a new regulator is likely to mean that Housing Associations will have to invest significantly more monies into the safety of existing stock, which could have an impact on the spend on new development.</p> <p>As sale prices flatline in some parts of the country i.e. London Registered Providers are struggling with viability of financial appraisals particularly where open market housing is being used to cross subsidise delivery of new affordable housing. This may reduce the scale of development programmes, and particularly those Registered Providers that deliver in Broadland District and cover a wide geographical area</p>
<p>7.2b Number of new affordable homes delivered: through Broadland Growth Ltd</p>	<div data-bbox="399 1592 1422 1704" style="border: 2px solid green; padding: 5px;"> <p>Directorate: Place Measure owner: AD Planning</p> </div> <p>Comments:</p> <p>Exchange of contracts for the affordable housing has taken place on Rosebery Road, Great Plumstead Two of the shared equity properties have been reserved and are going through the sales process and will complete by end of November 2019</p> <p>Risk:</p> <p>Broadland Growth Limited will continue to look at delivering sites which are policy compliant for affordable housing, and there are no risks in doing this. Sites will</p>

need to be considered on an individual basis in relation to financial viability

7.3 Number of empty homes (CTB1)



Directorate: Resources

Measure owner: AD Finance

Comments:

The Revenues team regularly carry out reviews of long-term empty homes by visiting and carrying out postal reviews. The number of long-term empty homes has been relatively stable in the last few months and anecdotally the Revenues team have noticed that sales of properties seem to have slowed somewhat possibly due to wider uncertainty over Brexit. Owners of properties that are empty for more than 2 years are subject to a premium charge which is currently an additional 100% levy on top of the full Council Tax charge. From April 2020 this premium will increase to a levy of 200% for properties empty for more than 5 years. There is therefore a significant financial incentive on owners to bring properties back into use and from April next year this may have a downward effect on numbers of very long-term empties. In addition, the Private Sector Housing team continue to correspond with all owners of properties that have been empty for six months or longer and enforcement, where necessary, is initiated

Risk:

No risks identified in this quarter

7.4 Number of supported homes delivered	
	<div style="border: 2px solid green; padding: 5px;"> Directorate: Place Measure owner: AD Planning </div>
	<p>Comments:</p> <p>Saffron Housing Trust has just secured a Contractor for the delivery of an extra care housing scheme of 58 properties in Acle, and the development is at pre-application stages. Development has secured Homes England funding and funding from Norfolk County Council.</p> <p>Risk:</p> <p>Lack of pipeline for provision of all supported housing for all client groups, particularly with the amount of growth planned. The Council is actively looking at 'opportunities' but development of schemes is complex because of the need for both capital and revenue funding.</p> <p>The one council team is carrying out a piece of work with partners looking a gap in provision and how supported housing can be provided. Opportunities are limited where Councils do not have 'control' over sites.</p> <p>Norfolk County Council with District Council partners has commissioned Three Dragons to carry out work looking at site selection criteria for extra care housing and where it might be desirable to allocate or support the provision of retirement housing through the planning system.</p>

Objective 8

To improve the condition of housing through support and regulation

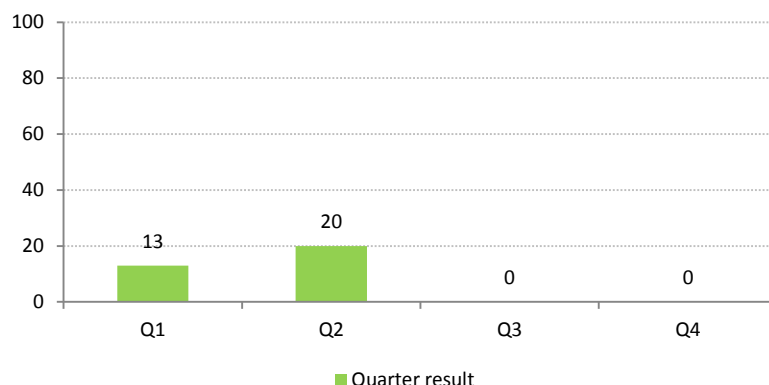
Supporting ambitions:

- To plan and provide well housed communities*

To increase the levels of Health and Well Being

Measures:

8.1 Number of homes improved through advice and enforcement



Directorate: People & Communities

Measure owner: AD Individuals and Families

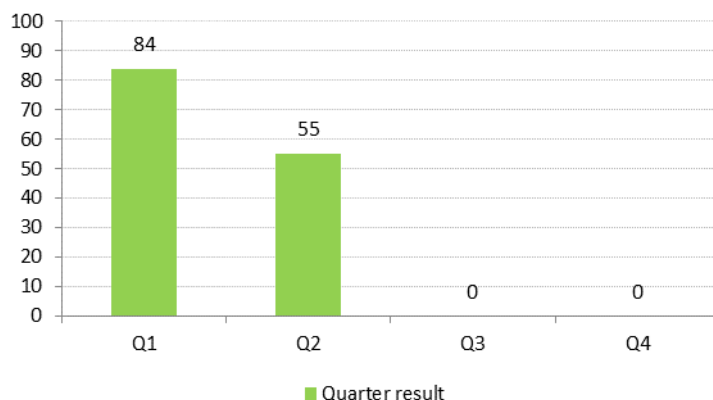
Comments:

The number of closed cases within the quarter was 20, again as in the last quarter it is more than would be expected through warmer months. As a result, works have progressed to resolve the issues at 13 of these properties. Advice to the landlord or tenant was initiated as a result of the remaining cases. A recent Civil penalty procedure has resulted in £9500 of funds available for the Council to be used for further enforcement initiatives.

Risk:

The main risk relates to complaint demand increasing in the tenanted private sector. At the present the demand is within the team's capacity.

8.2a Number of Improvement Grants/Loans



Directorate: People & Communities

Measure owner: AD Individuals and Families

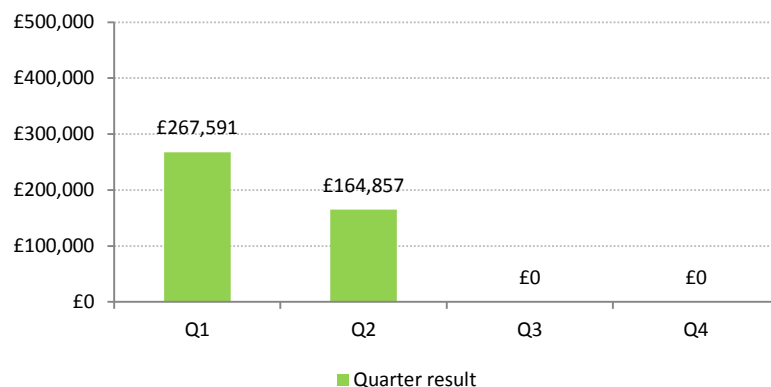
Comments:

55 Grants were deployed within the quarter. This is a seasonal drop on the previous months as boiler service grants closed and boiler repair and preplacement slowed off during the warmer months. Included within these figures to note are 17 Disabled Facilities Grants completed with two means test contribution grants, 18 boiler or thermal element upgrades including external funding from the Warm Homes Fund for 15 systems boiler systems or repair for fuel poor residents and 20 low level adaptations to help people remain independent in their home, 9 of these were via the hospital discharge scheme (District Direct). For Budget analysis see 8.2b

Risk:

Risk to procedure relates to funding streams currently available via external sources such as the Ministry of Housing, Communities and Local Government via the Better Care Fund and the Warm Homes Fund.

8.2b Amount of Improvement Grants/Loans



Directorate: People & Communities
Measure owner: AD Individuals and Families

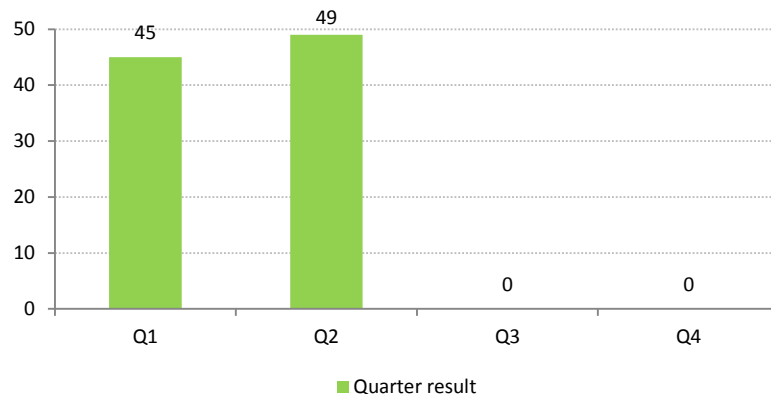
Comments:

£164,856.83 was spent on adaptations for final and interim payments during the quarter, £117,811 spent on boiler and thermal element assistance and £3,513.52 spent on low level grants. Total spend on budget this year which exclude WHF Grants is £461,406.90 from a budget of £850,000. Officers are on track to deploy the total Disabled Facilities Grant for the locality

Risk:

A risk relates to over spend. However, the Q2 spend directly involves commitments made in the colder months and it is not expected that this will continue. In addition, the Better Care Fund Contribution to the Council is £893,405. The Private Sector Housing Manager will continue to liaise with the accounts manager to ensure that there is no significant overspend.

8.3 Number of Homes in Multiple Occupation (HMOs) to legislative standards



Directorate: People & Communities

Measure owner: AD Individuals and Families

Comments:

The number of HMO's to legislative standards within the district is now 49. The HMO process is reactive relating to complaint from tenants and intelligence from other sources.

There are 12 HMO licences now issued, the remaining two cases from last quarter have closed as they no longer require licencing. There is a statutory requirement on landlords to licence eligible (homes with 5 or more individuals representing more than 1 household). It is considered that there are considerably more HMO's than recorded at present, both that require a licence and those that do not, therefore, officers will continue to deploy proactive procedure to locate HMO's in the new year and continue to ensure standards and compliance.

Risk:

The main risk to the service relates to increased demand regarding the number of HMO's and the resource required to monitor and ensure standards and compliance. The mitigation will involved being targeted in approach, and continuing to review required resources against council objectives.

Objective 9

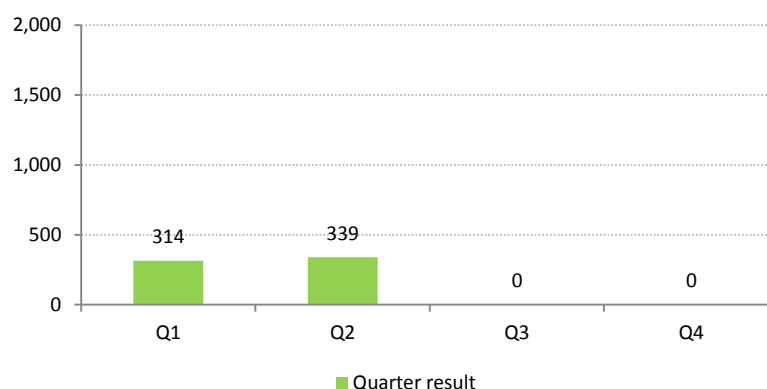
To understand people's housing problem and help them solve it (Assistant Director Individuals & Families)

Supporting ambition:

To plan and provide well housed communities

Measures:

9.1 Demand on the service



Directorate: People & Communities

Measure owner: AD Individuals and Families

Comments:

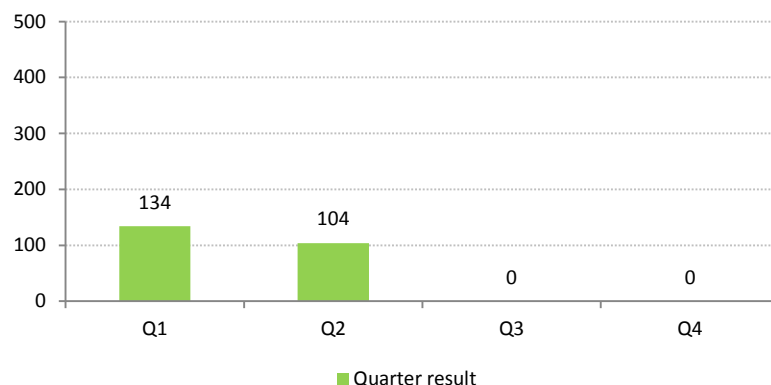
This measure is a reflection of the recorded demand on the Broadland Housing Options Service. The information reported does not include unrecorded demand that reflects contacts from clients already known to the service and who are receiving ongoing support to help them find a solution to their housing problem. During the period 339 new clients approached the service and were added to the Teams caseload. This represents an 8% increase in demand on the service, but is in keeping with historical trends and variations, which are seeing a gradual increase in presentations and the levels of complexity

Risk:

Demand on the Housing Options service is largely unpredictable, and it has

	<p>always been challenging managing the workflow of the Team. To assist mitigation of this, the Housing Options service is in the early stages of migrating from a soon to be de-supported IT system to new more functional software which is adding workload pressures to the Team but will allow for process efficiency and better reporting functionality in the future.</p>
9.2 Effectiveness of Housing Options	<div> <div> Directorate: People & Communities Measure owner: AD Individuals and Families </div> </div>
	<p>Comments:</p> <p>The council invest in a number of discretionary services to help more proactively manage housing need and vulnerability. This measure is an illustration of the impact of these additional interventions the Council has put in place.</p> <p>The new 'Broadland and South Norfolk Rough Sleeping service' was set up over the summer and is funded for a year by the MHCLG following a successful bid. In the first 5 weeks of this new service 25 referrals have been received and 17 individuals are being supported by the two temporary rough sleeper workers thereby reducing demand on the wider Housing Options service whilst also significantly increasing those individual's likelihood of securing a sustainable solution to their very challenging circumstances.</p> <p>In addition, the services provided by Eastern, Savings and Loans (who provides a financial assessment service to clients and provides them with a grant or loss depending on the affordability of the product) to those who are in need of additional funds in order to secure either a private sector or housing association home. In Q2 officers supported ESL to issue 3 grants and 7 Loans to vulnerable residents.</p>
	<p>Risk:</p> <p>No risks recorded in the quarter, and officers continue to look for further opportunities to increase the impact and reach of housing services</p>

9.3 Nominations



Directorate: People & Communities

Measure owner: AD Individuals and Families

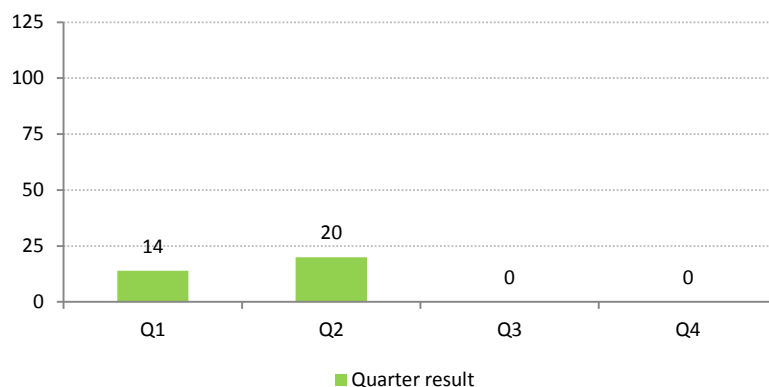
Comments:

104 properties were received and nominated to residents in the reporting period. Of these there were 17 homes for over 55s accommodation. This is a 12% decrease in activity on the previous quarter and is unsurprising in the light of the general fluctuation in the number of homes coming forward for re-let combined with the slow down, during the quarter in the number of new homes becoming available for first let. A further contributory factor maybe the request from one of the Councils housing association partners to reduce the number of transfers being facilitated through the service in order to address temporary operational issues for that landlord.

Risk:

There continues to be concerns about the limited availability of good quality 'affordable' temporary accommodation in the district. The proposed 'one team' Review of Temporary Accommodation across Broadland and South Norfolk will result in recommendations as to how this situation might be improved.

9.4 Use of temporary accommodation



Directorate: People & Communities
Measure owner: AD Individuals and Families

Comments:

In certain circumstances there is a legal responsibility on the Council to provide Temporary Accommodation for those in housing need. During Q2 there was a 43% increase in placements with 20 new households placed in the council's estate of private sector-leased Temporary Accommodation. This increase in demand is reflective of the increase in recorded demand on the service in Q2. This increased demand is being accommodated within the Council's private sector leased temporary accommodation and very minimal use of bed and breakfast accommodation.

Risk:

There continues to be concerns about the limited availability of good quality 'affordable' temporary accommodation in the district. The proposed 'one team' Review of Temporary Accommodation across Broadland and South Norfolk will result in recommendations as to how this situation might be improved.

Objective 10

To address the needs of vulnerable residents to ensure they can continue to live independently

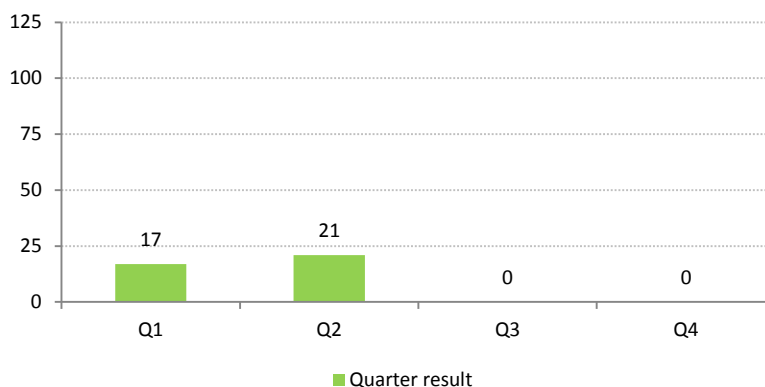
Supporting ambitions:

- To plan and provide well housed communities
- To increase levels of health and wellbeing

To keep people safe and secure

Measures:

10.1 Number of Disabled Facilities Grants (DFGs) completed for older people (age 60+)



Directorate: People & Communities

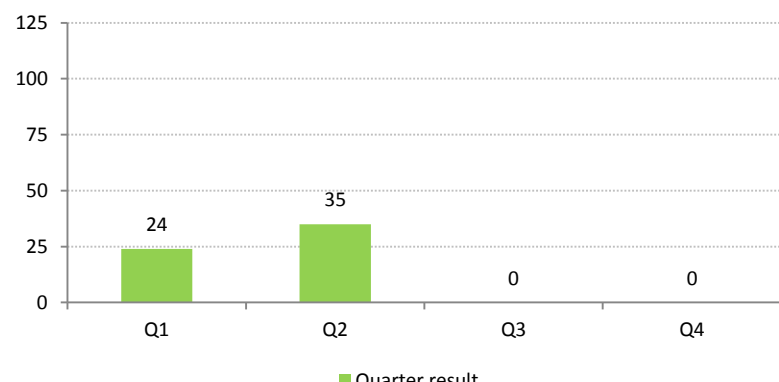
Measure owner: AD Individuals and Families

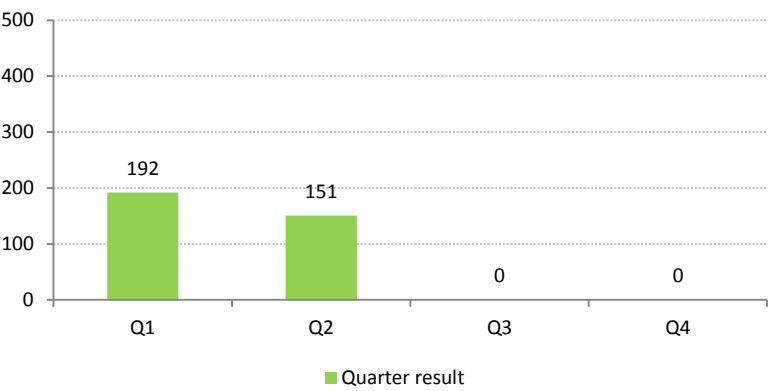
Comments:

