

## Scrutiny Committee

### *Members of the Scrutiny Committee:*

Mr G Minshull (Chairman)  
Ms V Clifford-Jackson (Vice Chairman)  
Mr B Bernard  
Mr B Duffin  
Mr J Rowe  
Mr R Savage  
Mr T Spruce  
Mrs J Wilby  
Mr J Worley

**This meeting may be filmed, recorded or photographed by the public; however, anyone who wishes to do so must 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.**

## Agenda

### **Date**

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Thursday 6 February 2020

### **Time**

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9.30 am

### **Place**

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**Colman and Cavell Rooms**  
South Norfolk House  
Cygnet Court  
Long Stratton  
Norwich  
NR15 2XE

### **Contact**

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**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**

# AGENDA

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. **Minutes from the meeting of the Scrutiny Committee held 27 November 2019;**  
(attached at page 6)
5. **Broadland District Council and South Norfolk Council – Strategic Plan and Delivery Plan;**  
(Cabinet report attached – page 10)  
  
Scrutiny Committee is invited to make recommendations to Council
6. **2020/21 Budget;**  
  
Members of the Scrutiny Committee are invited to scrutinise the decisions made at Cabinet on 3 February 2020, which will be made available at the meeting. The recommendations of the Scrutiny Committee will be reported to Council on 17 February 2020.
  - a) **Capital Strategy and Capital Programme 2020/21 to 2024/25;**  
(Cabinet report attached - page 94)
  - b) **Revenue Budget and Council Tax 2020/21;**  
(Cabinet report attached - page 122)
  - c) **Treasury Management Strategy Statement 2020/21;**  
(Cabinet report attached - page 142)
7. **Scrutiny Work Programme, Tracker and Cabinet Core Agenda;**  
(attached – page 171)

## **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

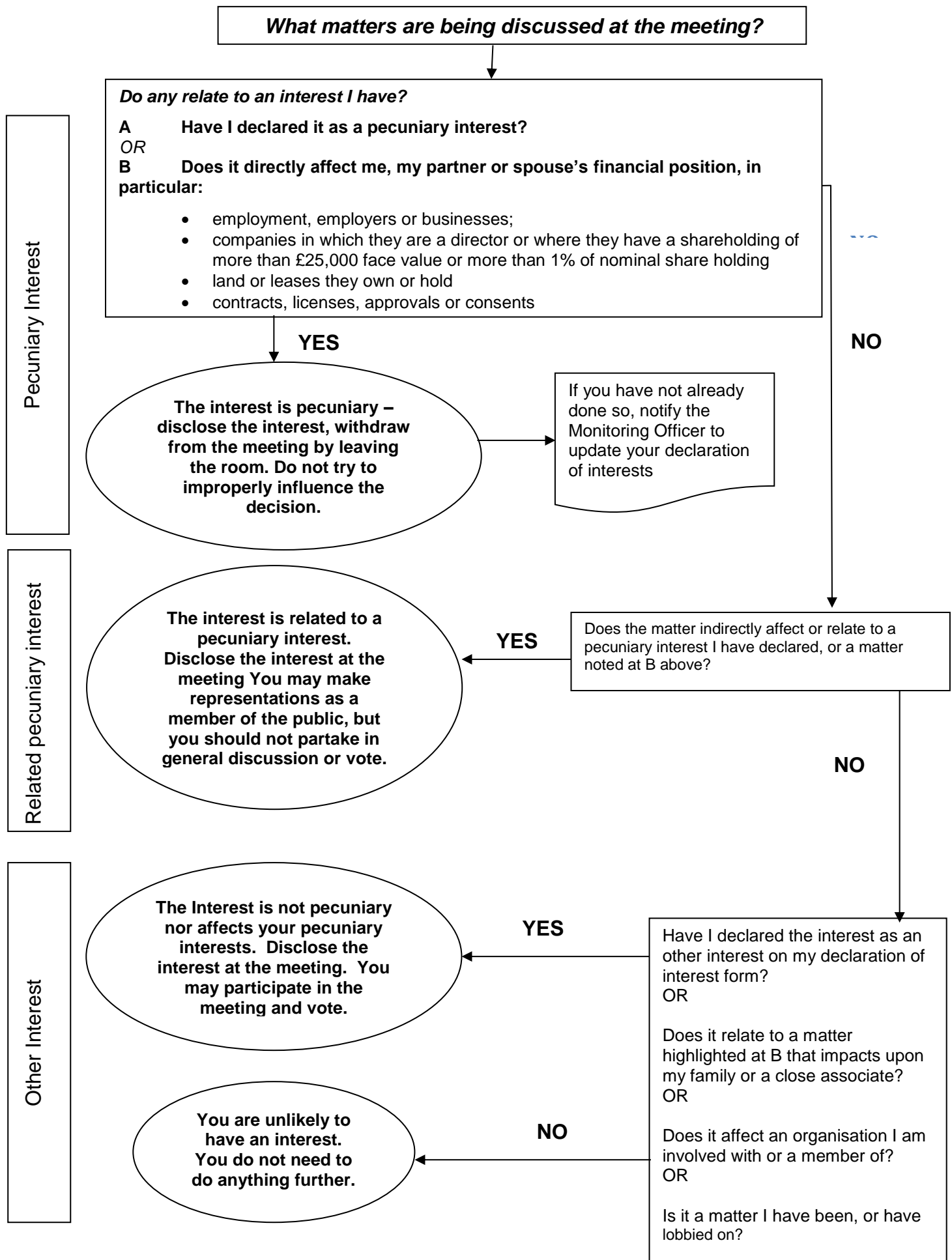
When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda 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.

<p>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.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> <li>1. affect yours, or your spouse / partner's financial position?</li> <li>2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?</li> <li>3. Relate to a contract you, or your spouse / partner have with the Council</li> <li>4. Affect land you or your spouse / partner own</li> <li>5. Affect a company that you or your partner own, or have a shareholding in</li> </ol> <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>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.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>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 you should not partake in general discussion or vote.</p>
<p>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.</p>
<p>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.</p>

**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 27 November 2019 at 9.30am.**

<b>Committee Members Present:</b>	Councillors: G Minshull, B Bernard, B Duffin, R Savage and J Wilby
<b>Apologies for Absence:</b>	Councillors: V Clifford-Jackson and J Worley
<b>Substitute Members</b>	Councillors: J Easter (for J Worley) and J Halls (for V Clifford-Jackson)
<b>Cabinet Members in Attendance:</b>	Councillor: Y Bendle
<b>Officers in Attendance:</b>	The Director of People and Communities (J Sutterby), the Early Help Hub Manager (Liam Pickering), the Housing Standards and Community Protection Manager (T Cooke), and the Senior Governance Officer (E Goddard)
<b>Also in Attendance</b>	Mr J Cheyette (Norfolk Citizens Advice) Ms J John (North East Suffolk Citizens Advice Bureau) Ms M Jones (Diss, Thetford and District Citizens Advice)

### **1256 DECLARATIONS OF INTEREST**

Cllr J Wilby declared an “other” interest in respect of her being the Council’s representative on the Diss, Thetford and District Citizens Advice.

### **1257 MINUTES**

The minutes of the meeting of the Scrutiny Committee held on 27 September 2019 were confirmed as a correct record and signed by the Chairman.

### **1258 SOUTH NORFOLK WELFARE RIGHTS AND DEBT ADVICE PROVISION**

Members considered the report of the Early Help Hub Manager, which reviewed the debt and welfare rights advice, provided by the Council, across the District.

Members noted that the purpose of the report was to review the current model in place that provided welfare rights and debt advice provision across the District, but it was not intended at this stage, to consider detailed future funding models. The Early Help Hub Manager stressed the need to ensure that residents received the

right support, as early as possible to prevent issues escalating, and that the Council received value for money.

In presenting his report, the Early Help Hub Manager referred to the range of services delivered by the Council to support residents with welfare rights and/or debt issues, drawing attention to the work of the Welfare Rights and Debt Advice Officer, FIRST Officers and Community Connectors, and the Early Help Hub Flexible Fund. He then referred to the external services available and the funding provided by the Council to North East Suffolk Citizens Advice Bureau, Norfolk Citizens Advice and the Diss, Thetford and District Citizens Advice. He explained that the Council had an extensive history of working in partnership with Citizens Advice and advised that the current service level agreement with them would end in March 2020.

Members noted that now that South Norfolk was working collaboratively with Broadland Council, there was a larger internal welfare rights resource, which could be remodelled to meet the needs of both Districts. It was estimated that up to 3,000 customers would access the Help Hub and over 2,000 would access Social Prescribing during 2019/20. The Early Help Hub Manager explained that although Citizens Advice were also seeing increased numbers, there was a risk of duplication.

The Chairman welcomed representatives (Mr J Cheyette, Ms J John, and Ms M Jones) from the Norfolk Citizens Advice, the North East Suffolk Citizens Advice Bureau, and Diss, Thetford and District Citizens Advice (CABs), to the meeting. Mr Cheyette delivered a presentation to members, which outlined the value and impact these organisations had in the South Norfolk District. Members noted that these organisations advised residents on a whole range of problems, including issues with debt, benefits, employment, relationships and consumer rights. People frequently had multiple issues, which required effective multi-agency partnership collaboration, in order to achieve positive outcomes.

Mr Cheyette presented members with detailed key statistics relating to client numbers, issues and outcomes for South Norfolk, and it was noted that the number of people and the number of issues was rising year on year. Although difficult to quantify, it was believed that these services had over the last 12 months, helped South Norfolk residents gain £429, 000 in income, and reduced debt by £175,000. It cost South Norfolk £3.00 for each issue that the service helped to resolve, and Mr Cheyette believed this to be excellent value for money.

Detailed discussion followed, and both officers and the CAB representatives, responded to a range of questions from members.

During discussion, and in response to a query regarding procurement, the Early Help Hub Manager explained that Citizens Advice were obvious candidates for the provision of external services, however, there were other providers of welfare rights advice, across the country, and therefore any future procurement of the service would take account of this.

Officers explained in more detail the role of the Community Connectors and how the public was able to access this service, and officers agreed to ensure that all members were fully aware of this service provision and how to access it.

In response to a query regarding Broadland District Council's decision not to provide funding to Citizens Advice, Mr Cheyett explained that this had impacted on

its service, although it would never turn away a resident who lived in the Broadland area. He added that King's Lynn and West Norfolk Borough Council had also withdrawn funding, and that should other councils follow suit, it would need to seriously consider curtailing services.

Attention was drawn to the risk of "duplication" across Citizens Advice and services provided by the Council. Mr Cheyette believed that there was always a risk of duplication, but he believed this to be minimal and could be further mitigated through an improved referral system, and more joined up working.

Members recognised that the models of delivery were different and both officers and Citizens Advice acknowledged the need to continuously look at approaches to meet the needs of residents. It was noted that Citizens Advice had recently launched a "Digital Hub", which was very different to the "drop in" model it had traditionally provided.

Some members felt that it was difficult to fully assess the current model, without a more detailed analysis of the costs of internal services. Members noted that a report had been presented to the Scrutiny Committee back in December 2018, which looked at the financial impacts of the Early Help Hub, in more detail. Members noted that this was a complicated process, with a number of different roles impacting on service provision, and that prevention was particularly hard to quantify in monetary terms. It was also noted that the Council had access to external funding to fund some service provision.

The Committee concluded that the work of the Early Help Hub and Citizens Advice could be further enhanced through closer working and members were keen for the Council to take advantage of the collaboration with Broadland District Council in order to improve the service to residents and align approaches.

It was unanimously

- RESOLVED:**
1. That any future external funding resource should be commissioned via the Council's Procurement route.
  2. That the Assistant Director for Individuals and Families works with the relevant portfolio holder, to review the delivery of the service, noting in particular Scrutiny Committee's comments relating to strength in collaboration and the need for internal and external services to work together more closely.

## **1259 LONG TERM EMPTY HOMES – APPROACH AND POWERS**

Members were reminded that on 28 June 2019, the Committee had considered a report regarding the number of long-term empty homes in South Norfolk, and the approach and powers of the Council in respect of these homes. At Scrutiny Committee's request, officers had now produced a further report, which provided additional background information regarding those homes that had been reported as empty, for more than 2 years.

The Housing Standards and Community Protection Manager presented his report to members, outlining the position as at 31 October 2018, in relation to the 61 homes that had been empty for more than 2 years. It was noted that as at October 2019,

this figure had reduced to 48. The current council tax levies in place on empty properties were also noted.

The Housing Standards and Community Protection Manager explained that the Council would only engage with owners when properties began to have a negative impact on the community and the Committee's attention was drawn to Appendix 2 of the report which listed the formal measures available to the Council, when previous advice and assistance had failed to resolve issues.

The Housing Standards and Community Protection Manager responded to a number of queries on points of detail, referring to a number of individual cases. Members expressed their satisfaction with the service provided and felt the Council's response to empty properties to be both proportionate and appropriate.

**RESOLVED:** That the Council's approach in dealing with empty homes is proportionate and appropriate

## **1260 WORK PROGRAMME**

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

The Chairman reminded members that they could suggest future items for consideration and should do so through the Scrutiny TOPIC form.

Members noted that due to the change in date of the January Cabinet meeting, the next Scrutiny meeting would be held on Wednesday 29 January 2020 (not 22 January as previously advised)

(The meeting concluded at 11.35 am)

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Chairman



## **Broadland District Council and South Norfolk Council – Strategic Plan and Delivery Plan**

**Report Author(s):** Sinead Carey  
Strategy & Programmes Manager  
01509 533661  
[scarey@s-norfolk.gov.uk](mailto:scarey@s-norfolk.gov.uk)

**Portfolio:** Leader of the Council

**Ward(s) Affected:** All

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

The purpose of this report is for Cabinet to recommend to Council the approval and adoption of the new Strategic Plan 2020-2024 and interim Delivery Plan 2020/21 for Broadland and South Norfolk Councils.

### **Recommendations:**

1. To recommend that Council approves the adoption of the Strategic Plan 2020-2024.
2. To recommend that Council approves the adoption of the Interim one-year Delivery Plan for 2020/21.

## **1 SUMMARY**

- 1.1 This report provides an overview of the development of the new four-year Strategic Plan for the two councils which sets out the vision, ambitions and priorities for the organisations. Alongside this, the report highlights the one-year interim Delivery Plan (to be two years after the interim plan) which outlines the different activities and projects the councils' will be undertaking to meet the priority areas outlined in the Strategic Plan. The Delivery Plan includes delivery measures to enable the success of activities to be monitored.

## **2 BACKGROUND**

- 2.1 On 12 July 2018, both Councils agreed the Collaborative Working Feasibility Study, which outlined proposals to form one joint officer team across the two autonomous Councils. Key items to deliver the objectives outlined within the report were set out in the routemap for delivery.
- 2.2 A key element of delivering the Feasibility Study was an ambition to develop joint strategic priorities and delivery plans. The Study outlined that a joint approach to strategic and delivery planning would enable a common focus for the new one joint officer team.
- 2.3 Whilst being developed concurrently and giving members a common approach to tracking strategic and service delivery, the plans also enable the councils to pursue local policies and operational models that most accurately reflect the specific requirements in each council area.

## **3 CURRENT POSITION/FINDINGS**

### **Existing Long-Term Corporate Plans**

- 3.1 At present, both Councils have their own vision, priorities and ambitions as set out in the Broadland Business Plan and the South Norfolk Corporate Plan. These plans set out how the organisations plan on delivering key services over the coming years and they way in which they will work.
- 3.2 The status of these documents are outlined below:
- Broadland – the Business Plan was adopted for BDC in April 2019 covering a period of 4 years.
- South Norfolk – the Corporate Plan was adopted for SNC in 2016 and covers a period of 4 years.

### **Existing Annual Business Plan**

- 3.3 South Norfolk Council previously developed an annual Business Plan which breaks down the activities and projects from the Corporate Plan that are required to be delivered in the year ahead. Broadland District Council previously did not have an annual business planning cycle in place.

## **4 PROPOSED ACTION**

- 4.1 As we become one joint officer team, supporting two autonomous Councils, it is important that staff are working towards the same strategic outcomes and the collaboration is clear on the ambitions moving forward.
- 4.2 To deliver on the Feasibility Study's ambition, Members are asked to agree to the adoption of a high-level Strategic Plan and a one-year interim Delivery Plan, which have been developed and are outlined in this report.

### **Strategic Plan**

- 4.3 The Strategic Plan (see appendix A) is an external facing document which sets out the Councils vision and priorities for the coming four years. These have been developed through understanding what is important to Members to deliver leading to 2024, through workshops and events held at the end of 2019. The plan has been aligned to the four-year political cycle, allowing for a period of one year at the start of a political cycle for a new plan to be developed and agreed.
- 4.4 The main aims of the Strategic Plan are to:
- Set our overarching vision and priorities for the Districts and the organisation for the coming years
  - Showcase our achievements from the past few years
  - Outline how we will change the way in which we will work to achieve the best outcomes
  - Outline how we will measure success
- 4.5 The Strategic Plan is broken down into the 4 key priority areas, which then provide more detail in terms of the ambition for that area, the high-level actions which will be taken and how we will measure the success of our actions. At the end of the plan, there is an overview of how we will use our resources effectively, which is tied in with the annual budget. The current iteration of the plan includes draft figures which may need to be updated following the setting of the budget at Cabinet and Council.

### **Delivery Plan**

- 4.6 The Delivery Plan (see appendix B) sets out the key activities to be delivered within the first year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. Going forward, this plan will be a two-year plan which will be aligned to a new two-year budget setting process. While this new approach is being created, an interim one-year plan for 2020/21 has been developed and is the plan which is included within this report.
- 4.7 To enable success of the activities to be monitored, the Delivery Plan sets out several Delivery Measures which will be reported into Members on a quarterly basis.
- 4.8 The Delivery Plan is broken down into the following areas:



- An introduction to the delivery plan and how it links with the Strategic Plan and vision for the two Councils
- An overview of where our money comes from and how it is planned to be spent in 2020/21
- The key delivery measures for each priority which will be reported through to Members on a quarterly basis
- The key activities and budgets which are broken down by directorate

## 5 OTHER OPTIONS

- 5.1 Members could choose to retain their existing Business Plan (BDC) and Corporate Plan (SNC) and for SNC to continue to develop its own in-year Business Plan, whilst developing shared strategic ambitions but the flexibility to take different approaches to operational activity. This could lead to a different strategic approach being taken by the two Councils, alongside losing the opportunity to have a common strategic focus for staff and the two authorities.

## 6 ISSUES AND RISKS

- 6.1 **Resource Implications** – Both the Strategic Plan and Delivery Plan are aligned to the budget setting process for both Councils and are subject to change if the budget changes. The Delivery Plan will feed into the development of service specific plans which will ensure that there are the right resources in place to deliver the first year of the plan effectively.
- 6.2 **Legal Implications** – no implications.
- 6.3 **Equality Implications** – no implications.
- 6.4 **Environmental Impact** – no implications.
- 6.5 **Crime and Disorder** – no implications.
- 6.6 **Risks** – Both the Strategic Plan and Delivery Plan are aligned to the budget setting process for both Councils and are subject to change if the budget changes.

## 7 CONCLUSION

- 7.1 In summary, the new Strategic Plan and interim Delivery Plan sets out the ambitions for the two Councils moving forward and provides an in-year overview of the different activities which will take place to ensure we are delivering on what we set out to achieve. Adopting these plans will allow for a shared strategic ambition, whilst allowing for the effective delivery of different services across the two Councils, both collaboratively and autonomously.

## **8 RECOMMENDATIONS**

- 8.1 To recommend that Council approves the adoption of the Strategic Plan 2020-2024.
- 8.2 To recommend that Council approves the adoption of the Interim one-year Delivery Plan for 2020/21.

### **Background Papers**

None.

# Our Plan

2020 – 2024



Two Councils  
One Team

# Our Vision for our Place



Shaun Vincent,  
Leader of Broadland District Council

Broadland is a fantastic place to live and work and following our election in May 2019, over the next four years we will continue to provide and improve the services that make a real and lasting difference to our residents' lives.

We have a superb record of securing inward investment to support economic growth and service delivery and we will continue to help our local businesses, providing them with both support and advice. We will also support growth through the Greater Norwich Local Plan, helping to decide where housing and business growth will be for the foreseeable future.

We will carry on the great work that the Council does to support our residents by investing in projects that will help our communities thrive. Through the Help Hub and our other dedicated services we'll make sure that our most vulnerable residents receive the help they need, at the time it is needed.

Local authorities are significantly impacted by Central Government policy, as well as local conditions, and the implications of these will vary from area to area. In Broadland, we are proud of our record of low tax increases. While at the same time, investing in the future of our district by supporting the delivery of new jobs and new homes.

To make sure this happens, over the next four years, we will encourage developers to build the houses that already have planning permission. We will ensure the delivery of more sustainable homes in the right locations and we'll enable local families and young people to have access to affordable homes so that they can stay in the area where they grew up.

Supporting and protecting the environment is a priority for all councils. Broadland already recycles more waste than any other Norfolk council and we will continue to lead the way

by rolling-out food waste collections across the whole district. We will also become a single use plastic-free council and will continue to protect our unique environment.

Our vision and our planning for the future, takes into account the national and local picture and by working with our partners, and through our collaboration with South Norfolk Council, we will promote and champion not just our own district but the region as a whole. We will work together to attract inward investment, to create new jobs, to provide good quality homes and to deliver the services that our residents value the most.





