Scrutiny Committee

Members of the Scrutiny Committee:

Mr G Minshull (Chairman)

Mr T Lewis (Vice Chairman)

Mr B Bernard

Mr B Duffin

Mr C Gould

Mr L Hornby

Mr T Palmer

Mr R Savage

Mrs J Wilby

This meeting may be filmed, recorded or photographed by the public; however, anyone who wishes to do so should inform the chairman and ensure it is done in a non-disruptive and public manner. Please review the Council's guidance on filming and recording meetings available in the meeting room.

***Please note change of time**

Agenda

Date

Wednesday 23 January 2019

Time

*2.00 pm

Place

Colman & Cavell Rooms

South Norfolk House
Cygnet Court
Long Stratton
Norwich
NR15 2XE

Contact

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South Norfolk District Council
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NR15 2XE

Email: democracy@s-norfolk.gov.uk

If you have any special requirements in order to attend this meeting, please let us know in advance

Large print version can be made available

A G E N D A

1. **To report apologies for absence and to identify substitute members;**

2. **Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;**

3. **To Receive Declarations of Interest from Members;**
   (Please see guidance form and flow chart attached – page 4)

4. **To confirm the minutes of the Scrutiny Committee meeting held on 21 November 2018;**
   (attached – page 6)

5. **Draft Business Plan 2019 - 2020;** (report attached – page 10)

6. **A Review of Norwich City Council's Decision to Adopt a Community Infrastructure Levy (CIL) Exceptional Circumstances Relief Policy;** (report attached – page 46)

7. **Scrutiny Work Programme, Tracker and Cabinet Core Agenda;** (attached – page 72)

Working style of the Scrutiny Committee and a protocol for those attending

Independence
Members of the Scrutiny Committee will not be subject to whipping arrangements by party groups.

Member leadership
Members of the Committee will take the lead in selecting topics for and in questioning witnesses. The Committee will expect members of Cabinet, rather than officers, to take the main responsibility for answering the Committee's questions about topics, which relate mainly to the Council's activities.

A constructive atmosphere
Meetings of the Committee will be constructive, and not judgmental, accepting that effective overview and scrutiny is best achieved through challenging and constructive enquiry. People giving evidence at the Committee should not feel under attack.

Respect and trust
Meetings will be conducted in a spirit of mutual respect and trust.

Openness and transparency
The Committee's business will be open and transparent, except where there are sound reasons for protecting confidentiality. In particular, the minutes of the Committee's meetings will explain the discussion and debate, so that it could be understood by those who were not present.

Consensus
Members of the Committee will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed recommendations.

Impartial and independent officer advice
Officers who advise and support the Committee will give impartial and independent advice, recognising the importance of the Scrutiny Committee in the Council's arrangements for governance, as set out in the Constitution.

Regular review
There will be regular reviews of how the overview and scrutiny process is working, and a willingness to change if it is not working well.

Programming and planning
The Scrutiny Committee will have a programme of work. Members will agree the topics to be included in the work programme, the extent of the investigation to be undertaken in relation to resources, and the witnesses to be invited to give evidence.

Managing time
The Committee will attempt to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.

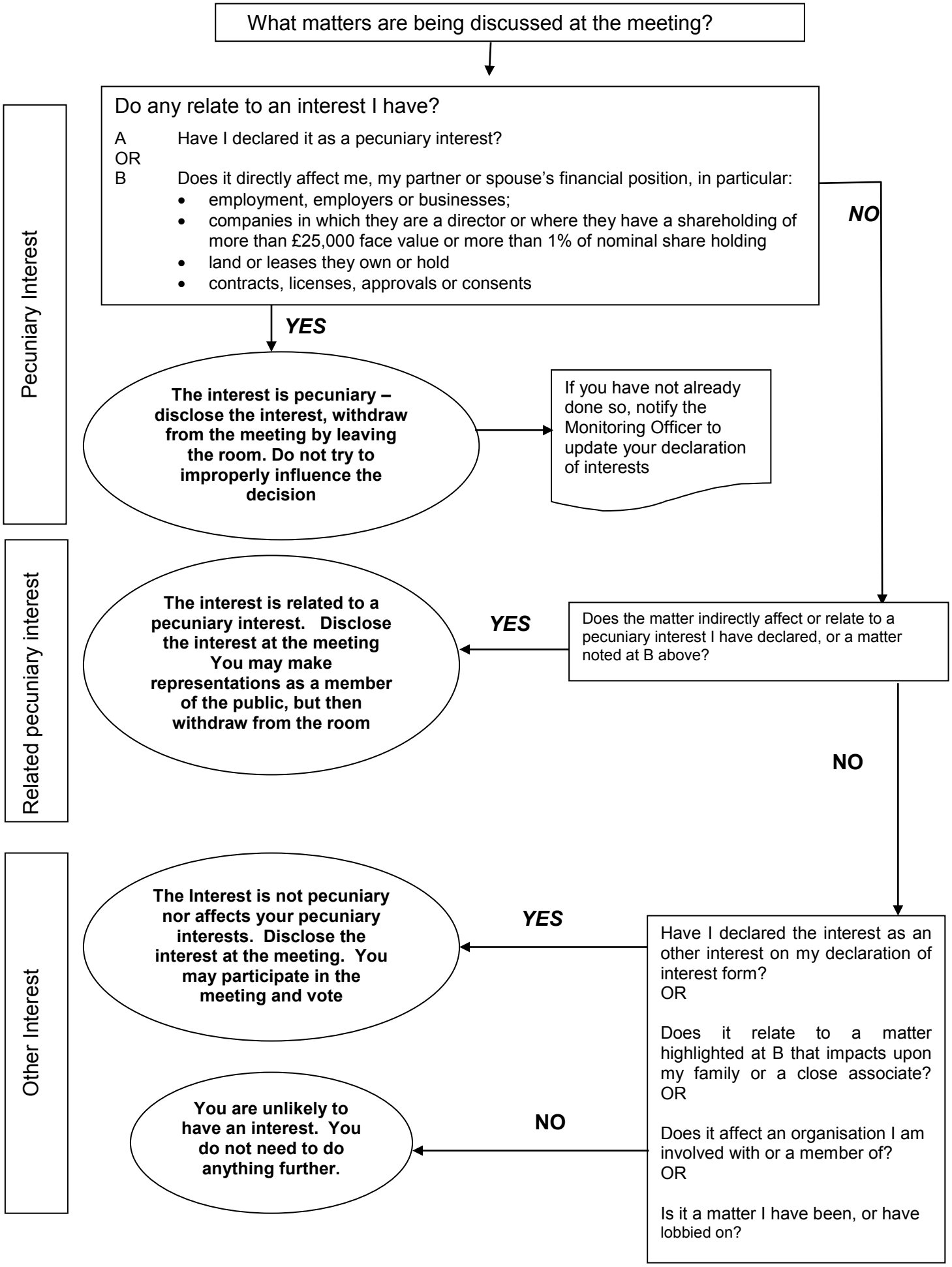
DECLARATIONS OF INTEREST AT MEETINGS

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 an other 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



SCRUTINY COMMITTEE

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held at South Norfolk House, Long Stratton on 21 November 2018 at 9.30am.

Committee Members Present:	Councillors:	G Minshull, B Duffin, C Gould, L Hornby, T Lewis, T Palmer and R Savage
Apologies:	Councillors:	B Bernard and J Wilby
Substitutes:	Councillors:	D Fulcher for B Bernard and D Goldson for J Wilby
Cabinet Members in Attendance:	Councillors:	M Edney (for part of the meeting) and K Kiddie
Other Members in Attendance:	Councillor:	B Riches
Officers in Attendance:	The Director of Communities and Wellbeing (J Sutterby), the Head of Business Transformation (H Ralph), the Head of Early Help (M Pursehouse), the Communities Manager (K Gallagher) and the Senior Governance Officer (E Goddard)	

1237 MINUTES

The minutes of the meetings of the Scrutiny Committee held on 26 September 2018 were confirmed as a correct record and signed by the Chairman.

1238 MEMBER-LED FUNDING

Cllr Kiddie introduced the report, explaining to members that the current member ward funding schemes had been in place for several years and had been successful in funding many worthwhile projects but that there was a need to review the schemes and their ground rules, so that the available funds could be utilised in a more effective and focussed manner.

The Communities Manager provided the Committee with a presentation which detailed the key issues to be considered. It was noted that the Member Ward Fund had been underspent during the last two years whereas the Community Action Fund had been oversubscribed during the same period. It was also accepted that some members had spent their Member Ward monies on projects which had not met the criteria of the ground rules and that members had requested some clarification around the ground rules.

The Committee was advised of five proposed changes to the current schemes, as detailed in the report:

1. A review of the ground rules;
2. The introduction of restrictions of funding to town and parish councils;
3. The proper utilisation of funding;
4. The realignment of the budget; and
5. The Communities Team to provide support to members.

Officers advised that any changes to the schemes would require Cabinet approval and that it was intended the report, along with any further suggestions or recommendations from the Scrutiny Committee, be presented to Cabinet on 10 December 2018.

In response to a member's question regarding the underspend of the Member Ward Fund, officers confirmed that there was some consistency in the areas where funds had not been spent. Members questioned whether rural and urban areas should receive different levels of funding as it was more difficult to find suitable projects in smaller villages. It was noted, however, that wards were split according to population figures and officers reminded the Committee that members were permitted to spend their funds in other wards if they could demonstrate that their own residents would benefit from that funding.

Members discussed the underspend of the Member Ward Fund and it was suggested that this might be partly due to concerns that members should be spreading their funding throughout their wards and that it was difficult to distribute "relatively small" amounts of money to several deserving projects. Consequently, concerns were raised that the proposal to decrease the Member Ward Fund from £1,000 to £500 would exacerbate the problem and members did not feel they could support this proposal.

During further discussion around the underspend of the Member Ward Fund, the Committee was advised that, under the current scheme, any underspend of over £10,000 by 31 December would roll over into the Community Action Fund with a meeting of the Community Action Fund Panel being convened to consider applications from members. It was clarified that it would not be cost-effective to administer a meeting of the Panel to consider the allocation of less than £10,000 so, in this event, the underspend would be absorbed as a saving. It was suggested that any underspend under £10,000 should instead be rolled over into the Community Action Fund for the following year, although officers advised that the rolling over of any underspend was not in line with the Council's current practice.

The Committee welcomed the proposals that the ground rules be simplified and that members be supported by the Communities Team where further clarification and assistance was required. Although some concerns were raised that the onus was placed on members to check that funds allocated had been spent in the correct manner, it was generally accepted that it was the responsibility of members to ensure the correct utilisation of funds awarded, and members welcomed the proposal that they be sent an email reminder, nine months following the award of funding. In response to a member's question regarding any funding granted to a

group which later ceased operating, the Communities Manager advised that such cases should be referred to her so that she could make further enquiries.

In response to a member's query, the Communities Manager clarified that the rule stating that 'the funding could not be used to support any activity more than once in a two-year period' related to the 'activity' and not the group, and that the two-year period ran from when the funds were granted. Members suggested that the wording in bullet point 5 of the Member Ward Funding ground rules should be re-worded for clarity.

It was then:

RESOLVED:

To **Recommend to Cabinet** that:

1. Proposals relating to the ground rules review, introduction of restrictions to funding to town and parish councils, ensuring the proper utilisation of funding, and increased support to members from the Communities Team be agreed;

2. The proposal to reduce the member ward fund allocation from £1,000 per member to £500 be rejected and that Cabinet agree to retain the current allocation of £1,000; and

3. All underspend of the Member Ward Fund budget is transferred to the Community Action Fund budget. If the underspend is less than £10,000 the underspend should be rolled over to the next financial year to avoid the need for the CAF Panel to meet to allocate small amounts of money.

1239 CHAIRMAN'S UPDATE ON COLLABORATIVE WORKING

The Chairman provided members with a brief update on the progress of collaborative working, advising that Trevor Holden had already held meetings with various members and key officers as the Councils moved towards a single paid service from 2 January 2019. The Committee was advised that the joint Greater Norwich website had been launched, progress was being made on a single domain name and website and work had commenced on other collaborative projects such as a one team review of Planning and around governance for the Joint Scrutiny Committee.

The Head of Business Transformation clarified the remit of the Joint Scrutiny Committee, advising that the intention was that collaboration issues and opportunities would be considered jointly by the Committee and any recommendations made to the two individual Cabinet or Councils. She further confirmed that there were no proposals for the Councils to change their names, as they were to remain as two autonomous Councils, but there would be a single identity that would be developed to complement the existing council identities/brands.

1240 SCRUTINY WORK PROGRAMME, TRACKER AND CABINET CORE AGENDA

The Committee noted the Work Programme, Tracker and Cabinet Core Agenda.

The Chairman advised members that, in the absence of any items coming forward, the meeting scheduled for 19 December 2018 would be cancelled and that the meeting scheduled for 2 January 2019 would only take place in the event of a call-in.

Cllr Lewis was pleased to advise that an issue regarding the cessation of a local bus services, as discussed at a recent meeting of Cabinet, was likely to be resolved without the need for Scrutiny's input, so this should not be added to the Committee's Work Programme.

Cllr Goldson expressed concerns regarding the suitability of some decisions made for the distribution of Section 106 monies and the Chairman agreed to speak to planning officers, outside of the meeting, to gain some clarity on the process and to ascertain whether the Scrutiny Committee could provide any input into the process.

(The meeting concluded at 10:38 am)

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Chairman

Agenda Item 5
Scrutiny Committee
23 January 2019

DRAFT BUSINESS PLAN 2019 - 2020

Report Author(s): Emma Pepper
Business Improvement Lead
epepper@s-norfolk.gov.uk

Portfolio: Growth and Resources

Ward(s) Affected: All

Purpose of the Report: The annual Business Plan has been submitted to Scrutiny for their consideration and recommendation as appropriate to Cabinet

Recommendation:

Scrutiny is asked to consider the 2019/20 Business Plan and make recommendations to Cabinet as appropriate

1. SUMMARY

1.1 The annual Business Plan has been submitted to Scrutiny for consideration and recommendation as appropriate to Cabinet.

1.2 Instead of developing the Business Plan around organisational structures, we have again this year developed it around the Councils corporate priorities as defined in our 5-year Corporate Plan of which this plan covers the final year. In this way we can easily show the activities aligned to our priorities as well as the Strategic Measures reported quarterly to Cabinet that we use to track performance.

2. BACKGROUND

2.1 The Business Plan has been written through iteration and reviews by officers, teams, at two all-staff workshops and by the Strategic Leadership Team (SLT) and Corporate Management Leadership Team (CMLT). (Please see Appendix A)

2.2 In December, an informal Scrutiny led all-Member workshop ('The Year Ahead – Planning for Success 2019-20) was also held to review the draft Business Plan with lead officers. This workshop gave Members the opportunity to discuss the plans in detail with service leads and members of the finance team. As a further period of revisions took place following the feedback and have culminated in the draft plan being presented to Scrutiny today.

2.3 The intention is to submit the Business Plan to the 4th February Cabinet meeting for approval. The Business Plan would come into effect from 1st April 2019. Between February and April, individual staff objectives for the year are written. The Business Plan provides input to this and establishes the link between an individual's objectives, team activities and our corporate priorities.

3. CURRENT POSITION / FINDINGS

3.1 The main aims of the Business Plan are to:

3.1.1 Set out our proposed activities for the year ahead (2019/20) to support our corporate priorities
3.1.2 Highlight the resources (staffing levels and financials) to implement the plan
3.1.3 Show the strategic measures and targets by which we will track alignment with our corporate priorities through quarterly performance reporting to cabinet

3.2 The Business Plan contains a detailed table showing the proposed activities to be undertaken in 2019-20. We have revised the presentation of Capital expenditure this year to include both internally and externally funded capital as requested by Members during the previous Business Planning cycle. The plan has also been revised to reference the joint working with BDC.

3.3 The total revenue budget for 2019/20 is £52M which includes £26M of benefits payments. The total budget shown in the Business Plan will differ to that shown in the total budget which will go to Cabinet, this difference is due to

the full budget containing parish precepts, reserve movements and centrally funded costs such as the pension scheme lump sum payments and interest payments, receipts. This year we anticipate an increase in Commercial income of £1.1m This position is not reflected in the overall bottom line figures of the plan when comparing the Business Plan Income figures year on year due to the inclusion and variation of housing benefit income received offsetting this figure.

3.4 The revenue budgets in the business plan, combined with additional income from the New Homes Bonus will contribute to the Council's long-term financial plan, enabling us to deliver the activities outlined within the 2019/20 Business Plan across our themes of Economic Growth, Health and Wellbeing and Place & Environment.

3.5 The movement of Net Cost variances in comparison to the 2018/19 Business Plan has again this year been highlighted on the Business Plan itself via coloured arrows. As with previous years sometimes the increase can be a result of how the FTE or budget is being apportioned between activities, because of additional investments in a service or increased baseline costs a number of these increases are offset by decreases in other areas of the business and are relative to the apportionment of costs across the themes.

3.6 This year's cycle began back in October where service areas identified and adjusted the plan to ensure it incorporates both new and continuing actions for the financial year ahead. This cycle also included a £1m challenge whereby the finance and service teams were challenged to identify £1m of additional income or revenue expenditure reductions and was met with success. Over £2.5m of income increases or revenue expenditure reductions (both pay and non-pay) were identified. This contribution to savings and income has meant that we have only seen a 2.2% or £233k increase in net cost variance from the 18/19 plan to 19/20 plan.

3.7 The Capital programme for 2019/120 totals £33.5m. This capital investment includes over £28m of internally funded projects and a further £4.5m of externally funded capital. When comparing 2018/19 to 2019/20 the Capital investment programmes appears on face value to have increased however the 2019/20 programme includes some predicted slippage from the 18/19 and may need to be further revised once the 2018/19 outturn is finalised.

The distribution of which across our themes remains largely the same as in previous years. Much of the Capital expenditure for the 2019/20 Business Plan has been invested into Economic Growth, Productivity and Prosperity, aligning with the key driver for growth across our district. This expenditure includes £5M of Long Stratton Bypass investment, £8.2M in Norwich Research park, £570k for continuation of better broadband, £56k of car park improvements.

3.8 FTE numbers have decreased by 12.39 FTE as we continue to adapt and revise our ways of working and by increasing digital levels of customer self - service.

3.9 The strategic performance measures and associated targets have been reviewed and revised to ensure we set stretching but realistic targets for 2019/20 following feedback and current performance. A full breakdown of the proposals can be found attached (Appendix B). Highlights of which includes but are not limited to;

3.9.1 (LI 758) External funding identified and brought into the local economy – A proposed Increase of £0.25m

3.9.2 (EG1605) Number of apprenticeship placements available in our local businesses for our young people – A proposed increase of 180

3.9.3 (HE1601) % Increase in our leisure centre members following the refurbishment of our three centres – A proposal to remove this measure as it is not reflective of overall performance (i.e. swim school) and replace with (HE1901) Achievement of our leisure services income performance target to achieve cost neutrality and (HE1902) 4% increase in the annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives

3.9.4 (HE1607) Number of households helped to achieve positive outcomes through our Help Hub service – A proposed increase of 500

3.9.5 (HE1608) B) Number of referrals form GPs to our social prescribing services – A proposal to target this measure (Previously baseline monitoring)

3.9.6 (HE1801) % of services that have an online web form that were self-service – A proposal to increase this by 5%

3.9.7 (HO1602) £-Efficiency savings delivered – A proposal to increase by £110k

4. PROPOSED ACTION

Scrutiny is asked to consider the 2019/20 Business Plan and make recommendations to Cabinet as appropriate

5. OTHER OPTIONS

None

6. ISSUES AND RISKS

6.1 None

6.2 **Resource Implications** – These are as outlined in the body of the report.

6.3 **Legal Implications** – None

6.4 **Equality Implications** – none

6.5 **Environmental Impact** - None

6.6 **Crime and Disorder**- None

6.7 **Other Risks** – None

7. CONCLUSION

The revenue budgets in the draft business plan, combined with additional income from the New Homes Bonus will contribute to the Council's long-term financial plan, enabling us to deliver the activities outlined within the 2019/20 Business Plan across our themes of Economic Growth, Health and Wellbeing and Place & Environment.

8. RECOMMENDATION

Scrutiny is asked to consider the 2019/20 Business Plan and make recommendations to Cabinet as appropriate

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The Council's Vision and Priorities

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Corporate Priority Areas

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Understanding the Business Plan

Business Plan detail of 2019-20 activity

Introduction

In 2016 through the agreement of our Members we published our 5-year Corporate Plan. The Corporate Plan defines our vision and corporate priorities for 2016 through 2020. This document, our annual Business Plan, has been developed around the corporate priorities and describes our intended activities for 2019-20 to support the priorities set out in the Corporate Plan.