Officers have successfully completed 21 DFG's out of 27 cases within this quarter. DFG's help to ensure that our older residents remain safe and independent in their own home. As well as practical changes to the property, the team work with residents and partners to support their overall wellbeing. The council are on track to deploy all of the allocated DFG money to Broadland residents this year

Risk:

There is a risk of uncertainty around the long-term future of DFG funding. Officers continue to work alongside partners and lobby groups to make our

	position on this clear.										
10.2 Housing options available for older people	 <table><thead><tr><th>Quarter</th><th>Quarter result</th></tr></thead><tbody><tr><td>Q1</td><td>24</td></tr><tr><td>Q2</td><td>35</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>0</td></tr></tbody></table>	Quarter	Quarter result	Q1	24	Q2	35	Q3	0	Q4	0
	Quarter	Quarter result									
	Q1	24									
	Q2	35									
Q3	0										
Q4	0										
<div>Directorate: People & Communities</div> <div>Measure owner: AD Individuals and Families</div>											
Comments: <p>This measure relates to the amount of accommodation available to those aged 55 and over in the district which includes the 503 units of sheltered accommodation in the ownership of Clarion Housing as well as the 70 homes in the two Housing with Care Schemes in the district. During Quarter 2 35 new applications have been received by the Housing Options team from clients seeking an over 55 housing solution and 17 homes have been nominated to so far, with the housing team actively working on solutions for outstanding cases.</p>											
Risk: <p>Some of the over 55s housing stock, particularly that within the 17 sheltered housing schemes, is becoming increasingly difficult to let. The primary reason for this is that some of the stock is made up of what are in effect bedsits that no longer meet the expectations of those aged over 55. This is an issue that has been raised with the housing provider in the past and some preliminary work was undertaken. At present the Council is unaware of any plans to actively seek to address the low demand issues with some of these homes.</p>											

<p>10.3 Number of interventions to assist vulnerable people in their own homes (Home Improvement Agency/Handyperson)</p>	<div data-bbox="459 315 1501 824">  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarter result</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>192</td> </tr> <tr> <td>Q2</td> <td>151</td> </tr> <tr> <td>Q3</td> <td>0</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table> </div> <div data-bbox="475 875 1469 987"> <p>Directorate: People & Communities Measure owner: AD Individuals and Families</p> </div> <div data-bbox="459 1043 1501 1335"> <p>Comments:</p> <p>151 completed jobs by the handy person+ service in addition to the low-level grants detailed in measure 8.2a. HIA officers have completed 6 cases for vulnerable households in this Quarter. HIA officers have completed 9 DFG's for vulnerable residents.</p> </div> <div data-bbox="459 1335 1501 1653"> <p>Risk:</p> <p>The service requires a competent and skilled Handyperson to deliver the wide range of services currently available. Such individuals may not be widely available for recruitment should circumstance require. To address this, alternative solutions may need to be considered to ensure resilience of current services.</p> </div>	Quarter	Quarter result	Q1	192	Q2	151	Q3	0	Q4	0
Quarter	Quarter result										
Q1	192										
Q2	151										
Q3	0										
Q4	0										
<p>10.4 Number of residents increasing disposable income through benefits check, switch and save etc</p>	<div data-bbox="475 1715 1481 1827"> <p>Directorate: People & Communities Measure owner: AD Individuals and Families</p> </div> <div data-bbox="459 1872 1501 2051"> <p>Comments:</p> <p>Three Big Switch & Save auctions are held each year, the first this year was in May 2019. The switching process has now completed and as a result of this auction, 82 Broadland homes used the service to fix their tariff for the next year with an average realised saving of £142.13. As a result of our interventions 4</p> </div>										

	vulnerable residents have received benefit referrals. The second switch and save auction is currently underway and figures will be available by the year end.
	<p>Risk:</p> <p>The majority of residents are able to register and accept their offers for the Big Switch & Save on line. The Energy Team provide assistance to residents who are not able to do this by completing off line registrations.</p>

Objective 11

To address community concerns and reduce the incidence of crime through targeted action

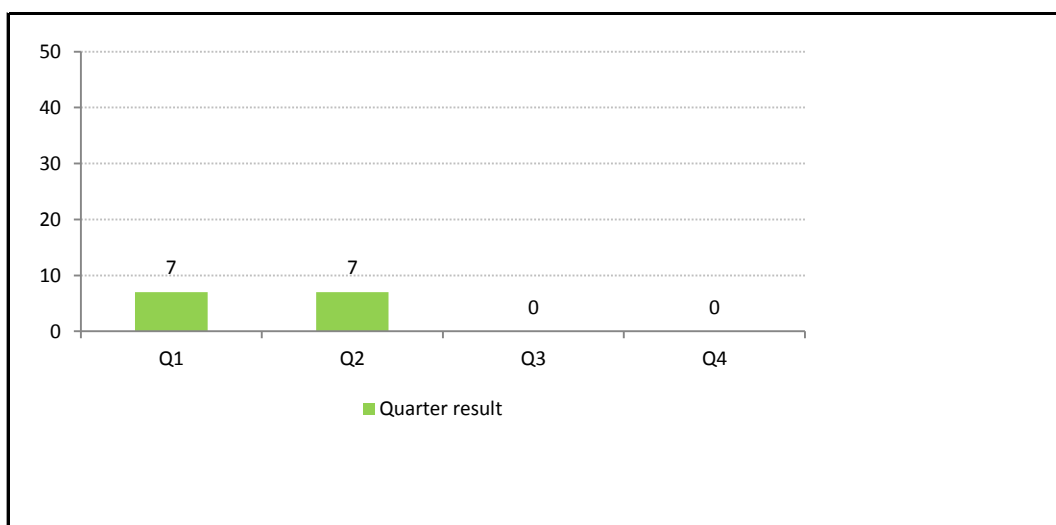
Supporting ambitions:

- To keep people safe and secure

To increase levels of health and wellbeing

Measures:

11.1 Impact and outcomes of interventions



Directorate: People & Communities

Measure owner: AD Individuals and Families

Comments:

Officers have been dealing with a long-standing case where an individual is causing neighbour issues to the point where mental health has been affected, the team are working closely with the Police to put interventions in place.

Root Causes project has assisted a further 4 households including an elderly resident who was not able to be released from hospital due to the state of his mobile home. Working alongside ASC we were able to get his property cleared and cleaned to enable him to be discharged. The other 3 households were able to make significant clearance of their hoarded items to provide a clearer living area and a clear pathway from the property in case of emergency.

Risk:

There is a risk that partners continue to reduce their levels of support for residents. We work closely with our partners in a number of strategic and operational groups to understand future demand and how we can reduce

demand.

Objective 12

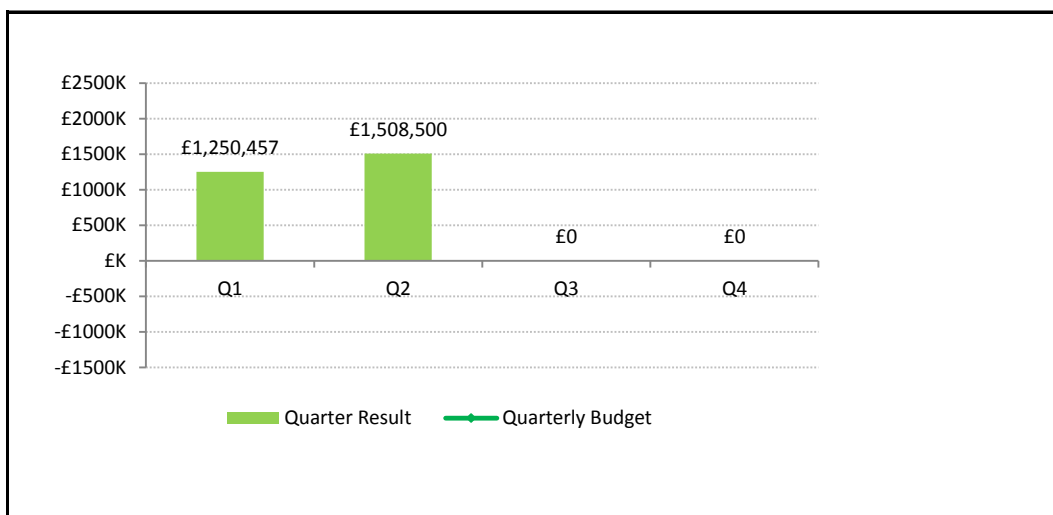
To effectively manage our finances

Supporting ambition:

To continue to provide high quality, value for money services on our own or as a trusted partner

Measures:

12.1a Spend against revenue



Directorate: Resources

Measure owner: AD Finance

Comments:

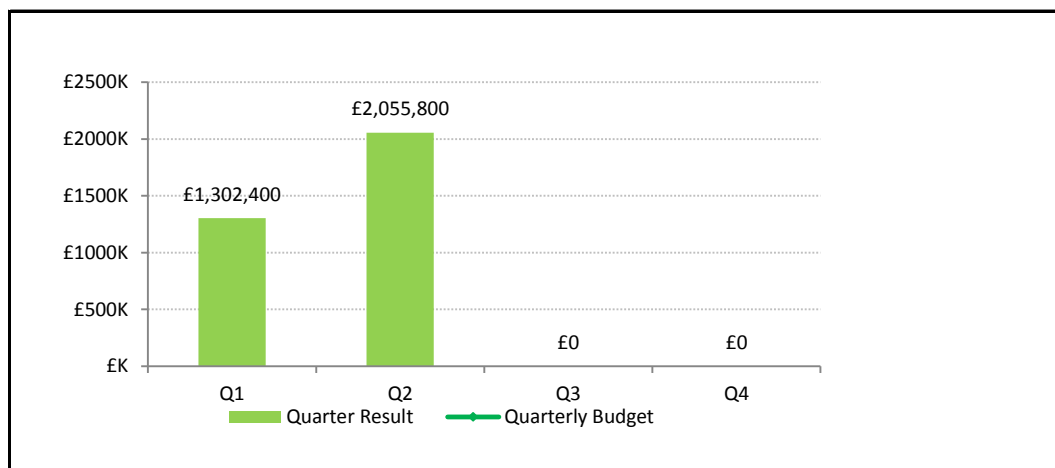
The position as at Quarter 2 was a surplus of £1.4m. Further analysis was undertaken to determine a forecast outturn position at 31 March 2019 and this is estimated to be a surplus/underspend of £2.5m, further supporting the assertion that there will not be a requirement to make the planned draw down on reserves this financial year. As well as the level of the unbudgeted S31 Grant, other favourable variances can be attributed to due to increased green waste collection fees, increased levels of external interest received and higher levels of income from planning fees. As all cost codes have now been aligned by Directorate this has enabled a more detailed analysis of the variances.

Risk:

While the staffing restructure work is underway it is imperative that the monitoring of budgets is undertaken frequently as this will assist in identifying any areas which may

be in danger of not delivering the outcomes sought either financially or on a performance basis. Frequent budget monitoring permits corrective actions to be taken at an earlier stage. The proposed new finance staffing structure will deliver greater integration with the business providing a higher level of support in preparing business cases and taking a more commercial approach. Finessing budgets and reporting in this year is crucial in preparing the medium-term financial plan going forward.

12.1b Spend against capital



Directorate: Resources

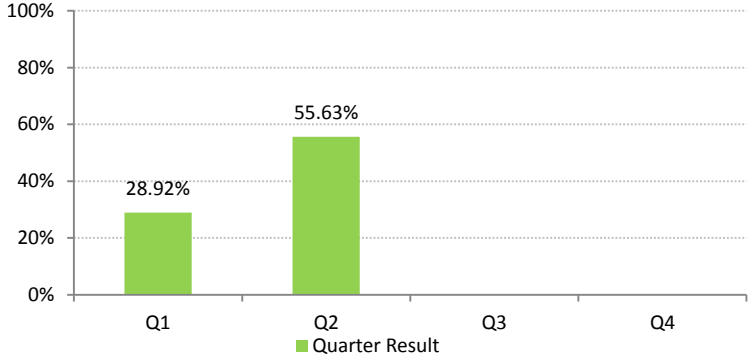
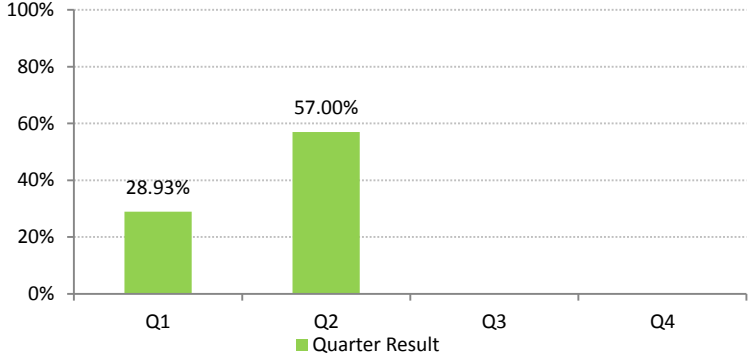
Measure owner: AD Finance

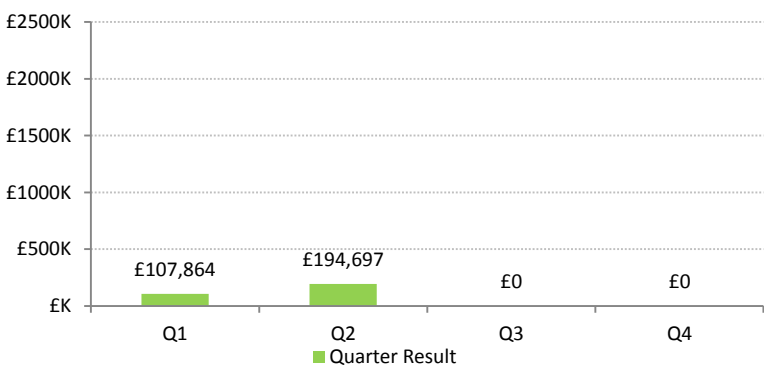
Comments:

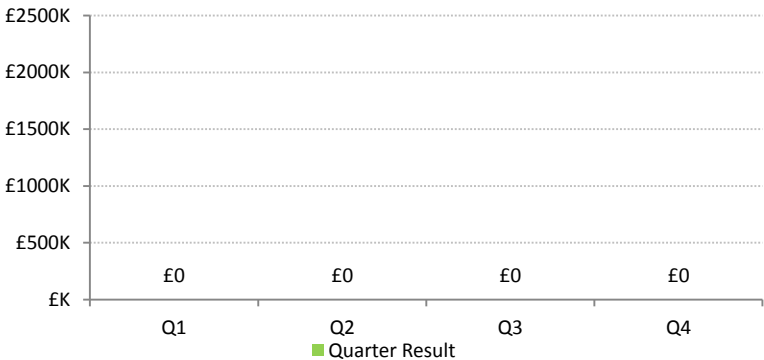
Capital spend in quarter 2 was £2.1 m which if compared against an evenly profiled capital budget was significantly higher. This was mainly due to a payment of £1.01m to Broadland Growth Ltd and £0.21m to Parish Councils, both of which were unbudgeted for and agreed subsequently with the funding being drawn down from the Broadland Growth reserve. The remaining spend relates to Disabled Facilities Grants & a number of smaller value projects. It is anticipated that there will be an underspend at the end of the financial year around some of the smaller projects but at this stage it is too early to predict the extent.

Risk:

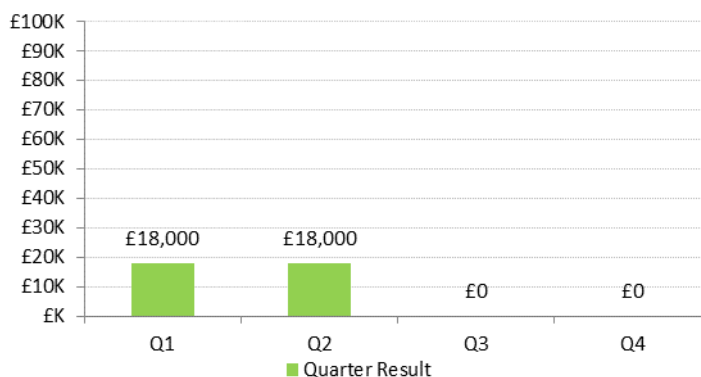
There is limited risk to the capital programme as the majority of the remainder of the Capital Programme relates to Disabled Facility Grants which have not seen any significant change in demand and therefore the budget for this area is anticipated to be spent by the end of the financial year. Additionally, costs for IT could be higher than anticipated as projects relating to collaborative working are realised.

<p>12.2a</p> <p>Collection rates for current year Council Tax</p>	<div data-bbox="359 380 1423 846">  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Collection Rate</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>28.92%</td> </tr> <tr> <td>Q2</td> <td>55.63%</td> </tr> <tr> <td>Q3</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>-</td> </tr> </tbody> </table> </div> <div data-bbox="375 891 1353 996" style="border: 2px solid purple; padding: 5px;"> <p>Directorate: Resources Measure owner: AD Finance</p> </div> <p>Comments:</p> <p>The collection rate is 1/10th of a percent behind that for 2018/19. Recovery action is ongoing but there are challenges around maintaining very high collection rates in an environment where people are struggling with household finances.</p> <p>Risk:</p> <p>Pressure on incomes and rising levels of household debt are likely to eat into collection rates. If Brexit does affect the economy this may lead to issues with ability to pay.</p>	Quarter	Collection Rate	Q1	28.92%	Q2	55.63%	Q3	-	Q4	-
Quarter	Collection Rate										
Q1	28.92%										
Q2	55.63%										
Q3	-										
Q4	-										
<p>12.2b</p> <p>Collection rates for current year Business Rates</p>	<div data-bbox="359 1597 1423 2056">  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Collection Rate</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>28.93%</td> </tr> <tr> <td>Q2</td> <td>57.00%</td> </tr> <tr> <td>Q3</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>-</td> </tr> </tbody> </table> </div>	Quarter	Collection Rate	Q1	28.93%	Q2	57.00%	Q3	-	Q4	-
Quarter	Collection Rate										
Q1	28.93%										
Q2	57.00%										
Q3	-										
Q4	-										

	<div>Directorate: Resources Measure owner: AD Finance</div> <p>The current collection rate is slightly ahead of the same point last year (57% in 2018). Recovery action continues to be taken to address any non-payment issues where appropriate.</p> <p>Risk: The macro economic pressures emanating from uncertainty over Brexit may pose a risk to Businesses ability to pay. This may put pressure on the authority in the form of increased interest in discretionary relief, particularly hardship relief.</p>											
12.3 Amount of investment income	<div><table><thead><tr><th>Quarter</th><th>Investment Income (£K)</th></tr></thead><tbody><tr><td>Q1</td><td>£107,864</td></tr><tr><td>Q2</td><td>£194,697</td></tr><tr><td>Q3</td><td>£0</td></tr><tr><td>Q4</td><td>£0</td></tr></tbody></table></div>	Quarter	Investment Income (£K)	Q1	£107,864	Q2	£194,697	Q3	£0	Q4	£0	
Quarter	Investment Income (£K)											
Q1	£107,864											
Q2	£194,697											
Q3	£0											
Q4	£0											
	<div>Directorate: Resources Measure owner: AD Finance</div> <p>Comments: Dividends from the Investec Fund have greatly improved since the old fund was closed and assets transferred to new. As at Q2 performance is outperforming budget by £69k.</p> <p>Risk: The returns from investments are reliant on the state of the economy, and at the time of writing the result of Brexit (in terms of deal/no deal) is still unknown. As per Q1 the long-term impact is unknown (either good or bad) though it is likely that this will cause a short-term shock to the system. Our financial advisers (Link Assets) are still urging a prudent approach.</p>											

<p>12.4 Value of savings and efficiencies identified in financial year</p>	<div data-bbox="360 389 1423 853">  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (£K)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£0</td> </tr> <tr> <td>Q2</td> <td>£0</td> </tr> <tr> <td>Q3</td> <td>£0</td> </tr> <tr> <td>Q4</td> <td>£0</td> </tr> </tbody> </table> </div> <div data-bbox="373 860 1370 967" style="border: 2px solid purple; padding: 5px;"> <p>Directorate: Resources Measure owner: AD Finance</p> </div> <div data-bbox="357 969 1513 1395"> <p>Comments:</p> <p>We have produced a tracker to show the savings (and costs of delivery) emerging from the collaboration with South Norfolk. The tracker also provides the split of these between the two councils. The restructure of the Senior Management Team will produce significant savings over the longer term as will the current focus on the restructure of all the remaining staff. This work will feed into this measure. The results of any savings or efficiencies should be clearer at Q3. At this early stage the collaboration is on target to achieve the savings anticipated in the feasibility study over the 5-year period.</p> </div> <div data-bbox="357 1397 1513 1684"> <p>Risk:</p> <p>There is a risk that the level of savings or efficiencies is not significant enough to reduce the funding gap within the medium-term financial plan. A managed approach is required to identifying savings and efficiencies to ensure accurate reporting which will feed into the budget setting process and longer-term financial planning.</p> </div>	Quarter	Value (£K)	Q1	£0	Q2	£0	Q3	£0	Q4	£0
Quarter	Value (£K)										
Q1	£0										
Q2	£0										
Q3	£0										
Q4	£0										

12.5 Type and value of new income streams



Directorate: Resources
Measure owner: AD Finance

Comments:

No significant new income streams have been identified. However, the council has received £36,000 from the Government towards preparing for Brexit. These are one-off payments.