## John Fuller, Leader of South Norfolk Council

South Norfolk is proud to be an entrepreneurial Council that is run in a business-like manner and reflects a vibrant and dynamic local economy.

Following our election in May 2019, over the next four years, we are committed to making our district one of the best places to live and work in the country and our collaboration with Broadland District Council will allow us to gain the benefits of working over a much bigger scale.

We will continue to invest in infrastructure that supports our economy and local quality of life while striking the right balance between the need for growth that sustains our economy and delivering the services that our residents value the most.

In South Norfolk, we have an enviable record of attracting Government funding to innovate and to do more things for more people. We will use

new technology and modernise our working practices to do even more for less and do more at a local level.

We will continue to support and invest in our world-leading science base at the Norwich Research Park and help to provide new employment premises and job opportunities for businesses to expand in Wymondham, Long Stratton, the Waveney Valley and along the A11 towards Cambridge.

As a Council, we support our local economy and we have installed electric charging points in all of the car parks that we manage to help attract more visitors to our towns. Over the next four years, we will continue to respond to the challenges facing our high streets and isolated rural businesses, while protecting the special character of our market towns and villages.

The Council does so much more than collect council tax and empty the bins. We are there to

serve our residents and even pick up the pieces at times of need. We know that the elderly and vulnerable prefer to stay independent in their own homes and that young families need a roof over their heads, so we will ensure that people with a local connection, including returning servicemen and women, are given priority.

There is much that we can do. So, whether it's helping to afford a tenancy deposit, support to keep families together or ensuring that we have smaller homes for young people or new bungalows for older family members, we will ensure each case is treated individually and with humanity.

There are limits to what National Government can do by itself so there is a role for the local council to look forward and shape the future for our residents and our local and regional economy over the next four years.

# Our Focus for the next 4 years

At the heart of Our Plan, there is a common vision: we want to work together to create the best place for everyone, now and for future generations. We have worked to anticipate the challenges facing us as Councils and districts over the next four years, and truly recognise that we need to work differently and with others to deliver real change and the right outcomes for our districts.

Local government is changing – but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those changes. So, to ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses. Working in partnership, we want to reimagine what local government delivers. We recognise that all have a responsibility to do all we can to ensure that what we leave behind is better than we found.



# Our achievements over the last few years

## **South Norfolk Council has:**

- Invested over £7m into three leisure centres in Wymondham, Diss and Long Stratton, to provide state of the art equipment, facilities and experience to help residents stay fit and healthy, increasing membership numbers by over 60% over 3 years.
- Pioneered an innovative Early Help Hub which has helped over 8,000 families and residents since 2016.
- Invested £570,000 in the Better Broadband for Norfolk (BBFN) programme which has seen access to Superfast Broadband increase from 15% in 2013 to 90% today, becoming the first rural district in East Anglia to offer every home and business access to broadband download speeds of at least 10Mbps.
- Provided planning permission for nearly 3,500 new homes and obtained over £16.5m in government funding through the New Homes Bonus.
- Supported the delivery of over 2,000 affordable homes (including through Help to Buy) in the District since 2016.
- Delivered over 100 new homes through South Norfolk Council owned development company Big Sky and secured £7.8m accelerated construction grant for Cringleford.

- Worked with partners to bring wind-energy-powered electric car charging points to every market town, giving residents the opportunity to consider using clean energy and buy an electric car.
- Generated approximately £35m in commercial income which has supported the reinvestment into services.

## **Broadland District Council has:**

- Worked with partners to complete construction of the Broadland Northway (Norwich NDR) with an investment of £205m, which will see faster, more reliable journey times for our residents, sites for new homes becoming more viable and, specifically, a welcome boost for our economy.
- Worked with partners to transform broadband speeds across the county by installing high-speed fibre optic networks to deliver 95% coverage across Norfolk by the end of March 2020.
- Supported the delivery of over 609 affordable homes (including through Help to Buy) in the District since 2016.
- Secured almost £2.5m of funding to deliver community-led infrastructure projects.

- Developed homes in Hellesdon through the Council's Joint Venture Company, Broadland Growth Ltd, with NPS, which has made a return to the public purse of around £1.28m.
- Distributed over £1m in Community Infrastructure Levy income to our parish and town councils for projects that support local communities such as play areas and security measures.
- Continued to maintain recycling rates of over 50% which are higher than the national average of 42% and the highest in Norfolk.
- Generated over £7m of commercial income which has supported the reinvestment into services.
- Supported the development of the 25 hectare expansion of Broadland Business Park to promote business development, economic growth and job opportunities in the district.
- Been supporting the delivery of North West Woodlands Country Park which will benefit our residents and visitors.

Our Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions. These priorities and ambitions are underpinned by how we deliver our services through our members, staff and approach.

# THE VISION

Working together to create the best place for everyone, now and for future generations



## OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



**Growing the economy**



**Supporting individuals and  
empowering communities**



**Protecting our natural  
and built environment,  
whilst maximising quality  
of life**



**Moving with the times,  
working smartly and  
collaboratively**



# Delivering for our place and customers

We have a bold and ambitious agenda for change to help shape the future of our districts, working alongside and collaboratively with our partners. To deliver what we set out to achieve, we have a proactive programme in place.

To help us track how well we are delivering our services to our customers, we set and track targets for performance using Delivery Measures.

The Councils' strategic priorities for the next four years are supported by two yearly Delivery Plans which we use to report our progress against Our Plan.

**Strategic Plan** - Our Plan sets out our longer-term ambitions for our areas, of which the Delivery Plan then sets out to achieve. We have an integrated approach to strategic and financial planning, and we develop and publish Our Plan alongside our Medium-Term Financial Strategy (MTFS). This is a four-year plan which is linked to the political term for the Councils', allowing for priorities to be set at the start of each term.

**Delivery Plan and Member Oversight of Performance** - The Delivery Plan is a two-year plan, which is accompanied by a two-year budget, allowing for the Councils to outline the different activities and projects which will be delivered in the coming years. For 2020/21, the Delivery Plan is an interim one year plan while a new two year plan is developed. It includes Delivery Measures which are reported into Cabinets quarterly, which aim to measure the success of Our Plan. This plan is reviewed and updated on a regular basis.

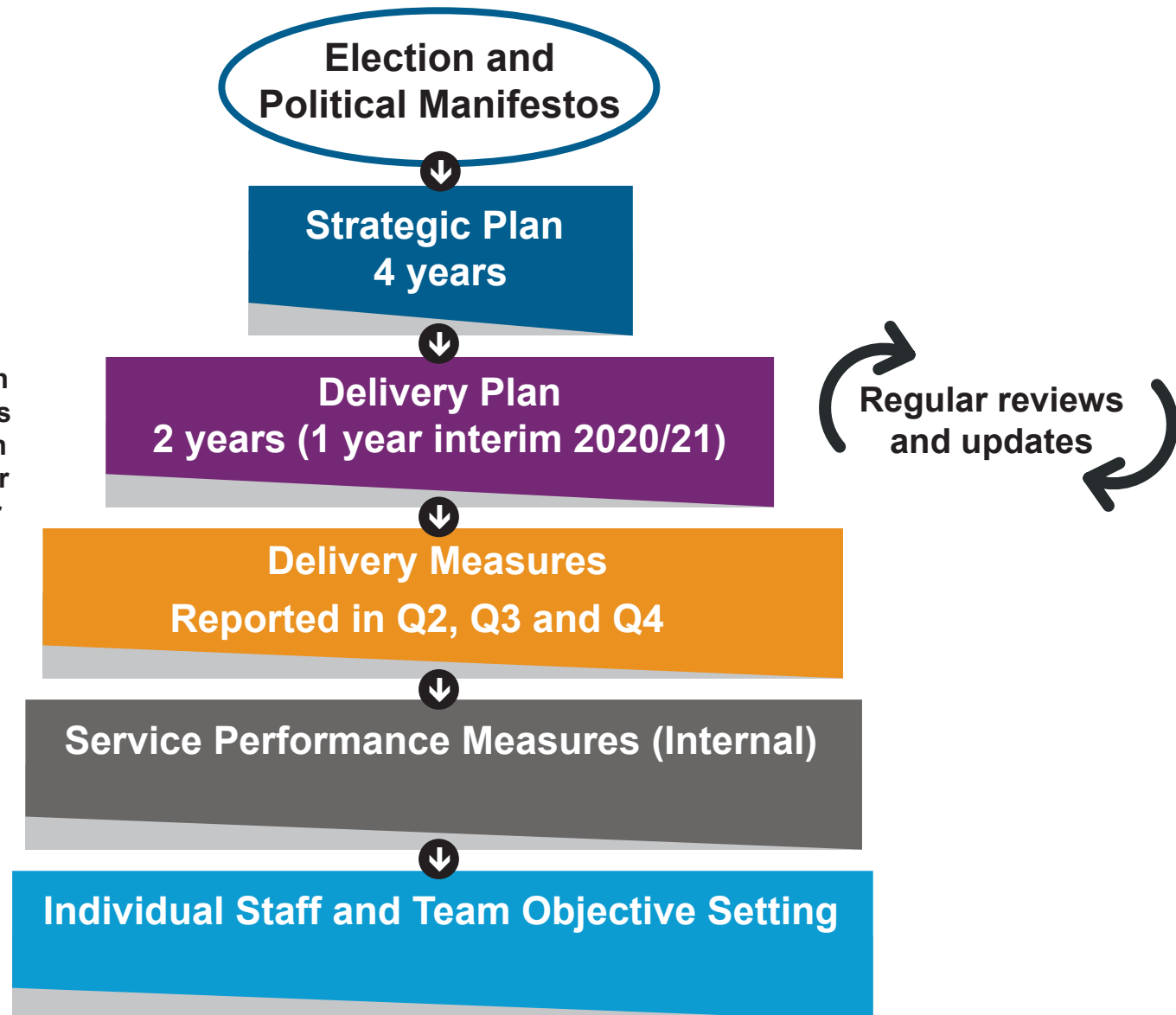
**Quarterly Performance and Governance Monitoring** - The Councils have reports on performance and governance which provides an overview of the key performance areas for each service area and allows the Councils to better target resources.

**Team and Individual Objectives** - Objectives for all teams and staff are important to personal development, as well as ensuring that priorities and activities are delivered. Team and individual objectives are set to help teams to achieve the actions that they are responsible for.



# How it all fits together

Political terms cover a period of four years and this Strategic Plan sets the ambition for the Councils over this time. The Strategic Plan is supported by a rolling two year Delivery Plan which sets out our programme of work.





# Growing the economy

## Our Ambition is to:

- Promote our areas as a place that businesses want to invest in and grow, attracting investment for our areas
- Build a productive, high performing and dynamic economy for the future
- Create an inclusive economy which promotes skills and job opportunities for all

### Broadland and South Norfolk Profile:

- 130,000 people are in employment
- Over 82% of working age residents are in employment
- Higher % of economically active residents than the national average
- Over 1,000 business start-ups per year
- Higher than average five year business survival rate
- Over 90% of businesses employ up to 10 employees
- Nearly 10,000 businesses located in our areas
- 10 Market Towns

### Challenges:

- 27,000 new jobs to be created in Greater Norwich by 2026
- 15% of our 260,000 residents are economically inactive
- Ensuring the workforce have the right mix of skills to match business need
- Ensuring that everyone has the opportunity to contribute, learn and benefit from sustainable economic growth

### We will provide the right environment to grow a strong, vibrant and inclusive economy, making Broadland and South Norfolk the best place in the country to do business and to work, by:

- Working with partners to improve accessibility and enabling residents and businesses to move about safely as part of the Transforming Cities work.
- Focussing our efforts on ensuring we have an appropriately skilled workforce to encourage growth and opportunity in the area.
- Helping to prepare our young people to be successful in their working lives by ensuring there are the right career pathways in place, whether that be vocational or academic.
- Working with partners to attract inward investment into our area, providing the right conditions for employment opportunities to grow.

- Supporting all sizes and types of businesses in our areas to grow.
- Enhancing our market towns and working collaboratively to promote our areas as visitor destinations.

**We will work collaboratively to deliver the physical and technological infrastructure required to create the environment for a strong economy, by:**

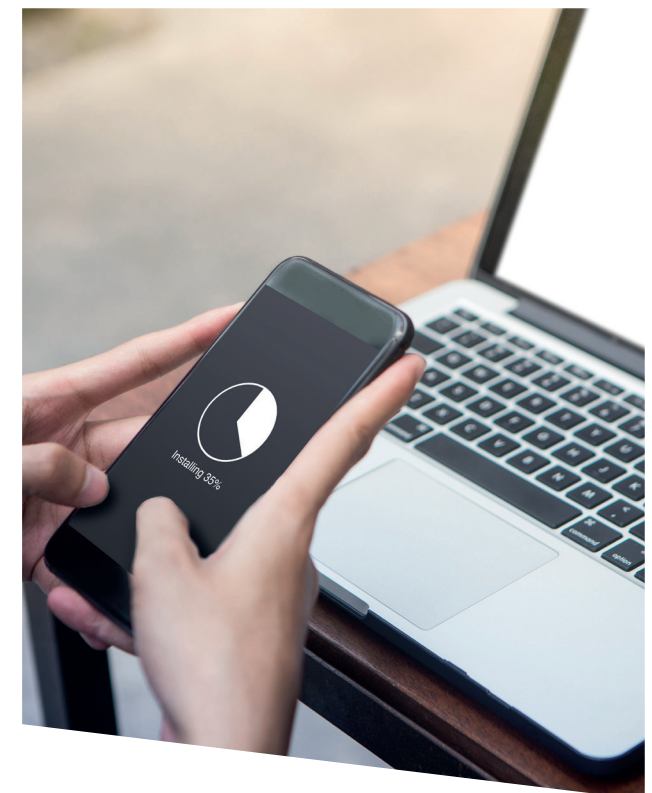
- Continuing to enable faster broadband and mobile network coverage for residents and businesses.
- Working to unblock constraints to growth through delivering and supporting infrastructure projects which will help to transform our areas including the Long Stratton bypass, Western Link Road and the dualling of the A47.

**We will work with partners to promote Greater Norwich as an innovative, vibrant and forward-looking area and the place to invest and grow businesses, by:**

- Growing our world leading science base at the Norwich Research Park, Broadland Business Park and wider schemes to provide new business premises and job opportunities across both districts.
- Working with partners on promoting the Tech Corridor as a place for Government investment (linking of the UKs powerhouse cities, Cambridge and Norwich)
- Supporting the growth of the key sectors (such as aviation) in our wider area as identified in the New Anglia LEP Local Industrial Strategy.
- Working with local communities, businesses and Councils to ensure the vitality and vibrancy of our market towns and key service centres.

### **Our Success Indicators**

- Sustainable growth in our economy
- Growth in the visitor economy
- Delivery of key infrastructure projects through secured funding





# Supporting individuals and empowering communities

## Our Ambition is to:

- Ensure that the most vulnerable feel safe and well
- Empower people to succeed and achieve their aspirations
- Create and support communities which are connected and are able to thrive

### Broadland and South Norfolk Profile:

- 260,000 people live in the area
- Number of residents physically active is higher than the national average
- % of the population over the age of 85 is higher than the national average
- The population is projected to grow by an average of 13% in South Norfolk and Broadland by 2041
- There is a lower than average crime rate
- General health is better than the Norfolk average

### Challenges:

- By 2036, an average of 6.2% of the population will be 85 or over
- 10% of children live in low income families
- 9% of households experience fuel poverty
- An average of 60% of adults are classed as being overweight or obese

### We will work with partners to drive the best health and wellbeing outcomes for our residents through ensuring a suitable and safe home, a meaningful occupation and a supportive and safe community, by:

- Working with the NHS and communities to improve mental wellbeing and resilience.
- Encouraging active and healthy lifestyles through our own leisure and healthy lifestyle offer and by working with partners such as Public Health and Active Norfolk to deliver key projects collaboratively.
- Working with the health and social care system to support those who are frail by keeping people independent in their home for longer.



- Working with the DWP, schools and other partners to improve employment opportunities and residents' strengths and potential, rather than focussing on barriers they face.

**We will focus on inclusive growth and social mobility to provide fairer social and economic chances for everyone, in order to fulfil their potential and have healthy, independent lives. We will focus on the five key themes identified in our Inclusive Growth Framework by:**

- Providing a supportive home environment.
- Increasing aspiration and career routes.
- Supporting low paid workers.
- Improving access and transport.
- Improving business development and productivity.

**We will work with our partners to ensure that all residents feel safe and well in their communities by:**

- Building strong and resilient communities by intervening and using our statutory powers where necessary.
- Continuing to support those residents with the most complex needs, offering care, support and advice to residents in need of support via schemes such as 'care and repair', debt and welfare advice and our early help work to prevent homelessness and tenancy breakdown.

#### **Our Success Indicators**

- The health and wellbeing of our residents is maintained and improved
- Improved social mobility outcomes achieved for our residents
- Increase in the successful interventions to prevent or relieve homelessness
- More residents are supported to be independent for longer

- Maintain low levels of crime
- Decrease in the level of deprivation





# Protecting our natural and built environment, whilst maximising quality of life

## Our Ambition is to:

- Take proactive steps to preserve the natural environment
- Ensure we have the right homes for everyone
- Build a place that everyone can be proud of

### Broadland and South Norfolk Profile:

- Nearly 120,000 households
- An average of 46% of household waste is recycled
- 73 conservation areas

### Challenges:

- We have large rural areas with 12% of households having no access to a vehicle, creating challenges with accessing key services e.g. healthcare
- Higher than average house prices
- Energy prices increasing
- 18,500 new homes needed in Greater Norwich by 2026

**We will promote growth in our area, working with key partners to deliver a local plan which protects the best of what we have and shape the areas' future, to make it the best possible place to live and work, by:**

- Adoption and delivery of the Greater Norwich Local Plan, which ensures the highest quality development and homes for people of all generations need.

**We will make sure that our green spaces, streets and public spaces are clean, attractive and safe by:**

- Providing the right information, incentives and infrastructure for people and businesses to increase the amount of recycling and reduce the amount of waste produced.
- Engaging with residents, visitors and businesses to support them to play their part in keeping our district clean and safe.
- Improve food waste collections to reduce waste (Broadland District Council only).

**We will protect our environment and play our part in the wider environmental issues by:**

- Using all the resources at our disposal to play our part in improving air, water and land quality within our region
- Leading by example and encouraging others to reduce their carbon footprint e.g. as Councils, reducing our single use plastics and providing electric car charging points for both residents and staff
- Working together to deliver the Governments 'A green future: Our 25 year plan to improve the environment'

**Act as a catalyst for homes people can afford, creating sustainable communities for the future by:**

- Encouraging developers to build houses that already have planning permission.

- Using our powers to deliver and directly build more sustainable homes in the right places, whilst protecting our green spaces

**Our Success Indicators**

- Our waste services are reliable, safe and compliant.
- Increase in our recycling rate and reduction in contamination levels.
- Improved air quality within our areas.
- Delivering the right homes in the right places to create a sustainable community, ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth.
- Increased growth is delivered through the adoption of the (GNLP) Greater Norwich Delivery Plan.







# Moving with the times, working smartly and collaboratively

## Our Ambition is to:

- Promote our areas with our clear and ambitious offer
- Provide truly commercial, entrepreneurial and collaborative public services
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers

### We will maximise the potential of our resources, working efficiently, effectively and commercially, ensuring our long-term financial sustainability by:

- Continuously challenging ourselves to ensure we utilise our resources in the best possible way and seize opportunities as they arise.
- Investing in and taking advantage of commercial opportunities where appropriate.
- Planning ahead and taking a longer-term view to ensure we invest into the services which will have the biggest impact.
- Becoming an agile, flexible and collaborative organisation, working across traditional local government/organisational

boundaries and driving and adapting quickly to the changing environment

### We will work collaboratively and in partnership to develop place-based and customer-centred services by:

- Developing services that are delivered at a local level.
- Continuously improving our customer service offerings to best meet our customers' needs, using evidence and data to drive our services.
- Invest in the skills development of our staff to ensure that staff are enabled to continue to engage effectively with customers in the changing local government environment.
- Seeking collaborative opportunities to maximise the potential of joined-up

partnership working with public, private and voluntary sector partners.

- Continuing to use the best technology for the job in hand and making best use of the opportunities that digital ways of working can bring, alongside making our digital platforms easy to access.

### We will invest in our staff and create an organisation that people want to work for

- Retaining and attracting the best talent to deliver our services.
- Becoming a mobile, flexible and inclusive organisation.
- Investing in our team and technology to develop a forward thinking and growth focused organisation.

**We will act as a public sector leader and innovator which others look to for best practice by:**

- Acting as leading councils nationally in order to deliver the best possible services for our residents
- Trying out and testing new approaches and ideas, using the best evidence that we have to inform our decisions and sharing best practice

**We will promote our place offer, showcasing our strengths as a partnership and influence the regional and national policy stage by:**

- Working with partners regionally and nationally to change and shape national and regional policy for the benefit of our local residents and businesses
- Actively promoting our area to build its reputation and drive investments in our districts and the wider region

**Our Success Indicators**

- Increase in customer satisfaction in our services
- Increase in staff satisfaction and effective recruitment and retention
- Increase in the use of our online services
- High performing peer reviews and external accreditations
- Enhanced reputation of the Councils and our areas
- Long-term financial sustainability of the Councils



# Using our resources wisely

Like all good businesses, we look ahead and we produce both medium and long-term plans so that we're ready for the changing demands that we'll face when delivering our services over the upcoming years.