The Council's Vision and Priorities

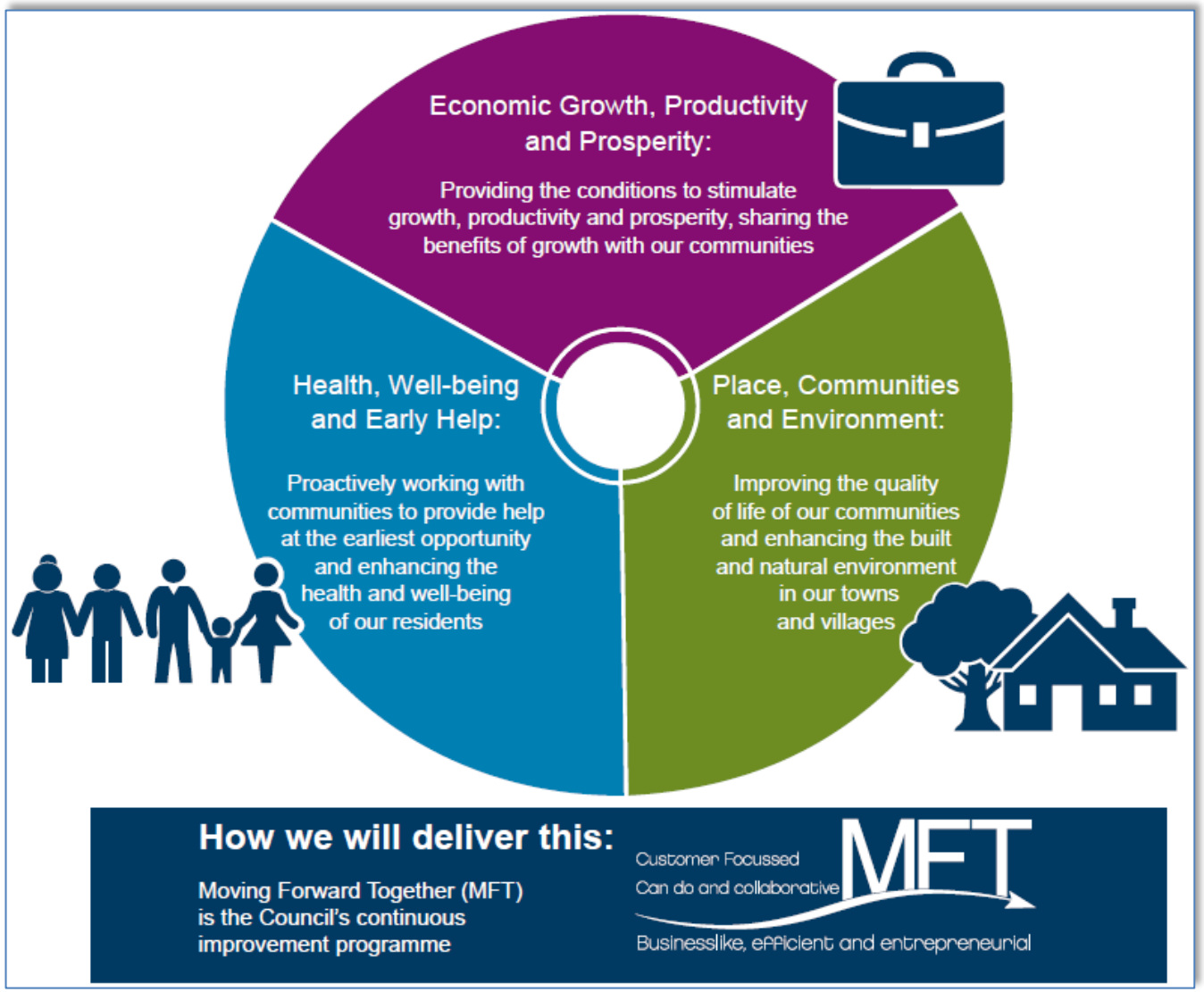
We are committed to making South Norfolk one of the best places to live and work in the country. Below is our ***vision*** for South Norfolk as a place and our ***ambition*** for South Norfolk Council as an organisation.

> **Our Vision** - To retain and improve the quality of life and prosperity of South Norfolk, for now and future generations, to make it one of the best places to live and work in the country.
>
> **Our Ambition** - To be recognised as a respected and ambitious local authority, innovating to help communities thrive by actively shaping services to meet today's and tomorrow's need.

Our Corporate Plan identifies three priority areas where we focus our resources and efforts.

These areas are underpinned by how we deliver our services – customer focussed, collaborative and having a commercial approach to service delivery.

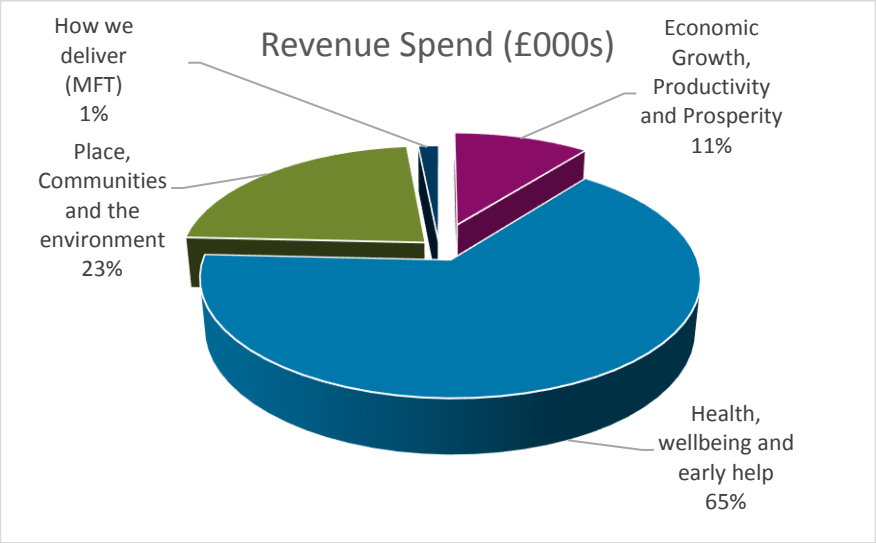
These principles are part of our continuous improvement programme, 'Moving Forward Together' (MFT).

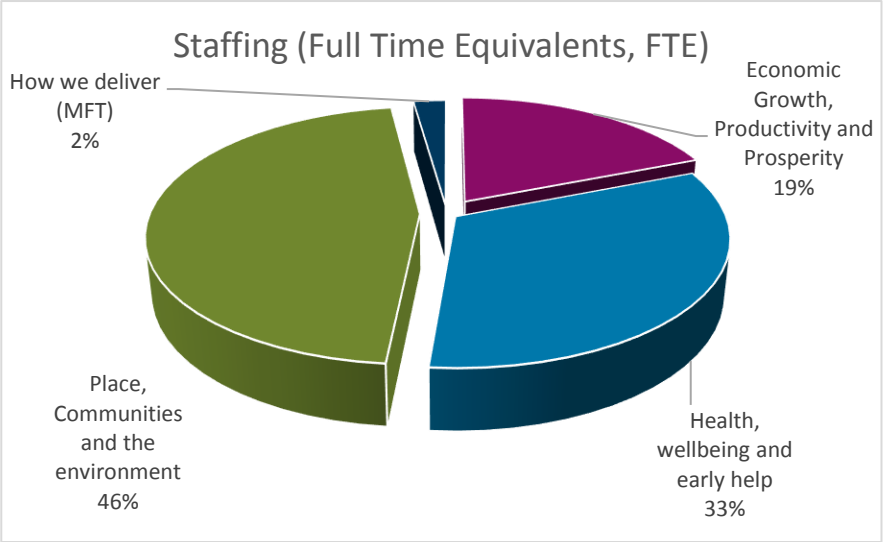


Financial Summary

The budgeted spend for the proposed activities shown in this Business Plan is £52 million including £26 million of benefit payments (included in the revenue spend chart below under Health, Well-being and Early Help).

The breakdown of resources across our corporate priority areas is shown below:





Corporate Priority Areas

Each priority area within the Corporate Plan has a number of individual priorities associated with it. These are summarised below and form the major headings under which the activities in this Business Plan are shown.

Corporate Priority Area: Economic Growth, Productivity and Prosperity.
Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities

Corporate priorities:

- Working as part of Greater Norwich to support investment in critical infrastructure, utilising innovative funding mechanisms, increasing the number of local jobs and the area's overall productivity.
- Supporting new and existing Businesses to grow; facilitating innovation and providing targeted support to key sectors.
- Working with key partners to develop local skills to match what our businesses need, and supporting apprenticeships.
- Sustaining the character and supporting the vitality of our local market towns, stimulating business growth, both in town centres and across the rural parts of our District.

Corporate Priority Area: Health, Well-being and Early Help.
Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents

Corporate priorities:

- Encouraging our residents to live healthy and active lives.
- Supporting people within our communities who need our help the most.
- Working as part of communities to proactively provide early help.

- Helping our older and vulnerable residents to stay independent and in their own homes for longer.

Corporate Priority Area: Place, Communities and Environment.
Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages

Corporate priorities:

- Keeping streets and public spaces safe, clean and tidy.
- Encouraging communities and businesses to recycle more - reducing the amount of waste that we send to landfill.
- Enhancing our high quality environment by supporting development that respects and enhances the distinctive character of South Norfolk.
- Working effectively with the voluntary sector and community groups to make sure our residents have access to a wide range of services and support to meet their needs.
- Ensuring the range and number of local homes match the needs of local families and residents.
- Supporting a transparent and democratic Council, that enables communities to have their say on local decisions and services.

Customer Focussed
Can do and collaborative
MFT
Businesslike, efficient and entrepreneurial

How we will deliver: Customer focussed, Can do and collaborative, Business-like, efficient and entrepreneurial - Moving Forward Together

Corporate priorities:

- Increasing our ability to be self-financing through commercialising where appropriate to support those services that matter to residents the most.
- Delivering increased value for money by increasing productivity.
- Delivering the services that customers need when they need them.

- Leading and building collaborative working with our private, public and voluntary sector partners to deliver better and more efficient services for our residents.

For each corporate priority, our Business Plan outlines:

- The 2019-20 Council activities, ‘business as usual’ (BAU) operational services and initiatives which will contribute to achieving the priority.

- The *‘Strategic Measures’* and end of year targets that will be used to track achieving the priority. These Strategic Measures are reported to our Cabinet each quarter as part of our Performance Management Framework.

Performance Management Framework

The 5-year Corporate Plan sets out our key corporate priorities together with 5-year targets for success. The Business Plan for 2019-20 uses these priorities and shows the ***'Strategic Measures'*** with year-end targets for each priority. The Strategic Measures are tracked and reported each quarter to Cabinet as part of our Performance Framework.

The annual Business Plan is agreed in February each year in tandem with the Financial Plan and Budget. The Business Plan sets out the proposed activities and 'business as usual' operational services that will be undertaken for the financial year ahead commencing 1 April.

Between February and April staff personal objectives are set for the year and reflect the proposed activities they will be working on from the Business Plan. These personal objectives are assessed as part of annual staff performance reviews in October and April each year.

Understanding the Business Plan

We have used the same format for this Business Plan as we did last year in that the listings of our proposed activities and operational services for 2019-20 are grouped by corporate priority rather than by our organisational structure.

Corporate Priority Area

Corporate Priority

Strategic Measures for the priority (reported quarterly to Cabinet)

Activities and BAU 'business as usual' operational services that support the priority. Where: 'ACTIVITY' represents proposed new projects and initiatives; And 'BAU' represents 'business as usual' operational Council services.

Ref	BAU service or Project/Activity. Plus description of outcomes expected from this activity	2017-18 Year 1 activity ('What we plan to do' this year)	Target	FTE	Revenue Spend (£'000)	Income (£'000)	Net (£'000)	Capital Spend (£'000)	Team	NET COST CHANGE SINCE 2016-17
	ATE PRIORITY AREA (THEME): Economic Growth, Productivity and Prosperity - Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities									
	CORPORATE PRIORITY: Working as part of Greater Norwich to support investment in critical infrastructure, utilising innovative funding mechanisms, increasing the number of local jobs and the area's overall productivity.									
	STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter MEASURE / Year End TARGET - (LI 1013) CNC Building Control fee earning income: £1.68m - (LI 358) % rental income return from property investment: 5% - (EG 1601) a) Number of residential dwellings and b) SqMetre area of commercial space developed through our Big Sky Developments company: a) Baseline b) Baseline - Annual measure (EG 1602) Number of hectares of employment land developed by 2026: Baseline - Annual measure (EG1603) Number of new jobs created in the district: Baseline									
	ACTIVITY: Digital (District) Programme: Attract and retain businesses into the District by identifying new technological opportunities and digital platforms to include enhanced broadband provision.	• Investigate the development of new digital infrastructure, platforms and training packages for online business. • Enhanced broadband provision across the District.	Q4 Q4	0.30	£15.90	-£1.60	£14.30		Economic Development	↓
E2	**BAU: Adopted Local Plan delivery and implementation - To increase the number of jobs and houses by** promoting the development of key sites allocated in the Adopted Local Plan, monitoring their delivery and implementation. Outcomes will include the delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and, more generally, economic growth	• Produce and publish an Annual Monitoring Report (for previous years activity) to include 5 year housing land supply trajectory. • Work with Colleagues (internal and Greater Norwich Growth Board) to investigate potential sources of funding sources (e.g. LIF) to assist with lifting infrastructure blockages or other barriers to delivery of housing and employment growth. • Finalise and adopt three Supplementary Planning Documents, on Open Space, Custom Build and Starter Homes • Provide ongoing support as required by legislation, comment on consultation drafts, and administer the examination, referendum and adoption stages of Neighbourhood Plans (as appropriate; timescales are uncertain). Will include further stages of work for the Long Stratton NP, Easton NP and Diss & District NP	Q3 Q4 Q2 Q3	2.80	£327.60	-£102.10	£225.50		Planning Policy	↔
	CORPORATE PRIORITY: Supporting new and existing businesses to grow; facilitating innovation, and providing targeted support to key sectors.									
	STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter MEASURE / Year End TARGET - (LI 356) Number of Small-to-Medium Enterprises (SMEs) provided with advice and guidance in South Norfolk: 1,200 - (LI 613) Number of new business start-ups supported in South Norfolk: 75 - (LI 758) External funding identified and brought into the local economy: £1m - (BV010) % of non domestic rates collected: 98% - (LI 210) % of food premises which have an FHRS (Food Hygiene Rating Scheme) rating of satisfactory or above: 95% - Annual measure (EG1604) Increase in the number of new businesses attracted to operate and grow in South Norfolk: Baseline									
E11	**ACTIVITY: Supporting growth:** Support growth and local communities by growing and offering services which meet business needs of others.	• Extend our reach in terms of commercial waste services for businesses in and around South Norfolk.	Q4	1.60	£172.58	-£232.00	-£59.42	£55.00	Environmental Services	↑

Resource allocations (staffing levels as well as financials): 'FTE' refers to Full Time equivalent (staffing level); 'Net' column is the Net cost or income based on Revenue spend minus Income. A negative NET cost figure represents a positive rather than a cost. Please Note figures have been rounded

Net Cost change since last year (i.e. Down, Up, Same cost or a New item)

Business Plan 2019-20
Detail of activities

Theme	Ref	Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this	What we plan to do this year (2019/20)	Target	Directorate	Team	FTE	Revenue Spend	Income	Net	Capital Spend (Internally Funded)	Capital Spend (Externally Funded)	Net Cost Change Since 2018-19 (£)
		CORPORATE PRIORITY AREA (THEME): Economic Growth, Productivity and Prosperity - Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities											
EG	**CORPORATE PRIORITY: Working as part of Greater Norwich to support investment in critical infrastructure, utilising innovative funding mechanisms, increasing the number of local jobs and the area's overall productivity.**												
EG		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
EG			**MEASURE**	**Year End TARGET**									
EG			(LI 1013) CNC Building Control fee earning income	£1.85m									
EG			(LI 358) % rental income return from property investment	5%									
EG			(EG 1601) a) Number of residential dwellings and b) SqMetre area of commercial space developed through our Big Sky Developments company	a) Baseline b) Baseline									
EG			Annual measure (EG 1602) Number of hectares of employment land developed by 2026	Baseline									
EG			Annual measure (EG1603) Number of new jobs created in the district	1% Increase on previous year									
EG	E1	**BAU : Digital District Programme:** Agreed SNC contribution to Better Broadband for Norfolk (BBfN) programme to ensure (at least) 91% superfast broadband coverage within district. Programme managed by Karen O'Kane from Norfolk County Council.	• Receive and circulate to members BBfN quarterly report plus commentary if necessary • Invite and host a BBfN representative at a members briefing biannually • Work with BBfN regarding queries related to BBfN and superfast broadband provision in South Norfolk	Ongoing	Growth & Business Development	Economic Development	0	-	-	-	£570k	-	↓
EG	E2	**BAU: Adopted Local Plan delivery** and implementation - To increase the number of jobs and houses by promoting the development of key sites allocated in the Adopted Local Plan, monitoring their delivery and implementation. Outcomes will include the delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and, more generally, economic growth	• Produce and publish an Annual Monitoring Report to include 5 year housing land supply trajectory and Housing Delivery Test results, and consider fixing 5 year land supply through an annual position statement. Analyse trends in development and monitor the effectiveness of current Local Plan policy. Both these feed into the evidence base for the ongoing preparation of the Greater Norwich Local Plan • Prepare bids, with Broadland where appropriate, for potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages that are hindering some sites from being developed/completed • Provide ongoing support (as required by legislation), comment on consultation drafts, and administer the examination, referendum and adoption stages of Neighbourhood Plans (as appropriate; timescales are uncertain). Will include further stages of work for the Long Stratton Neighbourhood Plan (NP), Diss & District NP, Poringland NP, Dickleburgh and Starston. Build on the jointly-delivered Community Led Planning project with Broadland.	Q3 Q4 Q4	Growth & Business Development	Planning Policy	0.92	£87.5k	-	£87.5k	-	-	→
EG	E3	**ACTIVITY: Infrastructure delivery programme:** Working as part of the Greater Norwich Growth Board to plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including progress on delivering the Long Stratton Bypass. Outcomes will include new footpaths and ecological improvements to various sites	• Preparation of the 2020/21 Greater Norwich Infrastructure Investment Plan to identify the delivery of planned infrastructure projects in South Norfolk • Help administer the delivery of infrastructure projects receiving money from the pooled CIL pot in South Norfolk for delivery in 2019/20 • Work with Norfolk County Council on detailed work to support the delivery of the Long Stratton Bypass, exploring external funding opportunities	Q2 Q4 Q4	Growth & Business Development	Planning Policy	0.76	£72.1k	-	£72.1k	£5m	-	→
EG	E4	**BAU: Growth Delivery Team:** Establish a joint growth delivery team, operating across Broadland and South Norfolk, to accelerate and promote quality development in the delivery of the two districts' strategic sites, notably Beeston Park, Long Stratton, Norwich Research Park and Rackheath.	• Establish a core, dedicated growth delivery team consisting initially of three officers to work with existing teams, partners and consultants	Q1	Growth & Business Development	Planning	0.07	£80.6k	-	£80.6k	-	-	
EG	E5	**BAU: CNC ongoing operations:** Maintain high quality service delivery for CNC building control and its associated services that meets the needs of our customers and local authority partners.	• Continue to create efficiencies and cost savings through increasing self-service online options and streamlining processes in line with customer demands. • To produce and use a dashboard of measures to improve the management of our service delivery. This will include KPI's, customer satisfaction scores and other strategies / operational and personal measures. • Review our business requirements to ensure CNC systems are resilient and fit for future growth. Develop our mobile solution and adopt "cloud" working so Building Control certificates can be issued on site. • Continue to work with other departments (planning and economic development) and Build Insight to create opportunities for income generation and to improve the customer experience. Identify efficiencies by continually reviewing practices. • To grow CNC by providing services to or partnering with other councils, protecting our market share and resilience.	Q3 Q2 Q2 Q3 Q4	Growth & Business Development	CNC	35.94	£1.9m	£-2.1m	£-236.1k	-	-	↓
EG	E6	**ACTIVITY: Big Sky Developments Ltd:** Continue to progress residential development opportunities and manage 3,170m2 of high quality office space which will drive business and housing growth in the district, create employment opportunities in construction and associated industries, and generate income for the Council.	• Start on site with development of dwellings at Friarscroft, Wymondham • Start on site with the development of dwellings at Phase 3 Rosebery Park, Poringland including around 6,000sqft of office space. • Start on Site with 4 apartments and approximately 2,600sqft of commercial space. • Explore development options and progress to site on Rushall Road, Harleston. • Commence on site with infrastructure and Phase 1 of St Giles Park, Cringleford	Q2 Q3 Q3 Q1 Q1	CEX	Big Sky		-	-	-	£12.6m	-	→