Risk:

There is a risk that the level of savings or efficiencies is not significant enough to reduce the funding gap within the medium-term financial plan. A managed approach is required to identifying savings and efficiencies to ensure accurate reporting which will feed into the budget setting process and longer-term financial planning.

Objective 13

To use system thinking principles to improve services, maximise new income streams and deliver savings and efficiencies

Supporting ambition:

To continue to provide high quality, value for money services on our own or as a trusted partner

Measures:	
13.1 Numbers and progress of service interventions	<div data-bbox="448 719 1449 857" style="border: 2px solid orange; padding: 5px;"> <p>Directorate: Managing Director Measure owner: AD Chief of Staff</p> </div> <p>Comments:</p> <p>Business Improvement resources continues to be focussed on the delivery of the collaboration programme of work.</p> <p>This work programme remains key to the delivery of the savings outlined within the feasibility study. The primary focus for this quarter has been the delivery of the staff consultation relating to our one team structures, terms and conditions, single pay spine and job families.</p> <p>Risk:</p> <p>No changes to risk this quarter as with one team being established across Broadland and South Norfolk this creates greater business improvement capacity to support ongoing service improvement and development. The key focus areas remain as those outlined within the feasibility study.</p> <p>Once the one team is in place in January we will begin the transformational element of the collaboration, this presents risks relating to competing work priorities and demands which the team will need to manage closely. The development of the one team internal service improvement roles within service teams this creates greater transformation capacity to support ongoing service improvement and development.</p>
13.2 Summary of key improvement in services	<div data-bbox="448 1865 1497 1982" style="border: 2px solid orange; padding: 5px;"> <p>Directorate: Managing Director Measure owner: AD Chief of Staff</p> </div> <p>Comments:</p>

	<p>Key improvements delivered to date through joint working include the introduction of a single Managing Director and Senior Management team across the two councils which has delivered savings to both authorities.</p> <p>The next phase following on from this has been focussed around the delivery of One Officer Team serving two autonomous Councils and the development of a single set of employee terms and conditions and single pay spine which are due to be completed in January 2020.</p> <p>Alongside this the development of the delivery plan for 2020/21 has begun and will be run alongside the budget setting timelines for next year.</p>
	<p>Risk:</p> <p>No changes to risk this quarter as with With one team being established across Broadland and South Norfolk this creates greater business improvement capacity to support ongoing service improvement and development. The key focus areas remain as those outlined within the feasibility study.</p> <p>Once the one team is in place in January we will begin the transformational element of the collaboration, this presents risks relating to competing work priorities and demands which the team will need to manage closely. The development of the one team internal service improvement roles within service teams this creates greater transformation capacity to support ongoing service improvement and development.</p>

Objective 14

To maximise staff engagement

Supporting ambition:

- To continue to provide high quality, value for money services on our own or as a trusted partner*

Measures:

14.1 Level of staff engagement as evidenced through surveys

Directorate: Resources

Measure owner: AD Governance and Business Support

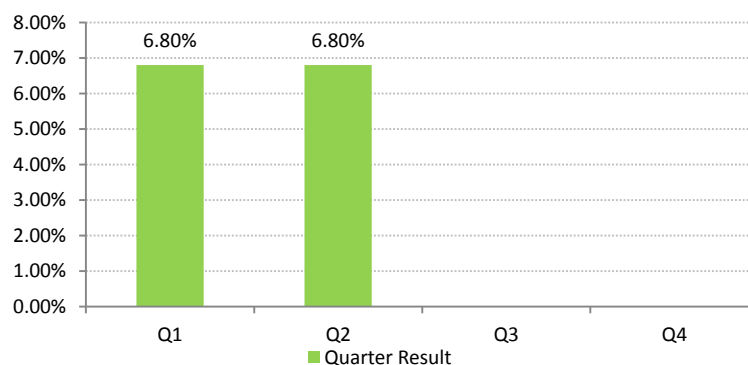
Comments:

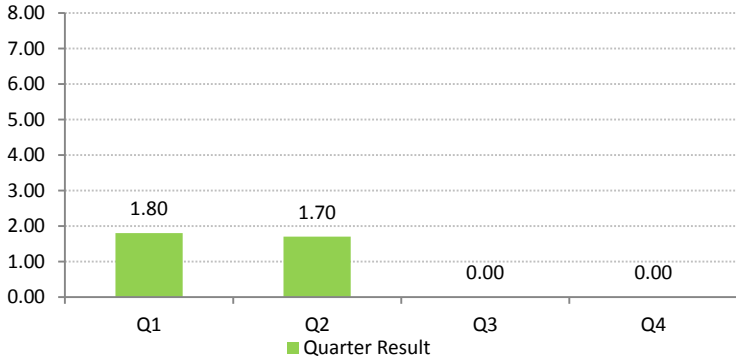
There have been no formal staff surveys undertaken during this period. Over the last few months informal consultation has been occurring with staff through regular all staff briefings, team meetings and 121 sessions. In addition, there have been a number of workshops held to discuss our culture and specifically values and behaviours. It is planned to undertake a staff survey in the new year in order to ascertain a baseline.

Risk:

No direct risk at present, however it is imperative to ensure that the council is aware of staff engagement and that surveys are undertaken at the correct time.

14.2 Staff turnover



	<div data-bbox="443 315 1477 421" style="border: 2px solid purple; padding: 5px;"> <p>Directorate: Resources Measure owner: AD Governance and Business Support</p> </div> <p>Comments:</p> <p>Eight members of staff left voluntarily during the last period. This is an annualised figure of 14.3 %.</p> <p>Risk:</p> <p>Due to the current review of structures it is usual to see a change in the turnover figure, this will be monitored closely with exit interviews undertaken. Work to track staff turnover figures post implementation of the new structure will be carried out, with attention to leavers within the first 12 months, to identify trends and to deliver improvements in recruitment and retention.</p>										
<p>14.3 Staff attendance (sickness absence)</p>	<div data-bbox="443 1232 1506 1693" style="border: 1px solid black; padding: 10px;">  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarter Result</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1.80</td> </tr> <tr> <td>Q2</td> <td>1.70</td> </tr> <tr> <td>Q3</td> <td>0.00</td> </tr> <tr> <td>Q4</td> <td>0.00</td> </tr> </tbody> </table> </div> <div data-bbox="443 1704 1489 1809" style="border: 2px solid purple; padding: 5px;"> <p>Directorate: Resources Measure owner: AD Governance and Business Support</p> </div> <p>Comments:</p> <p>The total average days lost per employee through staff sickness is 1.7 days. This is split between short term sickness (20 days or less) which is an average of 0.87 days per employee and long-term absences which is an average of 1.0 days per</p>	Quarter	Quarter Result	Q1	1.80	Q2	1.70	Q3	0.00	Q4	0.00
Quarter	Quarter Result										
Q1	1.80										
Q2	1.70										
Q3	0.00										
Q4	0.00										

	<p>employee. The trend is broadly consistent in terms of profile and indicates that sickness is being effectively managed.</p> <p>Risk:</p> <p>The current annualised figures are 7.2 average number of days per employee inclusive of long-term sickness and 3.48 excluding long term sickness. This figure are within the national average, however there is the risk that sickness could rise due to the health and wellbeing of staff being negatively affected by the uncertainty of the restructure and changes to terms and conditions of employment.</p>
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Objective 15

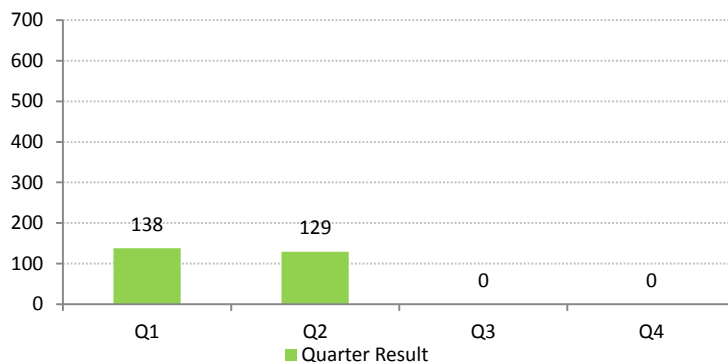
To enhance public safety and minimise health risks

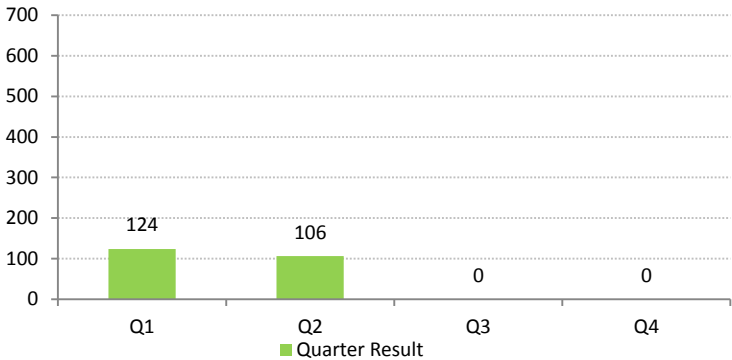
Supporting ambition:

- *To increase levels of health and wellbeing*

Measures:

15.1 Number of food premises inspected



	<div data-bbox="432 365 1485 477" style="border: 2px solid #92D050; padding: 5px;"> <p>Directorate: Place</p> <p>Measure owner: AD Regulatory</p> </div> <p>Comments:</p> <p>129 food premises were inspected. Inspections focus primarily on highest risk (A to D) categories as these must formally be inspected. A significant number of inspections were also completed of the lowest risk E category premises. This is indicative of sound capacity to complete inspections according to the service's work programme during the period.</p> <p>Please note: Other kinds of intervention were also carried out, which when added to formal inspections totalled 193 in the period.</p> <p>In food safety terms an 'intervention' includes; an inspection, a partial inspection, a revisit or a monitoring / sampling visit. The wider interventions also contribute to the objective stated..</p> <p>Risk:</p> <p>An annual work programme of formal food safety inspections is maintained and the team is continually kept busy by its workload. The capacity to carry out these food safety inspections is primarily affected by staffing capacity, , but also by by the demands of reactive work arising during the period. Reactive work such as food poisoning outbreak investigation or the occasional need for extensive investigation or enforcement action has to be prioritised over the food inspection program where significant risks to public health are identified</p>										
<p>15.2 Number of food premises achieving 5 star rating</p>	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of premises</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>124</td> </tr> <tr> <td>Q2</td> <td>106</td> </tr> <tr> <td>Q3</td> <td>0</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Number of premises	Q1	124	Q2	106	Q3	0	Q4	0
Quarter	Number of premises										
Q1	124										
Q2	106										
Q3	0										
Q4	0										

Directorate: Place
Measure owner: AD Regulatory

Comments:

During the period 106 inspected premises achieved a Food Hygiene Rating (FHR) of 5 (very good). This constituted 82.2% of the ratings awarded during the period, compared to 89.9% of 5-ratings awarded during Q1. There were no operational issues arising that would have limited the proportion of 5-ratings, instead officers attribute this to routine variation and will keep it under review.

Please note: Whilst focussing on high food hygiene ratings is good both for consumers and business, a food hygiene rating of 3 is 'satisfactory' and indicates broad compliance with food safety requirements

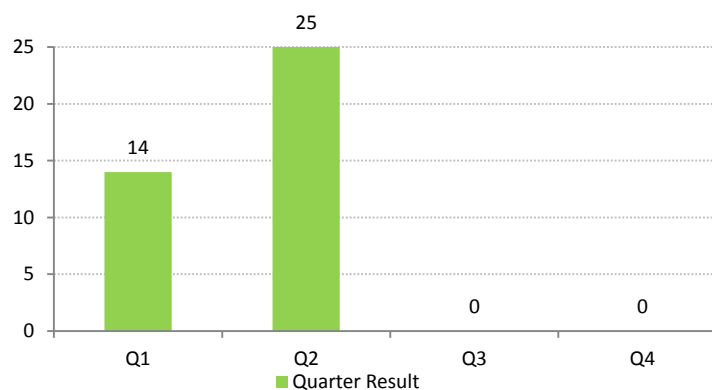
Risk:

The Food Safety team continues to promote and encourages food businesses in achieving and maintaining a high Food Hygiene Rating, however the day to day operation of these businesses is beyond the control of the Council.

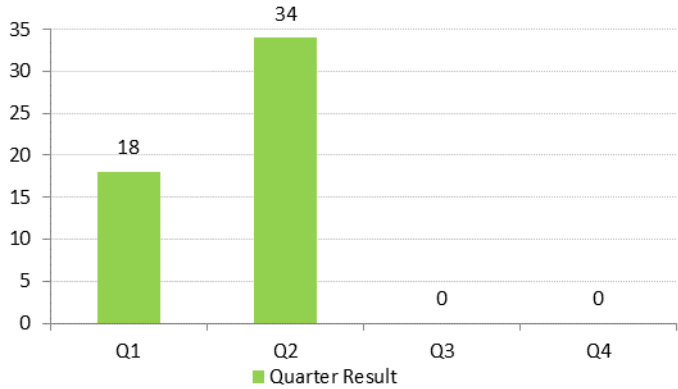
Additional visits are carried out, particularly where food businesses achieve a Food Hygiene Rating which is below 3, to assist them to achieve and maintain a better Food Hygiene Rating. Where necessary the appropriate action would be taken in consideration of the Council's Enforcement Policy.

Further work will be undertaken to promote the highest level of food safety compliance and business management confidence, with an eye to growing the local economy.

15.3 Number and type of communicable disease notifications



	<div data-bbox="432 322 1485 421" style="border: 2px solid green; padding: 5px;"> <p>Directorate: Place Measure owner: AD Regulatory</p> </div> <p>Comments:</p> <p>There is a national notification system for prescribed communicable diseases. It is operationally normal than numbers of notifications received can vary quite widely from quarter to quarter. In Q2 the reported number of cases included 5 cases of giardiasis, 6 of salmonellosis and 14 of cryptosporidiosis. These were all investigated on receipt of notifications from Public Health England. Our investigations focussed on finding the source of infection if possible, and on preventing further spread of the disease.</p> <p>Risk:</p> <p>Whilst the incidence of communicable disease is highly variable and largely beyond the control of the Council, food safety inspections and other regulatory and monitoring activities performed by the council's Regulatory services help to keep the numbers of cases to a minimum. A single large outbreak of communicable disease could be resource intensive for any council, more so for a council with a modest headcount of staffing capacity. This is closely considered in routine operational management but inevitably remains a general risk</p>
<p>15.4a Number of appeals lodged</p>	<div data-bbox="432 1330 1485 1429" style="border: 2px solid green; padding: 5px;"> <p>Directorate: Place Measure owner: AD Regulatory</p> </div> <p>Comments:</p> <p>We have not received any appeals regarding the Food Hygiene Rating Scheme during Q2</p> <p>Risk:</p> <p>The Food Hygiene Rating Scheme is a national scheme operated by the Food Standards Agency. This prescribes how food hygiene ratings are awarded and administered, and Food Business Operators have the right of appeal following receipt of their Food Hygiene Rating. However the council's Food Safety team goes to suitable lengths when awarding a rating to provide a detailed explanation of the Food Hygiene Rating and areas where for improvement. Encouragement is offered to achieve or maintain the maximum Food Hygiene Rating. In addition to this the team participates in local and national training exercises to promote consistency within this scheme. In these ways the risk of appeals against food hygiene ratings is being effectively minimised</p>
<p>15.4b Number of</p>	

appeals upheld	<div>Directorate: Place Measure owner: AD Regulatory</div>										
	Comments: There have been no appeals during Q2										
	Risk: Please refer to the information above; 15.4a.										
15.5 Number and type of health and safety notifications	 <table><tr><th>Quarter</th><th>Quarter Result</th></tr><tr><td>Q1</td><td>18</td></tr><tr><td>Q2</td><td>34</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>0</td></tr></table>	Quarter	Quarter Result	Q1	18	Q2	34	Q3	0	Q4	0
	Quarter	Quarter Result									
	Q1	18									
Q2	34										
Q3	0										
Q4	0										
<div>Directorate: Place Measure owner: AD Regulatory</div>											
Comments: <p>This indicator refers to the council's regulation of health and safety in premises falling to local authority inspection and enforcement - such as retail, leisure and warehousing premises.</p> <p>The figure of 34 for Q2 includes 30 notifications under RIDDOR and 4 complaints regarding Health and Safety standards and conditions in workplaces regulated by the council. 'RIDDOR' refers to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 requiring employers, and other people in charge of work premises, to report and keep records</p> <p>There is a formal reporting system for RIDDOR notifications. When received, these are checked, and a proportionate response provided which during Q2 included 16 health and safety visits and revisits to premises under the council's regulatory jurisdiction.</p>											
Risk:											

At the present time under national government policy the council is only permitted to carry out proactive health and safety inspections of the very highest risk work activities and premises. Accidents, near-misses and public complaints about premises do not always come from these places, however the council is permitted to investigate when they are reported. Anecdotal evidence from around the country indicates that standards of workplace health and safety often fail to comply with legal minimum requirements and pose risks to employees and visiting members of the public. If and when national government policy changes, the council can expect there to be a much larger statutory requirement for proactive regulatory health and safety inspections and interventions

Objective 16

To work with partners to tackle health inequalities and improve the life chances of residents

Supporting ambitions:

- *To increase levels of Health and Well Being*
- *To plan and provide well housed communities*
- *To keep people safe and secure*

Measures:

16.1 Analysis of social mobility index factors

Directorate: People & Communities
Measure owner: AD Individuals and Families

Comments:

A Joint Inclusive Growth Strategy was passed by Cabinet in September, followed by approval by full council. Amongst the key issues discussed was the current position of Broadland Council according to the Social Mobility Commission (93rd out of 324 local authorities), which makes Broadland the best performing district in Norfolk. Members reflected upon the impact of Broadland Choices and other