Our Medium-Term Financial Plans (MTFP) are reviewed annually prior to setting the councils budget. The MTFP projects our income and expenditure for the next five years based on assumptions around funding and cost pressures, together with an agreed set of principles to maintain financial stability.

Like many Local Authorities, we continue to operate in a climate of financial uncertainty with increasing demands on services alongside unpredictable future changes to government funding.

Since 2010/11, government funding for local authorities has fallen by 49.1% in real terms, alongside an increase in the demand for local authority services. Overall since 2010/11 the median reduction in budget for district councils has been just over 30%.

Nationally, authorities are considering different options for improving service delivery, while ensuring financial resilience for the future. Decreasing grant income from Central Government and continuing uncertainty around funding, has encouraged Councils to review the

way in which they fund and structure services, with many looking to more innovative ways of operating.

Over the last few years, we have made significant efficiencies and savings through our approach to become more financially self-sustaining. Our approach to make the best use of our resources has enabled us to plan ahead, invest in our key services and take a real outcomes-based approach to delivery.

In the coming years however, our MTFP for both Councils show that we will have a budget gap if we do nothing to resolve it.

As a result, a central focus of our long-term financial plan is seeking to generate new income streams by using our capital to support the economy to grow. Instead of reducing the level of the services that we provide to our residents, we have the ambition to continue to develop, move with the times and use innovative and devolved funding mechanisms to continue to support our services.

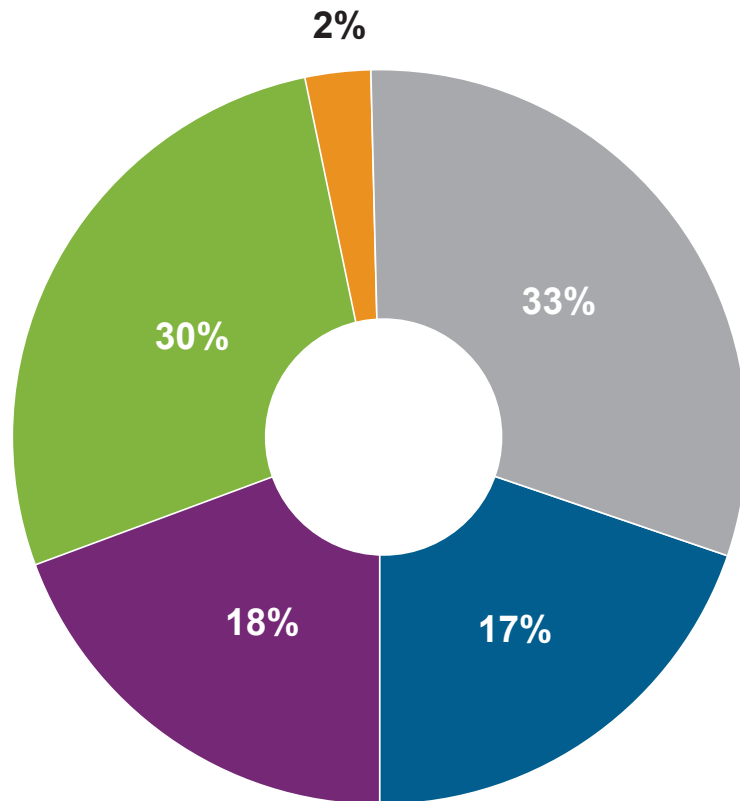
## A guide to where our funding comes from

Broadland District Council has a spending power of £17.2m and South Norfolk Council has a spending power of £31.6m. These budgets are used to deliver services to the 260,000 residents who live here and the thousands of visitors who come to our areas every year.

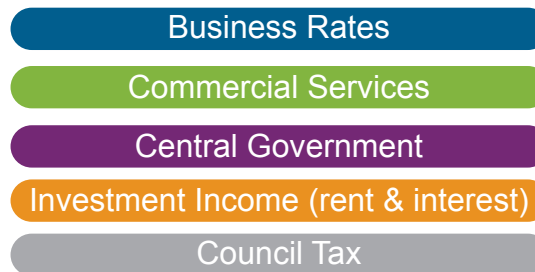
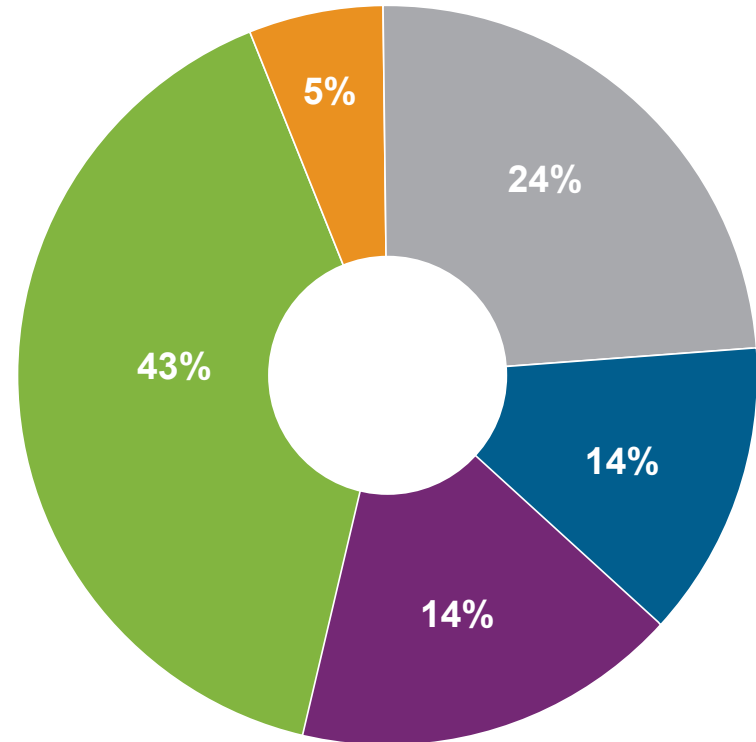
**On the next page is a breakdown of where our funding comes from.**

How we will spend our budget is decided through setting each Councils' Medium-Term Financial Plans and an overview of how we will fund our different services can be found in our Delivery Plans and Budget Books.

## Broadland District Council



## South Norfolk Council



## Broadland District Council



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## South Norfolk Council



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# Delivery Plan

2020 – 2021

Two Councils  
One Team



# Our Delivery Plan for 2020/21

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2018 which has seen the Councils develop a single officer team working across the two districts. Our Strategic Plan outlines our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next four years working as a partnership.

Local government is changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those changes. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

We have a target to save £8.6m over the next 5 years as a result of our collaboration together. We aim to achieve this by reimagining and transforming what local government delivers to become the best in class and exemplar at what we do. We recognise that we all have a

responsibility to do all we can to ensure that what we leave behind is better than what we found.

This document, our Delivery Plan, has been developed around these priorities and ways of working and describes our intended activities for 2020/21. This is an interim one year plan, with the ambition to move forward from 2021/22 with a 2 year plan, in line with the Budget Setting process for the Councils.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions linked to each priority. These priorities and ambitions are underpinned by how we deliver our services through our people and our approach.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focused on the three service areas the Councils are made up of, with each activity carried out being linked back to the key priority areas.



# The Vision for our Place

## THE VISION

Working together to create the best place for everyone, now and for future generations



## OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



### Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.



### Supporting individuals and empowering communities

- Ensure that the most vulnerable feel safe and well.
- Empower people to succeed and achieve their aspirations.
- Create and support communities which are connected and are able to thrive.



### Protecting our natural and built environment, whilst maximising quality of life

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.



### Moving with the times, working smartly and collaboratively

- Promote our areas with our clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.



# Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment. Instead of reducing the level of the services that we provide to our residents, we have the ambition to move with the times and generate new income streams, alongside using innovative and devolved funding mechanisms to continue to support our services. Central to our long-term financial plan to become more financially self-sustaining, is seeking to generate new income streams by using our capital funding to support the economy to grow.

This plan outlines our spend for 2020/21 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45% (Broadland) and 55% (South Norfolk). This is reflected in the financial tables in this plan.

## 2020/21 outlook

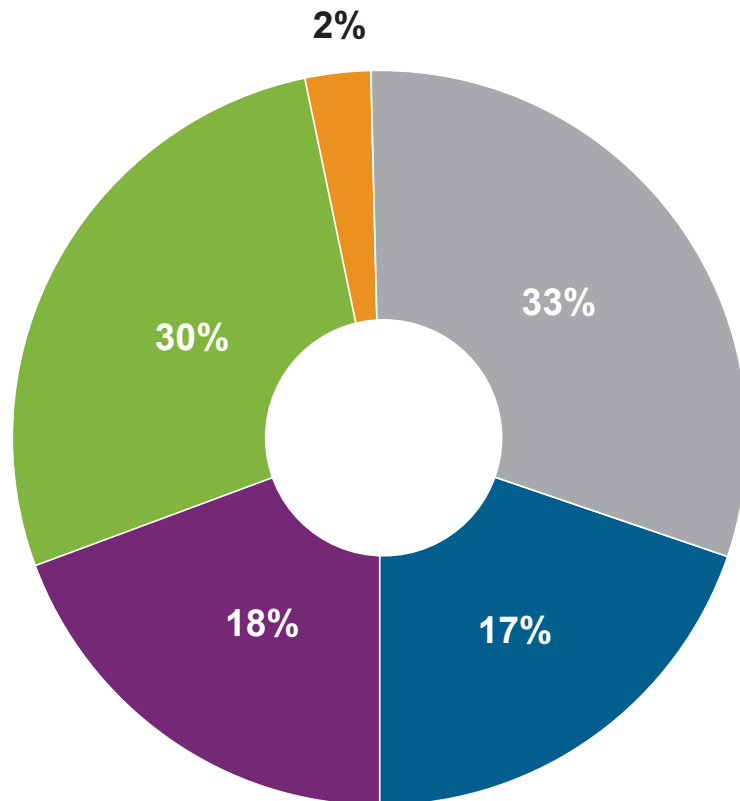
Our total controllable funding for 2020/21 is:

- £17.2m for Broadland District Council
- £31.6m for South Norfolk Council

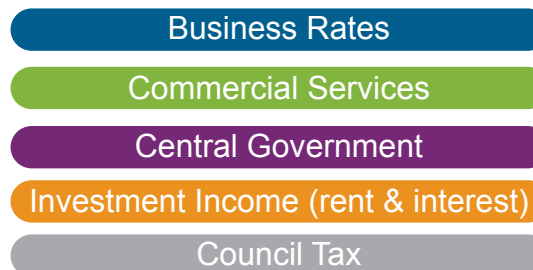
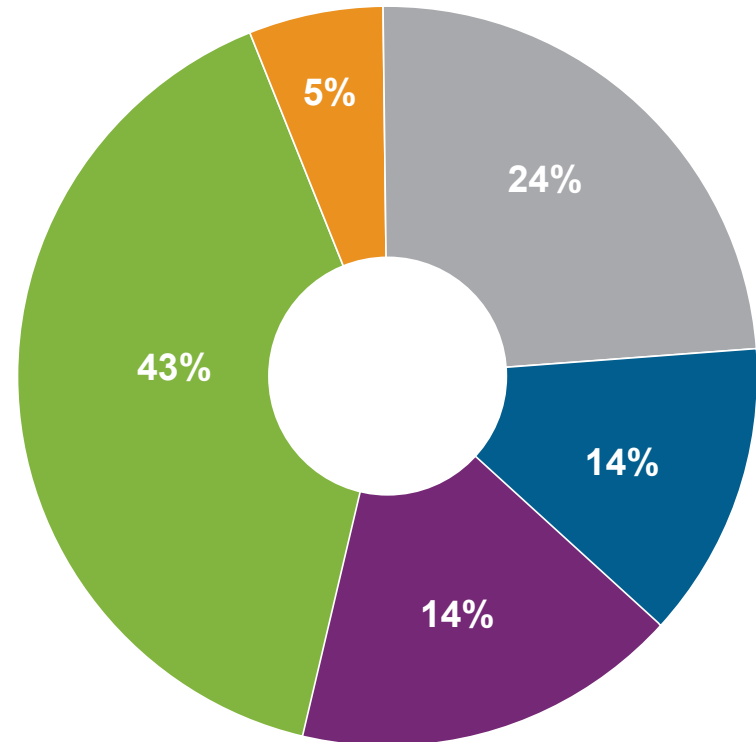
The chart on page 5 shows the breakdown of our funding sources.



## Broadland District Council



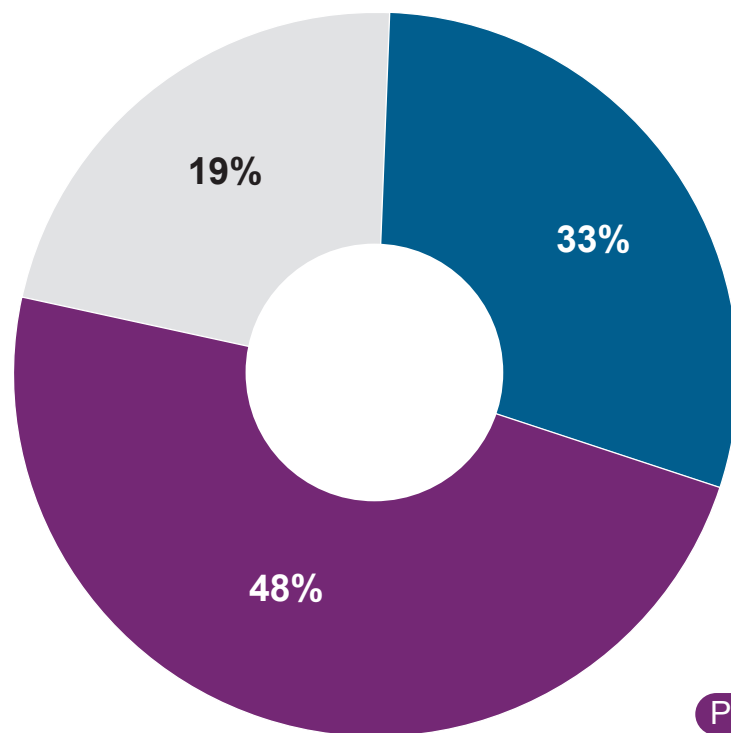
## South Norfolk Council



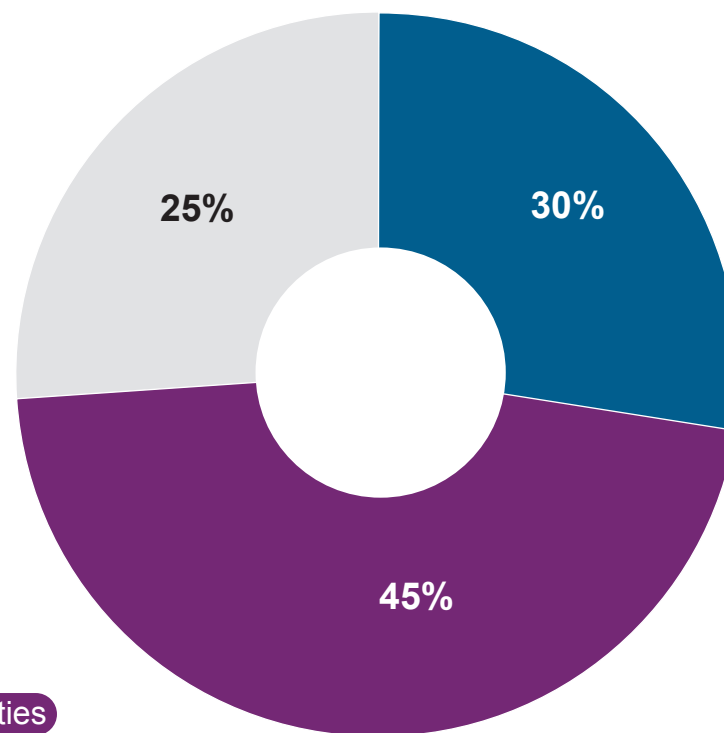
# How our budget is to be spent in 2020/21

The charts outline our predicted spend for each of our three directorates and the key activities and projects being delivered is detailed later in the plan. A detailed breakdown of how much our services cost to run can be found in the Budget Books for both Councils.

## Broadland District Council



## South Norfolk Council




People & Communities



Place



Resources


# Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These are reported into Cabinets on a quarterly basis.



Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	1	N4	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/ Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study.	Quarterly	All teams
	2	Across a number of activities	Customer satisfaction survey (%)	The baseline measure will be ascertained in Q3 of 20/21. Success will be an increase on that baseline figure.	Quarterly (once baselined)	Innovation, Strategy & Programmes
	3	T1	Staff satisfaction	The baseline measure will be ascertained in Q4 of 19/20. Success will be an increase on that baseline figure.	Quarterly (once baselined)	OD
	4	P4	Staff absence levels	4% for short term sickness (less than 4 weeks) across the one team.	Quarterly	HR
	5	T2	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate.	Quarterly	HR/OD
	6	P1	% of the organisations workforce who are apprentices and graduate entry roles	The baseline measure will be ascertained in Q4 of 20/21. Success will be an increase on that baseline figure.	Quarterly	HR/OD
	7	L5	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate.	Annual	Council Tax

Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	8	L6	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate.	Annual	Business Rates
	9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan.	End of Q4 for the preceding year	Economic Development/ Planning
	10	Across a number of activities	Employment rate	Increase on employment rates for both districts.	Annual	Economic Growth/ Communities and Early Help
	11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are claiming benefits, in employment.	Annual	Economic Growth/ Communities and Early Help
	12	Across a number of activities	% of vacant retail space in market towns	The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly (once baselined)	Economic Growth/ Planning
	13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year.	Annual	Economic Growth
	14	F10	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan.	Quarterly	Economic Growth
	15	A7	Numbers of vulnerable residents supported by our discretionary prevention services	South Norfolk - 2,000 residents to be supported by Q4. Broadland - The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly	Communities and Early Help
	16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	5% increase in the annual footfall at all South Norfolk leisure centres by Q4.	Quarterly	Leisure


Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting	Service
	17	D2	Number of residents supported to live independently	South Norfolk - 800 persons assisted to live independently by Q4. Broadland - The baseline measure will be ascertained in Q4. Success will be an increase on that baseline figure.	Quarterly	Communities and Early Help
	18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4.	Quarterly	Communities and Early Help
	19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% of successful interventions by Q4.	Quarterly	Communities and Early Help
	20	E8	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/ Council Tax Benefit	80% of new claims and change of circumstances to be processed within 7 days by Q4.	Quarterly	Housing and Benefits
	21	G5	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment.	Quarterly	Planning
	22	G7	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth.	End of Q4 for the preceding year	Planning
	23	G8	% Planning decisions made within statutory timescales	<ul style="list-style-type: none"> <li>90% of minors/others in agreed time</li> <li>95% of householders in agreed time with 65% of these in 6 weeks</li> <li>95% of majors in agreed time</li> </ul>	Quarterly	Planning
	24	I3	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good)	The baseline measure will be ascertained in Q4. Success will be an increase on that baseline figure.	Quarterly (once baselined)	Food, Safety & Licensing


Priority	Measure Ref	Activity Ref	Measure of success	Target/Measure of success	Reporting frequency	Service
	25	C5	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4.	Quarterly	Waste Services
	26	C5	% of household waste recycled	2% increase in recycling collected by Q4.	Quarterly	Waste Services
	27	C5	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4.	Quarterly	Waste Services
	28	C6	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected.	Quarterly	Waste Services
	29	C8	Number of litter picks/clean up initiatives supported	The baseline measure will be ascertained in Q4. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Waste Services
	30	C8	Number of confirmed incidents of flytipping	The baseline measure will be ascertained in Q4. Success will be an decrease on that baseline figure.	Quarterly (once baselined)	Environmental Protection

# People and Communities



Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
A) Communities and Early Help	<b>Communities and Early Help</b>						
	<b>Core purpose of the service:</b> To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.						
	<b>Major Projects/Programme of work</b>						
	A1	<b>Redesign our early help and prevention model as part of the transformation agenda:</b> By working closely with partners, identify and have the capacity and capability to effectively manage resident issues before they become crises. This includes: <ul style="list-style-type: none"> <li>Design with partners and establish a common and accessible help hub model</li> <li>Working with the Health and Wellbeing Board to ensure the sustainability of the acute based District Direct model and integration and access of district services through local NHS primary care networks</li> <li>Develop our partnership working and community offer around health and wellbeing priorities including domestic abuse, mental wellbeing and frailty</li> </ul>	A developed and sustainable early help and prevention model of partnership working.	A new model is in place with strong partnership support that has clear ambitions and goals in place to prevent issues escalating – Q4  District Direct programme is delivering in community hospitals and acute trusts – Q3  A new community leisure model is in place to support locality working – Q4	n/a	AD Individuals and Families	  