Theme	Ref	Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this	What we plan to do this year (2019/20)	Target	Directorate	Team	FTE	Revenue Spend	Income	Net	Capital Spend (Internally Funded)	Capital Spend (Externally Funded)	Net Cost Change Since 2018-19 (£)
EG	E7	**ACTIVITY: Commercial property Investment and development:** Develop potential sites, subject to business cases. Acquire/develop commercial property in prime growth areas, which will help generate new income for the Council. Work with partners such as the New Anglia Local Enterprise Partnership and other public sector bodies to help grow the economy.	• To continue to work alongside New Anglia Local Enterprise Partnership to develop a new commercial unit on the Norwich Research Park (subject to feasibility study and business case) • Commence development of a mixed business and residential scheme at Diss. • Commence development of residential land at Wymondham. • Commence development of residential and commercial land at Poringland (Rosebery Park phase 3) • Commence infrastructure works on site and phase 1 residential (for 300-400 dwelling site) • Identify potential development opportunities for Big Sky Developments Ltd to generate income for the Council	Q1 Q3 Q3 Q3 Q2 Q2	CEX	Big Sky		-	-	-	£7.2m	-	➔
EG	E8	**ACTIVITY: Residential property Investment:** Review opportunities to purchase new properties and expand the services provided by Big Sky Property Management to generate income for the Council **BAU: Provide high quality property management** to Big Sky's residential and commercial property portfolio**.**	• Provide support services to Big Sky Companies to generate income for the Council • Assess options to expand the property management service to provide similar services to other companies and organisations. • Continue to deliver high quality property maintenance service for both Big Sky and South Norfolk Councils Handyperson Service.	Ongoing	CEX	Big Sky		-	-	-	-	-	➔
EG	E9	**BAU: Maximise economic opportunities to deliver enhanced infrastructure**, skills, innovation and enterprise for the benefit of businesses and residents in South Norfolk by partnership working with Broadland, New Anglia Local Enterprise Partnership, Local Authorities, Norfolk County Council and other agencies to shape regional and national development.	• Work with the LEP and other partners to grow existing and attract new business to South Norfolk, providing advice and support in accessing skills development, premises and grants. • To maximise opportunities to regenerate our town centres to make them 'fit for the future' via the Future High Streets Fund.	Ongoing	Growth & Business Development	Economic Development	0.47	£31.9k	-	£31.9k	-	-	↓
EG	E10	**ACTIVITY: Maximising economic opportunities** by ensuring that South Norfolk's element of the Transforming Cities programmed is delivered	• Work with Norfolk County Council and district partners to ensure delivery is consistent with, and maximises the impact of, other infrastructure delivery programmes • Make links to renewable energy workstream • Engage with Big Sky to ensure housing delivery is aligned with programme delivery • Work with partners to facilitate key development sites to come forward in parallel	Q4	Growth & Business Development	Multi Team	0.17	£15.2k	-	£15.2k	-	-	
EG	E11	**BAU**: **Local Plan:** To co-ordinate future development across the Greater Norwich area by working with partners in continuing to prepare the Greater Norwich Local Plan (strategic policies and allocations of land). Outcomes will include the agreement of the Preferred Directions report, which will identify preferred sites allocations to cover the years to 2036	• Consult on Regulation 18 Draft Plan • Publish the Pre-submission (Regulation 19) version of the Greater Norwich Local Plan • Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself • (Working with Norfolk colleagues) update the Norfolk Strategic Framework inline with revised NPPF and standard housing methodology	Q2 Q4 Q4	Growth & Business Development	Planning Policy	1.43	£136.6k	-	£136.6k	-	-	↓
EG	E12	**BAU: Management of the Commercial Property Portfolio:** Maximise the income received by the Council from its commercial property investment portfolio **BAU: Asset Valuations and adhoc property advice to Council teams:** The asset valuations and adhoc property advice ensure that teams and services within the Council are supported to make informed property decisions.	• Carry out rent reviews and minimise periods when buildings are unoccupied to ensure the return from the Council's commercial property portfolio is maximised. Ensure the units are maintained to a good standard so that existing tenants are retained minimising unoccupied periods. • Conversion of the former Information Centre premises to a retail unit and let (subject to approval) for rental income. • Ensure quality, cost effective property advice is available to other Council services to maximise the use of Council resources.	Q4	CEX	Big Sky		£282k	£-627.8k	£-345.8k	-	-	↑

Theme	Ref	Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this	What we plan to do this year (2019/20)	Target	Directorate	Team	FTE	Revenue Spend	Income	Net	Capital Spend (Internally Funded)	Capital Spend (Externally Funded)	Net Cost Change Since 2018-19 (£)
EG	**CORPORATE PRIORITY: Supporting new and existing businesses to grow; facilitating innovation, and providing targeted support to key sectors.**												
EG	**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**												
EG			**MEASURE**	**Year End TARGET**									
EG			(LI 356) Number of Small-to-Medium Enterprises (SMEs) provided with advice and guidance in South Norfolk	1,200									
EG			(LI 613) Number of new business start-ups supported in South Norfolk	75									
EG			(LI 758) External funding identified and brought into the local economy	£1.25m									
EG			(BV010) % of non domestic rates collected	98%									
EG			(LI 210) % of food premises which have an FHRS (Food Hygiene Rating Scheme) rating of satisfactory or above	96%									
EG			Annual measure (EG1604) Increase in the number of new businesses attracted to operate and grow in South Norfolk	Baseline									
EG	E13	**ACTIVITY: Supporting growth:** Support growth and local communities by growing and offering services which meet business needs	• Promote and increase the take up of commercial waste services for businesses in and around South Norfolk.	Q4	Growth & Business Development	Environmental Services	4.39	£361.1k	£-512.5k	£-151.4k	£40k	-	↓
EG	E14	**ACTIVITY: To develop a new approach to facilitate business growth** by delivering our business support and training opportunities across Broadland and South Norfolk.	• To work with Broadland District Council to explore the range of Business Support and Training available either from resources already available, or from in house provision. • To work with Broadland to facilitate a programme of workshops and training for businesses including start-up, and general business advice and more specialised training opportunities, to provide a wide ranging support package to encourage new business and growth. • To maximise funding opportunities available from the Local Enterprise Partnership, The Growth Hub and other providers to support our businesses.	Q1 Q2 Q3	Growth & Business Development	Economic Development	2.04	£137k	-	£137k	-	-	↑
EG	E15	**ACTIVITY: Inward investment:** Attract inward investment, new sector and place based investment into South Norfolk through handling of major investment enquiries and removing barriers to growth	• Promotion and ongoing management of the joint InvestGN website with Broadland. • Deliver against Cambridge / Norwich Tech Corridor Programme of work to maximise Inward Investment potential for South Norfolk.	ongoing Q4	Growth & Business Development	Economic Development	0.37	£25.4k	-	£25.4k	-	-	↑
EG	E16	**ACTIVITY: Strategic site development and promotion:** To bring forward new commercial development sites and remove barriers to growth across South Norfolk and the wider geography	• Deliver feasibility study for power for Norwich Research Park Enterprise Zone, Browick interchange, Hethel Technology Park in line with the Greater Norwich Growth Board expectations and to unlock the sites and provide growth in South Norfolk. • Actively engage with land owners and site developers to bring forward new commercial development at key locations including the Cambridge-Norwich Tech Corridor sites e.g. Browick Interchange and Hethel Tech Park, to enable future growth • Oversee the economic development element of feasibility study for Long Stratton Bypass which will improve the transport infrastructure and improve connectivity to the A14 and the South.	Q1 Q3 Q2	Growth & Business Development	Economic Development	0.37	£25.4k	-	£25.4k	-	-	→
EG	E17	**ACTIVITY: Norwich Research Park Enterprise Zone:** To actively promote and progress development at the Enterprise Zone	• Deliver phase 1 infrastructure contractual requirements on Zone 4 • Manage lead generation project for the Norwich Research Park Enterprise Zone • Deliver feasibility study/ market assessment and secure funding for Zone 4 building	Q2	Growth & Business Development	Economic Development	0.42	£29.3k	-	£29.3k	£1.6m	£2.5m	↑
EG	E18	**ACTIVITY: Support to businesses:** Providing support and advice to new and existing businesses , promoting funding opportunities to enable them to create more jobs and create economic prosperity.	• Following on from the provision of a new support package, in conjunction with Broadland, we will identify businesses with growth potential to deliver a targeted plan of action to remove any barriers to growth. This will involve forming a bespoke group in each case to progress individual cases and to meet regularly to ensure momentum is maintained.	Ongoing	Growth & Business Development	Economic Development	0.54	£38.1k	-	£38.1k	-	-	↓
EG	E19	**ACTIVITY: Support South Norfolk businesses** to engage with their communities through a Corporate Social Responsibility framework aligned to community need and encouraging volunteering	• Enable communities to support themselves by working with businesses to fund and support community led activity.	Ongoing	Communities & Wellbeing	Community Capacity	1.11	£46.6k	£-15k	£31.6k	-	-	→
EG	E20	**BAU: External funding:** Provide enhanced services for our communities by identifying, targeting and securing external funding opportunities to create an additional revenue for investment into the economic growth of South Norfolk.	• Identify and secure external funding into the local economy (South Norfolk and Greater Norwich) .	Q4	Growth & Business Development	Economic Development	0.37	£25.4k	-	£25.4k	-	-	↑
EG	E21	**BAU: Provision of a statutory food, safety and licensing (premises & taxis) service** which ensures compliance with legislation and gives confidence to businesses and residents by promoting food safety, health and safety, issuing licenses and undertaking regular inspections to keep residents and visitors safe.	• Working collaboratively with colleagues at Broadland to provide the resilience of a coordinated service across the wider geography. • Work with food premises as part of the Food Hygiene Rating Scheme (FHRS) to ensure regulatory compliance to ensure public health in our communities. • Develop a programme of policy reviews and updates , in particular to reflect any changes in legislation which will ensure South Norfolk has up to date policies and procedures compliant with the regulations. • Review and establish a service level that provides a proportionate service based on risk and need and maximises any commercial opportunity identified from this review • Provide Explore opportunities to develop resilience across the wider geography and work towards a one team approach. To provide a 'one stop shop' to event organisers in liaising with regulatory and blue light services to help ensure legally compliant, safe and secure events have minimal impact on residents and businesses.	Q4	Growth & Business Development	Economic Development	5.32	£279.2k	£-171.2k	£108.1k	-	-	↓
EG	E22	**BAU: Maximising income for the council** by raising appropriate charges and reliefs and consider how we can support business in key sectors to stimulate growth	• Administer the collection of business rates through processing and inspection, enforce non-payment, negotiate reliefs/discounts where appropriate and maintain accurate Valuation Office lists	Ongoing	CEX	Finance	8.37	£125.3k	£-174k	£-48.7k	-	-	↓

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EG	**CORPORATE PRIORITY: Working with key partners to develop local skills to match what our businesses need, and supporting apprenticeships**												
EG		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
EG			**MEASURE**	**Year End TARGET**									
EG			(EG 1605) Number of apprenticeship placements available in our local businesses for our young people	200									
EG	E23	**ACTIVITY: Skills requirements:** Promote employment opportunities and apprenticeships for South Norfolk businesses.	• Develop relationships with skills providers to sign post businesses to them and work with Early Help Hub to enable people to get back into work.	Q3	Growth & Business Development	Economic Development	0.75	£50.4k	-	£50.4k	-	-	↑
EG	E24	**BAU: Support residents to access employment**, training and improve opportunities within work.	• Reduce the number of residents out of work by support people to access training and employment. • Enable businesses to support staff to stay in work by providing advice and information to businesses around wellbeing issues. • Work with partners to improve careers advice in schools by linking schools and businesses together to enable more young people to leave school with the skills South Norfolk businesses need.	Ongoing	Communities & Wellbeing	Early Help	0.16	£27.1k	-	£27.1k	-	-	→
EG	**CORPORATE PRIORITY: Sustaining the character and supporting the vitality of our local market towns, stimulating business growth, both in town centres and across the rural parts of our District.**												
EG		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
EG			**MEASURE**	**Year End TARGET**									
EG			(MI 1039) % of units liable for business rates occupied	93%									
EG			Annual Measure (EG 1606) Number of day visits to South Norfolk	1% Increase from previous year									
EG			Annual Measure (EG1608) South Norfolk tourism spend	1% Increase from previous year									
EG	E25	**ACTIVITY: Provision of on street car parking**	• Work with Parish Councils, Town Councils and Norfolk County Council to help deliver on-street parking solutions where appropriate.	Q4	Growth & Business Development	Economic Development	0.15	£9.9k	-	£9.9k	-	-	→
EG	E26	**ACTIVITY: Provision of car parking**	• Provide a car parking service and undertake the maintenance programme	Ongoing	Growth & Business Development	Depot	2.87	£273.2k	£-423.3k	£-150.2k	£53.3k	-	↑
EG	E27	**ACTIVITY: Delivery Visitor Economy Strategy :** Support and promote the development of the visitor economy as a key sector by promoting awareness of businesses, attractions, destinations and events.	• Promote the Wymondham Digital Heritage pilot project, to increase the numbers of visitors to Wymondham and analyse evidence for a future programme rollout. • Maximise the visitor economy through working with the LTAGs to become self-sustaining and training for businesses to develop a digital presence. • Work proactively with Broadland to develop joint visitor economy projects that may be beneficial to the wider geography to enable expertise and resources to be shared. • better enable a more sustainable year round visitor economy by facilitating stronger links to North Norfolk, the Broads and other coastal areas through increased partnership working.	Q2 Q1 Q2 ongoing	Growth & Business Development	Economic Development	1.27	£107.7k	-	£107.7k	-	-	↑
	The following items support all three Corporate Priorities and are repeated under each Priority. The totals (the FTE & Financial figures) have been apportioned evenly across each Priority with these exceptions: HR figures are apportioned relative to the FTE of each Priority and Finance figures in proportion to the revenue spend of each Priority												
EG	E28	**BAU: Human Resources (HR):** Ensure the Council recruits and retains appropriately trained and motivated staff in a timely manner, taking action when problems arise. Ensure the Council's policies are in accordance with relevant legislation and best practice to reduce the risk to reputation and potential litigation.	• Provide support to managers in attracting, recruiting and retaining staff. Ensure staff are supported through any changes including realignments. Support Managers to undertake effective ongoing performance management. Strong HR support will ensure an effective workforce is in place to deliver the Council's corporate priorities. • Review and develop HR policies ensuring on-going compliance with legislation and best practice and communicate changes throughout the Council with training where appropriate. Ensuring policies are kept updated will reduce the risk of litigation and damage to reputation. • Support managers with absence management to ensure that where possible the highest levels of attendance are achieved, the Absence Management Policy is followed robustly and consistency with support provided where needed including training and developing line managers. • Work with BDC to establish the one team approach.	Q4	CEX	HR	1.73	£110.2k	-	£110.2k	-	-	↑
EG	E29	**BAU: Finance:** Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge.	• Provide well-managed financial and accountancy services to the Council and its group companies, supporting it to being creative, effective and efficient in managing its resources. In doing so, provide timely and accurate financial information to enable informed decision making, ensuring the Council's reputation for strong financial management is maintained. • Work with Broadland District Council to influence government policy on the future funding of local government. •Process financial transactions in a timely manner, enabling efficient payment of suppliers and collection of income to support the Council's services. Support the maintenance of the Council's financial systems, ensuring information is complete and accurate to protect the integrity of financial transactions.	Q4	CEX	Finance	3.34	£84.2k	£-0.8k	£83.4k	-	-	↑
EG	E30	**BAU: Customer Services and Corporate Business Support:** Deliver a high quality professional service on behalf of the service areas and acting as first point of contact and getting customer to the services they need thereby enhancing the reputation of South Norfolk Council as a customer focussed organisation whilst promoting our Digital channel for 24x7x365 utilisation.	• Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling. Monitor and undertake continuous improvement of the service to refine embedded processes and maximise efficiencies to channel shift where appropriate, to ensure a high quality customer service • Manage the operation of Corporate Business Support Services, working on behalf of and with Service areas to develop, enhance and promote digital channels for customer to access services 24/7. Giving advice and assistance to customers on behalf of service areas and processing their requests when digital access is limited.	Q3	Growth & Business Development	Corporate Business Support Team	3.97	£133.2k	-	£133.2k	-	-	↑

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EG	E31	**BAU: Corporate and External Communications:** Promote and manage the council's reputation in line with corporate priorities, maximising the council's reach and impact **BAU: Internal Communications:** Ensuring that all South Norfolk and Broadland staff and members are fully engaged and communicated effectively with across all sites.	• Increase our digital audience through engaging and relevant content, helping to promote our revenue generating services and promote our services to those that need our help the most. Use our digital channels to promote our press activity and increase customer satisfaction with the council. Increase the number of digital channels that we use to reach a wider and more diverse audience. • Increase the Council's profile jointly with Broadland District Council on a national scale, through engaging with local government publications, regional and national publications and through the implantation of a joint public affairs strategy and plan. • Produce a joint Communications and Marketing Strategy with Broadland District Council that supports the councils aims and ambitions, promoting the benefits of our collaboration to both residents and businesses. • Deliver a joint internal communications approach and plan with Broadland District Council to promote our one team ethos and drive our joint culture.	Q4	CEX	Comms	0.55	£47.9k	£-1.7k	£46.2k	-	-	→
EG	E32	**BAU: Council-wide IT service operations:** Ensure the Council's IT systems and infrastructure are operating to acceptable service levels. Public Sector network Compliance: Continuing security certification of our IT systems and network for the Public Service Network to maintain critical Public Service Network connections (e.g., with Department of Work and Pensions).	• Maintain appropriate level of IT service for the council. • To ensure our Business Systems are up to date and fit for purpose ensuring we retain Public Service Network status and continue replacement of end of life hardware and software throughout the estate to ensure we stay in support with manufacturers.	Ongoing	CEX	IT	2.78	£317.8k	£-20.3k	£297.5k	-	-	↑
EG	E33	**BAU: Facilities:** Effectively maintain the Councils office space, namely South Norfolk House to ensure all building remain accessible and open to enable services to be delivered to residents and businesses.	• Ensure repairs and maintenance of the Council's office space is carried out in a timely, efficient and effective manner to keep the buildings open, safe, clean and accessible for people to receive services. • Work with BDC to establish an agreed approach to facilities management. e.g. One pass, access etc.	Q4	CEX	Facilities	2.12	£187.4k	£-41k	£146.5k	-	-	↓
EG	E34	**BAU Internal Audit:** Provision of an Internal Audit function to provide stakeholders with the assurance that controls, risk management and corporate governance is in place and effective.	• Monitor the performance of the Internal Audit contractor against the contract specification and if required, take appropriate action through a performance improvement plan, to provide an efficient and effective Internal Audit service. • Prepare and present regular reports to Finance, Resources, Audit and Governance Committee/Audit Committee and Senior Management in order to provide assurance on the risk management, corporate governance and internal control framework for each Consortium Member. • Ensure that audit review work supports the corporate priorities and objectives of each consortium member, through a risk based approach to Internal Audit planning, and focus audit resources on areas of key risk and importance to provide assurance on the control framework and to add value to developments within service areas.	Ongoing	CEX	Internal Audit	0.37	£159.4k	£-132.3k	£27.1k	-	-	↑
EG	E35	**BAU Procurement:** Ensure the Council achieves best value through effective and efficient procurement	• Provide support to ensure procurement processes are compliant with the Public Contract Regulations 2015, UK law and the Council's Constitution. • Provide support to South Norfolk Businesses through enabling them to access Council procurement activities and embedding the importance of social value in procurement. • Provide leadership on procurement activity and advice & guidance to both South Norfolk and Broadland District Council through collaborative working, ensuring that efficiencies for both Councils are achieved through joint procurement activity (where appropriate).	Q4	CEX	Procurement	0.65	£28.4k	£-4.3k	£24k	-	-	↑
EG	E36	**ACTIVITY: Implement the IT Strategy:** Enable the council to use new ways of working and deliver first class support across One Officer team . Implement our IT Strategy that utilises cloud-based services where appropriate. To ensure customers have ease of use and access to our services at a time that is convenient for them and driving council efficiencies. Following on from our rollout of Office365, we will develop further functionality to aid data and filesharing. We will implement and rollout a new council-wide telephony system that will assist remote and mobile working. **BAU: Continuation of Mobile Technology suppor**t and development: To ensure efficiencies can be realised through development and rollout of Mobile Technology identified as part of our ongoing programme of internal service reviews.	• Install, maintain and support a new Council wide telephony solution. This will enable a more efficient service to our customers whilst ensuring we meet the needs of the business in the best way possible. • Provide, implement and support an electronic working solution for members and internal SLT. This will enable more efficient and effective meetings whilst also making savings in both print and staff time. • Plan and implement the upgrade of Desktop, Laptop and mobile devices to Windows 10 together with a review of user remote access in a controlled and effective manner •Work with BDC to deliver the joint IT strategy. E.G. Joint email, domain names, telephony etc.	Q1 Q1 Q2 Ongoing	CEX	IT	0.93	£106k	£-6.7k	£99.3k	£47k	-	→

Theme	Ref	Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this	What we plan to do this year (2019/20)	Target	Directorate	Team	FTE	Revenue Spend	Income	Net	Capital Spend (Internally Funded)	Capital Spend (Externally Funded)	Net Cost Change Since 2018-19 (£)
EG	E37	**ACTIVITY: Implement the Digital Strategy:** Align business and customer needs to best practice technologies, cultural approach and systems to enable us to support customers to access our services through digital channels. Make digital the first choice for customers by continually improving our digital services and improving customer experience across all channels, supporting the below digital priorities: • Customer Driven and Digital First Services • Efficient and Effective Technologies •Data and evidence led Digital Services •Digitally Empowered Workforce Continue to build on the implementation of our website and undertake further development of digital solutions prioritised by business and customer insight analysis.	•Work collaboratively with Broadland to develop a joined up digital strategy and delivery plan, including a joint web platform. • Implement a digital Customer Management solution to enable the effective up-selling, cross-selling and targeted promotion of our services to customers to support our commercial targets and support those services to reach those customers that need or help the most. • Develop our digital systems to increase customer satisfaction through a high quality digital customer experience. • Support implementation of enterprise data architecture and data analytics to ensure the organisation can develop its digital offering based on customer need. • Ensure General Data Protection Regulation (GDPR) compliance for all digital services. • Implement Web Chat to enhance our customer service offer.	Q3 Q1 Q4 Ongoing Ongoing Q3	CEX	Digital Transformation	1.58	£91.3k	-	£91.3k	£33.3k	-	↑
EG	E38	**BAU: Marketing: Provision of strategic marketing to the organisation to:** - support new service developments - deliver the Council's commercial ambitions -promote our services to those that need our help the most - promote our collaborative working with Broadland District Council and our enhanced collective opportunity -develop high quality and engaging design	• Produce a joint marketing and communications strategy and plan with Broadland District Council that support the business to meet objectives. • To ensure our website and digital channels use every opportunity to generate leads and sell our income generating services. • Develop our integrated marketing platform and build an email database for service area specific campaigns • Increase our digital audience and engagement on our social media channels • Monitor and measure all marketing campaigns to ensure they are highly targeted and cost effective	Q1 Ongoing Ongoing Ongoing Ongoing	CEX	Marketing & Design	2.05	£101.8k	£-5k	£96.8k	-	-	↑

CORPORATE PRIORITY AREA (THEME): Health, Well-being and Early Help - Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents

HE **CORPORATE PRIORITY: Encouraging our residents to live healthy and active lives**

STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter

	MEASURE	Year End TARGET
HE	(HE 1901) Achievement of our leisure services income performance target to achieve cost neutrality.	£3.7m
HE	(HE1602) % Increase in the number of adults participating in exercise regularly to lead to heathier and active lives	4%
HE	(HE 1902) % increase in the annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives.	4%