	<p>programmes upon this. The establishing of five priority areas (Providing Supportive Home Environments, Increasing Aspiration and Career Routes, Supporting Low Paid Workers, Improving Access and Transport and Business Development and Productivity) and the outlining of the evidence behind these gave guidance to officers to form a detailed Project Plan, which will go to the two relevant committee schedules by December 2019. This work will be located within the Policy & Partnerships team in the new structure.</p> <p>Much of the work on this agenda has been led across the County by the Inclusive Growth Coalition, of which Broadland District Council has been a leading member. Recently, the Inclusive Growth Coalition have collectively produced a dashboard, which we will use as a monitor moving forwards. It compares the district to the other Norfolk local authorities (and national figures) on a number of indicators, a number of which were discussed in the joint strategy.</p> <p>Officers are developing an action plan and monitoring dashboard which will be presented to councillors in November.</p>
	<p>Risk:</p> <p>Many of the areas outlined within the Inclusive Growth Strategy (and within the subsequent project plan) will be dependent upon partner input to achieve optimal results. To negate this risk, officers have been heavily engaged with the Inclusive Growth Coalition and other partners to ensure progress will be made</p>

Objective 17

To broaden the scope, impact and significance of joint working through partnerships

Supporting ambitions:

- *To deliver economic success in our area*
- *To achieve environmental excellence in everything we do*
- *To plan and provide well housed communities*
- *To increase levels of health and wellbeing*
- *To keep people safe and secure*

To continue to provide high quality, value for money services on our own or as a trusted partner

Measures:

<p>17.1 Outcomes from partnerships e.g. Greater Norwich Growth Board, Health and Well Being Board, Joint Venture Company - Broadland Growth</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p>Directorate: ALL</p> <p>Measure owner: ALL</p> </div> <p>Comments:</p> <p>Greater Norwich Partnership</p> <p>Projects Team employed by Greater Norwich Growth Board to deliver the Joint Core Strategy for Greater Norwich. Manages the Infrastructure Investment Fund (IIF- Transport, Communities, Education and Green Infrastructure projects paid for using pooled Community Infrastructure Levy) and Local Infrastructure Fund (LIF- £20m of loan funding available to developers for infrastructure relating to developments, as agreed in Norwich City Deal). Develop Greater Norwich Infrastructure Plan (GNIP), 5 Year Infrastructure Investment Plan (5YIIP) and Annual Growth Programme (AGP) for Greater Norwich. Oversees administration of the Greater Norwich Growth Board (GNGB) and Infrastructure Development Board (IDB)</p> <p>Key current issues:</p> <ul style="list-style-type: none"> • The publication of the GNIP in June triggered a “Call for Projects” for the IIF. These projects have been taken through the newly developed and adopted processes. They have been appraised by the team and reviewed by the IDB. • Work is also underway to develop the 5YIIP which will include the final list of recommended projects, updated CIL forecasts, project updates and will be reviewed by the GNGB on 25th Nov. They then recommend this draft Plan to the individual district Cabinets for approval in Jan/Feb 2020 ahead of the final publication of the agreed AGP in March 2020. • Management of IIF projects: 62 projects, total funding allocated is £13.6m • Management of Local Infrastructure Fund loans is currently dominating the officer’s workload. 5 loans fully agreed and drawn down funds, 2 of which are now repaying. Other loans continue to be supported through the application process. • Development of Special Purpose Vehicle (SPV) for Greater Norwich: work has been delayed until additional resource is available. An application for £50k to support this was submitted to the Housing Advisory Programme but was unsuccessful. • New CIL Regulations are expected to come into force. Work continues to consider how this will affect the GNGB. <p>Wider engagement work:</p> <ul style="list-style-type: none"> • The team administer multiple thematic sub group meetings,
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	<p>enabling closer working between the partner authorities</p> <p>Future workstreams:</p> <ul style="list-style-type: none"> • development of a Special Purpose Vehicle, • a full review of LIF • working with the LEP's Norfolk and Suffolk Economic Strategy or the emerging Local Industrial Strategy, • GIS mapping to present the IIF and GNIP in map rather than spreadsheet form to support better understanding of what is being delivered and enable clearer decision making for future infrastructure investment, • development of a communications strategy for the Board. The GNGB continues to be the only group of authorities who pool their CIL and nothing is being done to promote and develop this further. <p>Crime figures are not routinely shared as in the past, but the Early Intervention & Community Safety Manager works closely with the Norfolk Constabulary to monitor crime trends and patterns. Early warning of emerging issues are then problem-solved at a local level to identify interventions.</p> <p>Issues of anti-social behaviour are managed within the Operational Partnership Team who sit within the Help Hub. Although the numbers of cases have been below 30 at any one point, they are complex in nature and require multi-agency interventions, in order to achieve reductions. Due to the lack of readily available low-level mental health support, these cases take much longer to bring to closure.</p> <p>There is a regular representation at the multi-agency Channel Panel which case manages those individuals who are at risk of radicalisation. Currently, there is a live caseload of 12 individuals but none of those reside in Broadland or South Norfolk. However, attendance has provided valuable input into those cases and learning can be applied in other types of cases. Members have recently been updated and briefed in relation to the County Lines issues within the County and the risk associated with the criminal exploitation of children and vulnerable young people and adults.</p> <p>We have recently led on a workshop involving key strategic partners and agencies which identified some key issues which need resolution to strengthen the fight against this style of dealing drugs and the exploitation that is associated with it. Following evaluation of the workshop and those held around the County, it is anticipated that issues will be identified as follows</p> <p>Crime figures are not routinely shared as in the past, but the Early Intervention & Community Safety Manager works closely with the Norfolk Constabulary to monitor crime trends and patterns. Early warning of emerging issues are then problem-solved at a local level to</p>
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	<p>identify interventions.</p> <p>Issues of anti-social behaviour are managed within the Operational Partnership Team who sit within the Help Hub. Although the numbers of cases have been below 30 at any one point, they are complex in nature and require multi-agency interventions, in order to achieve reductions. Due to the lack of readily available low-level mental health support, these cases take much longer to bring to closure.</p> <p>There is a regular representation at the multi-agency Channel Panel which case manages those individuals who are at risk of radicalisation. Currently, there is a live caseload of 12 individuals but none of those reside in Broadland or South Norfolk. However, attendance has provided valuable input into those cases and learning can be applied in other types of cases. Members have recently been updated and briefed in relation to the County Lines issues within the County and the risk associated with the criminal exploitation of children and vulnerable young people and adults.</p> <p>We have recently led on a workshop involving key strategic partners and agencies which identified some key issues which need resolution to strengthen the fight against this style of dealing drugs and the exploitation that is associated with it.</p> <p>Following evaluation of the workshop and those held around the County, it is anticipated that issues will be identified as follows:</p> <ul style="list-style-type: none"> • Issues that need a national or regional response; • Issues that need a county or local response <p>At that time, further collaboration will take place to identify new or alternative ways of working to provide intervention at both the safeguarding and criminal levels.</p> <p>Hate crime and hate incidents are being closely monitored due to the continued delay in the move towards exiting the European Union. Whilst these are generally under-reported, an increase has been seen across the County as whole, however, Broadland has not received any third party reports in the past 12 months.</p> <p>District Sub-Committee of the Health & Wellbeing Board - The HWB has a sub-committee formed of members and officers from all Norfolk districts. The past year the sub-committee identified three workstreams. Integration with MDTs, 3 pilots took place in South Norfolk, Broadland and West Norfolk. Warm and healthy homes which largely focussed on delivery of the warm homes fund; and Hospital Discharge which saw the roll out of District Direct to all acute trusts in Norfolk, as well as community trusts in central Norfolk and Hellesdon Mental Health Inpatient Hospital.</p> <p>Risk:</p> <p>The greatest risk to successful partnership working is a breakdown in the relationships between the respective partners. This risk is exacerbated by potential political changes at a national and local level and/or a divergence of views regarding the strategic outcomes of partnership working.</p> <p>Therefore, there is a need to maintain and strengthen relationships</p>
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	<p>between the Greater Norwich partners (and the respective parties in the Council's other partnerships) especially at a political level. It is also critical to maintain a strong strategic vision for the respective partnerships to enable the parties to have a clear mandate despite their differences.</p> <p>Media coverage associated with County Lines activities increase the risk of raising the fear of crime of communities, particularly those who reside in close proximity to the City and/or larger towns where the majority of the activity takes place. We must ensure that reassurance is provided in the form of factual information so that fear levels are commensurate with the real risk, rather than a perceived risk.</p> <p>During our workshop on County Lines, we made a clear signal to our partners and colleagues that we take this issue seriously and that we will work hard to ensure we play our part in safeguarding children from exploitation and Tots to Teens is one of our ways of achieving this. There is a real risk of reputational damage to the Council so this needs to be balanced with the need to make financial savings.</p> <p>It is acknowledged that the current risk to the Authority is operating Tots to Teens at a cost to the Council, albeit the loss has been reduced recently. Should a decision be made to raise charges in order to bring the Scheme to a cost neutral or profit status this may well exclude many of the low-income families and/or those working with Family Focus from being able to participate (there may need to be an EQIA completed around such decisions)?</p>
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Explanation of Financial Variances

	Variance Year To Date £	Expected Variance Year End £	Explanation
Managing Director			
Communications	(49,700)	(50,000)	Underspend on salaries due to current staffing levels & maternity leave and underspending on promotional expenses.
Total - Managing Director	(49,700)	(50,000)	
Director of People & Communities			
HB Admin.Gov Grant	29,600	59,500	Housing benefit budget is demand led. Slight overspend on a budget of over £10m.
Warm Homes Fund Project	(20,300)	(40,300)	Ongoing project - net (under)/over spend will be carried forward to 2020/21.
Homelessness CLG Funding / Misc Homeless Projects	(33,900)	Nil	Ongoing homelessness projects. Budget is anticipated to be fully spent at year end.
Green Waste	(73,400)	(144,700)	Net impact of increased tonnages collected on Green Waste resulting in increased collection fees and recycling credits. This will be factored in the 2020/21 budget.
Clinical Waste/Contracted Services	(40,800)	(74,200)	New costs anticipated due to the cessation of funding clinical waste collection by the NHS have not yet materialised. Part of the budget is anticipated to be spent during the rest of the year.
Non Domestic Waste/Trade Waste	(25,700)	(35,000)	Underspend on contractor costs and higher income on trade waste.
Service Charge	(17,500)	(17,500)	Income higher than budgeted
Street Lighting	(18,500)	(23,000)	Projected underspend due to lower maintenance costs.
Other minor (under)/overspends	(30,800)	(122,500)	Minor net underspends on a gross budget of around £30m and income of over £26m.

	Variance Year To Date £	Expected Variance Year End £	Explanation
Total - P&C Directorate	(231,300)	(397,700)	
Director of Place			
<u>Economic Growth</u>			
Business Support - Start-Up Grants	(10,600)	(6,300)	Slow uptake by businesses on available grants.
Carrowbreck House	17,500	30,000	Potential underachievement of income due to low uptake of accommodation at Carrowbreck House.
Apprenticeship Training Funding Grant	24,400	24,400	Grant received from Skills Funding Agency (SFA) in previous years. After the scheme ceased there was a balance left which was shown as an underspend as at that stage there was no indication from the SFA that they would require this sum back. The SFA have now requested that we pay this sum back. We have not budgeted for this.
Subscriptions	(12,700)	(4,000)	Late payment of some subscriptions and some not paid due to review of subscriptions we pay e.g. Arts Development Subscription.
Other minor (under)/overspends	(10,900)	Nil	
<u>Planning</u>			
Public Rights of Way - Grounds Maintenance	11,300	20,000	General increase in costs of maintaining footpaths. To be funded from Repairs and Renewals Reserve in year. For 20/21 we will look to increase this budget.
Woodlands - Grounds Maintenance	(7,700)	Nil	Ground works delayed due to pressure of other work. The works will be completed by the year end.
Planning Appeals -Compensation Payments	26,600	26,600	Costs agreed as a result of losing a planning appeal
Planning Applications -Fee Income	(122,000)	(80,000)	Volumes higher than budgeted.
Planning Applications - Consultants/Promotional Adverts	(9,600)	(2,000)	Demand led - dependent on type of application
Planning Policy - Consultancy/ Salaries re Growth Project	(72,100)	(47,500)	Delay in project resulting in reduced expenditure but also reduced contributions
Other minor (under)/overspends	(12,900)	Nil	
<u>Regulatory</u>			

	Variance Year To Date £	Expected Variance Year End £	Explanation
Land Charges - Search Fee Income	36,900	70,000	Underachievement of budgeted income as the service is receiving more requests for Environmental Information Regulations (EIR) searches (which are provided free of charge) instead of full 'fee-paying' searches. Trend likely to continue for the second half year. This will be reviewed as part of the budget setting for 2020/21.
Private Hire Driver Licence Fees	(10,100)	(5,000)	Increase in driver applications due to Norse changing their school drivers to private hire.
Private Hire Vehicle Licence Fees	(16,000)	(16,000)	General increase in applications. This will be reviewed as part of the 2020/21 budget setting.
Env Serv Dept - Salaries	(65,300)	(80,200)	High level of secondments within the department.
Other minor (under)/overspends	3,900	12,000	
Total - Place Directorate	(229,300)	(58,000)	
Director of Resources			
Corporate Management	(14,800)	(14,800)	Saving on external audit fees.
Elections	141,100	Nil	Overspend due to EU election - will be funded from EU election grant, which will be received before the end of the year.
External Interest	(144,500)	(165,000)	Investment are currently steady and internally managed funds are doing well. The final outturn will depend largely on the performance of the externally managed fund and savings on loan charges. Interest will decrease towards year-end as investments reduce.
Grants	(944,400)	(1,656,000)	Unbudgeted Section 31 Grant to be included in the budget for future years
IT & Web	(52,400)	(30,000)	Underspend on salaries.
Revenues	(84,500)	(130,000)	Underspend due to staff vacancies and year-end has been forecast with current levels remaining.
Other minor (under)/overspends	(9,900)	(26,900)	
Total - Resources Directorate	(1,109,400)	(2,022,700)	
Cost of Shared Service Programme	200,600	Nil	To be funded corporately
Total - BDC	(1,419,100)	(2,528,400)	

REVIEW OF DISCRETIONARY RATE RELIEF

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Portfolio:

Finance

Wards Affected:

All

Purpose of the Report:

To request that Cabinet considers the proposed changes to discretionary rate relief in order to further align policies between Broadland and South Norfolk.

Recommendations:

1. The Cabinet **recommend to Council** that the revised discretionary rate relief policy shown at Appendix 4 is adopted.

1 SUMMARY

- 1.1 This report provides Members with an opportunity to consider proposed alignment of Broadland and South Norfolk Council's Discretionary Rate Relief policies.
- 1.2 The same report has been drafted for both authorities in order to maintain consistency and provide a comprehensive overview of current and future schemes.
- 1.3 Where possible, synchronising rate relief policies across the two authorities will make schemes simpler for staff to administer and more transparent and accessible for ratepayers in both areas.
- 1.4 This report and accompanying appendices provide members with a comprehensive overview of all the rate relief schemes operating in Broadland and South Norfolk. Furthermore it enables Members to review all of the options available that make up these schemes.

2 BACKGROUND

- 2.1 Discretionary Rate Relief is principally governed by legislation set centrally by Government. However, over and above provisions that previously existed billing authorities are able to use some local discretion under the Localism Act to set their own policies.
- 2.2 Core areas of relief relate to charities, non-profit making organisations, local sports clubs, and rural rate reliefs to assist village shops, post offices, pubs and petrol filling stations. In recent years the Government has used discretionary rate relief powers to assist businesses through targeted schemes to deliver on national objectives.

Discretionary reliefs can be awarded by billing authorities to supplement mandatory reliefs, where the rates for an organisation are reduced by Government under rules that operate nationally.

Where a ratepayer may qualify for more than one relief, a mandatory relief will always be awarded (where applicable) and different reliefs will be awarded in the following sequence:

1. Mandatory charitable rate relief/Mandatory rate relief for Community Amateur Sports Clubs (CASCs)/Mandatory Rural Rate Relief
2. Small Business Rate Relief (but cannot get if entitled to mandatory relief)
3. Supporting Small Business Rate Relief
4. Discretionary rate reliefs – charities/CASCs/rural discretionary/non-profit making/sports clubs/rates discount/hardship/Enterprise Zone Relief/Local Newspaper relief
5. Local Revaluation Rate Relief
6. Retail Discount

- 2.3 It is proposed that any changes to policy take effect from 1 April 2020. Recipients of discretionary relief were all given the required one years' notice of potential changes to relief entitlement with their rates bills for 2019/20.

3 CURRENT POSITION

- 3.1 This report summarises all the discretionary rate reliefs currently allowed by each Council.
- 3.2 The report shows areas where the two authority's rate relief schemes were previously synchronised and also where this has been achieved over the past 12 months. The report also details the opportunities for further alignment.
- 3.3 For 2020/21, under the 50 percent rates retention scheme, relief schemes which are not fully funded by Government result in a cost for Broadland and South Norfolk Councils of 20 percent of the relief awarded. Where applicable these costs are shown in the appendices to this report. It should be noted that the amount of relief and therefore the benefit to ratepayers in these cases equates to fivetimes the amount of the costs of relief shown.
- 3.4 From 2021/22 it is expected that the rate retention scheme will move to 75 percent local retention. As the national model for how that will operate has not been fully developed we cannot estimate the costs of a revised relief scheme beyond March 2021 at this time.
- 3.5 Portfolio Holders from both councils have been consulted in formulating this report on the proposed changes to relief schemes and the recommendations.
- 3.6 The current Broadland and South Norfolk Council rate relief policies can be found at:
https://www.broadland.gov.uk/downloads/file/930/discretionary_rate_relief_policy
and
<https://www.south-norfolk.gov.uk/businesses/business-rates/can-i-reduce-my-business-rates>

4 PROPOSED ACTION

- 4.1 Appendix 1 shows the current areas where rate relief schemes align and where the two authorities do not align but where alignment is proposed. Appendix 2 shows rate reliefs which do not align and where alignment is not proposed at this time. The most significant areas of policy change are that South Norfolk will extend support for childcare providers, and that Broadland will extend the level of support they provide to many Community Amateur Sports Clubs and other local sports clubs.
- 4.2 The alignment described in Appendix 1 would result in fifteen Broadland and eleven 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.

- 4.3 Both Broadland and South Norfolk Council's operate a rate relief scheme instigated and funded by the Government in 2017 following the revaluation. The scheme runs over four years ending in 2020/21 with levels of funding reducing over that period. Given that each Council will receive only around £8,000 in funding for 2020/21 it is suggested that a common approach is adopted whereby support is provided to qualifying businesses on a case by case basis.
- 4.4 The overall cost or reduction in relief recommended in Appendix 1 represents a saving of £2,238 for Broadland and an additional cost of £5,853 for South Norfolk.
- 4.5 The alignments proposed in Appendix 1 would bring the total number of elements on which Broadland and South Norfolk align to 17 out of 21 elements of our relief schemes.
- 4.6 It is proposed that a common approach is taken to decision making for each authority whereby the Assistant Director for Finance has delegated authority to make decisions relating to all individual awards within the agreed policy framework.

5 OTHER OPTIONS

- 5.1 Members could opt to keep existing policies the same as at present for the respective authorities rather than adopt the proposed changes. However this would result in a much wider difference in approach for the two authorities as well as losing the opportunity to synchronise schemes further.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – Closer alignment of policies would simplify administration of rate relief as we move to a one team structure. There will be no direct resource implications to the proposed changes.
- 6.2 **Legal Implications** – the proposed changes are within existing legislation, and many of the categories of relief are derived from provisions in the legislation. Ratepayers have been given statutory notice of change or withdrawal of relief.
- 6.3 **Equality Implications** – An EqlA is shown at Appendix 3.
- 6.4 **Environmental Impact** – None.
- 6.5 **Crime and Disorder** – None.

7 CONCLUSION

- 7.1 Aligning elements of Broadland and South Norfolk's rate relief policies allows the schemes to be simplified, be easier to administer, and offers greater transparency to businesses and non-profit making organisations. It also provides an opportunity to allow increased support to a range of organisations in both council areas.