	<b>A2</b>	<b>Increase our partnership offer around crime and antisocial behaviour:</b> to tackle issues relating to ASB, vulnerability and crime such as County Lines and modern-day slavery. This includes: <ul style="list-style-type: none"> <li>Develop our response capability through further integration of statutory tools</li> <li>Work with the police control room to understand and better navigate requests for help</li> </ul>	An enhanced partnership model is implemented which tackles crime and Anti-Social Behaviour (ASB)	Plan to be developed outlining the approach - Q2  Integrated team in place with the police - Q3	n/a	AD Individuals and Families	
	<b>A3</b>	<b>Create a district locality offer, including:</b> <ul style="list-style-type: none"> <li>Defining what our locality offer is</li> <li>Working with the County Council to define and implement the Local Service Strategy</li> <li>Working with partners on the One Public Estate Board and developers, to identify local opportunities for cohabitation and service alignment</li> </ul>	Services are delivered as close to the community as possible.	Proposed model identifies opportunities to deploy staff into local areas to improve access to services - Q1  Identified opportunities to share space among four localities – Q4	n/a	Director of People and Communities	
	<b>A4</b>	<b>Improve aspirations and skill of residents, including:</b> <ol style="list-style-type: none"> <li>Work with partners and the Economic Development Team to develop a skills and employment offer to improve public and private sector opportunities such as rolling out a comprehensive one team apprenticeships and internships programme, targeting our hard to recruit areas</li> <li>Improve careers advice in schools and post education to ensure residents are equipped to take up the careers our districts need.</li> <li>Link schools with community groups to increase 'soft skills' in young people</li> </ol>	There is an increase in: <ul style="list-style-type: none"> <li>Number of internships and work experience placements in our organisation</li> <li>Numbers of apprenticeships in hard to recruit areas</li> <li>Schools and businesses attending Norfolk Skills and Careers Festival</li> </ul>	The Councils have provided young people with information and advice about careers in local Government - Q4  Choices programme offers all residents in both districts a chance to develop skills for work – Q4	n/a	AD Individuals and Families/AD Economic Growth	

		<p>d) Engage with schools, businesses and the Norfolk Skills and Careers Festival to increase aspirations of young people and increase take-up and awareness of local opportunities</p> <p>e) Review of and developing a scalable Choices employment training programme, to be delivered for residents of both districts, with support from our Early Help offer</p>	<p>There is a decrease in:</p> <ul style="list-style-type: none"><li>School age children who are, or are at risk of being NEET in the districts</li><li>Number of benefits claimants in work</li></ul>				
A5	<p><b>Create a community offer and events brand package</b> Develop and launch a community brand which:</p> <ul style="list-style-type: none"><li>Aligns our community events,</li><li>Maximises sponsorship, community investment and Corporate Social Responsibility</li><li>Engage communities to participate in community events</li></ul>	<p>Commercial partners are engaged and invest, increasing community capacity.</p>	<p>Model developed to enable business to support the Councils in improving the environment, our communities and economy – Q3</p>	<p>n/a</p>	<p>AD Individuals and Families</p>		
A6	<p><b>Embed social value in procurement</b> (<i>looking at the additional value created in service contracts which have a benefit to the wider community</i>): Working with partners to develop and embed social value in procurement helps to develop a more inclusive economy.</p>	<p>There is an agreed policy position, alongside partners, embedded in all contracts.</p>	<p>Q2</p>	<p>n/a</p>	<p>AD Individuals and Families/AD Business Support &amp; Governance</p>		
<b>Operational/Service Delivery (BAU)</b>							
A7	<p><b>Provision of non-statutory services to support vulnerable residents including:</b></p> <ul style="list-style-type: none"><li>Help Hub requests for support</li><li>Social Prescribing (SNC)</li><li>Welfare and debt advice</li><li>Emotional Wellbeing and Resilience Service (SNC)</li><li>Domestic abuse service</li><li>Handyperson service</li></ul>	<p>Residents are supported to avoid crises. Demand on the Councils and other statutory services is reduced.</p>	<p>Ongoing</p>	<p>n/a</p>	<p>AD Individuals and Families</p>		


		<ul style="list-style-type: none"> <li>Pathways (BDC)</li> </ul>					
	<b>A8</b>	<b>Safeguarding:</b> Align and then embed a new joint safeguarding protocol across the organisation and continue to raise awareness of safeguarding.	A healthy level of reported safeguarding cases which are dealt with quickly and proportionately and staff are suitable trained.	Ongoing	n/a	AD Individuals and Families	
	<b>A9</b>	<b>Develop a community outreach leisure offer:</b> Develop a holistic community outreach leisure offer which aims to improve the capacity, health, wellbeing and activity levels of our communities. Building on and developing good examples, such as: <ul style="list-style-type: none"> <li>Tots2Teens</li> <li>GP referrals scheme</li> <li>Why Weight</li> <li>10k races and development of park runs</li> </ul>	There is improvement in the capacity, health, wellbeing and activity levels of our communities.	Ongoing	n/a	AD Individuals and Families/AD Community Services	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>B) Leisure</b>	<b>Leisure</b>						
	<b>Core purpose of the service:</b> Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community.						
	<b>Major Projects/Programme of work</b>						
	<b>B1</b>	<b>One Public Estate:</b> In line with the One Public Estate principles, explore options for the re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC).	Our leisure centres are used to the best of their ability and supporting partnership working and improving outcomes for our residents.	Outline business plan setting out options for approval 2020 drafted – Q2	n/a	AD Community Services	


	<b>B2</b>	<b>Expand Leisure Facility Offer:</b> Develop and expand the offer to residents by supporting community initiatives or working in partnership in line with agreed leisure principles, including; <ul style="list-style-type: none"> <li>SNC area: adoption of Framingham Earl High School sports centre, Long Stratton High School Pool, better utilisation of Wymondham leisure centre facility</li> <li>BDC area; explore leisure facility opportunities and develop business cases where appropriate</li> <li>Develop an action plan to establish a new Country Park at Houghen Plantation</li> </ul>	There is an agreed policy position for development of community-based leisure opportunities.	Ongoing	n/a	AD Community Services/AD Economic Growth	
	<b>Operational/Service Delivery (BAU)</b>						
	<b>B3</b>	<b>Increased accessibility, reach and profitability with an enhanced centre-based leisure offer (SNC only) and improve activity levels of residents.</b>	Increase in: <ul style="list-style-type: none"> <li>Footfall</li> <li>Membership subscriptions</li> <li>Profitability</li> <li>Customer satisfaction levels at centres</li> </ul>	Ongoing	n/a	AD Community Services/AD Individuals and Families	
	<b>B4</b>	<b>Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings:</b> Continue to improve our quality and safety through obtaining accredited standards (SNC).	Quest quality accreditation is secured for all sites and there is a reduction in health and safety and RIDDOR incidents	Ongoing	n/a	AD Community Services	



Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
C) Waste Services	<b>Waste Services</b> <b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To provide a viable, cost effective and compliant service which generates income for the Councils</li> <li>To keep our customers health and ensure a clean and tidy environment</li> <li>To increase the recycling rate</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	C1	<b>Options for single waste model:</b> Completion of full business case for a single operational model under the waste services review and development of a clear and full implementation plan (link to N3).	Detailed business case which allows for an informed decision to be made.	Business Plan approved – July 2020  Clear profile of efficiency savings identified, profit and loss and balance sheet agreed – Q2  Agreed project & governance in place to support effective implementation - Ongoing	n/a	AD Community Services	
	C2	<b>Alignment of waste customer support services:</b> Alignment of waste customer services, including co-location of teams, a single customer service experience and a single system for customer complaints and green waste.	The service is able to make efficiency savings and customer experience is improved.	The service is fully aligned - December 2020	n/a	AD Community Services	
	C3	<b>Explore options and develop a business case for a new single depot (link to N3).</b>	An initial business case is approved, allowing for efficiencies to be made in the longer term for the waste service.	Initial business case approved – March 2021	n/a	AD Community Services	

C4	<b>Begin to work with partners to undertake options appraisal for Material Recovery Facility replacement from 2024.</b>	An options appraisal is completed.	Initial options appraisal – March 2021	n/a	AD Community Services	
<b>Operational/Service Delivery (BAU)</b>						
C5	<b>Increase recycling rates and reduce contamination:</b> Improve recycling and contamination behaviour through a targeted insight project, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils.	Improve the environment for the area by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Complete the initial Insight Project – May 2020  Undertake full evaluation - July 2020	n/a	AD Community Services	
C6	<b>Deliver an effective service, compliant vehicle operating licence and maintenance of a healthy and safe operational working environment through:</b> <ul style="list-style-type: none"> <li>Effective delivery of the in-house waste service (SNC) and contract management and monitoring (BDC)</li> <li>Implementing electronic systems, R2C WebEx, drivers' inspections and audits and achieving accredited quality assurance standard (SNC)</li> <li>Continue to develop our commercial waste service to drive income generation</li> </ul>	Introduction of in cab-technology (SNC)  Achieve operator licence accredited quality assurance standard (SNC)  Increased level of income generated through commercial waste	Ongoing	n/a	AD Community Services	
C7	<b>Delivery of Government Waste Strategy:</b> Responding to and preparing for implementation of the government's waste and resources strategy.	Our services are efficient and delivered	Develop implementation plan to ensure	n/a	AD Community Services	



			in line with the Governments strategy.	compliance with new strategy - Ongoing			
	C8	<b>Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement:</b> Ensuring a clean environment through: <ul style="list-style-type: none"> <li>• Street cleaning</li> <li>• Fly-tipping removal and prevention</li> <li>• Grounds maintenance</li> <li>• Providing litter removal and dog bin services for communities</li> </ul>	Reduce time taken to clear up fly-tipping.  Reduced level of instances and complaints relating to street scene recorded.  Increase the number of community lead clean ups and litter picks	Ongoing	n/a	AD Community Services	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
D) Housing Standards & Independent Living	<b>Housing Standards &amp; Independent Living</b> <b>Core purpose of the service:</b> To provide a better quality of life to residents, improving their health and wellbeing, supporting them to remain independent and safe in their owns homes.						
	Major Projects/Programme of work						
	D1	<b>Align our housing standards team to create one single system, process and policy, including:</b> <ul style="list-style-type: none"> <li>• Alignment of independent living grants and handyperson scheme to meet current and emerging needs</li> <li>• Refreshing Homes of Multiple Occupancy (HMO) and empty homes procedures to create a common framework across both Councils.</li> </ul>	Consistent delivery of service residents across both districts.  Increased preventative measures developed and implemented	Initial preventative measures to be implemented – Q3	n/a	AD Individuals and Families	

	<b>Operational/Service Delivery (BAU)</b>						
	<b>D2</b>	<b>Ensuring homes in Broadland and South Norfolk are safe and healthy:</b> Continue to deliver effective and efficient core services including; <ul style="list-style-type: none"> <li>Disabled Facilities Grants</li> <li>Handyperson services</li> <li>Enforcement of Tenant Complaints, Empty Homes HMO's and Caravan site licence conditions.</li> <li>Gypsy and Traveller</li> </ul>	Vulnerable residents are supported through our core services.  Consistent delivery of a proactive and reactive housing standards enforcement service across both districts.	Ongoing  Q4	n/a	AD Individuals and Families	
	<b>D3</b>	<b>Delivery of the Warm Homes Fund for residents:</b> Deliver on our Warm Homes Fund and create a long-term plan to continue to improve vulnerable residents' homes and eradicate fuel poverty.	Sustainable plan created in cooperation with relevant partners.	Ongoing	n/a	AD Individuals and Families	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>E) Housing and Benefits</b>	<b>Housing and Benefits</b>						
	<b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To ensure that residents who need our help have a place to live that is safe, affordable and meets their basic needs.</li> <li>Providing the right home, at the right time, that is affordable, gives a platform from which to prosper, be more economically active and remain independent, as well as helping to create and sustain healthier families and communities.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	<b>E1</b>	<b>Alignment of temporary accommodation offer:</b> Align the temporary accommodation offer for both Councils, exploring opportunities with other districts to enhance our own investments.	Refreshed temporary accommodation offer is in place across both districts that is more efficient and support residents to move on to more sustainable accommodation.	Refreshed temporary accommodation offer is in place – Q3	n/a	AD Individuals and Families	

	<b>E2</b>	<b>Redesign shared social housing system:</b> create a single IT system, policy and procedures, that uses a local approach which embraces the economy of scale to deliver sustainable tenancies and reduce costs.	An improved and consistent housing system is in place across both districts that improves support and access to housing.	System to be in place – Q4	n/a	AD Individuals and Families	
	<b>E3</b>	<b>Redesign complex needs offer:</b> Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduced demand on housing system and improved tenancy sustainment.	Q4	n/a	AD Individuals and Families	
	<b>E4</b>	<b>Alignment of benefit functions:</b> Begin the process to align our two benefits functions, to create a single IT systems, policies and procedures for housing and one for benefits.	Efficiency saving through aligned policies and a common offer across both Councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	
	<b>E5</b>	<b>Universal Credit:</b> Review the impact of Universal Credit, to understand the future required support and resource requirements.	Better utilisation of the Benefit team resource to empower residents to help themselves.	Q4	n/a	AD Individuals and Families	
	<b>E6</b>	<b>Council Tax Support Policy Options:</b> Refresh policy options for Council Tax support to bring one common framework to both districts and meets the needs of our residents to support re-entering workforce and helping the most in need.	Improved and consistent offer in place to support claimants into work.	Q3	n/a	AD Individuals and Families	
Operational/Service Delivery (BAU)							
	<b>E7</b>	<b>Deliver housing advice services:</b> Prevent residents becoming homeless where possible through: <ul style="list-style-type: none"><li>• advice or financial packages</li><li>• providing move-on plans for those residents in temporary accommodation</li><li>• eradicating rough sleeping</li></ul>	The Councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	n/a	AD Individuals and Families	


	<b>E8</b>	<b>Deliver effective and efficient benefit services:</b> Working with partners and clients to continue to deliver effective and efficient benefits services and seeking to create the right environments to enable employment opportunities.	Time taken to process benefits requests and CICs reduced.	Ongoing	n/a	AD Individuals and Families	
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## People and Communities



## The Finances





Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Communities and Early Help	1,196	572	-442	-75	63	0
Leisure	3,749	0	-3,371	0	488	0
Waste Services	6,608	5,972	-3,853	-3,421	1,276	92
Housing Standards and Independent Living	652	1,048	-485	-851	900	990
Housing and Benefits	1,359	1,620	-770	-761	0	0
<b>Totals</b>	<b>13,564</b>	<b>9,212</b>	<b>-8,922</b>	<b>-5,107</b>	<b>2,728</b>	<b>1,082</b>



# Place

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
F) Economic Growth	<b>Economic Growth</b> <b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To protect the best of what we have and to shape the area's future to make it the best possible place to live and work</li> <li>To provide the right environment to grow a strong, vibrant and inclusive economy</li> </ul>						
	Major Projects/Programme of work						
	F1	<b>Ongoing promotion and development of Norwich Research Park:</b> positively enable the growth of our world leading science base at the Norwich Research Park by delivering the Zone 4 building and the associated infrastructure	Construction of the Zone 4 building and related infrastructure to open up the site for future development opportunity, increasing our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Completion of Zone 4 building – Q4  Completion of Zone 4 internal road – Q4  Completion of Hethersett Lane roundabout – Q4	£5.75m	AD Economic Growth	
	F2	<b>Proactively seek to deliver commercial development at Browick Interchange:</b> continue to pursue acquiring land at Browick Road interchange to facilitate and accelerate the delivery of commercial development on this site.	Development and approval of a strategy and plan for the development of the Browick Road site, in order to kickstart further commercial development and increase our ability to attract inward investment and new sector and place-based investment into	Members approval of the preferred approach to the development of Browick Road – Q1  Implementation of the approved strategy and plan – Q2-Q4	£8.9m	AD Economic Growth	





			South Norfolk and Broadland.				
	<b>F3</b>	<b>Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy:</b> Maximise the likelihood of securing funding for and delivering the Food Innovation Centre and to work with partners to support the cluster work among high tech businesses and drive implementation of the evolving spatial strategy for the Corridor.	All required funding and financing secured, and contracts awarded for the construction of the FIC building and related infrastructure to develop a food specialist commercial location and increase our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	£4.5m ERDF funding secured – Q3  Finance agreements in place with BDC, NCC & NALEP – Q3  Project delivery plan agreed – Q3	£0.89m	AD Economic Growth	
	<b>F4</b>	<b>Beeston Park scheme acceleration:</b> to progress the work associated with the scheme development, funded through Norfolk Business Rates Pool which will support the delivery of approx. 3,500 dwellings.	All plots in Phase 1 to be 'shovel ready', opening up the site for future housing development	Reserved matters application relating to strategic infrastructure approved – Q1	None at present (the outcome of the Housing Infrastructure Fund bid is awaited)	AD Economic Growth	
	<b>F5</b>	<b>Bure Valley Path and Railway</b> We will work with Norfolk County Council to deliver significant improvements and enhancements (facilitated by £1.2m of funding from Interreg Visitor Economy fund)	Improve the quality of the infrastructure and the visitor experience	Development of a detailed work plan for the 4-year period of funding – Q1  Delivery of Year 1 programme of improvement – Q4	£1.2m Interreg funding	AD Economic Growth	

F6	<b>North-West Woodland Country Park:</b> Open the site to the public, improve the existing infrastructure and encourage its wider use	Provision of a high quality informal open space which is meeting the recreational needs of residents, and fulfilling BDC's obligations under the Habitats Regulations	Appoint dedicated project officer – Q1  Improve existing pathways – Q1  Resurfacing the existing carpark – Q1  Hold a number of on-site public events to promote the Park – Q3	n/a	AD Economic Growth	 
F7	<b>Car Parking &amp; Electric Vehicle Charging Points (EVCP):</b> We will extend our network of EVCPs providing access for both residents and staff	Increase the number of Electric Vehicle Charging Points in the districts	Installation of EVCPs at The House – Q1  Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – Q2/3  Review of BDC car parking provision incl. research and data gathering – Q1  Business/community consultation – Q2  Recommendations to Cabinet/Councils – Q4	£7,500 (25% contribution to OLEV funding)	AD Economic Growth	 


	<b>F8</b>	<b>Enable Faster Broadband</b> We will work with Better Broadband for Norfolk to encourage take up of services and seek to address access where no service exists. We will work with Norfolk County Council to establish potential links to the Local Full Fibre Network.	Increase in the proportion of residents and businesses with access to superfast broadband.	Take up of superfast fibre service increased from 60% to 62% across Broadland and South Norfolk – Q4 Decrease in % of premises with no access to superfast fibre service (currently 3% Broadland, 9% South Norfolk) through take up of Broadband voucher scheme – Q4	n/a	AD Economic Growth	
<b>Operational/Service Delivery (BAU)</b>							
	<b>F9</b>	<b>Business Engagement:</b> to proactively engage with our businesses to assess growth potential, skills/training needs (link to A4) and catalogue barriers to growth and populate a CRM system. We will instigate an Annual Business Survey to act as local business barometer and gather intelligence on wider economic issues e.g. Brexit.	Businesses and local communities are supported to grow by offering services which meet business need.  Annual Business Survey intelligence shows growth and investment in local businesses, employment opportunities and expected turnover.	10k business receive survey – Q1  Report on survey results – Q2  Develop Business Engagement & Support Plan, responding to finding of survey – Q3  Maintain support to, and grow Financial Industries Group by 10%  Maintain support to, and grow Greater	n/a	AD Economic Growth	


				<p>Norwich Manufacturing Group by 10%</p> <p>Launch of new 'Food &amp; Drink Sector' group – Q2</p> <p>Launch of invitation only business leaders' events – Q2</p> <p>Promoting our business support services at the Norfolk Enterprise Festival – Q2</p>			
	<b>F10</b>	<p><b>Inward Investment</b> (incl. commercial space) we will proactively engage with potential sector, while building a live register of available commercial property. We will also market our Investment website and work with LEP wide partners to maximise the area's potential at a national and international level</p>	<p>Develop a new joint inward investment strategy in conjunction with NALEP</p> <p>New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is increased and barriers to growth are removed.</p> <p>Businesses engaged in manufacturing and financial sector/cluster groups grows 10% annually.</p>	<p>Relevant research completed, and draft inward investment produced – Q1</p>	n/a	AD Economic Growth	


			Launch of Food & Drink Sector Group to support F4.				
	F11	<b>Visitor Economy and Tourism:</b> we will work with the Destination Marketing Organisations (DMO's) to define the Tourism Sector deal and promote the wider area to visitors. We will also continue to engage with L-Tags and major attractions to develop trails, itineraries and collaborative projects.	The visitor economy within our districts grows and continues to be seen as a key sector.	Increased presence of two districts on the Visit Norfolk website – Q2	n/a	AD Economic Growth	
	F12	<b>Market Towns:</b> we will develop future vision and high street enhancement documents for future funding opportunities. We will continue to evaluate planning guidelines and use classes to accommodate the shift in retail behaviour and the experiential nature of our market town offer.	<p>We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality</p> <p>Key towns/service centres identified and needs assessments in consultation with local groups/businesses undertaken.</p> <p>Package of support measures/investment requirements developed.</p>	<p>In conjunction with partners, identify the key needs of market towns – Q1/Q2</p> <p>Market town strategy approved by Members – Q3</p> <p>Market town 'support package' available for use – Q4</p>	External funding to be secured	AD Economic Growth	
	F13	<b>Business awards/breakfasts/workshops:</b> we will promote our business awards	Increase in number of businesses engaging with	Grow the number of attendees at quarterly	n/a	AD Economic Growth	



		programme to engage and showcase the work of our very best businesses. We will increase the reach of our business breakfasts to be more inclusive and develop economic workshops for a small focus group to engage with the senior team and political leaders to encourage partnership working across sectors.	promotional campaigns and awards events Launch of invitation only Business Leaders events.	business events by 10%			
	<b>F14</b>	<b>BAU:</b> we will continue to deliver a range of ongoing projects designed to meet the ambitions of the Local Industrial Strategy and Norfolk and Suffolk Economic Strategy.	Continue to stress test additional projects to justify inclusion in workstreams.	Ongoing	n/a	AD Economic Growth	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>G) Planning</b>	<b>Planning</b>						
	<b>Core purpose of the service:</b> To make decisions that enable good sustainable growth and development.						
	<b>Major Projects/Programme of work</b>						
	<b>G1</b>	<b>Pre-application advice and guidance charging project across South Norfolk and Broadland:</b> Develop a pre-application planning advice service which offers a range of services to meet customer needs.	A consistent approach to delivery of pre-application advice to customers across both districts with a service that provides high quality advice and guidance and generates an income for the Councils.	Approval and implementation of service – Q1	n/a	AD Planning	
	<b>G2</b>	<b>To co-ordinate future development across the Greater Norwich area by working with partners to continuing</b>	Progress of GNLP production against the	<b>Greater Norwich Local Plan</b>	n/a	AD Planning	