HE	H1	**ACTIVITY: Reducing health inequalities:** through a targeted approach. Utilising South Norfolk, Broadland and partner assets to improve the health and wellbeing of residents	• Integrate public health within our policies incorporating our partnership working and whole systems approach to reduce health inequalities. • Identify shared health & wellbeing priorities across South Norfolk Council and Broadland • Identify opportunities to improve the health and wellbeing of residents by targeting appropriate activities at all stages of life • Explore best use of South Norfolk community assets and data/intelligence to increase the levels of residents who are physically active. • Develop and roll out District Direct Model across the County and into Mental and Community hospitals • Develop and support the delivery of a county wide falls and frailty programme • Evaluate effectiveness of health and well-being programmes. • Lead on the delivery of the Healthy Long Stratton Partnership.	Q4	Communities & Wellbeing	Independent Living	3.78	£141.7k	£-91k	£50.7k	-	-	→
HE	H2	**ACTIVITY: Develop Community Leisure Offering:** Continue to work with public bodies in the area to increase the use of community facilities to enable residents to stay fit and healthy. Utilise the expertise of the Leisure team to increase the community leisure offering across the district via links to Health and well being initiatives and priorities.	• Continue to develop a framework to provide or run leisure services at community facilities such as schools and community centres, where the opportunities arise and commercial and social value is demonstrable. • Advertise to all local clubs and the local community to create awareness of opportunities and range of options to build a viable and sustainable programme of activities at community centres. Liaise with Schools to enhance community access and use. Utilise current Leisure Centre programme demands to kick start demand and delivery with cross bookings and contacts. • Consider the short and medium term leisure requirements in Diss and how they are best served by the existing Leisure Centre offer.	Q4	Communities & Wellbeing	Leisure	4.79	£217k	£-156.9k	£60.1k	-	-	↑
HE	H3	**ACTIVITY: Long Stratton Leisure Centre/Community Hub:** Work with public bodies in the town to enhance the current provision to residents, supporting them to stay fit and healthy. Utilise the expertise of the Leisure team to increase the offering across the district and to successfully launch the newly refurbished Leisure Centre and prepare for the impending future growth of the Leisure Centre and the auxiliary hub facilities.	• Deliver the new business plan and benefits following the refurbishment of the Leisure Centre in Long Stratton with the aim to maximise the enhancement of the current provision to the local residents, getting more people active and fit and to increase income and reduce the services deficit from the leisure centres and facilities improved performances. • Engage with the local clubs, Parish Council, schools and communities to develop the Long Stratton Sporting Hub bringing in additional match funding to provide increased leisure provision for the local residents which is cost effective and efficient to maintain and operate.	Q3	Communities & Wellbeing	Leisure	1.17	£100.3k	-	£100.3k	-	£230k	↓

Theme	Ref	Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this	What we plan to do this year (2019/20)	Target	Directorate	Team	FTE	Revenue Spend	Income	Net	Capital Spend (Internally Funded)	Capital Spend (Externally Funded)	Net Cost Change Since 2018-19 (£)
HE	H4	**BAU: Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings:** Ensure our Leisure Centres and community leisure offerings work to highest operational standards, maintaining and building on the Quest accreditation (Industry Standard Kite Mark accreditation award) to ensure customers receive value for money alongside safety. Ensure the centres provide an uninterrupted service through careful planning of resources and maintenance. This will ensure customers have maximum accessibility to services to encourage them to undertake activities and remain fit and healthy while reducing the costs of the service to ensure it viability in the long term.	• Ensure the Leisure Team performs to its full capability through on-going investment in learning and professional development alongside the new Quality Management Systems (QMS) working policies and practices. This will allow the service to enhance its operational standards while enhancing the customer service and experience and also reducing risks through improved working practices. • Ensure the centres and services are extensively marketed to encourage residents to utilise the facilities reaching as many people as possible, by ensuring we develop a targeted marketing and delivery strategy to support the wider leisure strategy. • Monitor the fitness classes and swim programmes to maximise usage, balancing the programme to ensure there is something for all ages and abilities, making changes when demand reduces. This will ensure that as many people participate in activity as is possible and helps maintain the viability of the Centres. • Enhance the membership packages with new benefits and changes to price, package and added value to compete as a market leader. Increasing the effectiveness of the learn to swim programme getting more children / adults swimming as soon and as often as possible. • Continual review of productivity of the offer to ensure maximised value for money in the offer, for example, finalising the LED installations rather than traditional lighting in all centres, minimising the use of overtime, building on the new partnership to deliver the Wymondham Spa offer, etc.	Q4	Communities & Wellbeing	Leisure	65.82	£3.4m	£-3663.7k	£-219.7k	£366.7k	£25k	↓
HE	H5	**BAU: Development of the Leisure Portfolios Offering:** Ensure all parts of our community have access to high quality and appropriate leisure services across the district to help best contribute to the health and wellbeing of our communities.	• Encourage participation from all parts of our community to encourage residents to keep fit and healthy. Work closely with Broadland District Council Officers to encourage both good practice and positive health and leisure initiatives and outcomes for residents of both Districts. • Exploring opportunities for working in partnership with other public bodies and organisations to help progress the health and wellbeing agenda in a commercially feasible way. • Continue to develop targeted offers to support those with dementia and to contribute towards falls prevention, social isolation and maximising resident independence. • Develop member journey to design programme of retention and acquisition campaigns. Continue to build links with the Help Hub through the development and delivery of projects which seek to engage with, and provide services to customers who do not access our existing leisure offers.	Q2	Communities & Wellbeing	Leisure	1.17	£69.8k	-	£69.8k	-	£837k	→
HE	**CORPORATE PRIORITY: Supporting people within our communities who need our help the most**												
HE		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
HE			**MEASURE**	**Year End TARGET**									
HE			(HE1603) % of households in temporary accommodation for 8 weeks or less from the date of the homelessness decision to housing solution	90%									
HE			(HE 1801) Successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	85%									
HE			(HE 1605) %of those housed by SNC Housing remain in the same, similar or improved accommodation after a 12 month period	95%									
HE			(BV 009) % of Council Tax collected	98.50%									
HE			(HE 1606) Number of working days taken to process new claims for Housing Benefit/Council Tax Benefit	9 days									
HE	H6	**ACTIVITY: Deliver housing advice services** to provide sustainable outcomes which meet the ongoing and changing needs of residents, and prevent homelessness.	• Help residents to remain independent by providing the advice and support to move on to long term housing. • Reduce the impact debt has on wellbeing and ability to remain independent by providing early budgeting and advice through the FIRST scheme. • Reduce the impact on residents who are adversely affected by homelessness by providing effective support and advice to residents who are homeless or at risk of becoming homeless. We will investigate how we can work more closely with Broadland District Council to support residents to prevent homelessness.	Ongoing	Communities & Wellbeing	Housing & Benefits	0.91	£88.8k	£-5.1k	£83.7k	-	-	→
HE	H7	**ACTIVITY: Temporary accommodation:** ensuring the Council has appropriate temporary accommodation to meet the needs of residents	• Review the impact on temporary accommodation arising from the Homelessness Reduction Act.	Q1	Communities & Wellbeing	Housing & Benefits	0.16	£35.2k	£-32.5k	£2.7k	-	-	↓
HE	H8	**ACTIVITY: Universal Credit scheme working in partnership with Job Centre Plus,** Strategic Housing, Citizens Advice and the Help Hub to give budgeting support and advice to those claiming Universal Credit, Housing Benefit and Council Tax Support. Administer discretionary funding and updating supported accommodation claims	• Continue to work with Broadland District Council to support residents by working with partners to thrive and remain independent through ensuring Universal Credit claimants receive appropriate advice, intervention and discretionary funding where necessary.	Ongoing	Communities & Wellbeing	Housing & Benefits	1.28	£75.5k	£-9.3k	£66.2k	-	-	↑
HE	H9	**BAU: Home Access:** Ensure people in need of housing are able to retain or access suitable sustainable accommodation that is appropriate to their needs	• Through embracing the Homelessness Reduction Act we will work with partners to identify the threat of homelessness as early as possible and support people into appropriate and stable accommodation. • Reduce the impact of homelessness by providing temporary accommodation where required. • Assist residents to stay in their own home by working with registered providers to establish protocols to help us spot social tenancy problems early, and maintaining a well run housing register.	Ongoing	Communities & Wellbeing	Housing & Benefits	11.6	£530.7k	£-280.4k	£250.2k	-	-	↑
HE	H10	**BAU: Administration of Housing Benefit & Council Tax Support:** Process Housing Benefit and Council Tax Support claims.	• Support residents to thrive and remain independent by providing effective administration of Housing Benefit.	Ongoing	Communities & Wellbeing	Housing & Benefits	15.77	£26.4m	£-26.6m	£-228.4k	-	-	↑
HE	H11	**BAU: Council Tax collection & administration:** Ensure efficient and effective administration and collection of Council Tax	•Administer the collection of Council Tax through the updating of moves, awarding and removal of discounts & exemptions where appropriate alongside the inspection of new & existing properties.	Q4	CEX	Finance	10.13	£423.4k	£-160k	£263.4k	-	-	→

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HE	**CORPORATE PRIORITY: Working as part of communities to proactively provide early help**												
HE		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
HE			**MEASURE**	**Year End TARGET**									
HE			- (HE 1607) Number of households helped to achieve positive outcomes through our Help Hub service	2,000									
HE			(HE1607a): £ paid in benefits to people in work	baseline									
			(HE1607B): Number of people in work receiving benefits	baseline									
HE			- (HE 1608A) Number of households who are assisted to access support within their community to meet low level need	5,250									
HE			- (HE 1608B) Number of referrals to our social prescribing services	1,200									
HE	H12	**ACTIVITY: Vulnerable people:** Coordinate a single point of access to support for vulnerable people.	• Build up referrals from other avenues, such as adult social care, in line with the NHS England definition of social prescribing. • Co-ordinate and support the South Norfolk Dementia Action Alliance with the aim of enabling South Norfolk to become a Dementia friendly district. • Share learning taken from preventative initiatives across South Norfolk and Broadland.	Ongoing	Communities & Wellbeing	Early Help	3.31	£140.2k	-	£140.2k	-	-	→
HE	H13	**BAU: Support for residents to access early help services.**	• Prevent residents becoming vulnerable by identifying needs earlier and working with our partners to ensure appropriate intervention in place. • Enable residents issues to be resolved at a local level by maximising the full coverage of social prescribing in all GP surgeries in the district. • Investigate with Broadland District Council how we can work with partners to further collaborate early help support for residents.	Ongoing	Communities & Wellbeing	Early Help	4.66	£337.2k	£-82.2k	£255k	-	-	→
HE	**CORPORATE PRIORITY: Helping our older and vulnerable residents to stay independent and in their own homes for longer**												
HE		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
HE			**MEASURE**	**Year End TARGET**									
HE			- (LI 323) Increase the number of vulnerable people supported to maintain independence in their own homes, with support from interventions	2,000									
HE	H14	**BAU: Increase the number of vulnerable people helped** to maintain independence in their own homes.	Provide customer-centric services including: • District Direct • Handyperson Services focussed on specific need & funded via the hardship fund • Welfare Rights and Debt Advice, budgeting and life skills. • Support from Community Connectors. • Working alongside partners to deliver support relating to: Domestic Abuse, Emotional Reslience and loneliness and social isolation. • Explore opportunities where residents can be supported across South Norfolk and Broadland. • Explore opportunities where residents can be supported across South Norfolk and Broadland.	Ongoing	Communities & Wellbeing	Early Help	2.96	£154.7k	£-153.6k	£1.1k	-	-	↓
HE	H15	**BAU: Health & Safety**	• Contract manage NCC and assist in co-ordinating advice and guidance on health & safety related aspects of Council activities.	Q4	CEX	Procurement	0.1	£9.5k	-	£9.5k	-	-	→
	The following items support all three Corporate Priorities and are repeated under each Priority. The totals (the FTE & Financial figures) have been apportioned evenly across each Priority with these exceptions: HR figures are apportioned relative to the FTE of each Priority and Finance figures in proportion to the revenue spend of each Priority												
HE	H16	**BAU: Human Resources (HR):** Ensure the Council recruits and retains appropriately trained and motivated staff in a timely manner, taking action when problems arise. Ensure the Council's policies are in accordance with relevant legislation and best practice to reduce the risk to reputation and potential litigation.	• Provide support to managers in attracting, recruiting and retaining staff. Ensure staff are supported through any changes including realignments. Support Managers to undertake effective ongoing performance management. Strong HR support will ensure an effective workforce is in place to deliver the Council's corporate priorities. • Review and develop HR policies ensuring on-going compliance with legislation and best practice and communicate changes throughout the Council with training where appropriate. Ensuring policies are kept updated will reduce the risk of litigation and damage to reputation. • Support managers with absence management to ensure that where possible the highest levels of attendance are achieved, the Absence Management Policy is followed robustly and consistency with support provided where needed including training and developing line managers. • Work with BDC to establish the one team approach.	Q4	CEX	HR	1.73	£110.2k	£-1.2k	£109k	-	-	↓
HE	H17	**BAU: Finance:** Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge.	• Provide well-managed financial and accountancy services to the Council and its group companies, supporting it to being creative, effective and efficient in managing its resources. In doing so, provide timely and accurate financial information to enable informed decision making, ensuring the Council's reputation for strong financial management is maintained. • Work with Broadland District Council to influence government policy on the future funding of local government. • Process financial transactions in a timely manner, enabling efficient payment of suppliers and collection of income to support the Council's services. Support the maintenance of the Council's financial systems, ensuring information is complete and accurate to protect the integrity of financial transactions.	Q4	CEX	Finance	5.81	£542k	£-6.1k	£535.9k	-	-	↓

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HE	H18	**BAU: Customer Services and Corporate Business Support:** Deliver high quality professional service at on behalf of the service areas, acting as first point of contact and getting customers to the services they need, thereby enhancing the reputation of South Norfolk Council as a customer focussed organisation whilst promoting our Digital channel for 24x7x365 utilisation.	• Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling. Monitor and undertake continuous improvement of the service to refine embedded processes and maximise efficiencies to channel shift where appropriate, to ensure a high quality customer service. Manage the operation of the Business Support Services, working on behalf of and with Service Areas to develop, enhance and promote digital channels for customers to access services 24/7. Giving advice and assistance on behalf of service areas and processing customer requests when digital access is limited.	Q3	Growth & Business Development	Corporate Business Support Services	3.97	£133.2k	-	£133.2k	-	-	↑
HE	H19	**BAU: Corporate and External Communications:** Promote and manage the council's reputation in line with corporate priorities, maximising the council's reach and impact **BAU: Internal Communications:** Ensuring that all South Norfolk and Broadland staff and members are fully engaged and communicated effectively with across all sites.	• Increase our digital audience through engaging and relevant content, helping to promote our revenue generating services and promote our services to those that need our help the most. Use our digital channels to promote our press activity and increase customer satisfaction with the council. Increase the number of digital channels that we use to reach a wider and more diverse audience. • Increase the Council's profile jointly with Broadland District Council on a national scale, through engaging with local government publications, regional and national publications and through the implantation of a joint public affairs strategy and plan. • Produce a joint Communications and Marketing Strategy with Broadland District Council that supports the councils aims and ambitions, promoting the benefits of our collaboration to both residents and businesses. • Deliver a joint internal communications approach and plan with Broadland District Council to promote our one team ethos and drive our joint culture.	Q4	CEX	Comms	0.55	£47.9k	£-1.7k	£46.2k	-	-	→
HE	H20	**BAU: Council-wide IT service operations:** Ensure the Council's IT systems and infrastructure are operating to acceptable service levels. Public Sector network Compliance: Continuing security certification of our IT systems and network for the Public Service Network to maintain critical Public Service Network connections (e.g., with Department of Work and Pensions).	• Maintain appropriate level of IT service for the council. • To ensure our Business Systems are up to date and fit for purpose ensuring we retain Public Service Network status and continue replacement of end of life hardware and software throughout the estate to ensure we stay in support with manufacturers.	Ongoing	CEX	IT	2.78	£317.8k	£-20.3k	£297.5k	-	-	↑
HE	H21	**BAU: Facilities:** Effectively maintain the Councils office space, namely South Norfolk House to ensure all building remain accessible and open to enable services to be delivered to residents and businesses.	• Ensure repairs and maintenance of the Council's office space is carried out in a timely, efficient and effective manner to keep the buildings open, safe, clean and accessible for people to receive services. • Work with BDC to establish an agreed approach to facilities management. e.g. One pass, access etc.	Q4	CEX	Facilities	2.13	£187.5k	£-41k	£146.5k	-	-	↓
HE	H22	**BAU Internal Audit:** Provision of an Internal Audit function to provide stakeholders with the assurance that controls, risk management and corporate governance is in place and effective.	• Monitor the performance of the Internal Audit contractor against the contract specification and if required, take appropriate action through a performance improvement plan, to provide an efficient and effective Internal Audit service. • Prepare and present regular reports to Finance, Resources, Audit and Governance Committee/Audit Committee and Senior Management in order to provide assurance on the risk management, corporate governance and internal control framework for each Consortium Member. • Ensure that audit review work supports the corporate priorities and objectives of each consortium member, through a risk based approach to Internal Audit planning, and focus audit resources on areas of key risk and importance to provide assurance on the control framework and to add value to developments within service areas.	Each Quarter	CEX	Internal Audit	0.37	£159.3k	£-132.3k	£27k	-	-	↑
HE	H23	**BAU Procurement:** Ensure the Council achieves best value through effective and efficient procurement	• Provide support to ensure procurement processes are compliant with the Public Contract Regulations 2015, UK law and the Council's Constitution. • Provide support to South Norfolk Businesses through enabling them to access Council procurement activities and embedding the importance of social value in procurement. • Provide leadership on procurement activity and advice & guidance to both South Norfolk and Broadland District Council through collaborative working, ensuring that efficiencies for both Councils are achieved through joint procurement activity (where appropriate).	Q4	CEX	Procurement	0.65	£28.4k	£-4.3k	£24k	-	-	↑

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HE	H24	**ACTIVITY: Implement the IT Strategy:** Enable the council to use new ways of working and deliver first class support across One Officer team . Implement our IT Strategy that utilises cloud-based services where appropriate. To ensure customers have ease of use and access to our services at a time that is convenient for them and driving council efficiencies. Following on from our rollout of Office365, we will develop further functionality to aid data and filesharing. We will implement and rollout a new council-wide telephony system that will assist remote and mobile working. **BAU: Continuation of Mobile Technology suppor**t and development: To ensure efficiencies can be realised through development and rollout of Mobile Technology identified as part of our ongoing programme of internal service reviews.	• Install, maintain and support a new Council wide telephony solution. This will enable a more efficient service to our customers whilst ensuring we meet the needs of the business in the best way possible. • Provide, implement and support an electronic working solution for members and internal SLT. This will enable more efficient and effective meetings whilst also making savings in both print and staff time. • Plan and implement the upgrade of Desktop, Laptop and mobile devices to Windows 10 together with a review of user remote access in a controlled and effective manner •Work with BDC to deliver the joint IT strategy. E.G. Joint email, domain names, telephony etc.	Q1 Q1 Q2 Ongoing	CEX	IT	0.93	£106k	£-6.7k	£99.3k	£47k	-	
HE	H25	**ACTIVITY: Implement the Digital Strategy:** Align business and customer needs to best practice technologies, cultural approach and systems to enable us to support customers to access our services through digital channels. Make digital the first choice for customers by continually improving our digital services and improving customer experience across all channels, supporting the below digital priorities: • Customer Driven and Digital First Services • Efficient and Effective Technologies •Data and evidence led Digital Services •Digitally Empowered Workforce Continue to build on the implementation of our website and undertake further development of digital solutions prioritised by business and customer insight analysis.	•Work collaboratively with Broadland to develop a joined up digital strategy and delivery plan, including a joint web platform. • Implement a digital Customer Management solution to enable the effective up-selling, cross-selling and targeted promotion of our services to customers to support our commercial targets and support those services to reach those customers that need or help the most. • Develop our digital systems to increase customer satisfaction through a high quality digital customer experience. • Support implementation of enterprise data architecture and data analytics to ensure the organisation can develop its digital offering based on customer need. • Ensure General Data Protection Regulation (GDPR) compliance for all digital services. • Implement Web Chat to enhance our customer service offer.	Q3 Q1 Q4 Ongoing Ongoing Q3	CEX	Digital Transformation	1.58	£91.3k	-	£91.3k	£33.3k	-	
HE	H26	**BAU: Marketing: Provision of strategic marketing to the organisation to:** - support new service developments - deliver the Council's commercial ambitions -promote our services to those that need our help the most - promote our collaborative working with Broadland District Council and our enhanced collective opportunity -develop high quality and engaging design	• Produce a joint marketing and communications strategy and plan with Broadland District Council that support the business to meet objectives. • To ensure our website and digital channels use every opportunity to generate leads and sell our income generating services. • Develop our integrated marketing platform and build an email database for service area specific campaigns • Increase our digital audience and engagement on our social media channels • Monitor and measure all marketing campaigns to ensure they are highly targeted and cost effective	Q1 Ongoing Ongoing Ongoing Ongoing	CEX	Marketing & Design	2.05	£101.8k	£-5k	£96.8k	-	-	