8 RECOMMENDATIONS

- 8.1 The Cabinet **recommend to Council** that this report be approved and the revised discretionary rate relief policy shown at Appendix 4 is adopted.

Background Papers

None

Appendix 1

Some businesses/organisations will automatically qualify for mandatory reliefs, which are set out in law and operate nationally. For other cases, or where mandatory reliefs leave something to pay, authorities have the ability to consider awarding discretionary relief to top up the mandatory entitlement.

Aligned scheme - Registered Community Amateur Sports Clubs (CASCs) – 20% top up to 80% mandatory with £4,000 cap per annum per organisation

Authority	No of awards currently	Cost to authority of awards currently	No of awards in future	Revised cost to authority of 20% top-up awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	nil	£ nil	11	£1,911	+£1,911	NO	YES
SNC	10	£2,479	10	£2,479	nil		
Change: – BDC to introduce 20% top-up relief for registered Community Amateur Sports Clubs							

Aligned scheme – 75% discretionary relief in respect of premises of local sports clubs (non CASC) - to be capped at £12,000 per year.

Authority	No of awards in 2019/20	Cost to authority of awarding as at present	No of awards in 2020/21	Revised cost to authority of awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	2	£1,081	2	£1,622	+£541	NO	YES
SNC	6	£9,319	6	£9,147	-£172		

Change: – BDC move from 25% or 50% support to 75%, SNC move from 100% or 80% relief to 75%. BDC to introduce £12,000 cap as operated by SNC. Most of those in SNC previously awarded 100% relief also qualify for Small Business Rate Relief so are more correctly to be helped under that national scheme.

One club in SNC will see support reduced by £1,600 but will still receive 75% rate relief.

Discretionary relief for sailing/yachting/boating/rowing/watersports clubs (which are not registered CASCs) – to be 25% relief

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Revised cost to authority of awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	2	£781	2	£697	-£84	NO	YES
SNC	nil	£ nil	nil	£ nil	nil		

Change: – BDC move from 25% or 50% to a 25% scheme, SNC to introduce 25% approach although there are no such clubs at present needing this particular support as they are in receipt of other reliefs.

One BDC Yachting club will move from 50% support to 25% with relief reducing from approx. £835 per annum to £418.

Discretionary relief for premises of Golf Clubs

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	1	£2,948	0	£ nil	-£2,948	NO	YES
SNC	nil	£ nil	nil	£ nil	nil		

Change: – BDC to cease relief for Golf Clubs

Other organisations supporting the delivery of sport (not exclusively the base of one or more local sporting clubs)

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Revised cost to authority of awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	2	£3,756	2	£2,000	-£1,756	NO	YES
SNC	nil	£ nil	nil	£ nil	nil		

Change: - BDC to move from 50% to 75% but capped at £5,000. SNC to introduce same approach although no ratepayers affected at present.

Two organisations will see a reduction in support. One from approx. £7600 per annum to £5,000 support and the other from £11,000 relief to £5,000 per annum.

Aligned scheme - Base for young peoples' activities (100% discretionary relief where not a charity, 20% top up relief to charitable groups)

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of 20% top-up awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	28	£4,777	28	£4,875	+£98	NO	YES
SNC	24	£3,545	24	£3,545	nil		

Change: - BDC to move from 80% to 100% for non-charitable groups, SNC to retain at 100%. This principally affects cadet forces groups, but could also affect youth clubs. Scouts, cubs, guides etc (which are charities) already receive full rate relief in both areas.

Discretionary relief for charity shops, village halls with a bar, academy schools and independent schools – approach is not to award 20% top-up relief to these charitable organisations.

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of 20% top-up awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	nil	£ nil	nil	£ nil	nil	YES	YES
SNC	nil	£ nil	nil	£ nil	nil		

No change for BDC or SNC – already aligned.

Relief for childcare providers (day nursery premises) of 20% top up to charities and 25% or 50% support for non-charities

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Revised cost to authority of awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	10	£5,528	10	£5,528	nil	NO	YES
SNC	6	£1,078	17	£7,396	+£6,318		

Change – BDC to increase upper rateable value (RV) qualifying threshold from £30,000 RV to £35,000 RV, and SNC to introduce same practice of supporting day nurseries as BDC. SNC already support the nursery with a 20% top-up where it is run by a charity.

Community Interest Companies – relief at 80%, 50% or nil

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Revised cost to authority of awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	1	£982	1	£982	nil	NO	YES
SNC	5	£2,779	5	£2,786	+£7		

One CIC in SNC will receive £1,605 less support in 2020/21 as a consequence of implementing aligned approach. In some other cases there is only a part year cost in 2019/20 and a full year cost in 2020/21 so in terms of totals that offsets the reduced qualifying support for that one CIC

Supporting Small Business Relief (fully funded by Government)

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	18	£ nil	18	£ nil	YES	YES
SNC	22	£ nil	22	£ nil		

No change – scheme ends March 2021 when next national revaluation due to come into effect.

Rural Rate Relief – 50% mandatory top up (fully funded by Government) - for premises in rural settlements up to nationally specified rateable value thresholds – public houses, post offices, general stores, qualifying food stores and petrol filling stations

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	24	£ nil	24	£ nil	YES	YES
SNC	50	£ nil	50	£ nil		

50% Discretionary Rural Rate Relief for Post Offices and general stores in rural settlements – within a nationally set rateable value (RV) threshold above that within which mandatory relief applies: between £8,500 and £16,500 RV

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	1	£ 252	1	£252	nil	YES	YES
SNC	2	£976	2	£976	nil		

Relief for offices of Local Newspapers of £1,500 per year (fully funded by Government)

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of awards in 2020/21	Change in cost to the authority	Alignment indicator (now)	Alignment indicator (future)
BDC	Nil	£ nil	nil	£ nil	nil	YES	YES
SNC	1	£300	Nil anticipated	N/A	£-300		

No change, approach is aligned although there are none at present in Broadland area. Not yet clear whether Government will extend this into 2020/21

Local Revaluation Rate Relief (fully funded up to a cap by Government each year – ends March 2021)

Authority	No of awards currently	Cost to authority of awards currently	No of anticipated awards in 2020/21	Cost to authority of awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	371	£ nil	< 8	£ nil	NO	YES
SNC	149	£ nil	< 8	£ nil		

Change – for 2020/21 there will only be a small residual amount of funding provided as this support is phased out. A common approach will enable both authorities to support those businesses worst affected by ongoing effects of the 2017 revaluation.

Retail discount – one third reduction for 2019/20 & 2020/21 (fully funded by Government)

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	178	£ nil	178	£ nil	YES	YES
SNC	223	£ nil	223	£ nil		

Business Growth/Support discount

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Anticipated cost to authority of awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	0	£ nil	n/k	n/k	NO	YES
SNC	5	£7,000	n/k	n/k		

Alignment achieved in 2018 at earlier stage of collaboration process. Tailored package of support determined on a case by case basis under delegated powers.

Hardship relief						
Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Anticipated cost to authority of awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	0	£0		n/k	NO	YES
SNC	1	£1,001		n/k		
Decided on a case by case basis. Change – level of delegation? South Norfolk adopting detailed provisions relating to this from Broadland policy.						

Appendix 2

Areas of policy where it is not intended for alignment of approach to take place at this stage, with both authorities choosing to continue a differing practice of support.

Discretionary top-up relief for charities (other than young person’s activities, charity shops, charitable childcare providers, academy schools and independent schools, village halls with bars) – 20% on top of 80% mandatory						
Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of 20% top-up awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	nil	£ nil	nil	£ nil	NO	NO
SNC	142	£18,342	142	£18,342		

In SNC 54 of those charitable organisations supported are village halls (without bars). The relief award is capped to a maximum of £4,000.

BDC do not top up relief for this category. If BDC were to follow the SNC approach and top relief up with 20% additional support it would benefit 117 organisations with an approximate cost to Broadland of £26,000 per annum.

50% Discretionary Rural Rate Relief for public houses, speciality food shops and rural petrol filling stations in rural settlements – within a nationally set rateable value (RV) thresholds above that within which mandatory relief applies (between £12,500 & £16,500 RV for public houses and petrol filling stations, and between £8,500 and £16,500 for qualifying food stores)

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	nil	£ nil	nil	£ nil	NO	NO
SNC	5	£2,534	5	£2,534		

SNC provides discretionary support qualifying businesses within the following qualifying sectors (number of cases in brackets):

- Public houses (2)
- Rural petrol filling stations (2)
- Qualifying food stores (1)

BDC do not currently support these organisations with discretionary rural rate relief. If BDC were to follow the SNC approach and allow 50% relief it would benefit 2 pubs/petrol stations and 4 food stores with an additional cost to Broadland of £3,020 per annum.

Non-profit making organisations (which are not registered charities) BDC allow 80% discretionary relief. SNC allow up to 100% relief.

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of 20% top-up awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	1	£1,434	1	Nil	NO	NO
SNC	7	£7,520	7	£7,520		

The current cost of topping up to 100% relief for Broadland would be £358 per annum.

Enterprise Zone Rate Relief (fully reimbursed by Government)

Authority	No of awards currently	Cost to authority of awards currently	No of awards in 2020/21	Cost to authority of awards in 2020/21	Alignment indicator (now)	Alignment indicator (future)
BDC	n/a	£	n/a	£	NO	NO
SNC	17	£ nil	17	£ nil		

Alignment is not possible as there is not an Enterprise Zone within the Broadland area.

Equalities and Communities Impact Assessment

Name of Officer/s completing assessment: Simon Quilter

Date of Assessment: 13 November 2019

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

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

Review of Discretionary Rate Relief Policy

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

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

3. Which additional Communities characteristics does this policy impact?

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

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

Alignment of Broadland and South Norfolk's Rate Relief policies will provide a clear set of guidelines which will enable ratepayers to understand entitlement to support through discretionary rate relief. Previously, the Broadland and South Norfolk have developed policies independently and without an overall review being undertaken.

The revised Rate Relief Policy's offer greater assistance to some local sports clubs in the Broadland area and other youth organisations. This would lead to a positive impact for young people and also in increasing levels of health, including mental health and wellbeing across the district through expansion in capacity for the organisations or improved/greater facilities available for those who attend. This links well with our adoption of the county-wide Joint Health and Wellbeing Strategy and Broadland & South Norfolk shared Inclusive Growth Strategy which seeks to ensure that local people can share in the economic success of our districts.

In addition increased levels of support will be provided to Childcare providers in the South Norfolk area.

In Broadland, one yacht club will see a reduction in support. Two organisations which support the delivery of sport will receive reduced levels of support.

Consultation has taken place with officers and members.

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

The policy applies across the whole of the council areas as described in Section 4. As above, the aim is that the aligned policy will have a positive impact as it will provide increased support and stability to a greater number of small local organisations. This links well with our aims explored through the councils proposals for a Locality Offer which will seek to provide services which are based closest to the communities and individuals involved.

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

In instances of sporting organisations receiving reduced levels of support, it is felt that this could be mitigated by the number of other sports clubs and youth organisations who will be in receipt of increased support.

In addition, in circumstances where a ratepayer loses relief as a result of a change in policy the Council can consider other ways to assist them. This could include phasing in a reduction in entitlement to relief or examining other ways to assist through spreading payment of rates. Other means of the council's assisting businesses independently of the Business Rates system could also be examined.

Signed by evaluator:

Signed by responsible head of department:

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

REVIEW DATE - November 2021

Appendix 4

Non-Domestic Rates - Mandatory and Discretionary Rate Relief Policy

The Local Government Finance Act 1988 requires local authorities to grant “Mandatory rate relief” to the following categories of Non-Domestic ratepayer:

- Registered charities
- Village Post Offices, general stores, specialist food shops, public houses and petrol filling station – where they are in a designated rural settlement
- Registered Community Amateur Sports Clubs (CASCs)

The Local Government Finance Act 1988 also gives local authorities the power to grant “Discretionary rate relief” as follows:

- To make a further award on top of mandatory relief granted to registered charities
- To village Post Offices, general stores, qualifying food stores, public houses and petrol filling stations – where they are in a designated rural settlement
- To make a further award on top of mandatory relief granted to registered Community Amateur Sports Clubs (CASCs)
- In respect of sports grounds and clubs
- To other non-profit making organisations

The Local Government Finance Act 1988 also gives local authorities the power to reduce or remit the amount of rates liable to be paid on the grounds of hardship. Where the authority is satisfied that it is in the interests of its Council Tax payers.

The Local Government Act 2003 introduced the small business rate relief scheme.

The Localism Act 2011 (clause 69) introduced a further general power for local authorities to reduce the business rates of any local ratepayer (not just those who could previously be granted discretionary relief), where the authority is satisfied that it is in the interests of its Council Tax payers.

Policy Aim

This policy sets out the Council's intentions for dealing with discretionary rate relief applications from Charities, Community Amateur Sports Clubs (CASC's), Non-Profit Making Organisations, and other businesses which are situated within the Broadland District Council area.

Through this policy, the Council is providing a mechanism to reduce or, remove the business rates liability for such charities, non-profit making organisations, certain rural

businesses providing valuable facilities and services to communities within the area, and other businesses.

This policy aims to provide clarity around the process of administration of applications for Discretionary Rate Relief, consistency in the application of the policy and to ensure maximum take-up from potential qualifying organisations, which will in turn contribute to achieving the Council's ambitions for the district.

Part 1 – Mandatory reliefs (government specified)

Mandatory Rate Relief for registered charities.

Mandatory relief applies to registered charities or trustees for a charity where the rated premises are used wholly and mainly for charitable purposes. In the case of charity shops they must sell goods that have been donated to the charity (this condition is also necessary for discretionary relief.)

The relief allowed is 80%.

Mandatory Rate Relief for registered Community Amateur Sports Clubs (CASCs)

Sports clubs that have registered with the Inland Revenue as Community Amateur Sports Clubs are entitled to 80% relief.

Mandatory Rural Rate Relief for village post offices, general stores, specialist food shops, public houses and petrol filling stations.

The rural business must be in a rural settlement area (detailed in a settlement list) that has a population of 3,000 or less.

- a) Sole post offices and general stores with a rateable value of £8,500 or less are entitled to 50% relief.
- b) Any village shop that wholly or mainly sells food for human consumption but excludes restaurants, tearooms, fast or hot food shops and confectionary shops with a rateable value of £8,500 or less are entitled to 50% relief.
- c) Where there is only one public house in a rural settlement, which has a rateable value not exceeding £12,500, there is an entitlement to 50% relief.
- d) Sole petrol filling stations with a rateable value of £12,500 or less are entitled to 50% relief.

Small Business Rate Relief

An organisation cannot qualify for Small Business Rate Relief (SBRR) if eligible for one of the mandatory rate reliefs above.

From April 2017 small business rate relief of 100% applies to eligible premises with a rateable value of not more than £12,000, decreasing on a sliding scale up to a threshold of not more than £15,000

The relief is only available to ratepayers with either one property in England, or one property and additional properties with rateable value totalling not more than £2,899

Where a business takes on an additional property that would normally have meant the loss of small business rate relief, they are allowed to keep the relief on the first property for a period of 12 months.

Part 2 – Discretionary rate reliefs under local control

All Discretionary Relief applications must be accompanied by a Small Business Rate Relief application where applicable.

Throughout this policy document (unless otherwise stated) it shall generally apply that discretionary relief will be awarded only up to a maximum sum of:

- £4,000 per registered charity or Community Amateur Sporting Club (CASC) in any financial year
- £12,000 per non-profit making organisation in any financial year (not charities or CASCs)

Applications for relief to be backdated in to the previous financial year may only be accepted if the decision can be made by 1st October of the financial year in which the application is received.

All qualifying businesses and organisations are required to notify The Council of any change in circumstances that may affect their entitlement to Discretionary Rate Relief.

Discretionary rate relief for premises occupied by youth organisations

Youth Organisations which are registered charities may apply for an additional 20% 'top-up' discretionary relief where 80% mandatory relief has been granted. Such organisations include Scouting groups, Guides and other organisations such as Youth Activity Centres.

Applicants will need to demonstrate that the use of the premises is in furtherance of the objects of the charity, and that the property is wholly or mainly occupied by the charity.

Each application will be looked at on its own merits and it will be at the discretion of the Council whether or not to make an award of discretionary relief.

Properties occupied by Cadet Forces supported and administered by the Ministry of Defence will be entitled to 100% rate relief.

This category excludes any hereditaments occupied for sporting activities, which are dealt with separately.

Discretionary Relief for registered Community Amateur Sports Clubs (CASCs)

Some sports clubs have registered with HM Revenue and Customs as Community Amateur Sports Clubs. CASCs qualify for 80% mandatory relief as set out in Part 1.

Broadland will upon application support CASCs by awarding a further 20% 'top-up' discretionary relief. This 'top-up' relief will be awarded up to a maximum of £4,000 per CASC per financial year.

Discretionary Relief for sports grounds and clubs.

Support will be provided in respect of Business Rates on the sports grounds and associated facilities of local sports clubs (which are not registered CASCs). The clubs may apply for discretionary relief with the amount to be awarded generally being 75% of the rates due, with a few exceptions specified below.

Yachting/Sailing/boating/rowing/water sports clubs – 25%

Golf clubs – nil rate relief

Other premises occupied by sporting organisations

Where there are other premises occupied by sports organisations which are in the nature of:

- Offices from which sports are administered/organised
- Facilities provided for the advancement of sports and recreation which are not the premises of a specified local sports club

Relief will be provided at 75% up to a maximum award of £5,000 per financial year.

Discretionary Rural Rate Relief for village post offices and general stores

The rural business must be in a designated rural settlement area that has a population of 3,000 or less. Broadland District Council will exercise its discretion to provide a 50% rate relief:

- Where there is only one post office or general store which has a rateable value above £8,500 but not exceeding £16,500.

The definition of a general store is a trade or business consisting wholly or mainly of the retail sale of both food for human consumption (excluding confectionery) and general household goods.

The award of relief will be calculated after the award of Small Business Rate Relief (where applicable).

Discretionary Rate Relief – Childcare providers (Day Nurseries)

Under the Localism Act (clause 69) the council will consider applications for Business Rate Relief from Day Care Nurseries which provide a benefit to the community by providing childcare facilities, providing their rateable value is below £35,000.

Businesses which are entitled to Small Business Rate Relief or Charitable relief must have pursued that avenue of assistance before applying for Discretionary Rate Relief.

The council will offer support to Day Nurseries as follows:

- a. Daycare Nurseries currently receiving 80% mandatory charitable rate relief to be topped up with 20% Discretionary Rate Relief.
- b. Daycare Nurseries not in receipt of mandatory charitable rate relief with rateable values up to £20,000 to receive 50% Discretionary Rate Relief.
- c. Daycare Nurseries not in receipt of mandatory charitable rate relief with rateable values between £20,001 and £35,000 to receive 25% Discretionary rate relief.

Non-domestic Rates discount

The Localism Act 2011 (clause 69) introduced a general power for local authorities to reduce the business rates of any local ratepayer (not just those who could previously be granted discretionary relief). This is a wide power under which each case will need to be treated on its own merits. The key test is whether the authority is satisfied that it is in the interests of its Council Tax payers to decide to award relief.

The general approach to the use of these discount powers will be to support a business as it looks to locate into the area or grow/invest into new or improved premises locally. The powers may on occasion be used to support a business through a period in its life cycle where it is under particular pressures and the Council wants to ensure the longer-term retention and growth of the business.