	<p><b>to prepare the Greater Norwich Local Plan (strategic policies and allocations of land).</b></p> <ul style="list-style-type: none"><li>• Working with partners towards adoption of the Greater Norwich Local Plan</li><li>• Development of the SNC Cluster work</li><li>• Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself</li><li>• Working with Norfolk colleagues, update the Norfolk Strategic Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people’s accommodation and transport</li></ul>	adopted Local Development Scheme	<p>Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4</p> <p><b>South Norfolk Village Clusters</b></p> <p>Publish Draft Plan (Regulation 18) for – Q1 Consultation</p> <p>Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4</p> <p><b>Norfolk Strategic Planning Framework</b></p> <p>Draft of Version 3 for Norfolk Strategic Planning Member Forum – Q3</p> <p>Version 3 endorsed by Local Planning Authorities – Q4</p>			
<b>G3</b>	<p><b>Infrastructure delivery programme:</b></p> <p>Working as part of the Greater Norwich Growth Board, plan and help deliver</p>	Funding secured for the delivery of infrastructure	<b>Infrastructure Delivery Programme</b>	n/a	AD Planning	

		<p>high quality infrastructure that helps facilitate and support housing and employment growth, including:</p> <ul style="list-style-type: none"> <li>• Preparation of the 2021/22 Greater Norwich Infrastructure Investment Plan</li> <li>• Work with partners to successfully deliver the Transforming Cities project</li> </ul>	<p>to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2021/22 identifying the delivery of planned infrastructure projects for the area.</p>	<p>5YIIP for 2021 – 26 and AGP 2021/22 agreed by GNGB – Q3</p> <p>5YIIP for 2021 – 26 and AGP 2021/22 agreed by Cabinets – Q4</p>			
	<b>G4</b>	<b>Long Stratton Bypass:</b> We will continue to drive forward delivery of the Long Stratton Bypass infrastructure scheme.	<p>The amount of funding secure to deliver the Bypass</p> <p>Progress in determining the planning application</p>	<p>Q1 – Outline Business Case submitted to DfT</p> <p>Q2 - Determination of planning application</p> <p>Full permission for the bypass approved.</p>	n/a	AD Planning	
	<b>G5</b>	<b>Delivery of affordable housing to meet the needs of our communities</b>	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	n/a	AD Planning	
	<b>G6</b>	<b>Review methodology for monitoring CIL/S106 receipts.</b>	New methodology in place which meets statutory requirements and improves engagement with stakeholders.	<p>Scoping exercise and engagement with members – Q1</p> <p>Design and implementation - Q2/3</p>	n/a	AD Planning	


Operational/Service Delivery (BAU)						
G7	<p><b>Adopted Local Plan delivery and implementation:</b> To increase the number of jobs and houses by promoting the development of key sites allocated in the Adopted Local Plan, monitoring their delivery and implementation including:</p> <ul style="list-style-type: none"> <li>Produce and publish an Annual Monitoring Report to include 5-year housing land supply trajectory and Housing Delivery Test results and consider fixing 5-year land supply through an annual position statement</li> <li>Analyse trends in development and monitor the effectiveness of current Local Plan policy</li> <li>Prepare bids for potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages that are hindering some sites from being developed/completed</li> </ul>	<p>The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and economic growth.</p> <p>Maintaining a 5-year land supply to put us in a strong position to determine planning applications in line with the development plan</p>	<p>AMR published, including Housing Land Supply Assessment – Q3</p> <p>Ensure 5-Year Housing Land Supply is maintained to deliver planned growth</p> <p>Ongoing - Prepare funding bids to overcome blockages to development</p>	n/a	AD Planning	



G8	<b>Statutory Development Management function:</b> Provide a modern, time-efficient, statutory Development Management service which delivers quality new homes and employment in the right places for South Norfolk and Broadland towns and villages, enabling them to grow and prosper while protecting and respecting their individual characters. <ul style="list-style-type: none"> <li>• Provide a pre-application advice service to applicants</li> <li>• Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting customer needs and providing quality advice.</li> <li>• Secure Service Level Agreements for specialist advice</li> <li>• Continue to monitor planning application processing times to inform case management and service improvements</li> <li>• Monitor and administer the CIL process and S106 agreements</li> </ul>	<p>Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns:</p> <ul style="list-style-type: none"> <li>• 90% of minors/others in agreed time</li> <li>• 95% of householders in agreed time with 65% of these in 6 weeks</li> <li>• 95% of majors in agreed time</li> </ul>	Quarterly updates.	n/a	AD Planning	
G9	<b>Undertake Conservation Area Appraisals (CAA's) across the two Councils.</b>	Heritage Assets are protected and planning decisions are informed.	Conservation Area Appraisals completed including: <ul style="list-style-type: none"> <li>• Burston,</li> <li>• Forncett,</li> <li>• Gissing,</li> <li>• Thorpe Abbots,</li> </ul>	n/a	AD Planning	



				<ul style="list-style-type: none"> <li>Winfarthing,</li> <li>Wrampingham</li> <li>Coltishall</li> </ul>			
				Q3			
	<b>G10</b>	<b>Planning Enforcement:</b> Investigation of alleged planning breaches and ensure compliance with planning consent.	There is an effective investigation of all alleged breaches of planning.	<p>Ongoing review and monitor the Councils' enforcement plan to ensure breaches of enforcement are investigated against this plan and proportionate action taken.</p> <p>Scope work required to review both Councils' enforcement plans – Q1</p>	n/a	AD Planning	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>H) Environmental Protection</b>	<b>Environmental Protection</b>						
	<b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To protect the best of what we have and to shape the area's future to make it the best possible place to live and work.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	<b>H1</b>	<b>Pilot smarter multi-agency working</b> for early identification of community tensions, anti-social behaviours, under-the-radar offending and criminality, using intelligence-based approaches and deploying early action teams (link with A2).	The establishment of early action teams to identify community tensions, anti-social behaviour and criminality and intervention taken where appropriate	Design work completed and member approval agreed - Q1	n/a	AD Regulatory/AD Individuals and Families	


				Pilot implementation monitored Q2, Q3 and Q4			
	H2	<b>Overhaul the community engagement methods of community and environmental protection regulatory services</b> , securing closer community relationship building, together with online access and social media in smart ways that meet people's needs for services.	Our communities are feeling more closely listened to supported by Environmental Protection Regulatory Services.	Consultation with communities – Q1  Design service – Q2  Member approval and pilot implementation – Q3	n/a	AD Regulatory	
<b>Operational/Service Delivery (BAU)</b>							
	H3	<b>Deliver a full programme of community and environmental protection service regulation and interventions:</b> securing a cultural environment that strikes the right balance between enabling and regulatory intervention, that is good for our residents, businesses and visitor economy.	Our Environmental Services are making a real and measurable difference to the problems faced by residents in our communities.	Ongoing	n/a	AD Regulatory	
	H4	<b>Promote and expand the reach of community emergency plans:</b> help to make our communities more self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Communities are, as far as possible, self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Ongoing	n/a	AD Regulatory	



Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
I) Food, Safety & Licensing	Food, Safety & Licensing						
	Core purpose of the service: <ul style="list-style-type: none"><li>Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements.</li></ul>						
	Major Projects/Programme of work						
	I1	Develop and deliver new commercial services: providing business regulatory support to food business operators, going beyond the statutory remit to grow local businesses confidence, success and diversification.	Local food businesses are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1  Design work completed and member approval agreed - Q2  Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	I2	Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.	Licensing applicants are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1  Design work completed and member approval agreed - Q2  Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
Operational/Service Delivery (BAU)							
I3	Deliver a full programme of Food Safety regulation and interventions: focussed on maximising compliance	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory		

		with a view to promoting business growth and diversification.					
	I4	<b>Deliver a full programme of Health and Safety at Work regulation and interventions:</b> focussed on maximising compliance and minimising rates of work-related injury, ill-health and risks to wellbeing.	Workplace H&S compliance is maximised, minimising rates of work-related injury, ill-health and risks to wellbeing, through an established programme of H & S at work regulation and intervention	Exploratory work completed - Q1  Design work completed and member approval agreed - Q2  Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	
	I5	<b>Deliver a full programme of Licensing administration and regulation.</b>	Licensing administration and compliance is maximised with a view to promoting business growth and diversification.	Ongoing	Ongoing	AD Regulatory	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
J) CNC	<b>CNC</b> <b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>Deliver the statutory building control function, as directed by Central Government, and related services to ensure secure, safe, sustainable and accessible buildings that are fit for purpose.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	J1	<b>Scanning, indexing and archiving project:</b> Comprehensive exercise to review all historic paper files currently stored at a number of locations and transfer all necessary records onto the electronic system.	Introduction of effective file management and self-service leading to long term cost savings and efficiencies	Scope and review project requirements – Q1  Design work completed and	n/a	CNC Service Manager	

			member approval – Q2  Implementation – Q3/4			
J2	<b>Hackitt Report – delivery of recommendations.</b> Review and respond to recommendations emerging from the Hackitt Report and ensure compliance as a Building Control Service.	Full review of Technical Report and plan of implementation developed which will ensure compliance with required competency levels across the service.	(subject to timely publication of report) – Q2	n/a	CNC Service Manager	
Operational/Service Delivery (BAU)						
J3	<b>Create efficiencies and cost savings:</b> through increasing self-service online options and streamlining processes in line with customers' demands.	Success will be measured by realising cost savings, improved KPI's and better customer feedback.	Q3 2021	n/a	CNC Service Manager	
J4	<b>Produce and use a dashboard of measures to improve service delivery:</b> To include KPI's, customer satisfaction scores and other strategies, operational and personal measures.	The introduction of a live dashboard being used by the team and managers to improve service delivery.	Q3	n/a	CNC Service Manager	
J5	<b>Review our business requirements:</b> Develop mobile solutions and adopt "cloud" working so building control certificates can be issued on site.	CNC systems are resilient and fit for future growth.	Q3 2021	n/a	CNC Service Manager	
J6	<b>Continue to work with other departments (planning and economic development) to create opportunities that generate income and improve customer experience.</b>	Increased income and customer satisfaction with services.	Ongoing	n/a	CNC Service Manager	




		Identify efficiencies by reviewing practices.					
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
K) Business Support	<b>Business Support</b> <b>Core purpose of the service:</b> Support the delivery of the Place directorate services in a responsive, efficient and effective way and to act as a first point of contact for customers to provide a quality responsive service across both Councils.						
	<b>Operational/Service Delivery (BAU)</b>						
	K1	<b>Customer Services and Directorate Business Support:</b> Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation. <ul style="list-style-type: none"> <li>Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling</li> <li>Work on behalf of services; Planning, CNC Building Control, Environmental Protection, Food Safety &amp; Licensing to ensure customers receive the right level of service for their needs</li> </ul>	Customers are dealt with in an efficient and effective way.	Ongoing	n/a	Business Support Manager	

## Place



## The Finances



Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Economic Growth	2,261	1,098	-1,757	-216	14,753	1,128
Planning	2,439	1,324	-3,673	-981	0	15
Environmental Protection	641	454	-26	-33	0	0
Food, Safety and Licensing	280	228	-171	-165	0	0
CNC	1,265	0	-241	0	0	0
Business Support	735	533	-330	-220	0	0
<b>Totals</b>	<b>7,621</b>	<b>3,638</b>	<b>-6,200</b>	<b>-1,615</b>	<b>14,753</b>	<b>1,143</b>



# Resources


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
L) Council Tax and NNDR	<b>Council Tax and NNDR</b> <b>Core purpose of the service:</b> Ensure the collection of Council Tax and NNDR is carried out in the most efficient and effective way to enable the Councils and other precepting bodies to provide and invest in services for residents, visitors and businesses.						
	<b>Major Projects/Programme of work</b>						
	L1	<b>Single Person Discount Review:</b> conduct a risk-based review of all current recipients of 25% Council Tax reduction, working in conjunction with the Early Help Team.	Our data is accurate and all customers who are eligible for the reduction are in receipt.	Commence review – Q2  Complete review – End of Q3	n/a	AD Finance/AD Individuals and Families	
	L2	<b>Implementation of Non-Domestic Rates Revaluation 2021</b>	The revaluation is implemented in a timely and effective way, ready for 2021 billing.	Complete review – Q4	n/a	AD Finance	
	L3	<b>Agreed approach to review of Empty Properties:</b> (incorporating Small Business Rates Reviews) across NDR properties.	Data accuracy.	Design new approach – Q1  Implementation of approach – Q2 onwards	n/a	AD Finance/AD Individuals and Families	





	<b>L4</b>	<b>Deliver procurement of a Non-Domestic Rates forecasting system including:</b> <ul style="list-style-type: none"> <li>Rate Finder</li> <li>Appeals Provision</li> </ul>	Successful selection and implementation of the systems.	Business case to be drafted and procurement completed – Q2  Implementation of new system – Q3 onwards	n/a	AD Finance	
	<b>Operational/Service Delivery (BAU)</b>						
	<b>L5</b>	<b>Collection of Council Tax (within the year)</b>	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
	<b>L6</b>	<b>Collection of NDR (within the year)</b>	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>M) Facilities</b>	<b>Facilities</b>						
	<b>Core purpose of the service:</b> To provide a safe and friendly working environment which enables the organisations to deliver effective and efficient services to all our customers.						
	<b>Major Projects/Programme of work</b>						
	<b>M1</b>	<b>Delivery of works to Council sites including:</b> <ol style="list-style-type: none"> <li><b>Thorpe Lodge - Delivery of the Toilet refurbishment</b> (including provision of showers)</li> <li><b>Thorpe Lodge – Delivery of Heating &amp; Cooling</b> (preliminary works – year 1 of 2-year project)</li> <li><b>Thorpe Lodge – Delivery of Electric Vehicle charging points</b> (infrastructure &amp; installation)</li> </ol>	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Condition Surveys procured and completed - by the end of Q2  Business Cases for all works to commence following conditions	1) £70K - £95k 2) £50K 3) £20k	AD Business Support & Governance	

	<p>4) Thorpe Lodge – Delivery of the Passenger lift refurbishment</p> <p>5) Thorpe Lodge – Conduct Building Conditions Surveys</p> <p>6) South Norfolk House and Leisure Centres – Conduct Building Conditions Surveys</p>		<p>surveys – Q3 – Q4</p> <p>Essential projects identified in Condition surveys procured and undertaken - Q3 and Q4</p> <p>Decisions taken in conjunction with accommodation review</p>			
M2	<b>Catering review/tender:</b> complete a review and tender process for catering provisions at Council sites.	There is a cost-efficient and commercial approach taken to the catering management of Council sites.	<p>Business Case being drafted - Q1</p> <p>Further work dependent on chosen option.</p>	n/a		
<b>Operational/Service Delivery (BAU)</b>						
M3	<b>Facilities:</b> Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to residents and businesses.	Zero disruption to Council services/operation due to property issues.	Ongoing	n/a	AD Business Support & Governance	
M4	<b>Opening hours review:</b> review the current opening hours of the Councils' HQ buildings, to ensure there is consistency and reflects the outcomes required for our customers.	Our office opening hours reflect the needs of customers and the business and	Ongoing	n/a		



			are consistent across sites.				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
N) Finance	<b>Finance</b> <b>Core purpose of the service:</b> Ensure financial resources are used in the most efficient and appropriate way to enable the organisation to provide and invest in services for residents, visitors and businesses						
	<b>Major Projects/Programme of work</b>						
	N1	<b>Alignment of Finance services:</b> review key Service Policies, Processes and Procedures and where possible align between BDC and SNC. This includes alignment of the Rules of Financial Governance (RFG).	There is a joined-up approach across the finance team which allows for consistent financial management of budgets across the organisation.	Ongoing	n/a	AD Finance	
	N2	<b>Joint finance system project:</b> Produce a Business case for a joint finance system/cash receipting system.	A business case is agreed by Members and a new system is procured which allows for efficiencies to be delivered.	Q3 2020	n/a	AD Finance	
	N3	<b>Financial support to key corporate projects such as:</b> <ul style="list-style-type: none"> <li>Waste Services Review (link to C1)</li> <li>Single waste depot (link to C3)</li> <li>Economic Growth projects such as NRP and the Food Hub (link to F1 and F4)</li> </ul>	Development of a sound financial case and support.	Ongoing	n/a	AD Finance	


Operational/Service Delivery (BAU)						
N4	<b>Collaboration Savings monitoring:</b> produce regular monitoring information on the delivery of the planned savings from collaboration.	Delivery against the Feasibility Study routemap and the indicative savings of £8.6m over a 5-year period.	Quarterly	n/a	AD Finance	
N5	<b>Delivery of budget setting, MTFS and in year monitoring and reporting:</b> This includes Business Partnering (critical friend) and business case support, including strengthening financial support for managers.	The Councils' resources are managed effectively and provide value for money.	Q4 2021	n/a		
N6	<b>Production of Statutory year end accounts:</b> produce year end accounts for companies and both Councils (including group accounts) and external audit.		Q4 2021	n/a	AD Finance	
N7	<b>Provision of debtors, creditor, requisitioning, income and payments across all services of both Councils (and companies as required).</b>	Payments of invoices and collection of customer debts in a timely fashion.	Ongoing	n/a	AD Finance	
N8	<b>Support for companies including Company Secretarial duties.</b>	Company stakeholders are supported and understand financial position of each company to enable them to take decisions.	Ongoing	n/a	AD Finance	
N9	<b>Management of both Council funds and maximising investment returns.</b> Management of borrowing position for South Norfolk Council.	Investment income achieving at least the budgeted level and in accordance with the Treasury	Ongoing	n/a	AD Finance	


			Management Strategies. Borrowing minimised and borrowings are in accordance with agreed strategy.				
	<b>N10</b>	<b>Delivery of regulatory services:</b> insurance, VAT, statutory returns, parish precepts, CIL, internal controls, maintenance of asset register.	All appropriate risks are managed and covered through insurance so that no additional liabilities are incurred. Parish precepts and CIL payments are made to the agreed timetable. Assets registered are accurately maintained and reflect current position. No serious breaches occur.	Ongoing	n/a	AD Finance	
	<b>N11</b>	<b>Maintenance and development of financial systems and support for users.</b>	Systems are functioning at optimum levels and users can fully utilise them to support their service delivery.	Ongoing	n/a	AD Finance	


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
O) Governance	<b>Governance</b> <b>Core purpose of the service:</b> To create an effective governance framework and to deliver an effective & efficient democratic process all of which ensures compliance with our legal obligation. The work of elections ensures a framework for the delivery of registration activity in order to maintain an accurate and complete electoral register, and to plan and co-ordinate well run elections						
	<b>Major Projects/Programme of work</b>						
	O1	<b>Legal Services Review:</b> review the provision of legal advice.	The service is cost effective and accurate advice is provided in a timely manner.	Service provision in place - end Q2	n/a	AD Governance & Business Support	
	O2	<b>Review and alignment of Constitutions:</b> review of both authority's Constitutions.	Processes and delegations are aligned to assist effective governance across one officer team.	Ongoing over course of financial year with sections coming forward to Councils as completed.	n/a	AD Governance & Business Support	
	O3	<b>Independent Remuneration Panel:</b> Review of members' allowances across both authorities.	Panel report to Full Council meetings in May 2020.	To be completed – end of Q1	n/a	AD Governance & Business Support	
	O4	<b>Consideration of Review by the Committee on Standards in Public Life:</b> The Committee made a number of best practice recommendations which need to be considered and implemented as necessary. The members' Code of Conduct to be reviewed in this process, along with the process for dealing with alleged breaches, with a view to align across both authorities	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	To be completed - end Q4 (dependent on publication of guidance)	n/a	AD Governance & Business Support	