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CORPORATE PRIORITY AREA (THEME): Place, Communities and Environment - Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages													
PL	**CORPORATE PRIORITY: Keeping streets and public spaces safe, clean and tidy**												
PL		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
PL			**MEASURE**	**Year End TARGET**									
PL			(LI 263) Number of missed bins for all waste per 100,000 collections	30									
PL			(LI 262) Cost of waste collection per household	£37									
PL	P1	**BAU: Sustainably manage the Street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement**	• Maintain as far as practicable the cleansing and sweeping schedules • Manage grounds maintenance and open spaces taking advantage of opportunities to introduce more sustainable management regimes	Q4	Growth & Business Development	Depot	22.82	£623.5k	£-161.5k	£462.1k	£75k	£136.8k	↓
PL	P2	**BAU: Providing effective, efficient, value for money and customer facing community protection services** working closely with partners and communities to reduce antisocial behaviour, nuisance and environmental crime.	• In partnership with the early help, police and social & private housing providers ensure the communities and the street scene is respected and maintained for residents and businesses and that an early intervention and/or prevention approach is adopted to support local Health and Wellbeing • Ensure statutory services such as stray dog collection and scrap metal dealer licensing are effectively and efficiently maintained. • Protect the viability of legally compliant businesses and the well-being of our residents by taking appropriate action and robust enforcement to reduce environmental crime. • In association with partners and local communities deliver an awareness raising campaign focused on reducing the incidence of fly-tipping. •Work with partners to assist with the delivery of the County Lines Strategy to reduce drug related crime. • Work with partners to deliver the County Community Safety Partnership (CCSP)	Q4	Communities & Wellbeing	Community Protection	5.16	£248.9k	£1k	£249.9k	-	-	↓
PL	P3	**BAU: Provide efficient and focussed emergency planning and business continuity services** by building resilience and preparedness within the Council and communities.	• Ensure that we maintain a robust emergency response to incidents and business continuity both internally and with our partners in the Norfolk Resilience Forum (NRF). • Ensure our communities remain resilient by supporting communities to develop local resilience plans so that people can help each other in the event of local incidents. • Build on the existing rest centre premises and complete plans to meet statutory and community obligations in the event of an incident or emergency.	Q4	Communities & Wellbeing	Emergency Planning	1.66	£84.1k	-	£84.1k	-	-	→
PL	**CORPORATE PRIORITY: Encouraging communities and businesses to recycle more - reducing the amount of waste that we send to landfill**												
PL		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
PL			**MEASURE**	**Year End TARGET**									
PL			(NI 192a) % Municipal waste recycled, reused and composted	45%									
PL			Annual Measure (PL 1601) % Reduction in the amount of waste generated - total kilogram waste per household	Baseline									
PL	P4	**ACTIVITY: Sustain and Re-develop the depot:** to future proof the Council's street scene depot.	• Develop and deliver a plan to ensure the delivery of a safe and fit for purpose facility at Kettering ham Depot	Q4	Growth & Business Development	Depot	0.07	£95.1k	£-7.2k	£87.9k	£211.5k	-	↑
PL	P5	**BAU: The delivery of a waste and recycling service**	• Provide reliable waste and recycling collection services. • Seek to optimise the Domestic waste collection service to ensure future sustainable systems • Maintain a household bulky waste and recycling collection services. • Provide litter removal and dog bin services for communities. • Maintain the Council's transport fleet safely and efficiently. • Manage external contract for clinical sharps	Q4	Growth & Business Development	Depot	95.14	£4.5m	£-2.9m	£1.6m	£922k	-	↑
PL	P6	**BAU: Provide waste, recycling and other services** which make better use of waste as a resource, maximise recycling and income for the Council.	• Complete community litter pick and encourage ongoing local involvement to help improve the local environment • Develop and deliver community initiatives which influence residents' positive waste habits including waste reduction and reuse with Broadland DC and as part of the Norfolk Waste Partnership (NWP). This will also support the actions within the Courtauld commitment. • Maintain household waste and recycling collection services. • Maintain a strategy to minimise contamination in the recycling collection bin to reduce costs with Broadland DC and as part of the NWP and to support the Courtauld commitment • develop a local strategy with Broadland DC and the NWP to support the actions within the Government's Resource and Waste strategy • Ensure residents are able to maximise the amount of material they recycle through effective and targeted communication campaigns with Broadland DC and as part of the Norfolk Waste Partnership. • In collaboration with Broadland DC and the NWP consider new waste collection models and arrangements to deliver efficiencies whilst maintaining customer service. Respond to the Government's agenda under the Resource and Waste strategy with partners in the NWP. • Maintain statutory data reporting	Q4	Communities & Wellbeing	Environmental Services	0.66	£75.4k	£-77.5k	£-2.1k	-	-	↓

Theme	Ref	Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this	What we plan to do this year (2019/20)	Target	Directorate	Team	FTE	Revenue Spend	Income	Net	Capital Spend (Internally Funded)	Capital Spend (Externally Funded)	Net Cost Change Since 2018-19 (£)
PL	**CORPORATE PRIORITY: Enhancing our high quality environment by supporting development that respects and enhances the distinctive character of South Norfolk**												
PL	**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**												
PL			**MEASURE**	**Year End TARGET**									
PL			(PL1801) % of other and minor applications determined within 8 weeks or in extension of time	90%									
PL			(LI 302) % of householder applications determined within 8 weeks or in extension of time	95%									
PL			(MI 1307) % of householder applications determined within six weeks	65%									
PL			(MI 1038) % of major applications determined within 13 weeks or in extension of time	95%									
PL	P7	**BAU: Environmental quality including community Assets:** Protect the health and wellbeing of communities whilst improving the environmental quality of the district ensuring that statutory requirements are met.	• Protect the environment and support sustainable development by assessing the impacts of planning and licencing applications and providing timely advice. • Work with businesses & issue fee-based air pollution control permits to support them to operate effectively whilst meeting air pollution control requirements and protecting the local environment and health. • Contribute to improvements in water management by working with partners to minimise flooding risk and contribute advice for planning application consultations and the lead flood authority/register of critical infrastructure to safeguard local communities. • Seek reduction in resource use by the Council and drive efficiency savings by implementing a reviewed corporate environment policy/strategy with Broadland DC. • Manage air and land quality in line with statutory responsibilities to ensure health impacts are minimised. • Implement the community asset strategy (CAS) by taking forward opportunities - to include maximising community inputs, reducing resource needs, increasing biodiversity etc and to support local health and wellbeing. Take forward a corporately agreed programme of divestment/disposal as part of the ongoing delivery of the CAS. • Deliver a management plan for the open spaces at Queen's Hills working with partners and support the delivery of a sustainable Community based management organisation. •Protect the users of private water supplies, repair a five year programme Private Water Supply sampling programme and new pricing schedule.	Q4	Communities & Wellbeing	Environmental Quality	5.2	£811.1k	£-90.6k	£720.5k	£127.2k	£12.2k	↓
PL	P8	**BAU: Statutory Development Management function -** Provide a modern, time-efficient, statutory Development Management service which delivers good quality new homes and employment in the right places for South Norfolk Towns and Villages enabling them to grow and prosper whilst protecting and respecting their individual characters. Provide a pre-application advice service to applicants. Undertake Conservation Area Appraisals (CAA's), secure Service Level Agreements for specialist advice. Maintain the South Norfolk Gazetteer for street naming & numbering.	• Continue to monitor planning application processing times to inform case management and service improvements to provide a proportionate service to customers. • Review 6 CAA's to help protect Heritage Assets and to inform planning decisions . • Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting customer needs and providing quality advice.	Q1 Q3	Growth & Business Development	Development Management	24.57	£1.3m	£-1.3m	£-42.7k	-	-	↓
PL	P9	**BAU: Work with BDC to establish a single planning team d**elivering a shared service across both districts	• Work with BDC to review, implement and monitor the establishment of a single team delivering a high quality service across both districts for our customers.	Ongoing	Growth & Business Development			-	-	-	-	-	
PL	P10	**BAU - Provision of a customer focussed Growth and Business Development technical support service.**	• Undertake the validation and consultation of planning applications, the registering of Local Land Charge Searches by providing a first contact with customers to support and enable the delivery of new homes, employment and business developments in accordance with statutory requirements.	Ongoing	Growth & Business Development	Corporate Business Support team	7.56	£258.8k	£-330k	£-71.2k	-	-	↓
PL	**CORPORATE PRIORITY: Working effectively with the Voluntary Sector and community groups to make sure our residents have access to a wide range of services and support to meet their needs**												
PL	**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**												
PL			**MEASURE**	**Year End TARGET**									
PL			**% of Member Ward budget spent**	**95%**									
PL			(PL 1602) % of Community Action Fund (CAF) spent	95%									
PL	P11	**BAU: Work with our communities** to develop a shared vision for the District where local and statutory services complement each other to support vulnerable residents, and reduce duplication of delivery effort/resources.	• To equip members and our partners with information which informs their work in our communities, based on a good understanding of local need and community intelligence. • Equip our residents and community groups with the skills and resources that they need to be able to help themselves. • To reduce demand on statutory services by managing issues at the first point of contact • Build community capacity by developing our knowledge of community groups and assets, and providing support and guidance for community groups to establish or develop themselves, we will help to develop healthy and self supporting communities.	Ongoing	Communities & Wellbeing	Community Capacity	2.54	£96.7k	£-37.5k	£59.2k	-	-	→
PL	P12	**BAU: Support active, vibrant and accessible communities that meet residents' needs.**	• Enable independent living by working within the total transport project to promote and improve the availability of transport services (including community transport). • Develop a relationship with key champions and organisations within our communities by recognising the contribution of individuals, groups and businesses and celebrating their achievements through the Community Awards scheme and Business Awards • Support communities to protect the facilities they value the most by registering assets of community value (statutory duty). • Increase understanding of the support available to residents by engaging with communities at existing events, delivering South Norfolk on Show, and support the community to deliver their own events to share key messages. Explore options with Broadland District Council to collaborate across a variety of community functions such as awards, applications for funding and delivery or projects, assets of community value, members funding and community leisure projects.	Ongoing	Communities & Wellbeing	Community Capacity	6.34	£366.8k	£-110.5k	£256.3k	-	-	↓
PL	P13	**ACTIVITY: One Public Estate:** Work with other organisations to identify opportunities to share buildings and facilities to reduce the cost of running facilities and improve the way we deliver services	• Continue to work with other public sector bodies to identify premises which could be shared and which would enhance the services we provide customers and reduce cost of running facilities.	Ongoing	Communities & Wellbeing	Property	0.16	£11.5k	-	£11.5k	-	-	→

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PL	**CORPORATE PRIORITY: Ensuring the range and number of local homes match the needs of local families and residents**												
PL	**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**												
PL			**MEASURE**	**Year End TARGET**									
PL			(LI 350) Number of Affordable homes delivered (including Help to Buy)	500 (Third year of the amended three year target, 1800 by April 2020)									
PL			Annual Measure (PL 1603) New homes to be developed by 2026	Baseline									
PL	P14	**BAU: Housing Enabling-** Working with local communities, Registered Providers, Homes England and Developers to ensure there is appropriate housing in the right locations to ensure people can be part of and contribute to their local community.	• Keep housing need under review. • On qualifying sites negotiate with applicants details of affordable housing to be provided. • Assess financial viability where relevant. • Agree and implement the use of S106 receipts and other resources for affordable housing. • Liaise with legal (NPLaw) on the wording of Section 106 agreements. • Manage the custom build register and promote custom build in accordance with regulations. • Work with land owners, developers and partners to deliver custom build in suitable locations. • Implement the Joint Strategic Housing Statement with Broadland DC.	Q4	Growth & Business Development	Housing Strategy and Enabling	1.07	£56.2k	-	£56.2k	-	-	↓
PL	P15	**BAU: Housing Standards:** Ensuring homes in South Norfolk are safe and healthy.	• Support residents and homeowners in accordance with the approved Housing Support and Regulation Strategy. • Investigate complaints about housing conditions and take appropriate action. • Assist residents to overcome the disabling features of their homes that prevent them from living independently. • Assist landlords, letting agents and accommodation providers to meet their legal obligations including effective licensing of houses in multiple occupation and caravan sites. • Assist residents to efficiently heat their homes. • Take firm action against those who flout the law or act irresponsibly. • Deliver a Health and Housing training opportunity for key partners. • Maximise the Warm Homes Fund uptake by South Norfolk residents.	Q4	Communities & Wellbeing	Housing Standards	6.32	£317.1k	£-19.6k	£297.5k	-	£845k	↓
PL	P16	**BAU: Quality of life partnerships:** working strategically with partners to protect and improve the health and wellbeing of our residents	• Engage with partners at a strategic level to ensure the needs of our residents are identified and included in the strategic planning process. • Work with partners to make best use of the resources available to meet the identified needs. • Agree outcomes. • Ensure the systems and frameworks are in place to deliver /achieve the agreed outcomes. • Review outcomes of Better Care Fund to ensure the aims and outcomes of the frameworks remain relevant and are being met.	Q2	Communities & Wellbeing	Housing Standards	0.16	£35.2k	£-32.5k	£2.7k	-	-	↓
PL	P17	**Activity: Homelessness Reduction Act Trailblazer:** government funded pilot to investigate and overcome barriers to closer working with the private rented sector	• Engage with the private rented sector to understand the barriers to working with homelessness prevention. • Develop frameworks and initiatives to overcome the barriers. • Trial the initiatives to assess their effectiveness. • In collaboration with Broadland develop a Private Sector Leasing Scheme.	Q2	Communities & Wellbeing	Homelessness Trailblazer	1.91	£93.9k	£-11.9k	£81.9k	-	-	→
PL	**CORPORATE PRIORITY: Supporting a transparent and democratic Council, that enables communities to have their say on local decisions and services**												
PL	**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**												
PL			**MEASURE**	**Year End TARGET**									
PL			(PL 1604) % percentage of people applying to register to vote online as opposed to on paper	Baseline									
PL	P18	**ACTIVITY: Elections & Boundary Reviews.** **BAU: Maintain Electoral Register.**	• Electoral Register monthly update. • District and Parish Elections May 2019. • Annual Electoral Canvass- Between July - December. • Polling district, polling places and polling stations review. • Public Engagement Strategies for Elections and Electoral Registration including the Annual Electoral Canvass. • When capacity exists within the team, plans are in place to assist with projects, customer services, lean reviews and other activities such as website enhancements within the Chief Executives	Ongoing Q1 Q3 Q3 Ongoing Ongoing	CEX	Elections	3	£384.7k	£-202k	£182.7k	-	-	↓
PL	P19	**BAU: Provision of Data Protection Officer Services**	• Continuation of the Data Protection Officer services being delivered collaboratively across South Norfolk Council and Broadland District Council.	Q4	CEX	Governance and Democratic Services	1.59	£48.9k	-	£48.9k	-	-	→
PL	P20	**BAU: Provision of democratic services function**	• Support effective and efficient democracy within the Council whilst ensuring high standards of governance are maintained, the Council is compliant with the law and risks the Council faces are well managed • Comprehensive induction and training plan for new, and returning members, working collaboratively with Broadland District Council where appropriate.	Q4	CEX	Governance and Democratic Services	3.9	£943k	£-48k	£895k	-	-	↑

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	The following items support all three Corporate Priorities and are repeated under each Priority. The totals (the FTE & Financial figures) have been apportioned evenly across each Priority with these exceptions: HR figures are apportioned relative to the FTE of each Priority and Finance figures in proportion to the revenue spend of each Priority												
PL	P21	**BAU: Human Resources (HR):** Ensure the Council recruits and retains appropriately trained and motivated staff in a timely manner, taking action when problems arise. Ensure the Council's policies are in accordance with relevant legislation and best practice to reduce the risk to reputation and potential litigation.	• Provide support to managers in attracting, recruiting and retaining staff. Ensure staff are supported through any changes including realignments. Support Managers to undertake effective ongoing performance management. Strong HR support will ensure an effective workforce is in place to deliver the Council's corporate priorities. • Review and develop HR policies ensuring on-going compliance with legislation and best practice and communicate changes throughout the Council with training where appropriate. Ensuring policies are kept updated will reduce the risk of litigation and damage to reputation. • Support managers with absence management to ensure that where possible the highest levels of attendance are achieved, the Absence Management Policy is followed robustly and consistency with support provided where needed including training and developing line managers. • Work with BDC to establish the one team approach.	Q4	CEX	HR	1.73	£110.2k	£-1.2k	£109k	-	-	↓
PL	P22	**BAU: Finance:** Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge.	• Provide well-managed financial and accountancy services to the Council and its group companies, supporting it to being creative, effective and efficient in managing its resources. In doing so, provide timely and accurate financial information to enable informed decision making, ensuring the Council's reputation for strong financial management is maintained. • Work with Broadland District Council to influence government policy on the future funding of local government. • Process financial transactions in a timely manner, enabling efficient payment of suppliers and collection of income to support the Council's services. Support the maintenance of the Council's financial systems, ensuring information is complete and accurate to protect the integrity of financial transactions.	Q4	CEX	Finance	8.44	£183.6k	£-1.1k	£182.6k	-	-	→
PL	P23	**BAU: Customer Service and Corporate Business Support:** Deliver high quality professional service on behalf of service areas and act as first point of contact to get customers to the services they need, thereby enhancing the reputation of South Norfolk Council as a customer focussed organisation whilst promoting our Digital channel for 24x7x365 utilisation.	• Increase the effectiveness of our communications by introducing the use of in-house video production technology in order to produce engaging digital content which gets the message across to the customer quickly, easily and efficiently, and in line with our digital-first approach. • Increase our digital audience through engaging and relevant content, helping to promote our revenue generating services. Use our digital channels to promote our press activity and increase customer satisfaction with the council. Increase the number of digital channels that we use to reach a wider and more diverse audience. • Increase the Council's profile on a national scale, through engaging with local government publications and entering national awards. • Ensure that our internal communications continue to align with our MFT principles	Q3	Growth & Business Development	Corporate Business Support Services	3.97	£133.2k	-	£133.2k	-	-	↑
PL	P24	**BAU: Corporate and External Communications:** Promote and manage the council's reputation in line with corporate priorities, maximising the council's reach and impact **BAU: Internal Communications:** Ensuring that all South Norfolk and Broadland staff and members are fully engaged and communicated effectively with across all sites.	• Increase our digital audience through engaging and relevant content, helping to promote our revenue generating services and promote our services to those that need our help the most. Use our digital channels to promote our press activity and increase customer satisfaction with the council. Increase the number of digital channels that we use to reach a wider and more diverse audience. • Increase the Council's profile jointly with Broadland District Council on a national scale, through engaging with local government publications, regional and national publications and through the implantation of a joint public affairs strategy and plan. • Produce a joint Communications and Marketing Strategy with Broadland District Council that supports the councils aims and ambitions, promoting the benefits of our collaboration to both residents and businesses. • Deliver a joint internal communications approach and plan with Broadland District Council to promote our one team ethos and drive our joint culture.	Q4	CEX	Comms	0.55	£47.9k	£-1.7k	£46.2k	-	-	→
PL	P25	**BAU: Council-wide IT service operations:** Ensure the Council's IT systems and infrastructure are operating to acceptable service levels. Public Sector network Compliance: Continuing security certification of our IT systems and network for the Public Service Network to maintain critical Public Service Network connections (e.g., with Department of Work and Pensions).	• Maintain appropriate level of IT service for the council. • To ensure our Business Systems are up to date and fit for purpose ensuring we retain Public Service Network status and continue replacement of end of life hardware and software throughout the estate to ensure we stay in support with manufacturers.	Ongoing	CEX	IT	2.78	£317.8k	£-20.3k	£297.5k	-	-	↑
PL	P26	**BAU: Facilities:** Effectively maintain the Councils office space, namely South Norfolk House to ensure all building remain accessible and open to enable services to be delivered to residents and businesses.	• Ensure repairs and maintenance of the Council's office space is carried out in a timely, efficient and effective manner to keep the buildings open, safe, clean and accessible for people to receive services. • Work with BDC to establish an agreed approach to facilities management. e.g. One pass, access etc.	Q4	CEX	Facilities	2.12	£187.4k	£-41k	£146.5k	-	-	↓

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PL	P27	**BAU Internal Audit:** Provision of an Internal Audit function to provide stakeholders with the assurance that controls, risk management and corporate governance is in place and effective.	• Monitor the performance of the Internal Audit contractor against the contract specification and if required, take appropriate action through a performance improvement plan, to provide an efficient and effective Internal Audit service. • Prepare and present regular reports to Finance, Resources, Audit and Governance Committee/Audit Committee and Senior Management in order to provide assurance on the risk management, corporate governance and internal control framework for each Consortium Member. • Ensure that audit review work supports the corporate priorities and objectives of each consortium member, through a risk based approach to Internal Audit planning, and focus audit resources on areas of key risk and importance to provide assurance on the control framework and to add value to developments within service areas.	Each Quarter	CEX	Internal Audit	0.37	£159.4k	£-132.3k	£27.1k	-	-	↑
PL	P28	**BAU Procurement:** Ensure the Council achieves best value through effective and efficient procurement	• Provide support to ensure procurement processes are compliant with the Public Contract Regulations 2015, UK law and the Council's Constitution. • Provide support to South Norfolk Businesses through enabling them to access Council procurement activities and embedding the importance of social value in procurement. • Provide leadership on procurement activity and advice & guidance to both South Norfolk and Broadland District Council through collaborative working, ensuring that efficiencies for both Councils are achieved through joint procurement activity (where appropriate).	Q4	CEX	Procurement	0.65	£28.4k	£-4.3k	£24k	-	-	↑
PL	P29	**ACTIVITY: Implement the IT Strategy:** Enable the council to use new ways of working and deliver first class support across One Officer team . Implement our IT Strategy that utilises cloud-based services where appropriate. To ensure customers have ease of use and access to our services at a time that is convenient for them and driving council efficiencies. Following on from our rollout of Office365, we will develop further functionality to aid data and filesharing. We will implement and rollout a new council-wide telephony system that will assist remote and mobile working. **BAU: Continuation of Mobile Technology suppor**t and development: To ensure efficiencies can be realised through development and rollout of Mobile Technology identified as part of our ongoing programme of internal service reviews.	• Install, maintain and support a new Council wide telephony solution. This will enable a more efficient service to our customers whilst ensuring we meet the needs of the business in the best way possible. • Provide, implement and support an electronic working solution for members and internal SLT. This will enable more efficient and effective meetings whilst also making savings in both print and staff time. • Plan and implement the upgrade of Desktop, Laptop and mobile devices to Windows 10 together with a review of user remote access in a controlled and effective manner. •Work with BDC to deliver the joint IT strategy. E.G. Joint email, domain names, telephony etc.	Q1 Q1 Q2 Ongoing	CEX	IT	0.93	£106k	£-6.7k	£99.3k	£47k	-	→
PL	P30	**ACTIVITY: Implement the Digital Strategy:** Align business and customer needs to best practice technologies, cultural approach and systems to enable us to support customers to access our services through digital channels. Make digital the first choice for customers by continually improving our digital services and improving customer experience across all channels, supporting the below digital priorities: • Customer Driven and Digital First Services • Efficient and Effective Technologies •Data and evidence led Digital Services •Digitally Empowered Workforce Continue to build on the implementation of our website and undertake further development of digital solutions prioritised by business and customer insight analysis.	•Work collaboratively with Broadland to develop a joined up digital strategy and delivery plan, including a joint web platform. • Implement a digital Customer Management solution to enable the effective up-selling, cross-selling and targeted promotion of our services to customers to support our commercial targets and support those services to reach those customers that need or help the most. • Develop our digital systems to increase customer satisfaction through a high quality digital customer experience. • Support implementation of enterprise data architecture and data analytics to ensure the organisation can develop its digital offering based on customer need. • Ensure General Data Protection Regulation (GDPR) compliance for all digital services. • Implement Web Chat to enhance our customer service offer.	Q3 Q1 Q4 Ongoing Ongoing Q3	CEX	Digital Transformation	1.58	£91.3k	-	£91.3k	£33.3k	-	↑
PL	P31	**BAU: Marketing: Provision of strategic marketing to the organisation to:** - support new service developments - deliver the Council's commercial ambitions -promote our services to those that need our help the most - promote our collaborative working with Broadland District Council and our enhanced collective opportunity -develop high quality and engaging design	• Produce a joint marketing and communications strategy and plan with Broadland District Council that support the business to meet objectives. • To ensure our website and digital channels use every opportunity to generate leads and sell our income generating services. • Develop our integrated marketing platform and build an email database for service area specific campaigns. • Increase our digital audience and engagement on our social media channels. • Monitor and measure all marketing campaigns to ensure they are highly targeted and cost effective.	Q1 Ongoing Ongoing Ongoing Ongoing	CEX	Marketing & Design	2.05	£101.8k	£-5k	£96.8k	-	-	↑