In considering whether to award a business rate discount the Council will particularly have regard to:

1. How a business links to the Norfolk & Suffolk Economic Strategy (NSES) of the Local Enterprise Partnership (LEP) and any strategies/delivery plans of the Council that are in place to drive economic growth locally. This could include whether the business operates in one of the key sectors in the NSES:
 - a. Advanced Manufacturing & Engineering
 - b. Life Sciences & Biotech
 - c. Financial Services & Insurance
 - d. Advanced Agriculture, Food & Drink
 - e. ICT, Tech & Digital Creative
 - f. Visitor Economy – Tourism, Heritage & Culture
 - g. Energy
 - h. Transport, Freight & Logistics

- i. Construction & Development
2. Whether the award of a discount would support an increase in employment locally.
3. Whether it would support bringing a property/site back into use which may have been unoccupied for a significant period
4. Whether such a discount would help support a project bringing other benefits or regeneration locally
5. Whether the support would help a business locate onto a strategically important site, at a stage in the development of the site where it will help bring forward further development of the wider site
6. Whether the ratepayer would help to establish a hub to attract other businesses to the area, or to a business cluster
7. Whether by supporting investment in new or significantly expanded premises there will be an increase in rateable value that will generate additional rates income to fund local services in the longer-term
8. Whether the discount would support a new enterprise (<2 years) that has significant growth potential (in key sectors and emerging/growing markets)
9. Whether a ratepayer might offer employment initiatives such as apprenticeships, work placements etc.
10. Whether the ratepayer is already (or has previously been) in receipt of other forms of rate relief, or has previously received a business rate discount

Community Interest Companies (CIC's)

Community Interest Companies are a form of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This means that a CIC cannot be formed or used solely for the personal gain of a particular person, or group of people.

CIC's can be limited by shares, or by guarantee, and have a statutory "Asset Lock" to prevent the assets and profits being distributed, except as permitted by legislation. This ensures the assets and profits are retained within the CIC for community purposes, or transferred to another asset-locked organisation, such as another CIC or charity. A company that is a charity cannot be a CIC, unless it gives up its charitable status.

Under the Localism Act (clause 69) relief will be considered for Community Interest Companies which provide benefits to the local community and satisfy the following criteria:

- Are registered as a community interest company. (the Community Interest Company Register will be checked to confirm entitlement).
- The Articles of Association or Memorandum clearly state that any surplus of income over expenditure will be applied in a manner that ensures no profit is made.
- It is set up with the purpose of providing benefit to the local community or a section of the community.
- Businesses which are entitled to Small Business Rate Relief or Mandatory Charitable relief must have pursued that avenue of assistance before applying for Discretionary Rate Relief.

The council will support such organisations as follows:

- a. CIC's with a rateable value of up to £20,000 - 80% discretionary rate relief
- b. CIC's with a rateable value of between £20,001 and £30,000 - 50% discretionary rate relief.

Where a CIC occupies premises on one or more sites in the district area, that comprise more than one rating assessment, the rateable values of each will be added together when deciding whether relief is available under a or b above. If the combined rateable value is over £30,000 no relief will be available.

Discretionary Relief for other non-profit making organisations

Discretionary rate relief of 80% is granted on occupied properties to organisations which are not registered charities, which are not established or conducted for profit and whose main objects are:

- Charitable
- Philanthropic or religious
- Concerned with education or social welfare
- Concerned with science, literature or the fine arts
- Not for profit clubs or societies established wholly or mainly for recreation

Ratepayers who will normally benefit from such relief include:

- Village halls run for the benefit of the community
- Church halls operated for the benefit of the community
- Museums
- Premises occupied by Norfolk based wildlife groups
- Premises occupied for preservation projects

Discretionary Hardship Relief

Section 49 of the Local Government Finance Act 1988 gives discretion to the billing authority to reduce or remit payments of rates in respect of both occupied and unoccupied premises. This award can be up to 100%. When making an award an authority must be satisfied that:

- 1) the ratepayer would sustain hardship if the authority did not do so, and
- 2) it is reasonable for the authority to do so, having regard to the interests of persons subject to its Council Tax.

Decisions will not normally be made without receipt of actual financial accounts for previous periods.

The test of “hardship” need not be confined strictly to financial hardship and applicants should disclose all relevant factors affecting the ability of the business to meet its rate liability.

The applicant must be liable to pay National Non-Domestic Rates to Broadland District Council. The council must be satisfied that:

- i. The ratepayer would sustain hardship if the Council does not grant Hardship Relief, and
- ii. It is reasonable to grant Hardship Relief having regard to the interest of Broadland District Council taxpayers.

The test of “hardship” need not be confined strictly to financial hardship and applicants should disclose all relevant factors affecting the ability of the business to meet its rate liability.

The “interest” of Broadland District Council Tax payers may go wider than direct financial interests for example;

- i. where employment prospects in an area would be worsened by a ratepayer going out of business, or
- ii. the amenities of an area might be detrimentally affected.

Whilst the Council can consider an application for Hardship Relief from any ratepayer who satisfies the qualifying criteria, applications are particularly welcome from ratepayers in respect of the following categories of properties:

- Village Shops and rural businesses
- Organisations that provide employment to people who live in the Broadland area.
- Businesses in areas facing a decline in trade
- Businesses that provide a unique service to the area

The above list is for guidance only and is not conclusive. Hardship Relief should not be regarded as automatic under any circumstances. It is unlikely that Hardship Relief would be granted in respect of an empty property or where there is little expectation of economic survival.

Generally, only businesses that operate exclusively in the Broadland area will be considered for relief. This will generally exclude all national companies. Relief will only normally be allowed for one business premises in the Broadland District Council area.

Decisions to award such relief will be made by the Director with responsibility for Finance.

Part 3 – Government funded discretionary rate reliefs

Additional Discretionary Rural Rate relief

The Autumn Statement 2016 confirmed that the Government would double rural rate relief to 100% from 1 April 2017 onwards. The Government intends to amend the relevant primary legislation to require local authorities to grant 100% mandatory rural rate relief.

However, until such time that the legislation allows billing authorities to grant 100% mandatory rural rate relief Broadland District Council will use local discount powers to grant 50% discretionary rural rate relief in addition to the 50% mandatory rural rate relief to eligible ratepayers from 1 April 2017. Government will fully reimburse billing authorities for such awards.

This discretionary relief will be awarded to those ratepayers qualifying for mandatory relief in the circumstances set out in Part 1.

Supporting Small Businesses

At the Spring Budget 2017, the Chancellor announced that a scheme of relief would be made available to those ratepayers facing large increases as a result of the loss of small business or mandatory rural rate relief following the revaluation.

To support these ratepayers, the Supporting Small Businesses relief will ensure that the increase per year in the bills of these ratepayers is limited to the greater of:

- a). a percentage increase p.a. of 5%, 7.5%, 10%, 15% and 15% 2017/18 to 2021/22 all plus inflation (the real terms transitional relief cap for small businesses each year). Unlike the transitional relief scheme, for the first year of the scheme the percentage increase is taken against the bill for 31 March 2017 after small business rate relief or rural rate relief, or
- b). a cash value of £600 per year (£50 per month). This cash minimum increase ensures that those ratepayers paying nothing or very small amounts in 2016/17 after small business rate relief are brought into paying something.

In comparing to the bill for 31 March 2017 any award of discretionary relief shall be disregarded. This shall have the effect of limiting calculation of support to those cases where it is the loss of mandatory rural rate relief that triggers the calculation of the £600 per year cap. Support is not available to those ceasing to be entitled to discretionary rural rate relief.

The exact calculation of relief shall be carried out in accordance with detailed guidance provided by Government as set out in the following document :

<https://www.gov.uk/government/publications/42017-spring-budget-update>

Local Revaluation Rate Relief 2020/21

Revaluation relief is a Government funded scheme run over 4 years and is intended to assist ratepayers affected by increases in non-domestic rates following the 2017 revaluation. The scheme was front loaded with the greatest amount of funding provided to assist ratepayers in the first three years after revaluation. 2020/21 will be the last year local revaluation rate relief will be in operation.

In 2020/21 the Government is only providing funding to Broadland District Council in the total sum of £8,382 (this compares to £494,555 in total across the three previous years combined). This does mean that awards of revaluation rate relief in 2020/21 will be focussed on a smaller number of businesses in need.

Relief for 2020/21 awards will be considered on a case by case basis. The following conditions will apply:

1. Relief for one year will be awarded for a fixed period ending on 31 March 2021. The only exception is where the business rates liability of a ratepayer ends before this date.
2. The award of relief is limited to the total grant allocation from Government. Once this funding has been expended no further relief will be granted.
3. In order to be eligible for relief the ratepayer must be in occupation of the relevant property and have been so on 31 March 2017 and 1 April 2017.
4. If the Valuation Office splits a property into two or more hereditaments, relief will terminate from the date of the split and be apportioned up to that date.
5. The ratepayer must have had an increase in rates payable on that premises between the 2016/17 financial year and the 2017/18 financial year in order to be eligible.
6. Relief will terminate and be apportioned on a daily basis to the date of vacation. Relief will not be carried forward to a new property.
7. Any overpaid relief will be payable and recoverable through the rates bill.
8. Ratepayers occupying excepted hereditaments will not qualify for relief. An excepted hereditament is defined as a property occupied by the billing authority or a precepting authority.
9. Future changes in rateable value backdated to 1 April 2017 or earlier may lead to a recalculation of relief.

Decisions on eligibility for relief will be considered by the Revenues Manager with power delegated to the Assistant Director with responsibility for Finance to agree the awards.

Retail Discount

Discretionary Retail Discount Policy 2020/21

This policy covers the award of Retail Discount. This relief is awarded under S47 of the Local Government Finance Act 1988 (as amended). The purpose of the policy is to support those businesses who occupy retail premises as defined in the guidance issued by MHCLG.

Conditions of relief

1. This is a two year scheme to cover the 2019/20 and 2020/21 financial years only.
2. Relief for 2020/21 will be awarded for a fixed period ending on 31st March 2021. The only exception is where the business rates liability of a ratepayer ends before this date.
3. The award of relief is limited to one third of the bill and must be applied after all mandatory, discretionary and other S31 funded (government funded) reliefs have been applied.
4. In order to be eligible for relief the ratepayer must be in occupation of a property which has a rateable value of less than £51,000 and is wholly or mainly used as shops, restaurants, cafes and drinking establishments.
5. Properties considered to be shops, restaurants, cafes and drinking establishments and eligible for relief are listed in the section below "Guidance on qualifying premises"
6. The relief will be awarded on a test of use rather than occupation. Hereditaments that are occupied but not wholly or mainly used for the qualifying purpose will not qualify for relief.
7. The type of uses which are not considered to be retail for the purpose of the relief are listed in the section below "Guidance on premises that are unlikely to qualify".
8. The relief will be applied on a daily basis using the formula provided in the guidance from MHCLG. <https://www.gov.uk/government/publications/business-rates-retail-discount-guidance>
9. A new hereditament created as a result of a split or merger during the financial year, or where there is a change of use, should be considered afresh for the relief on that day.
10. If the Valuation Office splits a property into two or more hereditaments, relief will terminate from the date of the split and be apportioned up to that date.
11. Relief will terminate and be apportioned on a daily basis to the date of vacation.
12. If there is a change of use for any reason which leads to property being used for purposes not included in the section "Guidance on qualifying premises" the relief will be terminated accordingly.

13. Any overpaid relief will be payable and recoverable through the rates bill.

14. Broadland District Council has the right to use its discretion where any doubt exists over the eligibility of the use of a hereditament.

15. A decision with respect to discretionary relief will be invalid if it is made more than 6 months after the end of the financial year to which it relates.

Guidance on qualifying premises

Properties considered to be shops, restaurants, cafes and drinking establishments;

i. Hereditaments that are being used for the sale of goods to visiting members of the public:

- Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

ii. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

iii. Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:

- Restaurants

- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

Guidance on premises that are unlikely to qualify

Properties **NOT** considered to be shops, restaurants, cafes and drinking establishments for the purposes of this relief;

i. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureaux de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting offices

iii. Hereditaments that are not reasonably accessible to visiting members of the public

In addition it is not considered that hereditaments used for other assembly or leisure purposes to be retail use for the purpose of the discount. These are not limited to;

- Theatres
- Museums
- Nightclubs
- Music venues
- Gyms
- Sport & physical recreation buildings

Where there is any doubt of eligibility the Authority has the right to use its discretion.

Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid de minimis limits.

Broadland District Council will implement this discount in all respects in accordance with the detailed guidance provided by the Government.

Part 4 – general principles regarding discretionary rate reliefs

Where necessary a written application form will need to be completed.

Supporting information may be required for some reliefs/discounts.

There is no automatic right of appeal against an authority's decision not to award Discretionary Relief or against the amount of relief allowed. However, should an applicant have a grievance they should write to the Director with responsibility for Finance, clearly stating their reasons.

The decision of the Director with responsibility for Finance will be final with respect to any decision not to award, to revoke or to vary the amount of relief allowed.

Recalculations of relief/discount award

With all forms of relief/discount the amount of relief/discount awarded will be recalculated in the event of a change in circumstances. This could include, for example, a change to the rateable value of the premises, a change to the period of liability or a change in legislation or a change in the amount due as a result of the application of other reliefs/exemptions.

Relief/discount may also be varied during the year where eligibility criteria are no longer met.

Period of Award (general)

The award period for new and renewal applications will be for a period ending not later than the end of the current financial year (the exception being Enterprise Zone Rate Relief which, once awarded, will generally be for a five- year period).

Review of Relief/Discount Award

The Council will regularly review its approach to the award of relief/discounts and will periodically review the eligibility of qualifying businesses and organisations.

When a review of eligibility is carried out continuation of relief/discount will be subject to satisfactory completion of review forms and provision of requested supporting information. Where a renewal form is not returned, relief/discount will not be awarded, and the business or organisation will be sent a rate bill for the full charge.

When completed forms are returned, awards will be considered in the light of the version of policy in force at the time.

Prior to the Council's discretionary rate relief policy being revised, organisations will be given at least twelve months' notice that their eligibility to relief may change.

Award of all discretionary reliefs/discounts

Where a ratepayer may qualify for more than one relief a mandatory relief will always be awarded (where applicable) and different reliefs will be awarded in the following sequence:

1. Mandatory charitable relief/Mandatory relief for CASCs/Mandatory Rural Rate Relief
2. Small Business Rate Relief (cannot get if entitled to mandatory relief)
3. Supporting Small Business Relief
4. Discretionary reliefs – charities/CASCs/rural discretionary/non-profit making/sports clubs/rates discount/hardship/Enterprise Zone Relief/Local Newspaper relief
5. Local Revaluation Relief
6. Retail Discount

Where a rate payer is concerned that they have not been awarded relief/discount in accordance with the policy set out above they can apply in writing to have the case reviewed by the Director with responsibility for Finance.

State Aid

All discretionary rate reliefs are subject to State Aid rules, whether funded by Government or not.

State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers will amount to State Aid. However, Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)¹.

The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years).

To administer De Minimis it is necessary to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation).

Appendix 4

Non-Domestic Rates - Mandatory and Discretionary Rate Relief Policy

The Local Government Finance Act 1988 requires local authorities to grant "Mandatory rate relief" to the following categories of Non-Domestic ratepayer:

- Registered charities
- Village Post Offices, general stores, specialist food shops, public houses and petrol filling station – where they are in a designated rural settlement
- Registered Community Amateur Sports Clubs (CASCs)

The Local Government Finance Act 1988 also gives local authorities the power to grant "Discretionary rate relief" as follows:

- To make a further award on top of mandatory relief granted to registered charities
- To village Post Offices, general stores, qualifying food stores, public houses and petrol filling stations – where they are in a designated rural settlement
- To make a further award on top of mandatory relief granted to registered Community Amateur Sports Clubs (CASCs)
- In respect of sports grounds and clubs
- To other non-profit making organisations

The Local Government Finance Act 1988 also gives local authorities the power to reduce or remit the amount of rates liable to be paid on the grounds of hardship. Where the authority is satisfied that it is in the interests of its Council Tax payers.

The Local Government Act 2003 introduced the small business rate relief scheme.

The Localism Act 2011 (clause 69) introduced a further general power for local authorities to reduce the business rates of any local ratepayer (not just those who could previously be granted discretionary relief), where the authority is satisfied that it is in the interests of its Council Tax payers.

Policy Aim

This policy sets out the Council's intentions for dealing with discretionary rate relief applications from Charities, Community Amateur Sports Clubs (CASC's), Non-Profit Making Organisations, and other businesses which are situated within the South Norfolk Council area.

Through this policy, the Council is providing a mechanism to reduce or, remove the business rates liability for such charities, non-profit making organisations, certain

rural businesses providing valuable facilities and services to communities within the area, and other businesses.

This policy aims to provide clarity around the process of administration of applications for Discretionary Rate Relief, consistency in the application of the policy and to ensure maximum take-up from potential qualifying organisations, which will in turn contribute to achieving the Council's ambitions for the district.

Part 1 – Mandatory reliefs (government specified)

Mandatory Rate Relief for registered charities.

Mandatory relief applies to registered charities or trustees for a charity where the rated premises are used wholly and mainly for charitable purposes. In the case of charity shops they must sell goods that have been donated to the charity (this condition is also necessary for discretionary relief.)

The relief allowed is 80%.

Mandatory Rate Relief for registered Community Amateur Sports Clubs (CASCs)

Sports clubs that have registered with the Inland Revenue as Community Amateur Sports Clubs are entitled to 80% relief.

Mandatory Rural Rate Relief for village post offices, general stores, specialist food shops, public houses and petrol filling stations.

The rural business must be in a rural settlement area (detailed in a settlement list) that has a population of 3,000 or less.

- a) Sole post offices and general stores with a rateable value of £8,500 or less are entitled to 50% relief.
- b) Any village shop that wholly or mainly sells food for human consumption but excludes restaurants, tearooms, fast or hot food shops and confectionary shops with a rateable value of £8,500 or less are entitled to 50% relief.
- c) Where there is only one public house in a rural settlement, which has a rateable value not exceeding £12,500, there is an entitlement to 50% relief.
- d) Sole petrol filling stations with a rateable value of £12,500 or less are entitled to 50% relief.

Small Business Rate Relief

An organisation cannot qualify for Small Business Rate Relief (SBRR) if eligible for one of the mandatory rate reliefs above.

From April 2017 small business rate relief of 100% applies to eligible premises with a rateable value of not more than £12,000, decreasing on a sliding scale up to a threshold of not more than £15,000

The relief is only available to ratepayers with either one property in England, or one property and additional properties with rateable value totalling not more than £2,899

Where a business takes on an additional property that would normally have meant the loss of small business rate relief, they are allowed to keep the relief on the first property for a period of 12 months.

Part 2 – Discretionary rate reliefs under local control

All Discretionary Relief applications must be accompanied by a Small Business Rate Relief application where applicable.

Throughout this policy document (unless otherwise stated) it shall generally apply that discretionary relief will be awarded only up to a maximum sum of:

- £4,000 per registered charity or Community Amateur Sporting Club (CASC) in any financial year
- £12,000 per non-profit making organisation in any financial year (not charities or CASCs)

Applications for relief to be backdated in to the previous financial year may only be accepted if the decision can be made by 1st October of the financial year in which the application is received.

All qualifying businesses and organisations are required to notify The Council of any change in circumstances that may affect their entitlement to Discretionary Rate Relief.

Discretionary rate relief for premises occupied by youth organisations

Youth Organisations which are registered charities may apply for an additional 20% 'top-up' discretionary relief where 80% mandatory relief has been granted. Such organisations include Scouting groups, Guides and other organisations such as Youth Activity Centres.

Applicants will need to demonstrate that the use of the premises is in furtherance of the objects of the charity, and that the property is wholly or mainly occupied by the charity.

Each application will be looked at on its own merits and it will be at the discretion of the Council whether or not to make an award of discretionary relief.

Properties occupied by Cadet Forces supported and administered by the Ministry of Defence will be entitled to 100% rate relief.

This category excludes any hereditaments occupied for sporting activities, which are dealt with separately.

Discretionary top-up relief for registered charities.