O5	<b>Implementation of iTrent for BDC members:</b> Training for Members to be provided to ensure that they can submit expenses claims electronically through iTrent.	Increased efficient working through providing members with the capability to submit expense claims electronically.	Training to be completed - end of Q2	n/a	AD Governance & Business Support	
O6	<b>Electronic System – Committee and FOI:</b> Build a business case for an electronic system to manage committees and FOI and SARs.	Electronic system in place.	Business Case drafted - Q3  Potential procurement commences - Q4	n/a	AD Governance & Business Support	
O7	<b>Internal Audit:</b> To champion the improvement of risk management processes at South Norfolk Council and Broadland District Council	High standards of governance for the two Councils and risks are managed well across the organisation.	New approach adopted Q1 then ongoing	n/a	AD Governance & Business Support	
O8	<b>Elections – Joint IT System:</b> Prepare a business case for a new joint electronic system to manage the elections process	Implementation of a new system which support the Councils in being transparent and democratic.	Business Case development - Q4 2020,  Implementation by end of Q1 2021	n/a	AD Governance & Business Support	
Operational/Service Delivery (BAU)						
O9	<b>Provision of Governance &amp; Democratic function:</b> Support effective and efficient democracy within the Councils whilst ensuring high standards of governance are maintained and the Councils are compliant with the law.	Decisions are made in accordance with legislation and the constitution.	Ongoing	n/a	AD Governance & Business Support	
O10	<b>Data Protection and Freedom of Information compliance:</b> Ensure compliance with relevant	Minimal data protection breaches,	Ongoing	n/a	AD Governance &	




	legislation across both authorities, through provision of advice and statutory duties and documentation.	with very few requiring report to Information Commissioner's Office.			Business Support	
O11	<b>Internal Audit:</b> Provision of an Internal Audit function.	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Ongoing	n/a	AD Governance & Business Support	
O12	<b>Publish an electoral register annually.</b>	Annual publication of the register.	By 1 December 2020	n/a	AD Governance & Business Support	
O13	<b>Deliver effective and efficient elections for all types of election activity:</b> Police & Crime Commissioner (PCC) Election By elections for County, District & Town and Parish Councils as applicable	Declared results which are open, transparent and robust.	PCC – May 2020  Elections as applicable	n/a	AD Governance & Business Support	
O14	<b>Deliver Elections Engagement Strategies:</b> Public engagement strategies for elections and electoral registration including the Annual electoral canvas.	Facilitation of voting, increased registration and promotion of elections.	Ongoing	n/a	AD Governance & Business Support	
Q14	<b>Deliver canvass reform:</b> by maximising the use of data matching and targeting premises or areas where data matching is more difficult (such as care homes, houses in multiple occupation)	Number of properties that are determined green (i.e. data matched).	Ongoing	n/a	AD Governance & Business Support	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
P) Human Resources	Human Resources						
	Core purpose of the service: Ensure the organisation and its partners are in the best place to deliver transformational services to its customers through the provision of innovative and robust advice, guidance and transactional services throughout the employee lifecycle.						
	Major Projects/Programme of work						
	P1	<b>Implement a range of activities to improve employment opportunities</b> such as: <ul style="list-style-type: none"><li>• Introduction of South Norfolk and Broadland Internship Programme</li><li>• Evaluating vacant posts for conversion into apprenticeships</li><li>• Engaging with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4)</li></ul>	Number of Interns  % of completed internships	By end of Q4	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	
	P2	<b>Support for major strategic projects such as:</b> Waste Services Review (Link to C1)	Successful business case, implementation plan and delivery	Input into business case completed – completed by Q1  Further work dependent on outcome of business case.	n/a	AD Governance & Business Support	
Operational/Service Delivery (BAU)							
P3	<b>One Team Programme delivery:</b> Completion of implementation of One Team Structures. This includes:	HR processes are compliant, meet organisation need and generate further capacity for the HR	Itrent fully operation - Q1	n/a	AD Governance & Business Support		



		<ul style="list-style-type: none"> <li>Updating of all policies ensuring legal compliance while supporting the organisation in its objectives.</li> <li>Continued development of iTrent (payroll for BDC effective from 1.4.20) to further develop self-service options and ease of use for all.</li> <li>Review of HR processes</li> </ul>	team to proactively support the day to day business of the organisation.	HR processes reviewed on an ongoing basis			
	P4	<b>Management of employee absences:</b> Positive and proactive management of employee absence with a view to reducing both short term and long-term absence across the organisations	Short term and long-term sickness absence targets	Monitored and reported Quarterly	n/a		
	P5	<b>BAU Support:</b> Support the organisation in its business as usual and one-off activities to ensure legal compliance and best practice is maintained in respect of the working practices for both current and prospective employees.	Legally compliant organisation that attracts and retains the best in class	Ongoing	n/a		
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>Q) ICT and Digital</b>	<b>ICT and Digital</b>						
	<b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To provide a robust &amp; reliable forward-thinking service catering for the needs of the business, our customers and stakeholders. The service will provide technological solutions to meet customers needs, enabling a good customer service experience.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	<b>Q1</b>	<b>Implement the Active Directory Trust</b> (network convergence and co-existence)	To join the existing Broadland and South Norfolk networks (utilising the above site to site link) and provide some sharing of core ICT	Implemented - by end of Q1	£10,000	AD Governance & Business Support	


			resources between sites.				
Q2	Delivery of the single email and calendar platform (Microsoft Office 365) across the two Councils.	To provide a single email and calendar platform across both organisations with the ability to adopt a single common domain name.	Implemented - by end of Q3	£30,000	AD Governance & Business Support		
Q3	Delivery of the Infrastructure for 'One Network' across the two Councils.	To provide the infrastructure to support common shared platforms, providing a location for future alignment of corporate systems and departmental business systems.	Ongoing to 2022	£770,000	AD Governance & Business Support		
Q5	Telephony upgrade to include provision of softphones (Broadland)	Short-term upgrade and licencing provide interim softphone capabilities.	Solution implemented - by end of Q1	£29,030	AD Governance & Business Support		
Q6	Delivery of the Single intranet: to provide a single external website across both organisations adopting a common platform.	To provide an effective internal communications tool for both Members and staff.	Implemented - by end of Q1	n/a	AD Governance & Business Support		
Q7	Delivery of an effective remote access system for staff, enabling cross site working.	To provide the ability for staff to work effectively between sites and from remote locations.	Fully functioning remote working in place - by end of Q3	£69,500 (Spend expected in 2019/20 subject to	AD Governance & Business Support		



					budget provision)		
	<b>Operational/Service Delivery (BAU)</b>						
	<b>Q8</b>	<b>Council-wide IT service operations:</b> Ensure the Councils' IT systems and infrastructure are operating to acceptable service levels. This includes: Service Desk, Infrastructure, Development, Architecture, Systems, Security, GIS & Digital.	Resolution of problems & incidents. Conversion of solutions into standard practices and improvements.  Easy to use Self Service capabilities within the IT arena.	Ongoing	n/a	AD Governance & Business Support	
<b>Team</b>	<b>Ref</b>	<b>Activity for 2020/21</b>	<b>What would a successful outcome be?</b>	<b>Delivery Milestones</b>	<b>Capital Budget</b>	<b>Responsible Officer</b>	<b>Priority link</b>
<b>R) Innovation, Strategy and Programmes</b>	<b>Innovation, Strategy and Programme</b>						
	<b>Core purpose of the service:</b> To be brave, bold, influential and innovative to maximise our resources, enabling the place, organisations and our people to be the best they can be.						
	<b>Major Projects/Programme of work</b>						
	<b>R1</b>	<b>Broadland District Council and South Norfolk Council Collaboration and Transformation programme management:</b> Continued implementation of the collaboration and transformation programme and programme management of critical projects and programmes such as: <ul style="list-style-type: none"> <li>Website implementation</li> <li>Accommodation Review</li> <li>Organisational Development (e.g. Peer Reviews, External Accreditations)</li> </ul>	Delivery against the savings target of £8.6m and ongoing efficiencies.	Agreed programme of work – April 2020  Each programme and project to have individual plans and milestones.	n/a	Chief of Staff	



	<b>R2</b>	<b>Implementation of Programme and Project Management Approach:</b> Development of a consistent approach to project and programme management and specialist skills to enable the Councils' priorities to be delivered effectively and to timelines/budgets set.	All projects and programmes being delivered in a consistent way across the organisation.	Agreed delivery approach – March 2020  Training of staff – Ongoing	n/a		
	<b>R3</b>	<b>Delivery of the transformation strategy &amp; programme to realise benefits and efficiencies of collaborative working to include:</b> <ul style="list-style-type: none"> <li>Develop a toolbox of methodologies to support transformation</li> <li>Develop the customer experience strategy and delivery programme.</li> </ul>	Delivery against the the savings target of £8.6m and ongoing efficiencies.  Positive progress against our MTFP.  Implementation of the toolbox of methodologies.	Initial toolkit implemented – April 2020  Training of staff – Ongoing	n/a		
	<b>Operational/Service Delivery (BAU)</b>						
	<b>R4</b>	<b>Shaping and influencing national and regional policy to promote the interests of the Councils by:</b> <ul style="list-style-type: none"> <li>Identifying national policy issues which impact the Councils and remain 'on the pulse' and proactive to influence key developments in local government</li> <li>Responding to relevant national consultations</li> <li>Through effective horizon scanning, ensure senior leaders across the organisations remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising.</li> </ul>	Changes to regional/national policies which support the ambitions of the two Councils and our ability to re-shape the services we delivery to our residents.	Ongoing	n/a	Chief of Staff	  



	R5	<p><b>Develop and implement an effective public affairs programme, advising senior leaders and members in order to influence national policy development and promote the Councils and our area on a national stage by:</b></p> <ul style="list-style-type: none"> <li>Working with members and senior team to identify key areas of importance and policy asks in order to develop the public affairs programmes and campaigns</li> <li>Supporting Members to be effective influencers on a regional and a national stage by providing relevant information and tools, promoting the work of South Norfolk Council and Broadland District Council and sharing best practice</li> <li>Through an effective public affairs strategy and plan, work jointly to continue to promote the Councils' reputations</li> </ul>	Key projects and programmes are supported through a public affairs plan, driving success, influence and our ability to shape the national agenda.	Initial Public Affairs Programme developed – April 2020	n/a	Chief of Staff	 
	R6	<p><b>Supporting the organisation to deliver high performance whilst working efficiently and effectively through delivery planning and performance and risk management by:</b></p> <ul style="list-style-type: none"> <li>Developing a 2-year Delivery Plan for Broadland and South Norfolk which will be effective from April 2021. The Plan will allow for activities and projects being carried out to be tracked</li> <li>Monitoring and reporting on organisational risk and performance of the organisation, analysing risk and performance outcomes to ensure the councils' remain effective</li> </ul>	The Councils remain effective and efficient, appropriately planning the activities to achieve our goals and vision, whilst ensuring that risk is minimised where possible and performance is used to drive services.	<p>Project plan to be drafted for 2022 Delivery Plan – July 2020</p> <p>New approach to risk and performance – May 2020</p>	n/a	Chief of Staff	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
S) Marketing and Communications	<b>Marketing and Communications</b> <b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents lives.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	S1	<b>Deliver a single website and domain to serve both Councils which provides optimum functionality and service for our customers.</b> <b>Activities to include:</b> <ul style="list-style-type: none"> <li>Developing a platform which delivers efficient user journey and offers clear and well signposted information and services</li> <li>Phased transformation of content and transactions</li> </ul>	1) Good to high level of website hits, dwell time, interactions and transactions on new website when benchmarked against standard and best practice 2) Good to high levels of resident and local business satisfaction when surveyed to measure perception 3) Positive staff feedback	Programme implementation timeline agreed by supplier – Q1  Website design and development phase – Q3  Website content and testing – Q4  Website go live – Q1 2021/22	£68,950 (Spend expected in 2019/20 subject to budget provision)	Chief of Staff/AD Governance & Business Support	
	S2	<b>Transform our internal communications approach to support an engaged and motivated workforce through projects including:</b> <ul style="list-style-type: none"> <li>Intranet</li> <li>Staff awards</li> <li>An ongoing organisational development</li> </ul>	1) Good to high level of interactions when benchmarked against current levels	Phase 2 development of intranet – Q1  Staff awards launch – May 2020	n/a	Chief of Staff	

		communications strategy and plan • A new toolkit for internal communications	2) Good responses to staff surveys about internal communications	Toolkit for internal comms go live – Q2			
<b>Operational/Service Delivery (BAU)</b>							
S3		<b>A proactive and modern Marketing and Communications service that promotes the interest of the Councils, builds our reputation and influence and promotes and manages the demand on our services.</b> This will include: <ul style="list-style-type: none"> <li>• Delivering a strategic marketing and communications plan for the organisation</li> <li>• Proactive public relations and media relations activity</li> <li>• Internal communications strategy and delivery plan.</li> <li>• Branding review for both Councils and one team working.</li> <li>• Delivering a consistently high standard of design output across both organisations</li> <li>• Delivering extensive social media content to drive the Councils' strategy and ambitions</li> </ul>	1) A good standard as per LGA comms measurement tools 2) Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage 3) Positive feedback from half yearly staff and members surveys 4) Consistently high standard of design output across both organisations – health check 5) Full analysis and learnings applied month on month from evaluation of social media engagement,	1) Ongoing 2) Quarterly 3) Q2 & Q4 4) Q2 & Q4 5) Quarterly	n/a	Chief of Staff	  

			following and sentiment using online tracking tools.				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
T) Organisational Development	<b>Organisational Development</b>						
	<b>Core purpose of the service:</b> <ul style="list-style-type: none"> <li>Being an employer of choice to create a staff team that is fit for the future and an organisation that people want to work.</li> </ul>						
	<b>Major Projects/Programme of work</b>						
	T1	<b>Develop and implement a One Team People's Strategy and Organisational Development Plan to attract and retain high quality staff which will include:</b> <ul style="list-style-type: none"> <li>Leadership development programme</li> <li>Apprenticeship/Graduate programme</li> <li>Talent Management/Development</li> <li>Cultural Development</li> <li>Performance Scheme development</li> <li>Organisational learning and development plan</li> </ul>	Delivery of the plan to achieve: <ol style="list-style-type: none"> <li>Increased Staff Satisfaction</li> <li>Employer of choice measures</li> </ol>	Management training in place – April 2020  Talent Management & Development in place – June 2020  Performance Scheme developed – September 2020	n/a	Chief of Staff	
	<b>Operational/Service Delivery (BAU)</b>						
	T2	<b>Supporting, engaging and motivating our staff to be the best they can be</b> through supporting our staffs ongoing professional development and training through: <ul style="list-style-type: none"> <li>Individual service training and development plans to meet operational needs</li> </ul>	Staff are supported to undertake professional and skills development opportunities and staff satisfaction increases.	Staff Survey issued – February 2021	n/a	Chief of Staff	

		<ul style="list-style-type: none"> <li>• One approach to staff appraisals</li> <li>• Delivery of the Staff Survey</li> <li>• Annual programme of leadership and management development opportunities</li> <li>• Talent development programmes</li> <li>• Training to ensure the corporate regulatory requirements are met e.g. GDPR, Safeguarding, Equalities</li> <li>• Corporate training and development need to support the transformation strategy and programme to support key Council initiatives</li> </ul>					
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## Resources

## The Finances

Service area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Council Tax and NNDR	679	579	-484	-213	0	0
Facilities	590	686	-143	-66	0	167
Finance	635	616	-20	-5	18,990**	5,000**
Governance	1,840	992	-637	-6	0	0
Human Resources	613	473	0	-2	0	0
ICT and Digital	1,635	1,186	-80	0	1,107	667
Innovation and Strategy and Marketing and Communications	686	598	-23	-5	0	0
Senior Management Team and Executive Support	476	359	0	0	0	0
Corporate Costs*	1,921	978	0	0	0	0
<b>Totals</b>	<b>9,077</b>	<b>6,468</b>	<b>-1,386</b>	<b>-297</b>	<b>20,097</b>	<b>5,834</b>

\* e.g. pension costs, external audit fees, bank charges

\*\* Loans to companies



**Agenda Item:  
Cabinet  
3 February 2020**

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

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**Portfolio:** Finance

**Ward(s) Affected:** All

### **Purpose of Report:**

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

### **Recommendation:**

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

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

## **1 SUMMARY**

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



## 2 BACKGROUND

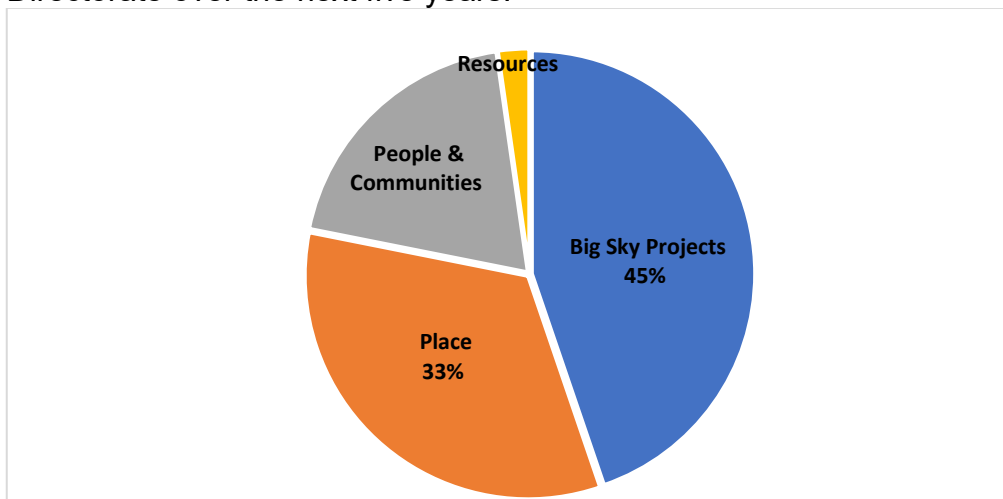
- 2.1 As part of the Council's budget process the Capital Strategy, and associated Capital Programme, is reviewed in order to assess, as part of the overall financial strategy of the Authority, what the scale and composition of the programme should be, and the consequential funding implications for the financial strategy.
- 2.2 In recent years decisions have been undertaken to embark on a number of significant capital projects.

## 3 CAPITAL STRATEGY

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

## 4 SUMMARY OF CAPITAL PROGRAMME

- 4.1 The detailed five-year capital programme is shown in **Appendix B** and comes to £78.4 million. The pie chart below shows how the programme is broken down by Directorate over the next five years.



- 4.2 Expenditure by Directorate is summarised in the following sections.

## **5 PEOPLE & COMMUNITIES**

### Leisure Provision

- 5.1 Expenditure on Leisure facilities has been budgeted to take place in order of priority over the next five years. The main projects budgeted in 2020-21 are improvements to plant works, including the replacement of pool filters and the car park extension at Wymondham Leisure Centre and the replacement of the changing room floor at Diss Leisure Centre. This may necessitate closure of some of the facilities during the works.

### Waste Services

- 5.2 The capital programme includes provision for improvements to the depot or development of a new depot. The cost of which is currently being investigated as part of the waste services project. This will be subject to a full business case.

### Disabled Facilities Grant

- 5.3 The Council receives ring-fenced Disabled Facilities Grant funding from the Government through the Enhanced Better Care Fund managed by Norfolk County Council. This funding totalled £912k in 2019/20 and is projected to remain at this level for future years. It is important that this funding is fully committed in each year to avoid it having to be returned to government. These grants are valuable in keeping people in their own homes.

## **6 PLACE**

### Economic Growth

- 6.1 In line with the report to Cabinet in April 2019 a new funding arrangement for the Enterprise Zone project has been agreed in principle.
- 6.2 The capital programme includes a budget of £2.1m in 2020/21 to fund the infrastructure works on the Norwich Research Park and a budget of £5m, split over 2019/20 and 2020/21 for the construction of an office building on the Enterprise Zone. The New Anglia LEP is to fund £4m of this project.

## **7 BIG SKY PROJECTS**

- 7.1 The development of the land at Cringleford has commenced and the £3 million balance of the loan for the land will be paid in 2020/21.

- 7.2 In July 2017 Cabinet agreed to provide funding to Big Sky Developments Ltd (BSDL) in relation to strategic housing and employment development opportunities and the capital programme includes the associated budgets for these developments over the coming years, although the timing of expenditure is dependent upon the speed with which these opportunities are realised and is therefore not entirely within the Council's control.
- 7.3 BSDL has projected its cash requirements for the next five years and in order to ensure that they have the necessary cash to deliver their strategy, there will be a requirement for funding from South Norfolk Council of £15.4 million in 2020/21; this includes £5.4m that is to be fully financed from the Homes England grant secured by the Council.
- 7.4 BSDL cashflow projections show that all SNC loans (excluding the Homes England Grant) can be repaid in full by 2023/24 and this has been accounted for in the funding of the capital programme.
- 7.5 Residential properties for market rental are being rented out via Big Sky Property Management Ltd. Expansion of the portfolio will allow the company to spread its fixed costs further in the future, increasing profitability. The cost of this programme is based on the acquisition of two additional homes at the end of 2020/21, once properties on the Cringleford site become available, and a further 24 homes in 2021/22 on a combination of existing and new sites.