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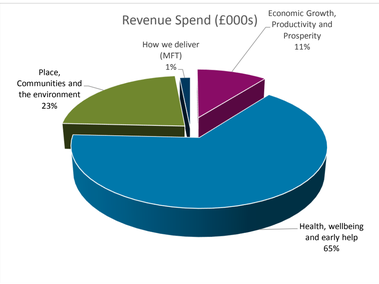
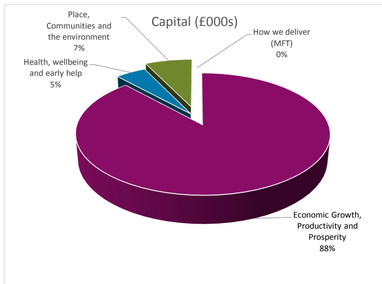
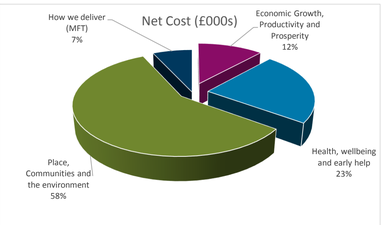
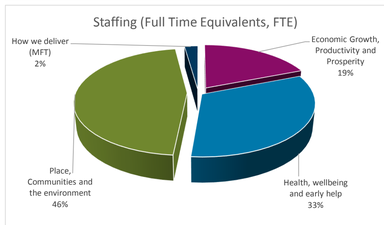
Customer Focussed Can do and collaborative MFT Businesslike, efficient and entrepreneurial			**HOW: How we will deliver this: Customer focussed, Can do and collaborative, Business-like, efficient and entrepreneurial - Moving Forward Together**										
HO	**CORPORATE PRIORITY: Increasing our ability to be self-financing through commercialising where appropriate to support those services that matter to residents the most**												
HO		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
HO			**MEASURE**	**Year End TARGET**									
HO			Annual Measure (HO 1601) % of income commercially generated	10%									
HO	M1	**Through Service Level Agreements South Norfolk Council works through our owned companies, which are listed below, to support our commercialisation agenda:** **• Big Sky Developments Ltd** **• Big Sky Property Management Ltd** **• Big Sky Ventures Ltd** **• Build Insight Ltd** **• Build Insight Consulting Ltd** **• Build Insight Ventures Ltd**											
HO	**CORPORATE PRIORITY: Delivering increased value for money by increasing productivity**												
HO		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
HO			**MEASURE**	**Year End TARGET**									
HO			**(BV012a)** Working days lost due to short term sickness absence	4.5 days									
HO	**CORPORATE PRIORITY: Delivering the services that customers need, when they need them**												
HO		**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**											
HO			**MEASURE**	**Year End TARGET**									
HO			(HO1801) '% of services that have an online web form that were self-serviced	70%									
HO	M2	**BAU: Business Improvement Team:** Undertaking joint service reviews to identify efficiencies and opportunities to enhance service delivery and our customer experience. Tracking, reporting, challenging and intervening as necessary for Council performance, corporate projects and programmes.	• Coordinate develop and agree the annual business plan to support the council to prioritise activities and effectively use its resources. • Coordinate Quarterly Strategic Performance reporting to Cabinet to encourage high performing services. • To use the data and insights from operational dashboards to engage with teams to drive forward continuous improvements across the organisation and encourage high performing services and an improved customer journey. • Undertake joint one team service reviews across Broadland District Council and South Norfolk Council to drive the efficiency and effectiveness of aligned services. • Support the delivery of the collaborative working programme with Broadland District Council supporting the two councils to work as one team. • Identify and undertake Digital developments as per the prioritisation list whilst maintaining BAU support of our website and other in-house Digital solutions to ensure we promote this as a channel of choice for our customers. • Work and support teams to deliver the customer strategy ensuring we maintain a customer focussed organisation and high levels of customer satisfaction	Q3 Quarterly Ongoing Ongoing Ongoing Ongoing Ongoing	CEX	Business Improvement Team	5.18	£213k	£-33k	£180k	-	-	↓
HO	M3	**BAU: Management Support:** Provide management support to the Corporate Management Leadership Team across South Norfolk Council and Broadland District Council.	• Ensure the Corporate Management Leadership Team provides strategic leadership on business direction, to support the two councils to deliver on our key corporate priorities as set by Members. • Provide the leadership to ensure all services are delivered to a high standard. • Liaise with Members to set the strategic direction of the Council.	Ongoing	CEX	CEX	0.98	£135.3k	-	£135.3k	-	-	↑
HO	M4	**BAU: Organisational Development:** Through our joint Organisational Development approach with Broadland District Council, promote our single paid service's culture, values and behaviours to ensure that we can seize the opportunities of an evolving local government landscape and respond to any challenges.	• Develop and lead on the delivery of the Organisational Development Plan (OD) with Broadland District Council to support our continuous change programme and corporate priorities. • Develop a performance management approach with Broadland District Council to drive staff performance and behaviours. • Using Learning and Development, Leadership Development, Future Forum, Learning Hours etc. to develop, drive and embed our values and behaviours across the organisations. •Develop a strategic approach to the recruitment of graduates and apprenticeships to support the national apprenticeship targets and maximise the apprenticeship levy. • Support collaborative working with Broadland District Council by sharing and integrating new ways of working so that jointly, we are an Employer of Choice.	Q4	CEX	CEX	0.98	£243.7k	-	£243.7k	-	-	↓

Theme	Ref	Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this	What we plan to do this year (2019/20)	Target	Directorate	Team	FTE	Revenue Spend	Income	Net	Capital Spend (Internally Funded)	Capital Spend (Externally Funded)	Net Cost Change Since 2018-19 (£)
HO	**CORPORATE PRIORITY: Leading and building collaborative working with our private, public and voluntary sector partners to deliver better and more efficient services for our residents**												
HO	**STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter**												
HO			**MEASURE**	**Year End TARGET**									
HO			Efficiency Savings Identified	£1m									
HO	M5	**BAU: Shaping and influencing national policy:** Both independently and through our work with national partners, to promote and protect the interests of our local residents and businesses. Working in partnership with local government and public sector partners, ensure that we deliver more joined up local strategies and services at a scale that delivers better outcomes for local communities.	• Support Members to be effective influencers on a regional and a national stage by providing relevant information and tools, promoting the work of South Norfolk Council and Broadland District Council and sharing best practice. • Through an effective public affairs strategy and plan, work jointly with Broadland District Council to continue to promote the councils reputations, influencing strategy and policy on a regional and national level. • Working with key partners where possible, respond to relevant national consultations, providing the organisations with the ability to shape and influence national policy decisions and direction and secure the best outcomes for our districts and customers. • Through effective horizon scanning, ensure senior leaders across the organisations remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising. • Through involvement with the District Councils' Network (DCN), Local Government Association (LGA) and other national local government bodies, promote District Councils' interests on a national stage, supporting them to remain valued bodies to deliver cost effective solutions at a scale that makes sense for people and places.	Q4	CEX	Business Transformation	1.65	£54.4k	-	£54.4k	-	-	↓
HO	M6	**ACTIVITY: Broadland District Council and South Norfolk Council Collaborative working programme management:** Implementation/delivery phase to support both councils to realise the benefits of collaborative working and develop a single paid service and one team approach across Broadland and South Norfolk.	• Ensuring the Joint Senior Management Team is in place. • Ensuring the one joint team structure is developed and put in place, alongside T&Cs and an agreed timeline. • Programme and project plans for all other workstreams in place and being actively monitored including delivery of single paid service and one team approach across all service areas.	Q1 Q2 Ongoing	CEX	Business Transformation	1.65	£163.6k	£-30k	£133.6k	-	-	









	2019/20						
	FTE (Establishment)	Revenue	Income	Net	Capital (Internally Funded)	Capital (Externally funded)	Total Capital
Economic Growth, Productivity and Prosperity	88.33	£5.5m	£-4.3m	£1.3m	£27.1m	£2.5m	£29.6m
% Percentage	19.04%	10.58%	10.29%	11.72%			
Health, wellbeing and early help	150.16	£34m	£-31.5m	£2.5m	£0.4m	£1.1m	£1.5m
% Percentage	32.37%	65.16%	76.06%	23.31%			
Place, Communities and the environment	215	£11.8m	£-5.6m	£6.3m	£1.4m	£1m	£2.4m
% Percentage	46.34%	22.70%	13.50%	58.03%			
How we deliver (MFT)	10.44	£0.8m	£-0.1m	£0.7m	£0m	£0m	
% Percentage	2.25%	1.55%	0.15%	6.93%			
Total	463.93	£52.1m	£-41.4m	£10.8m	£29m	£4.6m	£33.6m

Appendix B – Strategic Measures

The strategic performance measures and associated targets have been reviewed and revised to ensure we set stretching but realistic targets for 2019/20 following feedback from the all Member Business Planning workshop and the Senior Leadership Team. A full breakdown of the proposals can be found below:

Theme	Measure	Year End Proposed 2019/20 Target	2018/19 Year End Target	2018/19 Q1 Performance	2018/19 Q2 Performance
EG	- (LI 1013) CNC Building Control fee earning income	£1.85m	Increased Target from £1.77m	460,996	905,459
EG	- (LI 358) % rental income return from property investment	5%	SAME	5.70%	6.10%
EG	- (EG 1601) a) Number of residential dwellings developed through our Big Sky Developments company	Baseline	SAME	107	107
EG	and b) Sq Metre area of commercial space developed through our Big Sky Developments company	Baseline	SAME	2,438	2,438
EG	- Annual measure (EG 1602) Number of hectares of employment land developed by 2026	Baseline	SAME	Annual Measure	Annual Measure
EG	- Annual measure (EG1603) Number of new jobs created in the district	Baseline 1% Increase from previous year	SAME	Annual Measure	Annual Measure
EG	- (LI 356) Number of Small-to-Medium Enterprises (SMEs) provided with advice and guidance in South Norfolk	1200 Cumulative	SAME	181	934
EG	- (LI 613) Number of new business start-ups supported in South Norfolk	75	SAME	23	49
EG	- (LI 758) External funding identified and brought into the local economy	£1.25m	Increased Target from £1m	760,314	£1,259,839
EG	- (BV010) % of non domestic rates collected	98%	SAME	27.88%	58.09%

EG	- (LI 210) % of food premises which have an FHRS (Food Hygiene Rating Scheme) rating of satisfactory or above	96%	SAME	98.60%	99.00%
EG	- Annual measure (EG1604) Increase in the number of new businesses attracted to operate and grow in South Norfolk	Baseline	SAME	Annual Measure	Annual Measure
EG	- (EG 1605) Number of apprenticeship placements available in our local businesses for our young people	200	Increased Target from 80	64	181
EG	- (MI 1039) % of units liable for business rates occupied	93%	SAME	92.85%	93.12%
EG	- Annual Measure (EG 1606) Number of day visits to South Norfolk	Baseline 1% Increase from previous year	SAME	Annual Measure	Annual Measure
EG	- Annual Measure (EG1608) South Norfolk tourism spend	Baseline 1% Increase from previous year	SAME	Annual Measure	Annual Measure
HE	(HE1601) % Increase in our leisure centre members following the refurbishment of our three centres	10%	Removed & Replaced (HO1901 +HO1902)	1.40%	-1.48%
HE	(HE1901 Achievement of our leisure services income performance target to achieve cost neutrality	£3.7m (By Q4)	NEW	N/A	N/A
HE	(HE1602) % Increase in the number of adults participating in exercise regularly to lead to heathier and active lives	4%	Wording Change	Annual Measure	Annual Measure
HE	(HE1902) 4% increase in the annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	4%	NEW	N/A	N/A
HE	- (HE1603) % of households in temporary accommodation for 8 weeks or less from the date of the homelessness decision to housing solution	90%	SAME	95%	82%
HE	- (HE 1801) Successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	85%	SAME	89%	88%

HE	- (HE 1605) % of those housed by SNC Housing remain in the same, similar or improved accommodation after a 12 month period	95%	SAME	100%	100%
HE	- (BV 009) % of Council Tax collected	98.50%	SAME	28.66%	55.22%
HE	- (HE 1606) Number of working days taken to process new claims for Housing Benefit/Council Tax Benefit	9 days	9 days Wording change to "working days"	9	12
HE	(HE1607A: £paid in benefits to people in work	Baseline	SAME	£1,835,779	£1,998,807
HE	(HE1607B: Number of people in work receiving benefits	Baseline	SAME	1366	1298
HE	- (HE 1607) Number of households helped to achieve positive outcomes through our Help Hub service	2,000	Increased Target from 1500 Wording change	423	1447
HE	- (HE 1608- A) Number of households who are assisted to access support within their community to meet low level need	5,250	Wording change	1991	3356
HE	- (HE 1608 - B) Number of referrals form GPs to our social prescribing services	1200	NEW New Target previously Baseline	216	495
HE	- (LI 323) Increase the number of vulnerable people supported to maintain independence in their own homes, with support from interventions	2,000	SAME	453	919
PL	- (LI 263) Number of missed bins for all waste per 100,000 collections	30	SAME	11	23
PL	- (LI 262) Cost of waste collection per household	£37	SAME	£32.19	£34.51
PL	- (NI 192a) % Municipal waste recycled, reused and composted	45%	SAME	46.80%	45%
PL	- Annual Measure (PL 1601) % Reduction in the amount of waste generated - total kilogram waste per household	Baseline	SAME	Annual Measure	Annual Measure
PL	(PL1801) % of other and minor applications determined within 8 weeks or in extension of time	90%	SAME	97%	96.90%

PL	- (LI 302) % of householder applications determined within 8 weeks or in extension of time	95%	SAME	98%	99%
PL	- (MI 1307) % of householder applications determined within six weeks	65%	SAME	72%	68%
PL	- (MI 1038) % of major applications determined within 13 weeks or in extension of time	95%	SAME	100%	100%
PL	- (PL 1602) % of Community Action Fund (CAF) spent	95%	SAME	100%	100%
PL	'- (LI 350) Number of Affordable homes delivered (including Help to Buy)	500	SAME	230	421
PL	- Annual Measure (PL 1603) New homes to be developed by 2026	Baseline	SAME	Annual Measure	Annual Measure
PL	- (PL 1604) % percentage of people applying to register to vote online as opposed to on paper	Baseline	SAME	95.45%	81.15%
HO	Annual Measure (HO 1601) % of income commercially generated	10%	SAME	Annual Measure	Annual Measure
HO	- (BV012a) Working days lost due to short term sickness absence	4.5days	SAME	0.88	1.75
HO	(HO1801) % of services that have an online web form that were self service	70%	Increased Target from 65%	65.92%	66.73%
HO	- Annual measure (HO 1602) £-Efficiency savings delivered	£1m	Increased Target from £890k	Annual Measure	Annual Measure

South Norfolk COUNCIL

Agenda Item: 6
Scrutiny Committee

23 January 2019

A REVIEW OF NORWICH CITY COUNCIL'S DECISION TO ADOPT A COMMUNITY INFRASTRUCTURE LEVY (CIL) EXCEPTIONAL CIRCUMSTANCES RELIEF POLICY

Report Author(s): Phil Courtier, Head of Planning, phil.courtier@broadland.gov.uk

Portfolio: The Economy and External Affairs

Ward(s) Affected: All

Purpose of the Report: To consider the implications of Norwich City Council's decision to adopt a CIL Exceptional Circumstances Relief Policy and to consider what response should be made by South Norfolk Council to this decision

Recommendations:

that Scrutiny Committee recommend that representations are made to Norwich City Council to amend the Exceptional Circumstances Policy to enable the Greater Norwich partners to consider and contribute to the assessment of the wider regeneration benefits and exceptional circumstances associated with any claim for CIL relief received by Norwich City Council.

1. SUMMARY

1.1 In November 2018 Norwich City Council resolved to approve the introduction of a CIL Exceptional Circumstances Relief Policy. This policy entitles the City Council to consider applications for CIL relief which could lead to a developer/landowner being granted a partial or total exemption from CIL.

1.2 This report considers South Norfolk Council's possible response to this decision as a partner with Norwich City Council in the Greater Norwich partnership and the pooled CIL arrangements.

2. BACKGROUND

2.1 The following subheadings provide the background to the key documents relating to the pooled CIL arrangements for the Greater Norwich partnership and the recent decision by Norwich City Council to adopt a CIL Exceptional Circumstances Relief Policy

Greater Norwich City Deal

2.2 In December 2013 the Greater Norwich (GN) partners: Broadland District Council, Norwich City Council, South Norfolk Council, Norfolk County Council and New Anglia LEP, signed the Greater Norwich City Deal with Government. In the City Deal the Greater Norwich partners committed to *inter alia:*

- Pool local and mainstream funding into a single investment fund of £440million to help finance infrastructure investment
- Repay the full cost of infrastructure investment over a 25-year period

Greater Norwich Joint Borrowing Agreement

2.3 In accordance with the City Deal commitments the four councils in the Greater Norwich partnership entered in to a legal agreement in October 2015. This agreement established the respective partners' commitment and financial obligations in respect of any borrowing undertaken to fund projects in the Greater Norwich growth programme. More specifically the recitals of the agreement state: "…*this agreement is intended to give assurance to the County Council, as the accountable body, of the District Councils' agreement that their Community Infrastructure Levy will be made available to the County Council(or other accountable bodies if different to Norfolk County Council) for the purposes of meeting the County Council's liabilities in respect of borrowing undertaken by the County Council on behalf of the Greater Norwich Growth Board for the delivery of the growth programme."*

2.4 In the agreement the partners agreed to adopt a number of stated principles when carrying out the Greater Norwich Annual Growth Programme, including:

to collaborate and co-operate, to be open, to be accountable and to work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost.

2.5 In the agreement the District Councils also agreed to pay all their CIL receipts to the County Council less an administrative deduction which must not exceed 5% and a further deduction of 15% or 25% neighbourhood contribution as applicable.

2.6 The document also sets out other key agreements including where a party wishes to withdraw from the agreement or where an 'Event of Default' occurs. An 'Event of Default' includes a circumstance in which a party fails to perform and/or observe any provision of the agreement and this permits the County Council to require the defaulting party to agree a repayment plan to repay outstanding CIL revenues.

2.7 In Schedule 2 of the document the partners agreed to borrow up to £40m to fund the Broadland Northway (NDR) and that this money plus any borrowing costs would be repaid from the pooled fund. In Schedule 2 the total cost to the fund was estimated to be circa £55m.

2.8 Members are advised that there is nothing in this agreement which prevents any party from adopting and subsequently applying a CIL Exceptional Circumstances Relief Policy.

CIL Regulations

2.9 The CIL regulations allow charging authorities to offer relief from CIL in exceptional circumstances. To be able to offer relief a charging authority must first publish a notice of its intention to do so. This then allows the authority to consider claims from landowners on a case by case basis.

2.10 For relief to be offered specific conditions need to be met:

- A s.106 must exist on the planning permission
- The charging authority must consider that the full CIL levy would render the development unviable (note: there is no statutory definition of what constitutes the economic viability of a development and therefore the charging authority has the discretion to make judgements regarding the viability of a scheme)
- The relief must not constitute state aid

2.11 Relief is granted for a chargeable development. This can mean the whole development or part of a scheme where development proceeds in phases as separate chargeable developments

Norwich City Council's Resolution

2.12 In November 2018 Norwich City Council resolved to approve the introduction of a CIL Exceptional Circumstances Relief Policy and to amend the Constitution to enable applications for relief to be determined. The report is appended at appendix 1.

2.13 The report considers the relevant regulatory framework and it highlights examples throughout the country of where an exceptional circumstances relief policy has been adopted. The report does not refer to the Greater Norwich City Deal or the abovementioned joint borrowing agreement.