Registered charities may apply for additional 'top-up' discretionary relief where 80% mandatory relief has been granted.

Applicants will need to demonstrate that the use of the premises is in furtherance of the objects of the charity, and that the property is wholly or mainly occupied by the charity.

Each application will be looked at on its own merits and it will be at the discretion of the Council whether or not to make an award of discretionary relief.

Discretionary charitable top-up relief will not usually be granted:

- 1) to charity shops, or
- 2) to Academy or Independent schools
- 3) in respect of village halls or community halls that operate a bar
- 4) in respect of periods where any property is unoccupied (other than in the Enterprise Zone).
- 5) In respect of properties in an Enterprise Zone while other Discretionary Enterprise Zone Rate relief is available.

Discretionary rate relief for registered charities operating daycare nurseries is dealt with elsewhere in this policy.

Discretionary Relief for registered Community Amateur Sports Clubs (CASCs)

Some sports clubs have registered with HM Revenue and Customs as Community Amateur Sports Clubs. CASCs qualify for 80% mandatory relief as set out in Part 1.

South Norfolk will upon application support CASCs by awarding a further 20% 'top-up' discretionary relief. This 'top-up' relief will be awarded up to a maximum of £4,000 per CASC per financial year.

Discretionary Relief for sports grounds and clubs.

Support will be provided in respect of Business Rates on the sports grounds and associated facilities of local sports clubs (which are not registered CASCs). The clubs may apply for discretionary relief with the amount to be awarded generally being 75% of the rates due, with a few exceptions specified below.

Yachting/Sailing/boating/rowing/water sports clubs – 25%

Golf clubs – nil rate relief

Other premises occupied by sporting organisations

Where there are other premises occupied by sports organisations which are in the nature of:

- Offices from which sports are administered/organised
- Facilities provided for the advancement of sports and recreation which are not the premises of a specified local sports club

Relief will be provided at 75% up to a maximum award of £5,000 per financial year.

Discretionary Rural Rate Relief for village post offices, general stores, qualifying food shops, public houses and petrol filling stations.

The rural business must be in a designated rural settlement area that has a population of 3,000 or less. In each of the following cases South Norfolk Council will exercise its discretion to provide a 50% rate relief. This will be calculated after the award of Small Business Rate Relief (where applicable).

- a) Where there is only one post office or general store which has a rateable value above £8,500 but not exceeding £16,500.
- b) A shop in a rural settlement which sells food for human consumption (excluding restaurants, tearooms, fast or hot food or confectionary shops) with a rateable value above £8,500 but not exceeding £16,500.
- c) The only public house in a rural settlement, which has a rateable value above £12,500 but not exceeding £16,500.
- d) Sole rural petrol filling stations with a rateable value above £12,500 but not exceeding £16,500.

The definition of a general store is a trade or business consisting wholly or mainly of the retail sale of both food for human consumption (excluding confectionary) and general household goods.

Discretionary Rate Relief – Childcare providers (Day Nurseries)

Under the Localism Act (clause 69) the council will consider applications for Business Rate Relief from Day Care Nurseries which provide a benefit to the community by providing childcare facilities, providing their rateable value is below £35,000.

Businesses which are entitled to Small Business Rate Relief or Charitable relief must have pursued that avenue of assistance before applying for Discretionary Rate Relief.

The council will offer support to Day Nurseries as follows:

- a. Daycare Nurseries currently receiving 80% mandatory charitable rate relief to be topped up with 20% Discretionary Rate Relief.
- b. Daycare Nurseries not in receipt of mandatory charitable rate relief with rateable values up to £20,000 to receive 50% Discretionary Rate Relief.
- c. Daycare Nurseries not in receipt of mandatory charitable rate relief with rateable values between £20,001 and £35,000 to receive 25% Discretionary rate relief.

Non-domestic Rates discount

The Localism Act 2011 (clause 69) introduced a general power for local authorities to reduce the business rates of any local ratepayer (not just those who could previously be granted discretionary relief). This is a wide power under which each case will need to be treated on its own merits. The key test is whether the authority is satisfied that it is in the interests of its Council Tax payers to decide to award relief.

The general approach to the use of these discount powers will be to support a business as it looks to locate into the area or grow/invest into new or improved premises locally. The powers may on occasion be used to support a business through a period in its life cycle where it is under particular pressures and the Council wants to ensure the longer-term retention and growth of the business.

In considering whether to award a business rate discount the Council will particularly have regard to:

1. How a business links to the Norfolk & Suffolk Economic Strategy (NSES) of the Local Enterprise Partnership (LEP) and any strategies/delivery plans of the Council that are in place to drive economic growth locally. This could include whether the business operates in one of the key sectors in the NSES:
 - a. Advanced Manufacturing & Engineering
 - b. Life Sciences & Biotech
 - c. Financial Services & Insurance
 - d. Advanced Agriculture, Food & Drink
 - e. ICT, Tech & Digital Creative
 - f. Visitor Economy – Tourism, Heritage & Culture
 - g. Energy
 - h. Transport, Freight & Logistics
 - i. Construction & Development
2. Whether the award of a discount would support an increase in employment locally.
3. Whether it would support bringing a property/site back into use which may have been unoccupied for a significant period
4. Whether such a discount would help support a project bringing other benefits or regeneration locally
5. Whether the support would help a business locate onto a strategically important site, at a stage in the development of the site where it will help bring forward further development of the wider site
6. Whether the ratepayer would help to establish a hub to attract other businesses to the area, or to a business cluster

7. Whether by supporting investment in new or significantly expanded premises there will be an increase in rateable value that will generate additional rates income to fund local services in the longer-term
8. Whether the discount would support a new enterprise (<2 years) that has significant growth potential (in key sectors and emerging/growing markets)
9. Whether a ratepayer might offer employment initiatives such as apprenticeships, work placements etc.
10. Whether the ratepayer is already (or has previously been) in receipt of other forms of rate relief, or has previously received a business rate discount

Community Interest Companies (CIC's)

Community Interest Companies are a form of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This means that a CIC cannot be formed or used solely for the personal gain of a particular person, or group of people.

CIC's can be limited by shares, or by guarantee, and have a statutory "Asset Lock" to prevent the assets and profits being distributed, except as permitted by legislation. This ensures the assets and profits are retained within the CIC for community purposes, or transferred to another asset-locked organisation, such as another CIC or charity. A company that is a charity cannot be a CIC, unless it gives up its charitable status.

Under the Localism Act (clause 69) relief will be considered for Community Interest Companies which provide benefits to the local community and satisfy the following criteria:

- Are registered as a community interest company. (the Community Interest Company Register will be checked to confirm entitlement).
- The Articles of Association or Memorandum clearly state that any surplus of income over expenditure will be applied in a manner that ensures no profit is made.
- It is set up with the purpose of providing benefit to the local community or a section of the community.
- Businesses which are entitled to Small Business Rate Relief or Mandatory Charitable relief must have pursued that avenue of assistance before applying for Discretionary Rate Relief.

The council will support such organisations as follows:

- a. CIC's with a rateable value of up to £20,000 - 80% discretionary rate relief

- b. CIC's with a rateable value of between £20,001 and £30,000 - 50% discretionary rate relief.

Where a CIC occupies premises on one or more sites in the district area, that comprise more than one rating assessment, the rateable values of each will be added together when deciding whether relief is available under a or b above. If the combined rateable value is over £30,000 no relief will be available.

Discretionary Relief for other non-profit making organisations.

Village and Community Halls

- a) Where the occupier is a registered charity and there is no bar at the premises an additional 20% discretionary relief may be applied for, on top of the 80% mandatory relief. No additional relief will be given if there is a bar.
- b) Where the occupier is a non-registered charitable group and there is no bar at the premises 100% discretionary relief will be given.
- c) Where the occupier is a non-registered charitable group and there is a bar at the premises 80% discretionary relief will be given.

Voluntary Bodies

Applications from non-registered charitable groups are to be considered on an individual basis.

Discretionary relief to a maximum of 100% is granted.

Conservation and Cultural Organisations

Premises will include:

- Museums
- Rehearsal rooms or storage facilities for bands or dramatic societies
- Premises occupied for preservation projects
- Premises occupied by Norfolk based wildlife groups

In addition to the 'top-up' 20% discretionary relief granted to registered charities, 100% discretionary relief will be granted to non-registered charitable groups.

Discretionary relief will not be given to nationally based groups.

Discretionary Hardship Relief

Section 49 of the Local Government Finance Act 1988 gives discretion to the billing authority to reduce or remit payments of rates in respect of both occupied and unoccupied premises. This award can be up to 100%. When making an award an authority must be satisfied that:

- 1) the ratepayer would sustain hardship if the authority did not do so, and
- 2) it is reasonable for the authority to do so, having regard to the interests of persons subject to its Council Tax.

Decisions will not normally be made without receipt of actual financial accounts for previous periods.

The test of “hardship” need not be confined strictly to financial hardship and applicants should disclose all relevant factors affecting the ability of the business to meet its rate liability.

The applicant must be liable to pay National Non-Domestic Rates to South Norfolk Council. The council must be satisfied that:

- i. The ratepayer would sustain hardship if the Council does not grant Hardship Relief, and
- ii. It is reasonable to grant Hardship Relief having regard to the interest of South Norfolk council taxpayers.

The test of “hardship” need not be confined strictly to financial hardship and applicants should disclose all relevant factors affecting the ability of the business to meet its rate liability.

The “interest” of South Norfolk Council Tax payers may go wider than direct financial interests for example;

- i. where employment prospects in an area would be worsened by a ratepayer going out of business, or
- ii. the amenities of an area might be detrimentally affected.

Whilst the Council can consider an application for Hardship Relief from any ratepayer who satisfies the qualifying criteria, applications are particularly welcome from ratepayers in respect of the following categories of properties:

- Village Shops and rural businesses
- Organisations that provide employment to people who live in the South Norfolk area.
- Businesses in areas facing a decline in trade
- Businesses that provide a unique service to the area

The above list is for guidance only and is not conclusive. Hardship Relief should not be regarded as automatic under any circumstances. It is unlikely that Hardship Relief would be granted in respect of an empty property or where there is little expectation of economic survival.

Generally, only businesses that operate exclusively in the South Norfolk area will be considered for relief. This will generally exclude all national companies. Relief will only normally be allowed for one business premises in the South Norfolk Council area.

Decisions to award such relief will be made by the Director with responsibility for Finance.

Part 3 – Government funded discretionary rate reliefs

Additional Discretionary Rural Rate relief

The Autumn Statement 2016 confirmed that the Government would double rural rate relief to 100% from 1 April 2017 onwards. The Government intends to amend the relevant primary legislation to require local authorities to grant 100% mandatory rural rate relief.

However, until such time that the legislation allows billing authorities to grant 100% mandatory rural rate relief South Norfolk Council will use local discount powers to grant 50% discretionary rural rate relief in addition to the 50% mandatory rural rate relief to eligible ratepayers from 1 April 2017. Government will fully reimburse billing authorities for such awards.

This discretionary relief will be awarded to those ratepayers qualifying for mandatory relief in the circumstances set out in Part 1.

Enterprise Zone Rate Relief – Norwich Research Park

South Norfolk Council has the discretion to award a business rate discount of up to 100% in respect of properties situated within a designated enterprise zone area.

To qualify for this relief the property concerned must be within the enterprise zone area and a discount on business rates will be awarded for up to five years up to the maximum state aid de minimis threshold, for businesses that are already in the Enterprise Zone area or enter the zone before 31 March 2021, e.g. if a business enters the zone on 31 March 2021, it can receive the discount (subject to de minimis) until 30 March 2026.

Each case will be considered on its own merits and in considering each case the Council may have regard to:

- Whether the ratepayer is new to Norwich Research Park
- Whether the ratepayer will be delivering an increase in employment over the next 5 years
- Whether by moving into the Enterprise Zone and receiving rate relief the ratepayer anticipates being able to make the necessary investment to generate further growth in the business
- The availability of funding from Government to recompense the Council for such awards of relief.

The level of any award of discount, and the period of rates against which any discount will be awarded will be decided on a case by case basis.

Any case (or groups of cases) to be considered under this power will be determined by the Director with responsibility for Finance.

Supporting Small Businesses

At the Spring Budget 2017, the Chancellor announced that a scheme of relief would be made available to those ratepayers facing large increases as a result of the loss of small business or mandatory rural rate relief following the revaluation.

To support these ratepayers, the Supporting Small Businesses relief will ensure that the increase per year in the bills of these ratepayers is limited to the greater of:

- a). a percentage increase p.a. of 5%, 7.5%, 10%, 15% and 15% 2017/18 to 2021/22 all plus inflation (the real terms transitional relief cap for small businesses each year). Unlike the transitional relief scheme, for the first year of the scheme the percentage increase is taken against the bill for 31 March 2017 after small business rate relief or rural rate relief, or
- b). a cash value of £600 per year (£50 per month). This cash minimum increase ensures that those ratepayers paying nothing or very small amounts in 2016/17 after small business rate relief are brought into paying something.

In comparing to the bill for 31 March 2017 any award of discretionary relief shall be disregarded. This shall have the effect of limiting calculation of support to those cases where it is the loss of mandatory rural rate relief that triggers the calculation of the £600 per year cap. Support is not available to those ceasing to be entitled to discretionary rural relief.

The exact calculation of relief shall be carried out in accordance with detailed guidance provided by Government as set out in the following document :

<https://www.gov.uk/government/publications/42017-spring-budget-update>

Local Revaluation Rate Relief 2020/21

Revaluation relief is a Government funded scheme run over 4 years and is intended to assist ratepayers affected by increases in non-domestic rates following the 2017 revaluation. The scheme was front loaded with the greatest amount of funding provided to assist ratepayers in the first three years after revaluation. 2020/21 will be the last year local revaluation rate relief will be in operation.

In 2020/21 the Government is only providing funding to South Norfolk Council in the total sum of approximately £8,000 .This does mean that awards of revaluation rate relief in 2020/21 will be focussed on a smaller number of businesses in need.

Relief for 2020/21 awards will be considered on a case by case basis. The following conditions will apply:

1. Relief for one year will be awarded for a fixed period ending on 31 March 2021. The only exception is where the business rates liability of a ratepayer ends before this date.
2. The award of relief is limited to the total grant allocation from Government. Once this funding has been expended no further relief will be granted.

3. In order to be eligible for relief the ratepayer must be in occupation of the relevant property and have been so on 31 March 2017 and 1 April 2017.
4. If the Valuation Office splits a property into two or more hereditaments, relief will terminate from the date of the split and be apportioned up to that date.
5. The ratepayer must have had an increase in rates payable on that premises between the 2016/17 financial year and the 2017/18 financial year in order to be eligible.
6. Relief will terminate and be apportioned on a daily basis to the date of vacation. Relief will not be carried forward to a new property.
7. Any overpaid relief will be payable and recoverable through the rates bill.
8. Ratepayers occupying excepted hereditaments will not qualify for relief. An excepted hereditament is defined as a property occupied by the billing authority or a precepting authority.
9. Future changes in rateable value backdated to 1 April 2017 or earlier may lead to a recalculation of relief.

Decisions on eligibility for relief will be considered by the Revenues Manager with power delegated to the Assistant Director with responsibility for Finance to agree the awards.

Retail Discount

Discretionary Retail Discount Policy 2020/21

This policy covers the award of Retail Discount. This relief is awarded under S47 of the Local Government Finance Act 1988 (as amended). The purpose of the policy is to support those businesses who occupy retail premises as defined in the guidance issued by MHCLG.

Conditions of relief

1. This is a two year scheme to cover the 2019/20 and 2020/21 financial years only.
2. Relief for 2020/21 will be awarded for a fixed period ending on 31st March 2021. The only exception is where the business rates liability of a ratepayer ends before this date.
3. The award of relief is limited to one third of the bill and must be applied after all mandatory, discretionary and other S31 funded (government funded) reliefs have been applied.
4. In order to be eligible for relief the ratepayer must be in occupation of a property which has a rateable value of less than £51,000 and is wholly or mainly used as shops, restaurants, cafes and drinking establishments.

5. Properties considered to be shops, restaurants, cafes and drinking establishments and eligible for relief are listed in the section below “Guidance on qualifying premises”

6. The relief will be awarded on a test of use rather than occupation. Hereditaments that are occupied but not wholly or mainly used for the qualifying purpose will not qualify for relief.

7. The type of uses which are not considered to be retail for the purpose of the relief are listed in the section below “Guidance on premises that are unlikely to qualify”.

8. The relief will be applied on a daily basis using the formula provided in the guidance from MHCLG. <https://www.gov.uk/government/publications/business-rates-retail-discount-guidance>

9. A new hereditament created as a result of a split or merger during the financial year, or where there is a change of use, should be considered afresh for the relief on that day.

10. If the Valuation Office splits a property into two or more hereditaments, relief will terminate from the date of the split and be apportioned up to that date.

11. Relief will terminate and be apportioned on a daily basis to the date of vacation.

12. If there is a change of use for any reason which leads to property being used for purposes not included in the section “Guidance on qualifying premises” the relief will be terminated accordingly.

13. Any overpaid relief will be payable and recoverable through the rates bill.

14. Broadland District Council has the right to use its discretion where any doubt exists over the eligibility of the use of a hereditament.

15. A decision with respect to discretionary relief will be invalid if it is made more than 6 months after the end of the financial year to which it relates.

Guidance on qualifying premises

Properties considered to be shops, restaurants, cafes and drinking establishments;

i. Hereditaments that are being used for the sale of goods to visiting members of the public:

- Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms

- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

ii. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

iii. Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

Guidance on premises that are unlikely to qualify

Properties **NOT** considered to be shops, restaurants, cafes and drinking establishments for the purposes of this relief;

i. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureaux de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting offices

- iii. Hereditaments that are not reasonably accessible to visiting members of the public

In addition it is not considered that hereditaments used for other assembly or leisure purposes to be retail use for the purpose of the discount. These are not limited to;

- Theatres
- Museums
- Nightclubs
- Music venues
- Gyms
- Sport & physical recreation buildings

Where there is any doubt of eligibility the Authority has the right to use its discretion.

Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid de minimis limits.

South Norfolk will implement this discount in all respects in accordance with the detailed guidance provided by the Government.

Part 4 – general principles regarding discretionary rate reliefs

Where necessary a written application form will need to be completed.

Supporting information may be required for some reliefs/discounts.

There is no automatic right of appeal against an authority's decision not to award Discretionary Relief or against the amount of relief allowed. However, should an applicant have a grievance they should write to the Director with responsibility for Finance, clearly stating their reasons.

The decision of the Director with responsibility for Finance will be final with respect to any decision not to award, to revoke or to vary the amount of relief allowed.

Recalculations of relief/discount award

With all forms of relief/discount the amount of relief/discount awarded will be recalculated in the event of a change in circumstances. This could include, for example, a change to the rateable value of the premises, a change to the period of liability or a change in legislation or a change in the amount due as a result of the application of other reliefs/exemptions.

Relief/discount may also be varied during the year where eligibility criteria are no longer met.

Period of Award (general)

The award period for new and renewal applications will be for a period ending not later than the end of the current financial year (the exception being Enterprise Zone Rate Relief which, once awarded, will generally be for a five- year period).

Review of Relief/Discount Award

The Council will regularly review its approach to the award of relief/discounts and will periodically review the eligibility of qualifying businesses and organisations.

When a review of eligibility is carried out continuation of relief/discount will be subject to satisfactory completion of review forms and provision of requested supporting information. Where a renewal form is not returned, relief/discount will not be awarded, and the business or organisation will be sent a rate bill for the full charge.

When completed forms are returned, awards will be considered in the light of the version of policy in force at the time.

Prior to the Council's discretionary rate relief policy being revised, organisations will be given at least twelve months' notice that their eligibility to relief may change.