## **8 RESOURCES**

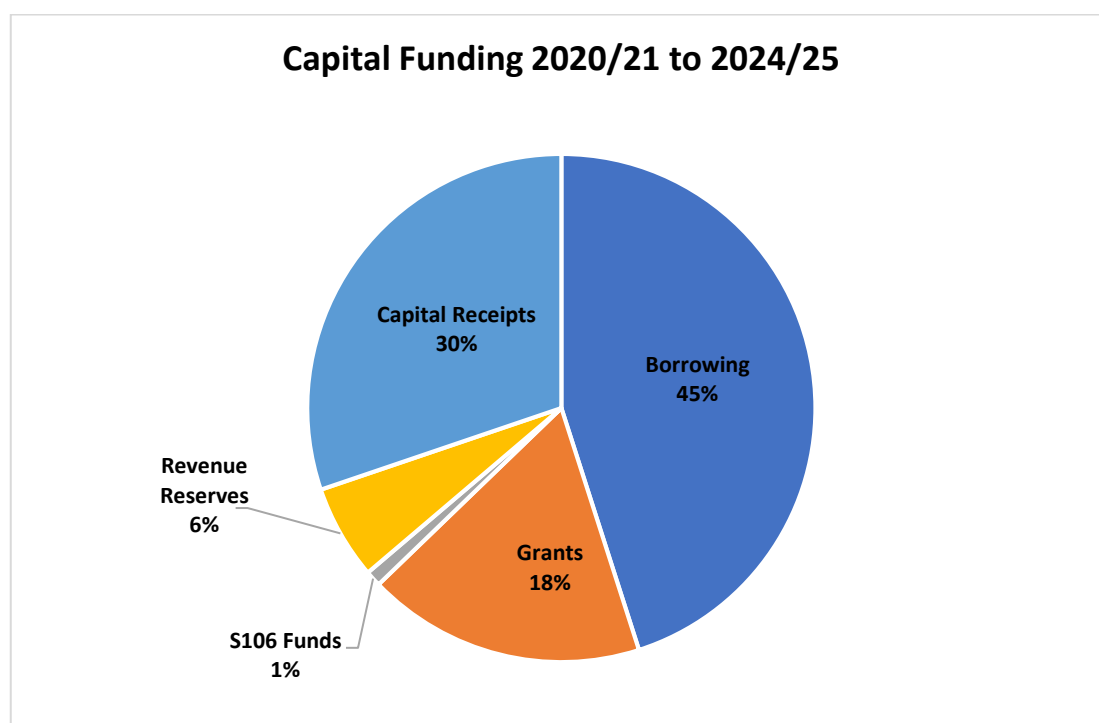
### ICT and Digital Investment

- 8.1 The capital programme sets aside the capital funding required to deliver the ongoing requirements for PC and server replacements, mobile working, equipment purchases and improvements to the website over the next five years.
- 8.2 There is an additional budget included in the programme for the investment in IT infrastructure and software upgrades that will be required to support the collaboration with Broadland Council. Further detail on how this budget is made up can be found at **Appendix D**.

## **9 FINANCING THE CAPITAL PROGRAMME**

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

balances, and external borrowing. The projected sources of funding are shown in the graph below and **Appendix C** provides further details.



### Effect on Reserves

- 9.3 During the five-year programme £4.9 million of revenue reserves will be used to fund the programme as shown in the table below:

	£000
General Revenue Reserve	1,421
Vehicle Procurement and Replacement Reserve (Renewals Reserve)	2,189
Car Park Upgrades Reserve	175
Low Cost Housing (New Homes Bonus) Reserve	875
Communities & Localism Reserve	63
Non-Commercial Assets Replacement Reserve	206
<b>Total Use of Revenue Reserves</b>	<b>4,929</b>

### Capital Receipts

- 9.4 The programme includes repayment of loans from Big Sky Developments Limited funded by property sales from the development at St Giles Park, Cringleford, and future developments in the District. These are subject to the prevailing housing market conditions at the time of sale. They could therefore fluctuate, and this is a risk to the funding of the programme which needs to be managed.
- 9.5 The profile of these capital receipts means that there will be some £3 million available by 2025, which is currently uncommitted. The Council could choose to

repay external borrowing with these receipts which will reduce interest and Minimum Revenue Provision costs and thereby improve the revenue budget position.

- 9.6 As part of the LSVT agreement the Council will continue to receive income from Saffron Housing Trust for the sale of right to buy properties. Right to buy receipts in future years are prudently projected to be less than current amounts as the number of properties available for sale decreases over time.

### Grants

- 9.7 The Council is keen to take advantage of external funding to support the capital programme. In 2018/19 the Council secured a grant £7.8 million from Home England's Accelerated Construction Fund to increase the pace of delivery at St Giles Park, Cringleford. The grant will be passed over in stages to Big Sky Developments Ltd in the form of a loan commencing in 2019-20.
- 9.8 The capital programme also includes grant funding of £2.5 million from the New Anglia Local Enterprise Partnership towards the cost of a joint property development at the Enterprise Zone and a grant of £1.5 million towards the cost of infrastructure on the Norwich Research Park.

### Borrowing

- 9.9 As resources reduce, the Council will have a need to borrow to fund capital projects, in order to fund continued investment in property to generate revenue income. External borrowing is anticipated to be required from 2020/21.
- 9.10 It is likely that there will be slippage over the life of the programme which could delay the need to borrow. In the first instance, the Council will be able to borrow internally from its own cash balances. The cost of this is the interest foregone from investing the cash with external counterparties. It is anticipated that all current and proposed loans to Big Sky Developments (excluding the Homes England grant) will be fully repaid by 2023/24.

## **10 OTHER OPTIONS**

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

## **11 ISSUES AND RISKS**

### **Resource Implications**

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

### **Legal Implications**

- 11.2 The Council is required to set a budget for 20/21.
- 11.3 **Equality Implications** – Officers believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.
- 11.4 **Environmental Impact** – the budget will allow the Council to deliver its statutory duties in respect of the environment.
- 11.5 **Crime and Disorder** – the budget will allow the Council to deliver its statutory duties in respect of community safety.

## 12 CONCLUSION

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

## 13 RECOMMENDATIONS

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

### Background Papers

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

# **Appendix A: Capital Strategy 2020/21 to 2024/25**

## **1 Purpose**

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

## **2 Vision for the District**

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

## **3 Definition of Capital Expenditure**

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

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

- a. The Local Government Act 2003 requires local authorities to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Prudential Code "requires local authorities to have regard to wider management processes (option appraisal, asset management planning, strategic planning and achievability) in accordance with good professional practice".
- b. As part of the Prudential Code authorities are required to produce a capital strategy and are also required to estimate their capital expenditure over the next three financial years, which will form a part of the budget setting process each year.



- c. From 2019/20 the MTFP has been prepared on a five-year basis and this is reflected in the Capital Programme. There is an expectation that the capital strategy will address the strategic long-term purpose of investment and therefore stretch for a period of at least 20 years.
- d. Ongoing development of the strategy will address this moving forward as the strategy is updated annually for inclusion as part of the Council's budget setting process. The strategy therefore provides the starting point for the capital programme and a framework for the effective use of the Council's resources and will influence the direction of treasury management. The Prudential Code permits the Council to determine the appropriate level of capital investment to deliver quality public services, subject to affordability.

## 5 Priorities

- a. This Capital Strategy focuses investment to deliver the Council's corporate priorities, while also contributing to the Council's financial sustainability by supporting opportunities to develop more efficient service delivery and to generate additional income.
- b. The current capital expenditure priorities are set out in the capital programme.
- c. With low interest rates continuing for the foreseeable future there remains the opportunity to invest monies in property as an alternative to bank deposits if the rate of return exceeds the rate of interest which would be achieved through cash investments. However, members need to be aware that this form of investment is deemed to be capital and under the current guidance if an investment property is sold the sale proceeds will be accounted for as capital receipts and cannot be used for revenue purposes in the future. Property assets are also not as liquid as cash and bank deposits.
- d. This strategy is a living document which evolves over time to incorporate ongoing capital liabilities which will need to be met in the future alongside other investment decisions. In order to determine future liabilities, the council will need to commission condition surveys for Council assets. The Capital Strategy will also need to be developed in line with the asset management plan. The Capital Strategy is a corporate document and requires a cross-Council approach to be effective.

## 6 Capital Assets

- a. The assets which are likely to present the greatest ongoing capital liability for the Council over the next 20 years are as follows:

<b>Asset</b>	<b>Net Book Value as at 31.3.19</b>
South Norfolk House	£3,290,100
Wymondham Leisure Centre	£10,143,000
Long Stratton Leisure Centre	£4,060,000
Diss Leisure Centre	£2,657,000

Investment Properties	£12,595,600
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- b. An accommodation review will be carried out in 2020/21 as part of relocating teams to assist the One Team approach.
- c. The Council has adopted a Commercialisation Strategy, which helps guide how we invest in our income generating assets. Over the past few years significant investment has gone into the Council's three leisure centres in order to increase footfall and work towards a subsidy free service.
- d. The Council also has a property investment portfolio primarily to derive a financial return greater than the return on the Council's cash investments, but which also supports the Council's economic development strategy.
- e. In addition to these assets, capital expenditure will need to be incurred on the upgrade of IT equipment and improvements to the IT Infrastructure
- f. The Council currently holds £18,628,000 in loans and equity in its commercial companies. These investments have been made as part of the capital programme and need to be considered as part of this Capital Strategy.
- g. Under the Treasury Management Code, for all non-treasury investments, i.e. commercial activity, the Council is required to approve annually a schedule of existing material investments, subsidiaries and joint ventures and liabilities and its risk exposure. This is contained in Annex 1 for approval. The level of risk exposure is taken to be the value of these investments which will vary over time, but are shown as at 31 March 2019.

## 7 Capital Financing

- a. The Council can finance its capital programme from various sources as follows:
  - Revenue.
  - Revenue Reserves
  - Capital Receipts from asset disposals
  - Grants
  - Tax Increment Financing (TIF).
  - Private Finance Initiative/Public Private Partnership
  - CIL
  - Borrowing
- b. Over the next few years the total amount of investments and cash will fall as cash is spent on the capital programme and earmarked reserves are spent. At the start of the current financial year the Council had over £28.9 million cash invested, which would be available for use if needed.
- c. As part of the budget setting process a review of all usable reserves is undertaken each year. It is important that the authority retains a level of reserves to enable it to cope with the uncertainty around future funding in relation to business rates and New Homes Bonus. There will be a requirement to ensure sufficient levels of reserves are available to respond to this. It is important therefore to retain

earmarked reserves for particular risks e.g. volatility of business rates. This means that any volatility in year can be managed through reserves rather than affecting services during that year. This protects service delivery by ensuring that there is no knee jerk reaction whilst allowing time to plan for the future.

- d. As at 31 March 2019, the Council held General Reserves of £19.7m, of which £11.8 million is earmarked for specific use including the renewals reserve, the infrastructure reserve and the business rates localisation reserve. The remaining £7.9 million relates to the revenue reserve, which has been earmarked to fund part of the capital programme from 2019/20 to 2021/22, but may also be needed to support any reduction in funding of the revenue budget in future years.
- e. The proposed total resources available to finance the current capital programme going forward from 2020/21 and slippage from 2019/20 will be in the region of £78.3 million as set out below:

<b>Resources</b>	<b>£million</b>
Capital Receipts	24.2
Grants	13.0
Revenue Reserves	4.9
S106 Funds	0.3
Borrowing Requirement	35.9
<b>Total</b>	<b>78.3</b>

- f. The consequence of funding the capital programme with these resources is a reduction in the amount of cash available to invest and therefore a reduction in income from investments which supports the revenue budget. However, this is mitigated by the Council investing in commercial property to achieve revenue income, the cost of which is classed as capital expenditure.
- g. The use of reserves means that the Council's cash is projected to reduce in the short term. This reduction means that further capital expenditure in this period would need to be funded from generating additional resources or external borrowing.

## **8 Borrowing**

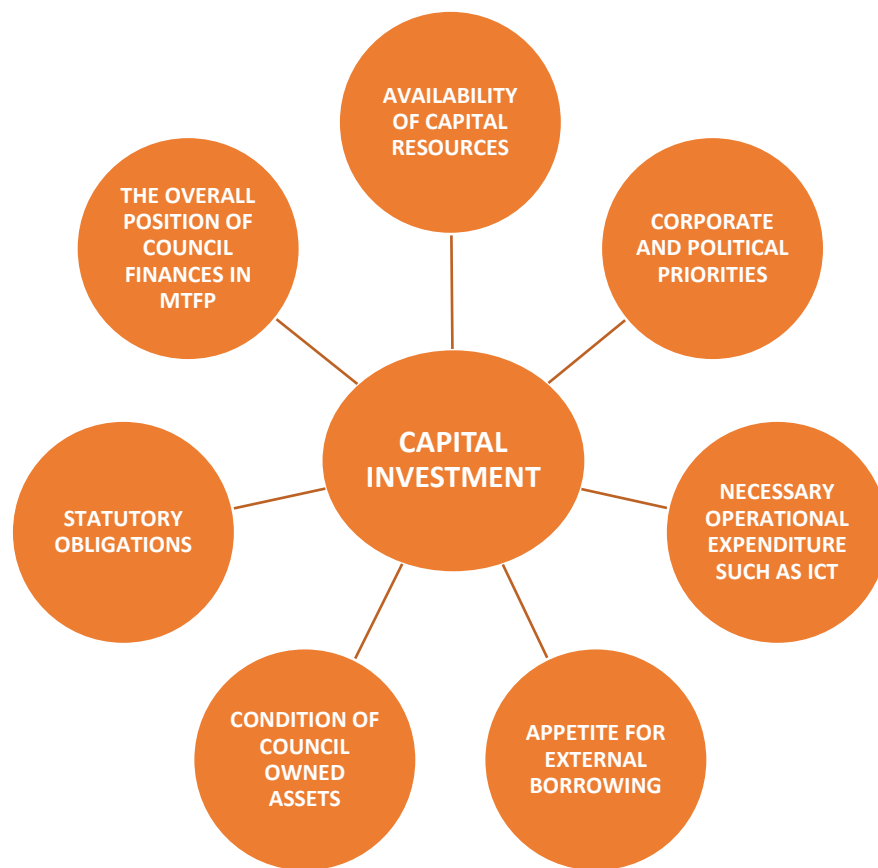
- a. Under the Prudential Code, Councils determine how much they will borrow as long as any borrowing is affordable and prudent, thus clearly linking the financing of capital with the Treasury Management Strategy and the revenue budget.
- b. The consequence of the funding position is that the Council will be required to borrow to finance any additional capital expenditure in the coming period. However, any borrowing must be affordable in line with the requirements of the prudential code.
- c. Under the Prudential Code, Councils are not permitted to borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. All the Council's commercial investments are within the District and

intended to deliver economic and housing regeneration and growth as well as a financial return.

- d. The need to borrow is not based on our levels of investment balances/reserves but on the Council's capital financing requirement (CFR). A certain level of cash will still be required for the Council's daily cash requirements; this can be held in money market funds, call accounts and short-term investments. However, the Council is choosing not to make long term investments beyond 2 years so that it can instead use cash to avoid or delay external borrowing.
- e. The total amount of debt that the Council can take on needs to be affordable. Affordability will be kept under review as part of the Treasury Management Strategy and when setting revenue and capital budgets It will reflect the need for prudence along with the risk appetite of the Council.
- f. There are many sources of borrowing available to the Council and it is likely that the Council will utilise a mix of these to spread the risk around loan maturities and future interest rates. Sources include:
  - Public Works Loan Board (PWLB)
  - Borrowing from other local authorities
  - Borrowing via the Municipal Bonds Agency (MBA)
  - Borrowing from institutions such as the European Investment Bank and directly from commercial banks
  - Borrowing from the money markets
  - Local Authority stock issues and bills
  - Commercial paper
  - Structured finance

## **9 Priorities for the Capital Programme / Option Appraisal**

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



- b. Within the funding constraints outlined above, it is necessary to set clear priorities for capital expenditure. All expenditure proposals require a clear business case to justify the expenditure. The policy on capitalisation is included in the Council's annual accounts. Capital expenditure is authorised by Cabinet and Full Council through the budget setting process and monitored on a quarterly basis through reports to Cabinet.
- c. Priorities are determined in the light of corporate priorities and results in inclusion of projects within the Delivery Plan and Capital Programme for scrutiny by Members. Inclusion in the capital programme puts aside the required budgets and funding, but final approval for significant projects is dependent on the agreement of a full business case.
- d. Capital expenditure is categorised into one of three categories. This categorisation clarifies whether the funding for the capital expenditure will ultimately be repaid from income generated by this expenditure or from general revenue.
  - 1. Commercial: Where the return on investment will exceed the costs of borrowing and pay back over time.
  - 2. Operational: Where the investment is required to ensure continued service delivery.
  - 3. Health and Safety: Where the investment is required to ensure the Council meets its health and safety obligations.

- e. Potential proposals should be assessed in line with the Council priorities. The table below highlights capital expenditure that is already planned or could be undertaken to meet the Council's priorities:

<b>Growing the Economy</b>	<b>Supporting individuals and empowering communities</b>	<b>Protecting the natural and built environment, whilst maximising quality of life</b>	<b>Moving with the times, working smartly and collaboratively</b>
Norwich Research Park Enterprise Zone	Further enhancement of SNC Leisure Facilities	Development/Purchase of Low Cost/Affordable Housing	Delivering the ICT Strategy and Digital Transformation
Property Development at Cringleford	Disabled Facilities Grants	Waste Vehicle Replacement	Improvements to the Council's operational buildings
Better Broadband	New/enhanced Leisure facilities in partnership with other bodies	Refurbishment/Replacement of Ketteringham Depot	
Further Commercial/Residential Property Development		Waste/Recycling Bin Purchases	
Improvements to the Council's current commercial properties		Toilet Refurbishments	
Strategic Economic Developments to boost growth			

## 10 Partnerships

- a. Partnership working is certain to continue and is likely to assume greater significance given the state of public finances so this strategy needs to ensure that any capital requirements identified through partnership work can be considered alongside other bids for capital funds.
- b. South Norfolk Council's collaborative working with Broadland District Council is likely to create a wide number of opportunities to work jointly on capital projects that will benefit both authorities. If the expectation is that the nature of the projects are large scale, significant capital expenditure is likely. Managers of capital projects across the two councils should be encouraged to adopt or at least make reference to this Capital Strategy, affirming that the project(s) are in line with current priorities and vision moving forward

- c. The Council is a member of the Greater Norwich Growth Board (GNGB). Expenditure, both capital and revenue, is directed by the Greater Norwich Business Plan, reviewed and updated annually by the Board and supports the delivery of growth over the GNGB area which comprises Broadland, Norwich and South Norfolk Councils, Norfolk County Council and the Local Enterprise Partnership.

## **11 Equalities**

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

## **12 Risk Management**

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

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

- a. The Section 151 Officer is specifically required to report on the deliverability, affordability and risks associated with the capital strategy.
- b. Deliverability is underpinned through the embedding of capital expenditure within the business planning process and use of specialist advice where required, for example, in assessing the plans to deliver commercial property investments.
- c. The affordability of this strategy can be assessed in a variety of ways. One measure is that a Council can afford to take on debt of twice its gross total revenue. Based on the 2018/19 statement of accounts (excluding Housing Benefits expenditure), this would equate to total debt of £64 million. On this measure, the Council would, if it borrowed the full amount as planned, be below this. This debt will allow the Council to lend to its companies, which is expected to generate £5 million in interest payments alone over the next 5 years, supporting the revenue budget.



- d. The prudential indicator of net financing costs to net revenue income stream from taxation and central government provides another view of financial sustainability. This is set out in the Treasury Management Strategy elsewhere on this agenda.
- e. The risks in this strategy are as follows:
  - **Economic** – Changes in the economy could mean that investments undertaken in line with the strategy do not deliver the anticipated benefits or returns. Prudent assumptions have been made on the level of returns that can be expected.
  - **Timing** – Delays incurred during the implementation phase of particular projects could impact on the returns in the short term. Effective project management and monitoring is undertaken to mitigate this risk.
  - **Interest Rates** – It has been assumed that interest rates will stay at their current low levels. The exact timing of borrowing will determine the exact interest rates on external debt incurred as part of this strategy. The interest rate outlook is kept under review so that the strategy can be changed should rises in interest rates become probable.
  - **Government Policy** – The strategy is aimed to deliver quality services and to improve the sustainability of the Council. Should government policy change in a way that prevents parts of the strategy being implemented, increases its cost or reduces the expected benefits, then the strategy would need to be revised.

## 14 Conclusion

- a. This Capital Strategy represents a prudent and affordable approach to investment in the Council's assets to support service delivery and to contribute to the Council's financial sustainability over the next 5 years. The strategy is kept under review and updated each year.