2.14 A flowchart is appended to the Norwich City Council report which sets out the process to be followed if a CIL Exceptional Circumstances Relief Policy is in place. The flowchart includes 4 tests which are broadly consistent with the CIL Regulation conditions referred to above. One of the tests set out in the flowchart is an assessment of the "*wider regeneration benefits and exceptional circumstances*".

2.15 The decision regarding whether CIL relief should be granted or not will rest with the Norwich City Council planning applications committee.

2.16 Members are advised that the press interest relating to Norwich City Council's decision referred to relief being made available to the proposed Anglia Square development. However, the report does not refer to Anglia Square and whilst the decision to approve this policy paves the way for a claim to be made for relief for Anglia Square it is understood that this claim has not yet been made or agreed.

2.17 Members are also advised that the intention to consider a CIL exceptions policy was shared with Greater Norwich Directors in September 2018. The minutes of the Infrastructure Delivery Board state: "Norwich CC officers have taken a paper introducing an exceptional circumstances relief policy for CIL, but cabinet deferred consideration of the matter for further investigations." This is the only evidence of engagement with the Greater Norwich partners regarding the proposed policy.

3. CURRENT POSITION

3.1 The Greater Norwich Partnership is still seen as a model of joint working and the pooled CIL arrangements are often held up as an exemplar. There are also significant, ongoing benefits of an effective partnership across the Greater Norwich geography and an ineffective or non-existent partnership would be damaging to the area.

3.2 Furthermore, it is acknowledged that there is a substantial variation in the viability of different sites across Greater Norwich and whilst some sites offer high land and development values others will struggle to provide a competitive

return. Within this context CIL is a relatively blunt tool which has very little flexibility as adopted. Therefore, a review of CIL and the Greater Norwich charging schedule is due to commence in the near future. Initial advice is that it would be challenging to implement a revised charging schedule which offers greater flexibility before the adoption of the new local plan, i.e. in Autumn 2021.

3.3 Having regard to these points it is reasonable to state that there is a shared desire to ensure that the Greater Norwich Partnership is effective and benefits the whole area. Furthermore, it is recognised that a more flexible CIL charging schedule is likely to be beneficial to enabling sites to come forward for development whilst not reducing the overall CIL receipts and ideally increasing the overall receipts. Similarly, there is no desire to prevent or hinder sites being delivered and to this end, whilst this report is not focussed on specific sites, it should be noted that there is general support for the planned re-development of Anglia Square

3.4 However, in light of Norwich City Council's decision to introduce a CIL Exceptional Circumstances Relief Policy the Scrutiny Committee should consider the (1) legal implications of Norwich City Council's decision, (2) the financial implications of the decision and (3) the implications for the Greater Norwich partnership. These considerations are explored under the following sub-headings:

Legal implications

3.5 To help inform this paper legal advice has been obtained regarding the legality of Norwich City Council's decision. The following bullet points are a summary of the most pertinent observations and comments contained within this advice.

- It was not possible to adopt a single charging schedule for the joint Greater Norwich area. Instead each Council had to make its own decision and be subject to what was in effect a separate examination and adoption despite the fact that each Council relied upon the evidence base and the infrastructure delivery needs for the combined area.
- National policy does not allow for sites and the overall scale of development in the development plan to be subject to obligations (including CIL) which threaten their ability to be developed viably.

- The flowchart attached to Norwich City Council's report requires the City to assess the "wider regeneration benefits and exceptional circumstances" involved. However, the Council report does not refer to any cross-boundary issues, the joint core strategy area or to the existence of a joint agreement between the participating authorities. This is surprising as the "wider regeneration benefits and exceptional circumstances" should include what is in the general infrastructure fund and what else needs to be funded by it.

3.6 In response to specific questions the following legal advice was received:

- Can Norwich City Council unilaterally adopt a CIL exemption policy? Yes. The partnership agreement is an agreement about how the proceeds of the CIL is to be pooled and not about how CIL rates will be set or collected. However, the City Council has been acting in collaboration with the other Councils and it would be reasonable to expect it to continue to consult with the other Councils and to take account of their interests in its decision-making process.

- What is the legality of a non-executive committee, i.e. planning committee in Norwich, making key decisions which affect other partners in the partnership? The planning committee is unlike other non-executive committees and has serious legal status. In fact, it has to take quasi-judicial decisions on all planning applications and decide on what s.106 contributions are necessary. However, because the material impact in terms of CIL revenues comes at the point the exception policy is applied to a specific development, it is important that Norwich City Council consult partners at that stage as well.

- Does the action of Norwich City Council amount to them leaving the partnership? No. There has been no breach of contract or 'event of default'. However, it is acknowledged that the partners could have expected more consultation and collaboration.

- What other remedies does South Norfolk Council have? There are no grounds for withholding a proportion of CIL payments collected by South Norfolk Council as that would mean that it was in breach of the joint agreement. It is also important to recognise what has actually been decided: it has been recommended that Norwich City adopt a policy. South Norfolk Council can make robust submissions on that and in particular the City Council needs to acknowledge that the relevant considerations that any applicant will need to address must include a consideration of the effects on the wider joint area as well as the City. What may be seen to be a benefit for the City in enabling development that is otherwise unviable may also have a negative impact upon the overall development of the infrastructure in the joint core strategy area. The silence in the current City Council report about the considerations that may affect the wider area is regrettable and needs to be acknowledged and corrected, ideally by the inclusion of some additional wording in the CIL Exceptional Circumstances Relief Policy.

Financial implications

3.7 As stated in the Greater Norwich City Deal the cost of infrastructure required to support the delivery of the Joint Core Strategy was estimated to be £440m. In reality this is probably an under-estimate due to the passage of time and the rising cost of construction and infrastructure.

3.8 It was always envisaged that funding for the infrastructure programme would come from a variety of sources and the Greater Norwich partnership has been relatively successful in attracting funding to the area. The latest example is the Transforming Cities Fund for which Greater Norwich has been shortlisted

with 12 other cities to be eligible to apply to a £1.2bn pot of infrastructure funding.

3.9 As a consequence pooling CIL was never intended to be a 'silver bullet' to fund the entire infrastructure programme but at the outset in 2015 it was anticipated that CIL would have provided circa £120m by 2026. This figure has reduced over time, not least because of Government changes to the CIL, and the anticipated total CIL income is now closer to £50m by 2026. Further reductions to this total income will erode the ability of the partnership to deliver the infrastructure necessary to support the adopted growth agenda. Similarly, it will spread the burden of funding the necessary infrastructure elsewhere, which will include spreading the burden to the other partners. The greater the number of exemptions and exceptions then the greater the potential burden.

3.10 It is not possible to know which developments in the City's jurisdiction will seek a future claim for exceptional circumstances relief and nor is it possible to predict which may be granted such relief. However, there are some very large, allocated, brownfield sites which will have very high development costs, and which may claim relief. If relief is granted, in full or in part, then this will reduce the pooled infrastructure fund by £m's.

Implications for the partnership

3.11 The intention of the Greater Norwich Partnership was to plan and deliver growth collaboratively across the Greater Norwich area. A core element of this partnership was to pool CIL receipts and to work together to deliver the necessary infrastructure and to overcome any obstacles collectively. There is no doubt that the viability of some brownfield sites presents a major challenge to the delivery of growth, but the abovementioned borrowing agreement requires the partners to work together to identify solutions and mitigate risk. This unilateral decision made by Norwich City Council is contrary to the spirit of the borrowing agreement and it undermines the commitment of the partners in the City Deal.

3.12 However, Norwich City Council's decision to adopt the policy is not catastrophic to the partnership but it is considered necessary and opportune to restate to need to work collaboratively to ensure that the partnership is as effective as possible. This should include the addition of wording within the Norwich City policy and the associated flowchart which requires the City Council to consult the partners in order to assess the wider implications of any future claim made by a developer for exemption.

4. PROPOSED ACTION

4.1 Having regard to all of the above points and on the grounds that Norwich City Council were entitled to make a unilateral decision regarding the introduction of a CIL Exceptional Circumstances Relief Policy, there is no overriding justification for South Norfolk Council to take any type of formal action in response.

4.2 Notwithstanding the above conclusion it is considered reasonable for South Norfolk Council to express disappointment and concern regarding the lack of consultation and collaboration regarding the drafting and consideration of the proposed policy.

4.3 It is also considered reasonable and appropriate to request that the Greater Norwich partners are given the opportunity to consider and contribute to the assessment of the "wider regeneration benefits and exceptional circumstances" which is required in the policy. This opportunity should be applicable to every claim for CIL relief received by Norwich City Council. In fact, it should be argued that if such input from the Greater Norwich partners is not sought then Norwich City will not be in a position to adequately assess the effects of a claim upon the wider area.

4.4 Members are advised that if Norwich City Council decline to amend the policy in this manner any future claim for CIL relief received by Norwich City Council will still be in the public domain. Therefore, South Norfolk Council can still proactively choose to make representations on future claims which will be a material consideration when Norwich City Council's planning committee considers such a claim.

5. ISSUES AND RISKS

5.1 **Resource Implications** – see above

5.2 **Legal Implications** – see above

5.3 **Equality Implications** – no implications

5.4 **Environmental Impact** – the delivery of strategic green infrastructure is a critical element of the growth agenda and if the pooled CIL fund is significantly reduced it will result in less funds being available for green infrastructure projects.

5.5 **Crime and Disorder**- no implications

5.6 **Risks** – the risks associated with the adoption of a CIL Exceptional Circumstances Relief Policy in Norwich City have been explored in this report.

6. CONCLUSION

6.1 It is concluded that there is no overriding justification for South Norfolk Council to take any type of formal action in response to the introduction of a CIL Exceptional Circumstances Relief Policy by Norwich City Council. However, it is reasonable and appropriate to ask that the Greater Norwich partners are given the opportunity to consider every claim for CIL relief and to contribute to the assessment of the claim and its impact upon the wider area.

7. RECOMMENDATIONS

7.1 that Scrutiny Committee recommend that representations are made to Norwich City Council to amend the Exceptional Circumstances Policy to

enable the Greater Norwich partners to consider and contribute to the assessment of the wider regeneration benefits and exceptional circumstances associated with any claim for CIL relief received by Norwich City Council.

Background Papers

APPENDIX 1

Report to	Council 27 November 2018	**Item**
Report of	Director of regeneration and development	6
Subject	Introduction of a Community Infrastructure Levy Exceptional Circumstances Relief Policy	

Purpose

To consider whether to introduce a Community Infrastructure Levy Exceptional Circumstances Relief Policy.

Recommendations

To:

1) approve the introduction of the Community Infrastructure Levy Exceptional Circumstances Relief Policy, as set out in appendix 1 of this report;

2) amend appendix 4 to the constitution to include the "Power to determine applications for Exceptional Circumstances Relief from the Community Infrastructure Levy. Approval of such applications is not to be delegated to officers" within the list of powers available to planning applications committee.

Corporate and service priorities

The report helps to meet the corporate priority a healthy city with good housing.

Financial implications

See paras 26-32 of the report.

Ward/s: All

Cabinet member:

Councillor Waters - leader
Councillor Stonard - sustainable and inclusive growth

Contact officers

Dave Moorcroft, director of regeneration and development 01603 212225

Graham Nelson, head of planning 01603 212530

Background documents

None

Report

Introduction

1. Cabinet considered the possible introduction of a Community Infrastructure Levy (CIL) Exceptional Circumstances Relief Policy (ECR) at its meetings in September and November. At the meeting on 14 November it ageed to recommend to Council the introducution of an Exceptional Circumstances Relief Policy and to change the constitution to enable Planning Applications Committee to determine such applications.

2. At the cabinet meeting on 14 November, cabinet resolved that should council approve the introduction of an Exceptional Circumstances Relief Policy that authority is delegated to the director of regeneration and development, in consultation with the portfolio holder for sustainable and inclusive growth to introduce a charging policy which is intended to minimise any cost burden on the authority.

The Community Infrastructure Levy

3. The Community Infrastructure Levy (CIL) is a charge through which the council raises funds from new developments in the area. The money raised is then used to deliver the infrastructure needed to support development such as schools, transport initiatives and leisure facilities. Much of the CIL raised in Norwich is pooled with that raised in South Norfolk and Broadland Council areas and spent via the Greater Norwich Growth Board.

4. Council agreed to adopt and implement the CIL in Norwich in June 2013 and it was brought into force on 13 July 2013. There is a single charging zone covering all of the city council's area with the exception of the small part lying within the area for which the Broad's Authority is the responsible planning authority and where no CIL is charged.

5. When CIL was introduced in 2013 the council considered whether to introduce a policy to allow exceptional circumstances from CIL to be claimed. At the time it was not considered that the benefits of offering discretionary relief outweighed the disadvantages. The relevant extract from the report agreed by council is produced below.

Extract from Council report of June 2013:

> "A further matter that needs to be agreed upon implementation, relates to discretionary relief of CIL. It is important that the Council's position on discretionary relief is made clear to those submitting planning applications. Regulation 55 allows a charging authority to grant discretionary relief in exceptional, specified circumstances. The charging authority may agree to a reduction for developments accompanied by a section 106 agreement where the developer can demonstrate that development of the site is not viable (taking into account the CIL charge and Section 106 contribution) and the cost of complying with the S106 obligation exceeds the CIL charge. In such cases the developer will be expected to demonstrate this (as set out in regulation 57) by providing an independent assessor with "open book" accounts. In practice,

the scope of relief which could be offered is likely to be very limited by European state aid regulations. The process is quite onerous and it would be the responsibility of the local authority to ensure state aid regulations are not breached. The availability of discretionary relief, to some degree at least, undermines certainty and predictability that is such an advantage of CIL.

At this time, it is not considered that the benefits of offering discretionary relief outweigh the disadvantages. However, this will be kept under review and the authorities will consider introducing a policy allowing discretionary relief in the light of experience."

6. Since the introduction of CIL the council has become aware of a small number of pipeline developments sites with complex issues that may be unviable if they are required to pay CIL in full. This report therefore seeks approval for an exceptions policy, which would allow the council to determine, on a case by case basis, whether there is a justification for setting aside the CIL requirement in such cases.

Exceptional Circumstances Relief

7. The CIL Regulations (Regulations 55 to 58) allow CIL charging authorities to set discretionary relief for exceptional circumstances. This allows the council the discretion to offer ECR where individual sites with specific and exceptional cost burdens would not be viable due to the payment of the CIL charge. Use of an exceptional circumstances policy enables the charging authority to avoid rendering sites with such specific and exceptional cost burdens unviable.

8. The CIL Regulations make clear that relief can only be granted where there are 'exceptional circumstances' which justify doing so, and where the council considers it "expedient" to do so. ECR would also only be available in respect of developments where the Council is satisfied that to require payment of CIL would have an unacceptable impact of the economic viability of the development. Economic viability would be objectively tested by a requirement that applicants for relief must submit a viability report prepared by a suitably qualified professional approved by the council.

9. Following a request made at the Cabinet meeting in September research was completed on the following:

    - How common is it for CIL charging councils to have an ECR policy in place?
    - Identify examples of where the policy has been used and relief granted.
    - Best practice in terms of cost recovery for local planning authorities.

The finding of this work are summarised in turn below apart from cost recovery which was decided by cabinet previously.

How common is it for CIL charging councils to have an ECR policy in place?

10. In order to research these issue officers reviewed nationally published material on all the local planning authorities that had introduced CIL in London, south east, east of england, east midlands and north west regions. This was based on published research from Oct 2017 so it may underestimate the number of CIL charging authorities.

11. From the national research there appeared to be 127 authorities in these regions that had introduced CIL. However, from their websites it wasn't possible to establish readily whether or not 41 of these authorties had an ECR policy in place. Of the 86 where it could be established, 45 had made it clear that they would not entertain applications for ECR but 41 appeared to have an ECR policy in place.

12. So overall it appears that around half of all CIL charging authorities do have a policy in place to allow them to grant ECR. The authorities with the policy in place appear to be quite diverse in the nature, however comparing the list of authorities with the ECR in place with the long list of all CIL charging authorities it would appear that ECR policies are more commonly found in urban areas than rural ones. The list of authorities found to have an CIL ECR policy in place is attached as Appendix 3.

Examples of use of the policy where in place

13. Notwithstanding the comparatively large number of authorities that have an ECR policy in place examples of its use of the policy proved far harder to find following emails being sent to all of the 41 authorities. It would appear that nowhere is applying the ECR policy frequently and most authorities that had introduced an ECR had never had cause to use it, although it should be remembered that in a number of cases the policy may not have been in place for very long and officers understand that in a number of instances authorities suggested that possible schemes were in the pipeline.

14. As the name suggests the use of the policy would appear to be the exception rather than the rule. Only three examples have been found where the policy has been applied. However, this is likely to be an underestimate as the ability to find examples appears to be restricted by concerns over confidentiality of commercially sensitive data. The following examples have been found of where CIL ECR policies have been applied:

15. **Taunton Deane Borough Council And West Somerset Council** who have granted relief on a scheme for 100% affordable homes on a particular site where the affordable housing did not qualify for social housing relief.

16. **Weymouth and Portland Borough Council** opened the window for claims for a short period of time in 2016 so they could accept two claims on a regeneration site which had severe viability issues due to the abnormal development costs associated with bringing the site forward and coversion of existing buildings. The proposals were for a number of cultural and community spaces (a museum, exhibition space and cultural experience space) as well as four A1/A3 units and a total of 53 residential units.

17. **The Royal Borough of Kingston upon Thames** granted CIL ECR relief for the redevelopment of the Eden Walk shopping centre. Details of the consideration of the ECR have been treated in confidence although the description of the associated planning application is as follows:

    "The demolition and redevelopment of Eden Walk Shopping Centre, including Millennium House and Neville House to provide a mixed use development consisting of retail units and kiosks (Use Classes A1-A5), leisure including a cinema (Use Class D2), media screens, offices (Use Class B1a) and residential

(Use Class C3); plant (including CHP); public and residential car parking; formation of new access for residential basement car parking, refurbishment of the existing multi-storey car park including new access ramp, extension of basement; public realm works including pedestrian routes and public spaces, improvements to Memorial Gardens, and associated works. Listed Building Consent for the relocation of the War Memorial to a location in Memorial Gardens, and for works abutting the United Reformed Church."

18. In addition to the above three examples, two further examples of schemes of ECR proposal are in the pipeline:

19. **Chesterfield** are considering an application currently which involves additional costs claimed to be arising as a result of heritage conservation requirements through the re-development of a listed building. They also have a further planned regeneration scheme in the Borough which is a longstanding local plan allocation, which requires the refurbishment of a listed building with exceptional associated costs which is expected to have challenging viability and anticipate that this will need to be considered against their ECR policy as and when it comes forward.

20. **Cheshire west and Chester -** Introduced ECR very recently, and have one scheme where it is considered that it may be necessary to apply the ECR Policy. The scheme is described as :

    - Restoring a derelict Grade II listed building; and
    - Gifting the Council some atelier units and a walled garden which will then be rented out to Community Groups on a pepper corn rent for a minimum of 25 years

21. Finally, the **London Borough of Greenwich** appear to have dealt with an interested case but this resulted in refusal of the application. The details we have are as follows: "An initial application for 9 units was submitted pre-CIL. A revised application for 10 units was submitted once CIL had been adopted and therefore the developer had to pay CIL on all 10 units, not just the additional 1. The developer therefore sought ECR along with a viability assessment as initial figures for the development had not factored in CIL. Due to the lack of skills in house and to maintain an independent hand on the case an external consultant was hired to review the viability assessment. They found the assessment to be significantly flawed as 80-90% of the units had been sold but figures were based on no units being sold and therefore limited cash flow. As a result the application for exceptional relief was refused."

Proposed Policy for Norwich

22. It is important to note that existing CIL rates were set in 2013 at a level where evidence was held to demonstrate that most development could afford to pay the CIL charge. This was supported by viability evidence and took into account affordable housing requirements and other planning policy requirements. Since 2013, in general, local development values have increased at a faster rate than development costs. It is therefore expected that the exceptional circumstances where this policy will be applied will be rare (as intended by the regulations).

23. There are alternative ways of improving the viability of development schemes, such as by phasing development (so that the phases form separate, chargeable schemes),

phasing or reducing other planning policy requirements. Our adopted Instalments Policy was introduced alongside the CIL Charging Schedule and allows developers to pay CIL over a number of weeks or months (depending on the level of CIL liability) rather than the total on the commencement of development.

24. The proposed ECR Policy set out in Appendix 1 lists the proposed tests which would need to be met before such relief will be granted. The policy also makes clear that each case will be considered individually and that the council retains the discretion to make judgements about the viability of the scheme and whether the exceptional circumstances policy applies. It is also important for the council to ensure that any relief would not constitute State Aid, in accordance with the regulations.

25. From the review carried out of ECR policies that are in place elsewhere it is apparent that most are very similar in their form, simply setting out the legislative requirements. The ECR policy proposed for Norwich goes further than most of these other ECR policies insofar as it enables the City Council to make a judgement in individual cases that is not solely based on the economic viability of proposals and allows the Council to consider whether wider regeneration benefits are achieved and whether there is a need for these to be delivered imminently before granting relief from CIL.

26. Furthermore following the discussion at cabinet on 14 November this aspect of the proposed policy has been strengthened to allow the Council to consider community benefits including the delivery of affordable homes and community facilities alongside other regeneration benefits.

Financial Implications of the proposed policy

27. The financial implications of introducing a CIL ECR policy are difficult to predict and will need to be assessed on a case by case basis in detail although it should be noted that sums involved may be significant. Between its introduction in July 2013 and the end of March 2018 the city council has collected a total of £2.529m of CIL. This level is expected to increase in future years owing both to CIL rates increasing faster than the rate of inflation and a lower proportion of development being built having been consented prior to the introduction of CIL.