Award of all discretionary reliefs/discounts

Where a ratepayer may qualify for more than one relief a mandatory relief will always be awarded (where applicable) and different reliefs will be awarded in the following sequence:

1. Mandatory charitable relief/Mandatory relief for CASCs/Mandatory Rural Rate Relief
2. Small Business Rate Relief (cannot get if entitled to mandatory relief)
3. Supporting Small Business Relief
4. Discretionary reliefs – charities/CASCs/rural discretionary/non-profit making/sports clubs/rates discount/hardship/Enterprise Zone Relief/Local Newspaper relief
5. Local Revaluation Relief
6. Retail Discount

Where a rate payer is concerned that they have not been awarded relief/discount in accordance with the policy set out above they can apply in writing to have the case reviewed by the Director with responsibility for Finance.

State Aid

All discretionary rate reliefs are subject to State Aid rules, whether funded by Government or not.

State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers will amount to State Aid. However, Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)¹.

The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years).

To administer De Minimis it is necessary to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation).

NORFOLK STRATEGIC PLANNING FRAMEWORK 2020/21

Report Author: John Walchester
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Portfolio Holder: Planning

Wards Affected: All

Purpose of the Report: For Council to approve the proposed work on the Norfolk Strategic Planning Framework for 2020/21 and the contribution towards its costs.

Recommendations:

Cabinet to **recommend for Council** to agree to:

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

1 SUMMARY

- 1.1 The report sets out the proposals for the continuation of the Norfolk Strategic Planning Framework (NSPF), including the Council's contribution to the costs, which requires Council approval.

2 BACKGROUND

- 2.1 The NSPF is a document produced by all the planning authorities in Norfolk, together with the involvement of relevant bodies such as the Environment Agency. The Framework sets out guidelines for strategic planning matters across the County and beyond, and demonstrates how the authorities will work together under the Duty to Co-operate through a series of potential agreements on planning related topics. As such it is also seen as a Norfolk wide Statement of Common Ground for local planning purposes. The NSPF is produced by an officer group under the oversight of a Member level group comprising representatives from all the authorities. This Council's representative is the Planning Portfolio Holder.
- 2.2 The latest iteration (June 2019) of the NSPF was endorsed by the Council on 17 September 2019 and it also resolved to support the continued work of Members and officers to ensure that the NSPF remained up-to-date.

3 CURRENT POSITION

- 3.1 The last meeting of the member NSPF forum considered a report on the continued work on the NSPF for 2020/21 and recommended this for endorsement by the constituent authorities. The Project Manager's report sets out the work plan for the next year and this is appended to this report. This work will include a significant revision of the NSPF. It was also recommended that the constituent authorities continue to contribute to the costs as previously agreed. This information is also set out in the report. The contribution from this Council is £10,000 for the year.

4 PROPOSED ACTION

- 4.1 In order to ensure that the NSPF remains up-to-date and robust, it is suggested that the Council continues to support the work on the NSPF, based on the work plan, and approves the contribution of £10,000 for 2020/21.

5 OTHER OPTIONS

- 5.1 The Council could decide to not continue to support the work on the NSPF.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – There is an ongoing financial implication for the Council in terms of supporting the work of Members and officers in keeping the NSPF up-to-date. A direct financial contribution is also made to cover the costs of the NSPF Programme Manager and the ongoing studies needed to evidence the NSPF. Officer time is within existing staff resources and the NSPF reflects work that would, in any event need to be undertaken as part of the Local Plan process, in terms of Duty to Cooperate and Statement of Common Ground. Significant financial savings can be made through the joint commissioning of evidence base work. The budget would need to be made available for this work. If it were not undertaken through the NSPF, resource would need to be found to prepare elements of the Local Plan evidence base and fulfil the requirements of the Duty to Cooperate and Statement of Common Ground.
- 6.2 **Legal Implications** – The NSPF will be a key element in demonstrating that Norfolk's local planning authorities are working together as required under the Duty to Co-operate set out in the Localism Act 2011 and in demonstrating that they are meeting the requirements to produce Statements of Common Ground under the National Planning Policy Framework (NPPF).
- 6.3 **Equality Implications** – It is not considered that the continuation of the NSPF will have any adverse impacts in terms of equalities.
- 6.4 **Environmental Impact** – As a non-statutory document which is not making new policy, there are no negative environmental implications. The NSPF indicates how the Norfolk local authorities aim to work together to manage some environmental matters (such as recreational pressures on sensitive nature conservation sites) more effectively.
- 6.5 **Crime and Disorder** – It is not considered that the NSPF will have any adverse impacts in terms of crime and disorder.
- 6.6 **Risks** – Other constituent partners may not agree to the NSPF and its future working, but this is minimised as a result of the partners being fully involved in the process including through the overseeing Member level group.

7 CONCLUSION

- 7.1 The continuation of the NSPF work is worthwhile. The NSPF will assist the Council in fulfilling its obligations to demonstrate the Duty to Cooperate (under the Localism Act 2011) and meet the NPPF requirement to have a Statement of Common Ground. The Council should continue to be a partner and approve the work plan for next year and the contribution to its costs.

8 RECOMMENDATIONS

8.1 Cabinet to **recommend for Council** to agree to:

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

Background Papers

None.

Report to Norfolk Strategic Planning Member Forum
8th October 2019

Report of Norfolk Strategic Planning Group

Subject Proposed work for 2020/21 and Funding Requirements

Purpose

The purpose of this report is to set out a proposed schedule of work to be undertaken in the 2020/2021 financial year for the Norfolk Strategic Planning Member Forum and the funding requirements for this work to be completed. The work will continue to address the government's requirements for local planning authorities (LPAs) to cooperate on cross-boundary issues through their Local Plans and the new requirements introduced by the revised National Planning Policy Framework.

Recommendation

It is recommended that the forum agrees to:

1. Endorse the principle of continued, formal cooperation through the Norfolk Strategic Planning Member Forum supported by a shared administration function to further the joint working in the areas highlight in this report.
2. Recommend each district authority formally agrees to contribute £10,000 for the next financial year (Broads Authority £5,000).

Financial implications

Each district authority formally agrees to participate in the continued formal cooperation and agrees to contribute £10,000 for the next financial year (Broads Authority £5,000).

Contact officers

Trevor Wiggett, Programme Manager: 01603 212557

Further Information

None.

Report

Background

The Duty to Cooperate is an ongoing requirement and section 3 of revised National Planning Policy Framework (NPPF) sets out the requirements for joint working and maintaining effective cooperation.

In the revised NPPF the Duty to Cooperate is strengthened through the introduction of the Statement of Common Ground and new tests of soundness to ensure the Duty to Cooperate is a 'duty to agree' - Strategic policies are informed by agreements with other authorities and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the Statement of Common. It is therefore necessary for Norfolk Planning Authorities to agree a Statement of Common Ground and maintain these on a regular basis.

The NSPF introduced the standard methodology for assessing local housing need which will regularly change when updated household projections and house price to earnings ratios are published by the Office of National Statistics (ONS). The NSPF will be updated to reflect any changes to these figures.

What strategic planning work is required?

The NSPF was reviewed in early 2019 and endorsed by all authorities (except Breckland) in August/September 2019. This updated was relatively minor in nature but ensured that the document fulfilled the requirements set out in the revised NPPF around Statement of Common Ground; it also ensured that each authority housing need was assessed against the new standard methodology and the impact this had on the local housing need. The review also ensured that all other information within the document was up to date.

It was agreed at the member forum in October 2018 that a more thorough review of the NSPF would then be carried out this included:

- Completion of a county wide Green Infrastructure and Recreational impact avoidance and mitigation Strategy
- Complete an Older Persons housing and support needs Study for Norfolk
- The NSPF is updated to ensure all evidence and housing needs calculations are up to date following publications of updated data from the ONS
- The NSPF is aligned to the Local Industrial Strategy which is the next stage in the evolution and implementation of the Norfolk and Suffolk Economic Strategy
- The NSPF is aligned to the Water Resource Management Plan being prepared and the work of Water Resources East
- The NSPF is aligned to any strategic work of neighbouring authorities
- Shared objectives for extending 4G coverage and the roll out of 5G and Guidance to Broadband

This work is well underway but as part of the endorsement process for the current version of the NSPF it was agreed that additional work would be undertaken to update and enhance the Climate Change information in the document and propose agreements to support this. As part of this work it is also suggested that a full review of the Vision and Objectives is carried out and a thorough update of the document is

completed. The government have also indicated that they will be introducing a new version of the Standard Methodology for local housing need and it would seem sensible to publish the next version of the NSPF after this has been implemented.

The shared resource is currently managing the following workstreams and associated steering groups:

- Green Infrastructure and Recreational impact avoidance and mitigation Strategy
- Older Persons housing and support needs Study
- Shared objectives for extending 4G coverage and the roll out of 5G and Guidance to Broadband
- Climate Change group which will provide technical evidence and make recommendations in relation to Climate Change insofar as this raises cross boundary issues which should be considered at a strategic level.

The shared resource will also continue to coordinate other joint planning activities to:

- Maintain links to other neighbouring counties and their strategic planning work.
- Maintain links to public bodies and Utilities involved in the preparation of the NSPF
- Support the county in the production of a county wide Infrastructure Delivery Plan and any potential economic or growth strategies
- Support of Local Plan Processes across the county
- Maintain links to NHS estates and the CCGs with regular meetings to share updates on key developments and progress of Local Plans

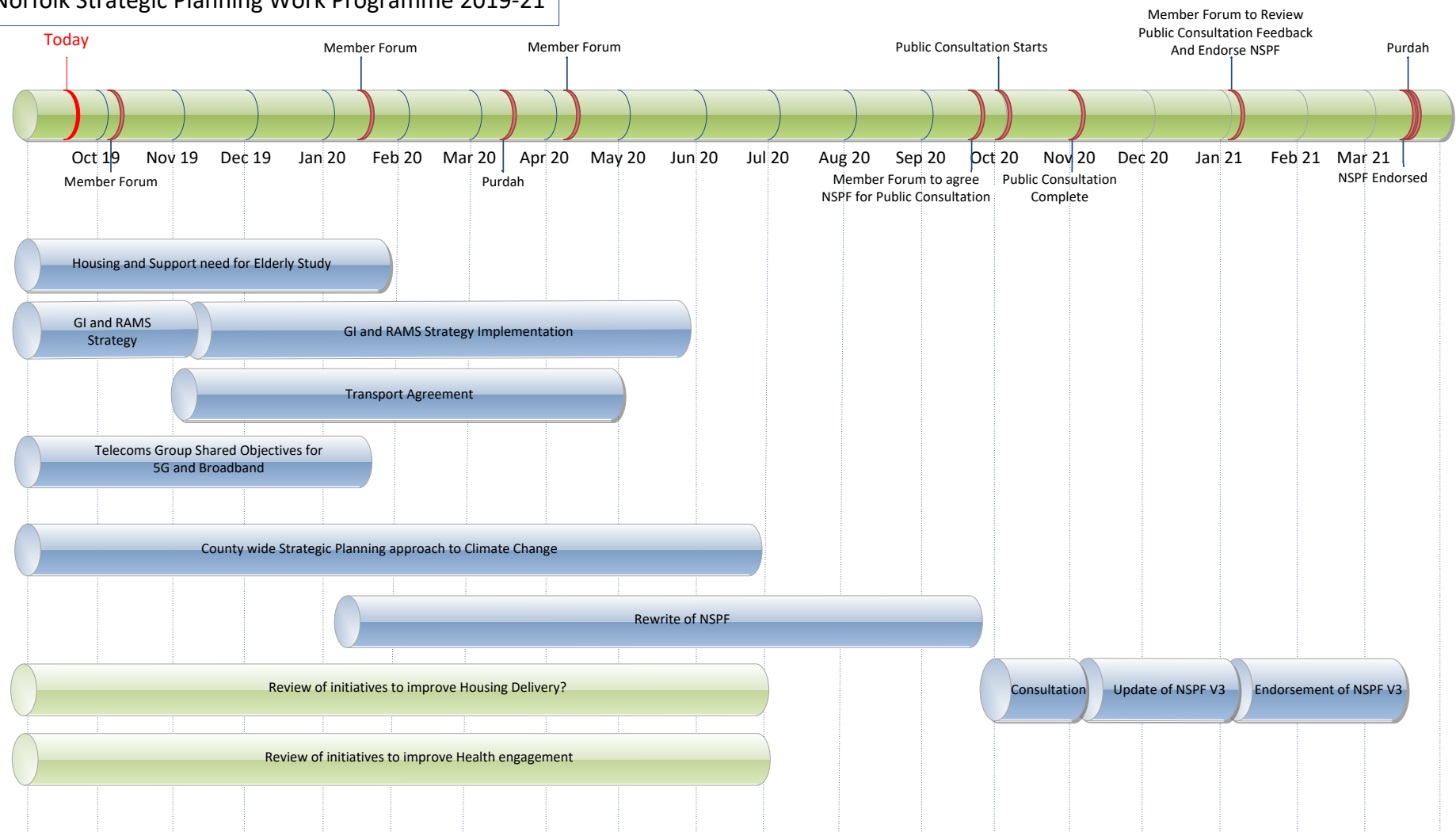
Resource Requirements

To complete the work highlighted in the previous sections it is proposed that we maintain the existing programme resource with some planning officer support. Resource requirements from each authority will continue to be kept to a minimum but it is important that all authorities support the work to ensure they are comfortable with direction it is taking. It is proposed that each Authority continues to contribute £10,000 for the next financial year; this budget will cover the programme management, ad hoc administration (which will continue to be hosted at City Hall) and allow £20,000-£30,000 for external work to be commissioned. The budget for external work is provisionally set aside for the climate change workstream. If this budget is not required for this work it can either be carried forward for additional work or returned to authorities. If additional external work is identified this would need to be funded separately.

How would this be funded?

The existing NSPF funding was provided by the 7 Norfolk district authorities and the Broads authority and it is proposed that this is continued. For the NSPF the Broads contribution was half that of other authorities and it is proposed that their contribution remains the same. Norfolk County Council currently funds the East of England Forecast Model (c £4,000) and will continue to provide officer support for the joint working.

Norfolk Strategic Planning Work Programme 2019-21



JOINT DOMAIN NAME

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Portfolio Holder: Transformation & Organisational Development

Wards Affected: All

Purpose of the Report: For Members to agree to the name proposal of the single domain for Broadland and South Norfolk Councils, prior to formal submission to central Government.

Recommendation:

To agree that the Councils submit [southnorfolkandbroadland](#) as the preferred choice to central Government for the single domain name for Broadland and South Norfolk.

1 SUMMARY

- 1.1 This report provides an overview on the work towards selecting and agreeing a single domain name for Broadland and South Norfolk Councils.

2 BACKGROUND

- 2.1 It was agreed in July 2019 by the Joint Lead Members' Group to progress with the timeline for developing a new single domain name for the two Councils, as originally set out and agreed in the Feasibility Study.
- 2.2 A single domain name provides the opportunity for a single digital identity for the two councils, enabling more efficient working for staff and a single website and email addresses, leading to longer term cost savings.
- 2.3 The Government Digital Service (GDS), a government body, is responsible for determining whether we can use a particular '.gov' domain name. GDS expects a domain name request to be used for both a website and email.
- 2.4 Government has recently updated its criteria to provide clarity around the process for local authorities obtaining domain names for website and email addresses. The criteria now removes the requirement for an authority to be legally constituted as a shared service, and can now be applied for by joint authorities and partnership bodies. The criteria states that names should be:
- Available – therefore not already registered.
 - Descriptive – it must clearly describe the organisation or government initiative being provided. It must also not use '&' or '_'
 - Unique – it must not be the same or substantially similar to an existing gov.uk domain names. If applying for a generic word or combination of generic words, then this will be referred to the Naming and Approvals Committee (NAC) for agreement.
 - Not be confusing for customers – if an acronym, initialism, or abbreviation is used, this must be descriptive, unique and clear to avoid user confusion.
- 2.5 In order to determine the single domain name, a timeline started with engaging with staff and members on their ideas and suggestions for the joint domain name. There was then wider engagement through an all Member and staff survey.
- 2.6 Suggestions from this were put forward to all-member workshops, held at the beginning of August. A range of feedback was received on the domain name suggestions, as well as feedback on new suggestions made at the workshops.
- 2.7 A shortlist of names was produced, derived from this feedback and how well they met the criteria. They were taken to an all Member and staff survey, which was completed by 289 people.

- (1) Central Norfolk
- (2) Heart of Norfolk
- (3) South Norfolk and Broadland
- (4) Greater Norwich

3 FINDINGS

- 3.1 The survey was completed by the following number of Members and staff across the two Councils:

	Response Percentage	Response total
Broadland District Council Members	10.73%	31
South Norfolk Council Members	11.07%	32
Staff	78.2%	226
Total	100%	289

- 3.2 South Norfolk and Broadland was the most popular first choice, with 42% of the overall votes. Central Norfolk received 28% of the votes and Heart of Norfolk and Greater Norwich both received 15%.
- 3.3 In the system used, Central Norfolk was the name that was ranked highest overall in terms of all ranking votes cast. The score was a weighted calculation, with items ranked first being given a higher value than the following ranks.
- 3.4 Central Norfolk received the highest number of second choice votes overall, with 44% of the votes. Heart of Norfolk received 23%, South Norfolk and Broadland 17% and Greater Norwich 16%.

Total number of votes – first choice

Name	Number of 1st choice votes	Percentage of 1st choice votes
South Norfolk and Broadland	122	42%
Central Norfolk	80	28%
Heart of Norfolk	44	15%
Greater Norwich	43	15%

Total number of votes – second choice

Name	Number of 2nd choice votes	Percentage of 2nd choice votes
South Norfolk and Broadland	50	17%
Central Norfolk	127	44%
Heart of Norfolk	67	23%
Greater Norwich	45	16%

- 3.5 Central Government has advised it will not comment on any names in advance of a formal application, so the emphasis will on the authorities to look at the criteria and assess whether the name(s) we choose to put forward would be suitable for consideration.
- 3.6 Based on this feedback from central Government and a further assessment of the updated criteria, the steer is that Heart of Norfolk would not meet the criteria, based on the need for the domain to be descriptive geographically and prevent confusion with other organisations for customers.
- 3.7 As the domain name is focusing purely on a name for a website address and email address, no formal engagement has been sought with partners regarding this name choice.
- 3.8 The Joint Lead Members' Group has been supporting the process of engagement on the domain name and have reviewed the outcomes of the survey, the updated criteria from Government and have proposed to recommend South Norfolk and Broadland to be formally submitted to Government for approval.

4 PROPOSED ACTION

- 4.1 Members are asked to agree to the proposed name of South Norfolk and Broadland for the domain, based on the feedback and updated criteria from Government. Following agreement to the name, the Councils will submit the formal application to Government for the name to be agreed and registered.
- 4.2 Once the domain name has been accepted, work on the development of a single website and email system will progress and Members will be updated accordingly.

5 ISSUES AND RISKS

- 5.1 **Resource Implications** – the development of the new website and email system will require initial IT resource and investment.
- 5.2 **Legal Implications** – none.

- 5.3 **Equality Implications** – none.
- 5.4 **Environmental Impact** – none.
- 5.5 **Crime and Disorder** – none.
- 5.6 **Risks** – there is the potential that the name chosen by Members for the domain name application will be rejected by Government.

6 CONCLUSION

- 6.1 The two Councils collaborative working provides a number of opportunities including the implementation of the single domain for Broadland and South Norfolk. By agreeing on the name of the domain of South Norfolk and Broadland this will enable the two Councils to move forward with the development of a single website and email system.

7 RECOMMENDATION

- 7.1 To agree that the Councils submit [southnorfolkandbroadland](#) as the preferred choice to central Government for the single domain name for Broadland and South Norfolk.

Background Papers

None.

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

Pages 178 - 358 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