28. It is anticipated that the proposed ECR policy will allow for some developments to come forward without paying CIL or paying it at a reduced level. However, the number of such developments is considered to be relatively few as the regulations require that ECR is only granted where it appears to the council that there are exceptional circumstances, which justify doing so and where the council considers it "expedient" to do so.

29. ECR would also only be available in respect of developments where the council is satisfied that to require payment of CIL would have an unacceptable impact on the economic viability of the development. Economic viability would be objectively tested by a requirement that applicants for relief must submit a viability report prepared by a suitably qualified professional approved by the council.

30. It also should be noted that developments on which relief is granted would still contribute towards other benefits through section 106 agreements, for example through the provision of affordable housing or financial contributions. The regulations

provide that ECR can only be made available where an applicant has already entered into a Section 106 agreement in respect of the development in question.

31. The operation of the regulations and the proposed ECR policy are considered likely to result in developments which would qualify for relief where it would be highly unlikely for the development to go ahead without relief being made available. Therefore whilst CIL income may theoretically be foregone, if the site were to remain undeveloped it would not generate any CIL income anyway. Indeed, if developments do deliver significant regeneration benefits they may actually increase the prospects of further development coming forward within the area which over time may increase the level of CIL generated within the area. Finally it should also be noted that even if CIL relief is granted this carries no relief from other forms of taxation so enabling development to take place where it otherwise would not due to exceptional costs is likely to increase Council Tax and Business Rates income.

32. In addition to the possible implications of the policy for funding for infrastructure and other purposes, there may be significant administrative costs associated with the handling of any ECR applications. These are hard to quantify but may be considerable owing to the issues that need consideration and the need for legal advice to be received particularly to ensure compliance with state aid legislation. In order to minimise these costs cabinet agreed that, should council agree to the introduction of the ECR policy, to delegate authority to officers to introduce a similar approach to charging to that which has been adopted in Sheffield. This should cover the council's costs in dealing with such applications in full and may also reduce the prospects of any such applications being made on a speculative basis.

33. Although the financial implications of the policy are very hard to predict in the absence of the detail of individual cases it is considered more likely that on balance the overall financial impact will be positive rather than negative for the council over the long term for the reasons set out above. The regulations provide a mechanism for the council to withdraw the ECR Policy in the future should it desire to do so and as such the financial effect of the ECR Policy can be kept under regular review.

Process for determining applications for ECR received

34. Following discussion at Cabinet in September, officers prepared a generic flowchart to illustrate the process through which an individual proposal must pass before Exceptional Circumstances Relief can be granted. This is included as Appendix 2 for information and it is suggested that should Council agree to the introduction of the ECR policy then this is published on the website alongside the policy and the approach to charging for the information of potential applicants.

35. This process illustrates there are a number of significant safeguards in place to minimise the risk of an application for ECR being granted in circumstances other than where such relief is necessary to allow a development with significant benefits to proceed.

36. Notable features of this process in this regard include:

    - The requirement in the regulations for an assessment of the economic viability of the development to be carried out by an appropriately qualified and experienced independent person who is appointed by the claimant but with the

need for the agreement to the appointment of the charging authority (this will effectively prevent the appointment of an assessor with any form of prior commercial relationship with the applicant);

- The requirement for an apportionment assessment to be conducted if there is more that one material interest in the relevant land;
- The policy allowing the consideration of factors such as wider benefits of a scheme and the need for imminent development to take place before granting relief;
- The absence of a right of appeal to an external body in the event of an application being refused;
- The requirement to establish that any relief does not constitute notifiable state aid; and
- The potential for developments to cease to become eligible for relief if the development is not commenced promptly or the site (or part of it) is sold.

37. Additionally the proposed amendment to the constitution to give the power to planning applications committee to determine any applications will maximise transparency and accountability in how the policy is applied. It is further proposed following the discussion at cabinet in November that this constitutional change is amended to ensure that the approval of any application of relief is done by the committee and not delagted to officers. This will ensure that any such applications are dealt with in the public domain.

Integrated impact assessment

NORWICH City Council

Report author to complete	
Committee:	Council
Committee date:	27 November 2018
Director / Head of service	Director of regeneration and development
Report subject:	Introduction of Community Infrastructure Levy Exceptional Circumstances Relief Policy
Date assessed:	22 August 2018

	Impact			
Economic (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Finance (value for money)	☐	☒	☐	See financial assessment. Impacts considered difficult to predict with any certainty but as the introduction of an ECR Policy will offer a mechanism to enable growth and deliver development in circumstances where CIL may otherwise prevent development occurring it is considered more likely that on balance the overall financial impact will be positive rather than negative for the Council over the long term.
Other departments and services e.g. office facilities, customer contact	☒	☐	☐	
ICT services	☒	☐	☐	
Economic development	☐	☒	☐	Policy is designed to facilitate schemes with a wider regeneration benefits that would otherwise not be viable due to the impact of CIL
Financial inclusion	☒	☐	☐	
Social (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Safeguarding children and adults	☒	☐	☐	
S17 crime and disorder act 1998	☐	☒	☐	Policy is designed to facilitate schemes with a wider regeneration benefits that would otherwise not be viable due to the impact of CIL. Such regeneration is considered likely to reduce the incidence of crime and asb that is associated with run down environments

	Impact			
Human Rights Act 1998	☒	☐	☐	
Health and well being	☒	☐	☐	
Equality and diversity (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Relations between groups (cohesion)	☒	☐	☐	
Eliminating discrimination & harassment	☒	☐	☐	
Advancing equality of opportunity	☒	☐	☐	
Environmental (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	
Transportation	☐	☐	☒	It is possible that an ECR policy may result in less CIL money being paid in the short term and so have a negative impact on funds available to deliver capital improvements to transportation infrastructure.
Natural and built environment	☒	☐	☐	
Waste minimisation & resource use	☒	☐	☐	
Pollution	☒	☐	☐	

	Impact			
Sustainable procurement	☒	☐	☐	
Energy and climate change	☒	☐	☐	
(Please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	
Risk management	☐	☐	☒	Introduction of the policy would increase risks to the Council particularly in terms of ensuring compliance with state aid rules

Recommendations from impact assessment
Positive
Promoting development on certain sites which have exceptional circumstances which otherwise mean they would either not come forward for redevelopment or come forward for less desirable forms of development may provide significant benefits to economic development and regeneration albeit owning to the exceptional circumstances that need to be applied it will only applied rarely.
Negative
It is possible that the ECR policy will result in development which places demands on existing infrastructure without providing CIL funds to mitigate this. This may be partly offset by contributions through sec 106 agreements.
Neutral

Issues
A matter of balance of whether the positives outweigh the negatives and much will depend on the circumstances of each individual case but as any decisions to apply the policy need to meet strict criteria and there is little scope to challenge any decision of the Council it is considered that adequate safeguards exist.

Community Infrastructure Levy: Exceptional Circumstances Relief Proposed Introduction and Policy

Introduction

The CIL Regulations (Regulations 55 to 58) allow Norwich City Council as a CIL charging authorities to grant relief from liability to pay CIL if it appears to the authority that there are exceptional circumstances which justify doing so.

It is important to note that CIL rates in Norwich City have been set at a level where most development can afford to pay the CIL charge, supported by viability evidence, taking into account affordable housing requirements and other planning policy requirements. In view of this, it will be a rare occurrence where exceptional circumstances are found to exist so as to justify the grant of ECR.

There are alternative ways of improving the viability of development schemes, such as by phasing development (so that the phases form separate, chargeable schemes), phasing or reducing other policy requirements and/or by use of the Council's CIL Instalments policy. These should be fully explored before considering an application for exceptional circumstances relief.

Exceptional Circumstances Relief Policy

This document gives notice that Norwich City Council has determined to make relief for exceptional circumstances available, in accordance with Regulations 55 to 57 of the Community Infrastructure Levy Regulations 2010 (as amended).

Relief for exceptional circumstances will be available until further notice. (It should be noted that the CIL Regulations give the Council the ability to withdraw this policy at any time with two weeks' notice, although this two week period could only commence following a formal decision of the Council to do so.)

Exceptional Circumstances Relief (ECR) will be considered where individual sites with specific and exceptional cost burdens would not be economically viable due to the payment of the CIL Charge (see CIL Regulations 55 to 57). The Regulations state that the Council may grant relief from liability to pay CIL if it appears to the Council that there are exceptional circumstances which justify doing so and the Council considers it expedient to do so. Each case will be considered individually by the Council, which retains the discretion to make judgements about the viability of the scheme and whether exceptional circumstances exist.

In addition Norwich City Council may make a judgement in individual cases that exceptional circumstances are not solely based on economic viability. Even where the CIL may give rise to an unacceptable impact on the economic viability of the chargeable development, the Council may also require a demonstration of wider community and regeneration benefits including the delivery of affordable homes and community facilities and/or the need for the applicant to show that a particular site has to be brought forward imminently in order to achieve wider benefits.

The Regulations require that there must be a planning obligation in place in relation to the planning permission which permits the chargeable development. A person claiming relief must be an owner of a material interest in the relevant land. Any claim for relief must be submitted in writing, using the appropriate form, and must be received

and approved by Norwich City Council before commencement of the chargeable development[1]. Any claim must be accompanied by:

a) an assessment carried out by an independent person[2] , of the economic viability of the chargeable development and the cost of complying with the planning obligation,

b) an explanation of why payment of the chargeable amount would have an unacceptable impact on the economic viability of that development

c) an apportionment assessment (if there is more than one material interest in the relevant land) ; and

d) A declaration that the claimant has sent a copy of the completed claim form to the owners of the other material interest in the relevant land (if any).

The chargeable development can cease to be eligible for exceptional circumstances relief if:

a) before the chargeable development is commenced, charitable or social housing relief is granted; or

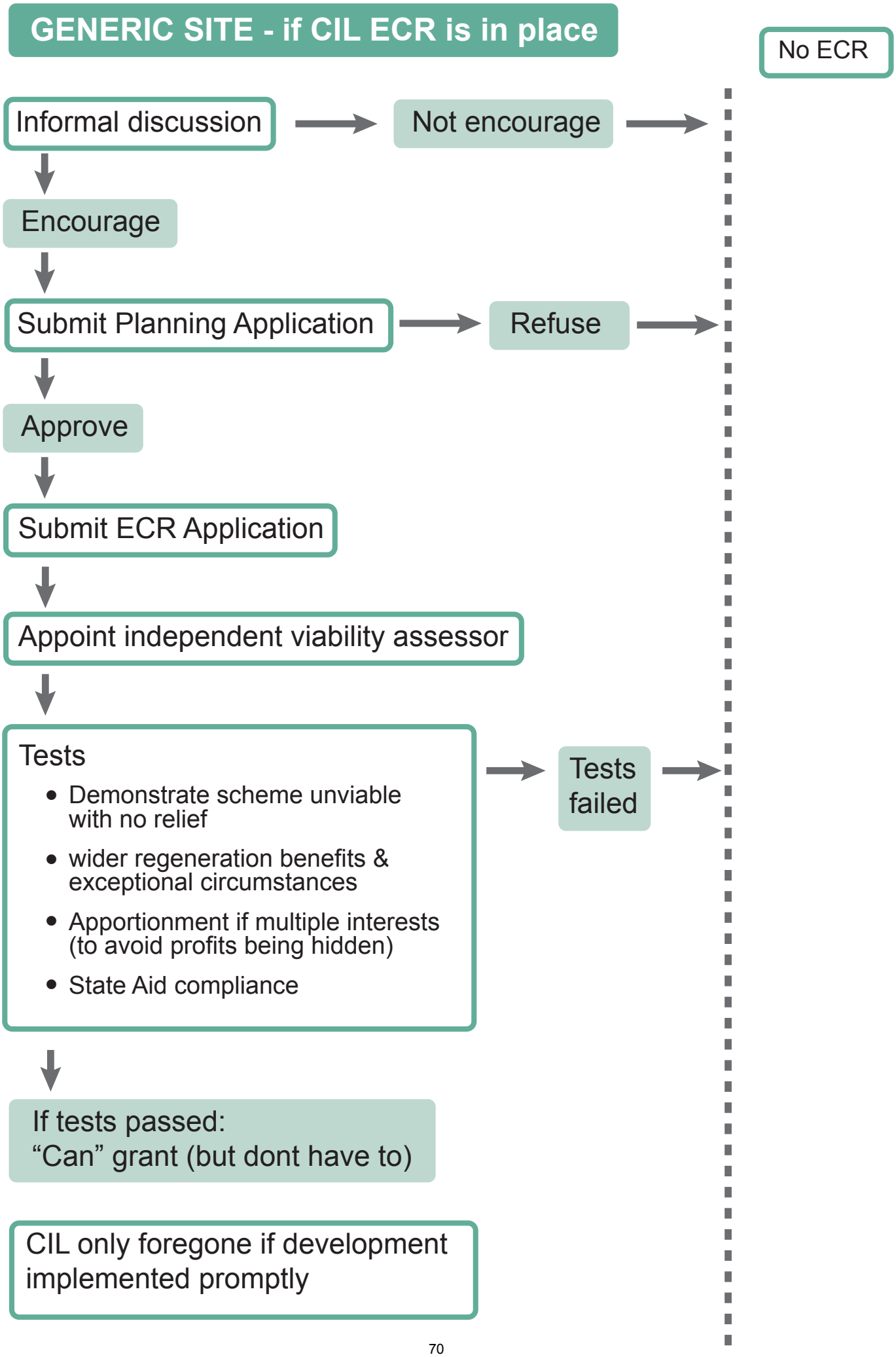
b) the site (or part of the site) is sold; or

c) the chargeable development is not commenced within 12 months from the date on which the charging authority issues its decision on the claim

Before granting exceptional circumstances relief for an individual scheme, the Council also must be satisfied that the relief would not constitute notifiable state aid.

[1] A chargeable development ceases to be eligible for relief for exceptional circumstance if before the chargeable development is commenced there is a disqualifying event. This is where the development is granted charitable or social housing relief, is disposed of, or has not been commenced within 12 months.

[2] For the purposes of the above paragraph, and independent person is a person who is appointed by the claimant with the agreement of the charging authority and has appropriate qualifications and experience.


GENERIC SITE - if CIL ECR is in place
No ECR
Informal discussion
Not encourage
Encourage
Submit Planning Application
Refuse
Approve
Submit ECR Application
Appoint independent viability assessor
Tests
Demonstrate scheme unviable with no relief
wider regeneration benefits & exceptional circumstances
Apportionment if multiple interests (to avoid profits being hidden)
State Aid compliance
Tests failed
If tests passed:
"Can" grant (but dont have to)
CIL only foregone if development implemented promptly

Authorities with Community Infrastructure Levy exceptional circumstances relief policy in place

Bassetlaw District Council	London Borough of Waltham Forest
Bath and North East Somerset	London Borough of Westminster
Bedford Borough Council	London Legacy Development Corporation
Chelmsford Borough Council	New Forest District Council
Cheshire West and Chester	Northampton Borough Council
Chesterfield Borough Council	Oxford City Council
Dacorum Borough Council	Peterborough City Council
Epsom and Ewell District Council	Poole Council
Horsham District Council	Rutland County Council
Huntingdonshire District Council	Sedgemoor District Council
London Borough of Barking and Dagenham	Southampton City Council
London Borough of Barnet	South Ribble District Council
London Borough of Brent	Stroud District Council
London Borough of Camden	Taunton Deane Borough Council
London Borough of Greenwich	Teignbridge District Council
London Borough of Hackney	Three Rivers District Council
London Borough of Kensington and Chelsea	Torbay Council
London Borough of Kingston upon Thames	Trafford Council
London Borough of Lambeth	Wealden District Council
London Borough of Lewisham	Weymouth and Portland Borough Council
London Borough of Southwark	

Scrutiny Committee – Work Programme

In setting future Scrutiny **TOPICS**, the Committee is asked to consider the following: **T** imely – **O** bjective – **P** erformance – **I** nterest – **C** orporate Priority

T Is this the right **time** to review this issue and is there sufficient **Officer time** and resource to conduct the review? What is the **timescale**?
O What is the reason for review; do officers have a clear **objective**?
P Can **performance** in this area be improved by input from Scrutiny?
I Is there sufficient **interest** (particularly from the public)? The concerns of local people should influence the issues chosen for scrutiny.
C Will the review assist the Council to achieve its **Corporate Priorities**?

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
6 Feb 2019	2019/20 Budget	Assistant Director – Resources & Cllr M Edney	Scrutiny Committee to consider the Council's 2019/20 budget and the recommendations of Cabinet. The Committee should formulate a recommendation to Council regarding the budget for consideration at its meeting on 18 February 2019.
20 Feb 2019	*To be held in the event of a call-in only*		
10 April 2019	*No items scheduled*		
28 June 2019 (Friday)			
7 Aug 2019	*To be held in the event of a call-in only*		
25 Sept 2019	Review of commercialisation Strategy Priority Opportunities	Director of Business Development and Growth & Cllr M Edney	The Committee to review progress on the Priority Opportunities outlined in the Council's Commercialisation Strategy 2017-2021 and what the outcome of this work has been. Committee members to also consider this in relation to the objectives set out in the "How we will measure success" section of the strategy. Members should also consider the work planned in relation to medium/longer-term activities. Members to make comments and any recommendations regarding the future direction of the Strategy in light of this.
30 Oct 2019	*No items scheduled*		
27 Nov 2019	*No items scheduled*		

Scrutiny Recommendation Tracker 2018/19

Date	Topic	Responsible Officer	Resolution and Recommendations	Progress	Outcome
27 June 2018	COLLABORATIVE WORKING – THE FEASIBILITY REPORT	Head of Business Transformation	1. The Scrutiny Committee recommends that Cabinet approve recommendations 1 and 2 as outlined in paragraphs 8.3.1 and 8.3.2 of the report; and 2. The Committee records its thanks to officers for their considerable work in putting together the Feasibility Report.	Cabinet resolved to approve the recommendations 1 and 2 set out in the report	Consideration of this report gave Scrutiny Committee the opportunity to pre-scrutinise the future of collaborative working, before a final decision by Cabinet. Members raised questions regarding various aspects of the feasibility report and were satisfied that progressing the collaboration with Broadland District Council was advantageous and in the best interests of South Norfolk Council.
27 June 2018	LEISURE SERVICE PERFORMANCE	Head of Leisure and Health Services	To note the report and commend officers on the successes achieved.	n/a	Members were able to consider the performance across the Council's Leisure Centres and also comment on the future delivery of the in-house service. This is in light of major investments over the last few years.
26 Sept 2018	REVIEW OF COMMERCIALISATION STRATEGY PRIORITY OPPORTUNITIES	Director of Growth & Business Development	1. To note the progress made on the priority opportunities as set out in the Commercialisation Strategy; 2. That a further review, containing more financial information and data relating to the income generated, and greater detail on Big Sky Developments,	Further item has been added to the work programme. Officers supported the proposal regarding cabinet	Members were able to consider progress made on the priority opportunities as set out in the Commercialisation Strategy.

Date	Topic	Responsible Officer	Resolution and Recommendations	Progress	Outcome
			should take place in 12 months; and 3. To recommend that Cabinet members are involved in service reviews relating to their portfolio.	members being involved in service reviews.	The Committee made comments on various aspects of the Strategy, however felt that they needed more financial information to consider the outcomes and a further update in 12 months' time will enable further consideration
21 Nov 2018	MEMBER-LED FUNDING	Head of Early Help	To **Recommend to Cabinet** that: 1. Proposals relating to the ground rules review, introduction of restrictions to funding to town and parish councils, ensuring the proper utilisation of funding, and increased support to members from the Communities Team be agreed; 2. The proposal to reduce the member ward fund allocation from £1,000 per member to £500 be rejected and that Cabinet agree to retain the current allocation of £1,000; and 3. All underspend of the Member Ward Fund budget is transferred to the Community Action Fund budget. If the underspend is less than £10,000 the underspend should be rolled over to the next financial year to avoid the need for the CAF Panel to meet to allocate small amounts of money.	This was further approved by Cabinet The proposal was approved by officers and Cabinet Cabinet agreed to Continue with the current policy, that any underspend is transferred to the Community Action Fund budget, but if less than £10,000, this is absorbed as a saving at the end of the year.	The Scrutiny Committee was able to review proposed changes to the Member-led funding ahead of consideration by Cabinet and make further recommendations. The recommendations were largely based on members' experience of the grants.

CABINET CORE AGENDA 2019

	Decisions: Key, Policy, Operational	Key Decision/Item	Lead Officer	Cabinet Member	Exempt Y/N
Special Council 14 January 2019					
4 Feb	O	Performance, Risks, Revenue and Capital Budget Position Report for Quarter Three 2018/19	E Pepper/M Fernandez-Graham/ E Goddard	M Edney	N
	K	2019/20 Business Plan	E Pepper	M Edney	N
	O	Budget Consultation 2019/20	J Brown	M Edney	N
	K	Revenue Budget, Capital Programme and Council Tax 2019/20	M Fernandez-Graham	M Edney	N
	K	Treasury Management and Capital Strategy 1 April 2019 to 31 March2022	M Fernandez-Graham	M Edney	N
	K	Waste Re-optimisation	D Lorimer	K Kiddie	N
	O	Empty Properties	S Bessey	M Edney	N
	O	Discretionary Rate Relief Guidelines	P Chapman	M Edney	N
	K	Council Tax Care Leavers Discount	S Bessey	M Edney	N
	K	Long Stratton Swimming Pool	S Goddard	Y Bendle	Y
Council 18 February 2019					
25 Mar					
Council 22 May 2019					
10 June					

Key decisions are those which result in income, expenditure or savings with a gross full year effect of £100,000 or 10% of the Council's net portfolio budget whichever is the greater which has not been included in the relevant portfolio budget, or are significant (e.g. in environmental, physical, social or economic) in terms of its effect on the communities living or working in an area comprising two or more electoral divisions in the area of the local authority.