## Annex 1: Schedule of Non-Treasury Investments

<b>Investment</b>	<b>Value in the Council's Balance Sheet at 31 March 2019</b>
Big Sky Ventures Ltd – Equity Shares	£6,468,000
Big Sky Developments Ltd - Loans	£6,000,000
Big Sky Property Management Ltd - Loans	£3,160,000
Crafton House	£1,784,000
Rectory Road, Dickleburgh - Agricultural Land	£1,347,500
Wym - Ayton Road	£1,347,400
Rushall Road, Harleston - Agricultural land	£1,043,200
Shotesham Road, Poringland - Commercial Development Land	£616,300
9-11 Mere Street, Diss	£815,500
Trumpeter House	£801,600
Loddon Business Centre	£564,200
Friarscroft Lane, Wymondham - Development Land	£522,200
Unit 18A Harleston	£481,800
Wym Town Council Office, Middleton St	£323,200
Gissing - Residential Development	£250,300
Unit 19A Harleston	£206,400
21 Penfold Drive, Gateway 11, Wymondham NR18 0WZ	£187,500
15 Vincess Road, Diss	£185,000
Ketteringham Depot-Unit 1 & 2 Station Lane	£174,700
Dereham Road, Costessey Caravan Site	£200,600
Unit B17 Owen Rd Diss	£178,100
Unit B19 Owen Rd Diss	£178,100
13 Vincess Road, Diss	£166,500
The Lodge, Maple Park	£113,000
Unit 5b Owen Road Diss IP22 4ER	£97,700
9 Park Road Diss	£53,100
4 Garages Thomas Manning Road	£71,800
Park Road Diss - Land - Bus Depot Diss	£48,800
3 Garages Chapel Street Diss	£72,100
Friarscroft Lane, Wymondham - Garden Lane Rear of 23-37	£45,000
Eleven Mile Lane, Sutton, Wymondham - Paddock Land	£25,200
Parking Plots in Long Stratton	£1,900
Garden Plot, Station Close, Swainsthorpe	£200
	<hr/>
	<b>£27,530,900</b>

## Appendix B - South Norfolk Capital Programme

Capital Project	Directorate	Team	Provisional Projects	Revised Estimate for 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Total Capital Programme (2020/21 to 2024/25)
				£	£	£	£	£	£
Wymondham Plant Work including Pool Filters	People & Communities	Leisure		213,191					213,191
Further Works at Wymondham Leisure Centre	People & Communities	Leisure		80,000	195,465	-	-	-	275,465
Diss LC - Poolside Improvements & Tank Tiles	People & Communities	Leisure		-			300,000		300,000
Further Works at Diss Leisure Centre	People & Communities	Leisure		85,000	130,000	-	30,000	-	245,000
Further Works at Long Stratton Leisure Centre	People & Communities	Leisure		-	35,000	10,000	40,000	-	85,000
Framingham Earl High School	People & Communities	Leisure	Y	-	220,000	80,000	-	-	300,000
Kett's Park - Tennis Facilities	People & Communities	Leisure	Y	-	366,886	-	-	-	366,886
Kett's Park Kitchen	People & Communities	Leisure	Y	-	-	25,000	-	-	25,000
Long Stratton Pool	People & Communities	Leisure		110,000	-	-	-	-	110,000
Wheeled Bin Purchase	People & Communities	Waste		150,000	150,000	150,000	150,000	150,000	750,000
Vehicle Procurement and Replacement	People & Communities	Waste		978,528	748,000	748,000	748,000	748,000	3,970,528
Waste ICT System Improvements	People & Communities	Waste		69,000				-	69,000
Grounds Maintenance Equipment	People & Communities	Waste		78,800	-	-	15,000	-	93,800
Depot Refurbishment/Replacement	People & Communities	Waste	Y	-	1,000,000	3,000,000	-	-	4,000,000
Disabled Facilities Grants	People & Communities	Housing		900,000	900,000	900,000	900,000	900,000	4,500,000
Integrated Working Model with Police	People & Communities	Individuals & Families	Y	63,000					63,000
<b>Total People &amp; Communities</b>				<b>2,727,519</b>	<b>3,745,351</b>	<b>4,913,000</b>	<b>2,183,000</b>	<b>1,798,000</b>	<b>15,366,870</b>
Play Area Refurbishments - Sites <u>with</u> Commuted Sums	Place	Economic Growth		72,385	-	25,150	113,973	-	211,508
Street Lighting	Place	Economic Growth		42,988	24,240	24,240	24,240	24,240	139,948

Capital Project	Directorate	Team	Provisional Projects	Revised Estimate for 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Total Capital Programme (2020/21 to 2024/25)
Toilet Refurbishments	Place	Economic Growth		140,000	-	-	-	-	140,000
Car Park Improvements	Place	Economic Growth		35,000	56,348	35,000	35,000	35,000	196,348
Installation of Electric Car Charging Points	Place	Economic Growth		13,000	-	-	-	-	13,000
Norwich Research Park Enterprise Zone Infrastructure	Place	Economic Growth		2,100,000	-	-	-	-	2,100,000
Norwich Research Park Enterprise Zone Office	Place	Economic Growth		3,650,000	-	-	-	-	3,650,000
Commercial Unit Development & Purchase	Place	Economic Growth	Y	5,950,000	1,000,000	-	-	-	6,950,000
Commercial Land Purchase	Place	Economic Growth	Y	2,750,000	-	-	-	-	2,750,000
Other Property/Economic Development Investment	Place	Economic Growth	Y	-	5,000,000	5,000,000	-	-	10,000,000
<b>Total Place</b>				<b>14,753,373</b>	<b>6,080,588</b>	<b>5,084,390</b>	<b>173,213</b>	<b>59,240</b>	<b>26,150,804</b>
Cringelford- Loan to BSDL for purchase of land	Big Sky Projects	Finance		3,000,000	-	-	-	-	3,000,000
BSPM Purchase of Rental Homes on new sites	Big Sky Projects	Finance		550,000	7,450,000	4,000,000	2,946,998	-	14,946,998
Funding to finance BSDL's 5-year strategy	Big Sky Projects	Finance	Y	10,000,000	-	-	-	-	10,000,000
Homes England money to be passed to BSDL for Cringleford	Big Sky Projects	Finance		5,440,000	-	-	-	-	5,440,000
Poringland Phase 3 - Commercial	Big Sky Projects	Finance	Y	-	1,700,000	-	-	-	1,700,000
<b>Total Big Sky Projects</b>				<b>18,990,000</b>	<b>9,150,000</b>	<b>4,000,000</b>	<b>2,946,998</b>	<b>-</b>	<b>35,086,998</b>
IT Projects	Resources	ICT & Digital		155,000	125,000	125,000	125,000	125,000	655,000
Collaboration IT Infrastructure	Resources	ICT & Digital		802,025	-	-	-	-	802,025
Digital	Resources	ICT & Digital		150,000	25,000	25,000	25,000	25,000	250,000
South Norfolk House - Replacement of Boilers	Resources	Facilities		-	-	50,000	-	-	50,000
South Norfolk House - Replacement of the Felt on the Roof	Resources	Facilities		-	-	20,000	-	-	20,000
<b>Total: Resources</b>				<b>1,107,025</b>	<b>150,000</b>	<b>220,000</b>	<b>150,000</b>	<b>150,000</b>	<b>1,777,025</b>
<b>Total Capital Programme</b>				<b>37,577,917</b>	<b>19,125,939</b>	<b>14,217,390</b>	<b>5,453,211</b>	<b>2,007,240</b>	<b>78,381,697</b>

## Appendix C: Financing Summary

	2020/21	2021/22	2022/23	2023/24	2024/25
	Forward Budget	Forward Budget	Forward Budget	Forward Budget	Forward Budget
	£000	£000	£000	£000	£000
<b>Capital Programme Expenditure</b>	<b>37,578</b>	<b>19,126</b>	<b>14,217</b>	<b>5,453</b>	<b>2,007</b>
<b>Financed by:</b>					
Grants	9,002	1,279	912	912	912
S106 Funds	152	-	50	114	-
Revenue Reserves	2,205	2,418	102	102	102
Capital Receipts	617	6,136	12,153	4,325	993
<b>Total Capital Resources Available</b>	<b>11,976</b>	<b>9,833</b>	<b>13,217</b>	<b>5,453</b>	<b>2,007</b>
<b>Borrowing Requirement For Year</b>	<b>25,602</b>	<b>9,293</b>	<b>1,000</b>	<b>-</b>	<b>-</b>
	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Balance of General Capital Receipts remaining at end of year</b>	<b>913</b>	<b>2</b>	<b>49</b>	<b>1,924</b>	<b>1,131</b>

# Appendix D: IT Investment

## 1 SUMMARY

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

## 2 BACKGROUND

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

## 3 CURRENT POSITION

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

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

## 4 PROPOSED ACTION

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

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

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

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

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

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

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

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

## **5 OTHER OPTIONS**

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

## **6 ISSUES AND RISKS**

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



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

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

## **7 CONCLUSION**

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

## **8 RECOMMENDATIONS**

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

## ICT Collaboration Financial Growth

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

			Broadland						South Norfolk					
			2019/20		2020/21		2021/22		2019/20		2020/21		2021/22	
Apportionment Model	Committee		Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Phase two - Alignment of core corporate systems														
Single email and calendar platform (Microsoft Office 365)														
Aim: To provide a single email and calendar platform across both organisations with the ability to adopt a single common email domain naming convention.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of staff having visibility of calendars across Broadland and South Norfolk, enabling better organisation of resources. The joint domain name will also provide a common joint identity for email.														
Office 365 E3	BDC 100%	YES (Cab)		£15,820		£37,407		£37,407						
Third Party Support (Implementation)	BDC 45:55 SNC				£13,500						£16,500			
TOTAL			£0	£15,820	£13,500	£37,407	£0	£37,407	£0	£0	£16,500	£0	£0	£0
Single external website														
Aim: To provide a single external website across both organisations adopting a single common domain name.														
Cashable and Non-cashable savings: This project will provide a cashable net joint revenue saving from 2021/22. It will also provide non-cashable savings in terms of removal of duplicated effort in maintaining website content and transactional functionality.														
Deployment of new external website	BDC 45:55 SNC				£30,128	£10,215		£10,215			£36,823	£12,485		£12,485
Deployment of new customer portal	BDC 45:55 SNC				£7,200	£1,152		£1,152			£8,800	£1,408		£1,408
User training	BDC 45:55 SNC					£2,250						£2,750		
Rebranding of third party webservices	BDC 45:55 SNC				£15,750						£19,250			
Savings	BDC 100% and SNC 100%							-£17,417						-£23,386
TOTAL			£0	£0	£53,078	£13,617	£0	-£6,050	£0	£0	£64,873	£16,643	£0	-£9,493
Single internal intranet														
Aim: To provide a single internal intranet across both organisations adopting a common platform.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of removal of duplicated effort in maintaining intranet content and will provide a single location to store internal procedures and policies.														
Internal resources and existing infrastructure	BDC 45:55 SNC													
TOTAL			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Flexible working solutions to enable cross site and remote working														
Aim: To provide the ability for staff to work effectively between sites and from remote locations.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of providing staff with the flexibility to work from the most appropriate location to complete their work. It could offer cashable savings or income in terms of future office requirements.														
Third Party Support (Design)	BDC 45:55 SNC	YES (<5k)		£2,025						£2,475				
Supporting hardware	BDC 45:55 SNC				£20,250						£24,750			
Supporting licencing	BDC 45:55 SNC					£18,000		£18,000				£22,000		£22,000
Third Party Support (Implementation)	BDC 45:55 SNC				£9,000						£11,000			
TOTAL			£0	£2,025	£29,250	£18,000	£0	£18,000	£0	£2,475	£35,750	£22,000	£0	£22,000
Single telephony platform														
Aim: To provide two aligned telephony platforms to allow routing and transfer of calls between staff at both sites and the ability for calls to be handled from any location.														
Cashable and Non-cashable savings: This project will provide non-cashable savings in terms of staff time when transferring customer calls improving customer experience. It will also provide improvements in terms of business continuity and disaster recovery.														
Upgrade costs (Broadland) inc softphone capability	BDC 100%				£34,468									
Softphone headsets (50% softphone use)	BDC 100%				£6,332									
Broadland migrate from ISDN to SIP	BDC 100%				£8,000									
Savings	BDC 100%					-£7,020		-£7,020						
TOTAL			£0	£0	£48,800	-£7,020	£0	£41,780	£0	£0	£0	£0	£0	£0

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

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

**Report Author(s):** Rodney Fincham, Assistant Director - Finance

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**Portfolio Holder:** Finance

**Ward(s) Affected:** All wards

**Purpose of the Report:** This report provides information affecting the Council's revenue budget for 2020/21 in order for the Cabinet to make recommendations to Council on 17<sup>th</sup> February regarding the Council's budget and council tax for 2020/21.

### **Recommendations:**

- 1 That Cabinet recommends to Council:
  - The approval of the base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
  - The use of the revenue reserves as set out in **Appendix D**.
  - That the Council's demand on the Collection Fund for 2020/21 for General Expenditure shall be £7,744,730 and for Special Expenditure shall be £11,102.
  - That the Band D level of Council Tax be £155.00 for General Expenditure and £0.22 for Special Expenditure.
- 2 That Cabinet agrees:
  - Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
  - The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
  - The future budget pressures contained in the Medium-Term Financial Strategy.

## 1 SUMMARY

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

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

## 2 REVENUE BUDGET REQUIREMENT 2020/21

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

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

	Pay £'000	Non Pay £'000	Income £'000	Net £'000
Resources / MD	3,555	5,521	-1,387	7,689
Place	4,500	3,121	-6,198	1,423
People & Communities	8,092	31,272	-34,721	4,643
	16,147	39,914	-42,306	13,755

- 2.3 A more detailed breakdown is shown in **Appendix A**.
- 2.4 All spending areas have been reviewed to ensure that there are appropriate budgets for service areas, and these accord with the Business plan.

- 2.5 The proposed budget includes funding for performance related pay of £100,000 and a cost of living rise of 2%. The cost of living rise is a one-year local agreement under the new terms and conditions agreed by Council.

### Budget Movements

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

		£'000
<b>Base Budget 2019/20</b>		<b>12,862</b>
Inflationary Cost Pressures		87
Salary Related Changes		
Net change in salary costs	1	
Increase in pension payment for pension deficit £1,028k to £1,283k	255	256
Cost of Collaboration		
Removal of recharges to Broadland (as now within 55/45% split)	90	
Increased provision for recruitment costs	18	
Increase in training budget	61	169
Specific Cost Pressures		
Potential increase in external audit fees	20	
Provision for potential change in members allowances	21	
Increase in members travel	7	
Payroll system	16	
Increased IT revenue costs	201	
Increased running costs for Economic Dev properties	32	
Community Assets Grounds Maintenance	40	
Greater Norwich LP / South Norfolk cluster work	150	
Leisure Advertising	23	
Wymondham Leisure Centre Instructor Fees	25	
Workshop at depot	26	
Waste Service Agency staff cover	29	
Waste disposal fees	71	
Green waste	19	
Transport Fleet	209	
Ketteringham Depot	11	
Office catering	30	
H&S contract with Norfolk County Council	20	
Cost of Growth Delivery team now within salary budgets	-100	
Subs for Cambridge Norwich Tech Corridor Delivery Group	27	
Car Parks Electricity for Electric Vehicle Charging Points	7	
Public conveniences running costs	16	
Framingham Earl Leisure (FE salary cost change in above)	-77	
Joint waste project	125	
Waste software	30	
Other	156	1,134
Reductions in Income		
Charges to Build Insight Limited	12	
Early Help Partnerships Fees & Charges	14	
District Direct income removed until agreement reached	91	
Care & Repair Income	34	
Housing Access & Standards	18	
Wymondham Leisure Income (including VAT issue)	264	
Wymondham Leisure Spa	20	
Wymondham Leisure Cafe	87	
Diss Leisure Income (including VAT issue)	74	
LSLC	52	
Pest Control Fees & Charges	38	
Domestic waste income	24	



		£'000
Other	35	763
Savings		
Reduction in corporate contingency £218k to £84k	-136	
Reduction in bad debt provision	-28	
Reduction in Asset Management Plan budget	-22	
Additional Council Tax Government Grants	-15	
Reduction in collaboration consultancy	-71	
Street Lighting New Lamp Column reprofiled	-61	
Building control equipment	-29	
CABs Service Level Agreements	-42	
Homelessness savings	-19	
Energy Strategy Consultancy	-60	
Commercial Waste Collection Trade Waste	-20	
Remove contribution to waste reserve	-55	
Other	-181	-739
Growth in Income		
Procurement income	-20	
Council Tax Recovery Income	-20	
South Norfolk House Rental Income	-20	
Commercial rental income	-38	
Development management income	-175	
Building control income	-31	
Planning policy grant	-20	
Funding for share of Help Hub costs	-76	
Homelessness / Rapid Rehousing Government Grants	-99	
Commercial Waste Collection Fees & Charges	-21	
Garden Waste Fees & Charges / Recycling credits	-158	
Grounds Maintenance - BDC contract	-67	
Other	-32	-777
<b>Base Budget 2020/21</b>		<b>13,755</b>

#### Community Infrastructure Levy (CIL)

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

#### 19/20 Budgetary Performance

- 2.8 The Quarter 3 Performance, Risk and Finance report elsewhere on the Cabinet agenda reports an anticipated year end favourable variance against the current year budget of £1.7 million and details the plans for this surplus.
- 2.9 For 2020/21 any recurring savings or additional income arising from the current financial year have been taken into account.

#### Cost Apportionment

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

### **3 LOCAL GOVERNMENT FINANCE SETTLEMENT**

- 3.1 The Provisional Local Government Finance settlement for 2020/21 was announced on 20<sup>th</sup> December 2019.
- 3.2 The Final Local Government Financial settlement will be announced in the coming weeks and officers will provide a verbal update to the Cabinet meeting if information is available at that time. It is proposed that any changes from the provisional settlement are managed through reserves, so as not to impact on Council Tax setting and that this is delegated to the s151 Officer.

### Grant Figures

- 3.3 The following table shows the key grant figures.

	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
Business Rates Baseline (Note 1)	11,095	10,580	10,846	11,788	11,275
Business Rate Tariff	-8,238	-7,665	-7,843	-8,431	-8,154
Baseline Need	2,857	2,915	3,003	3,357	3,121
Revenue Support Grant	1,502	832	417	0	0
<b>Total</b>	<b>4,359</b>	<b>3,747</b>	<b>3,420</b>	<b>3,357</b>	<b>3,121</b>
Year on Year Change (£k)		-612	-327	-63	-145
Year on Year Change (%)		14.0%	8.7%	1.8%	-4.3%

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

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

### New Homes Bonus Grant

- 3.5 This is now the tenth year the council has received this source of funding and as last year the Council has once again achieved growth well above the national average.
- 3.6 The provisional allocation for 2020/21 is £4,522,143 of which £99,960 relates to the Affordable Homes Premium (357 x £350 x 80%). The New Homes Bonus Grant for 2019/20 was £3,941,383.
- 3.7 A small proportion of the New Homes Bonus is passed over to the Broads Authority for new homes built within its area, reflecting their role as the planning authority.
- 3.8 The amount of income from New Homes Bonus (NHB) will reduce in the future. The 2020/21 element of NHB will be paid for one year only, and the Government will consult on the future of this housing incentive in the Spring. The indication is that this change will include moving to a new, more targeted approach which is aligned with other measures around planning performance. A new approach is a risk for South Norfolk within the medium-term financial plan.
- 3.9 At present New Homes Bonus is indicated to fall to:

- £2.378m in 2021/22
- £1.171m in 2022/23
- £0 thereafter.

#### Service Specific Grants

- 3.10 The Council will receive £168,963 in Flexible Homelessness support grant and homeless reduction grant in 2020/21.
- 3.11 The Council also continues to receive Housing Benefit Administration Grant for the administration on Housing Benefit. However, this is reducing over time as the benefit moves over to Universal Credit.

## **4 BUDGET CONSULTATION**

- 4.1 The Council undertook a budget consultation via its website between 15 November and 20 December 2019.
- 4.2 The consultation only received 24 responses, and therefore may not be representative of the population.
- 4.3 The key messages from this year's budget consultation exercise are:
- There was strong agreement to target resources primarily on those most in need.
  - There was an equal mix of support for and disagreement with increasing council tax to protect services.
  - There was support for investing in commercial ventures and targeting resources to encourage business growth, although some respondents disagreed.
  - There was support for charging service uses for discretionary services, as opposed to charging general taxpayers.
- 4.4 The full Budget Consultation results are shown in **Appendix B**.

## **5 FEES AND CHARGES**

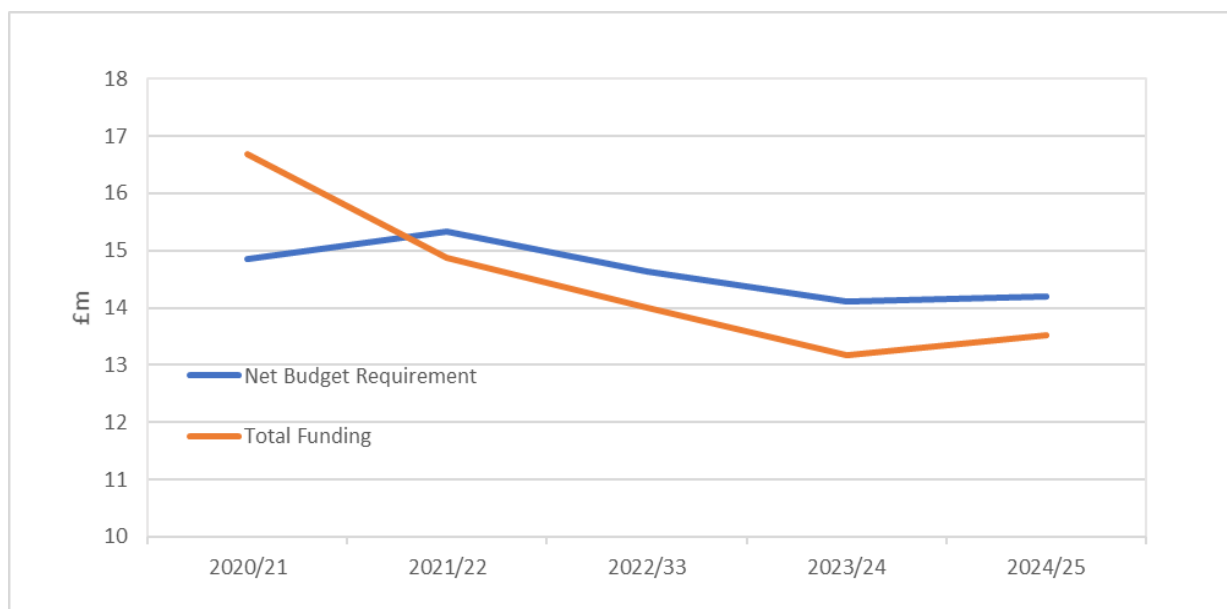
- 5.1 In line with the Council's fees and charges policy, it is proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure. Any non-standard changes to fees will be subject of specific reports (ie Leisure fees – which is subject to a report elsewhere on this agenda).
- 5.2 The proposed Garden Waste Brown bin charges are as follows:

	19/20 charge	20/21 proposed charge
Direct Debit customers	£49.00	£50.20
Non-Direct Debit Customer	£55.00	£56.30

*Increases calculated by adding the September RPI rate to the 2019/20 charges.*

## **6 MEDIUM TERM FINANCIAL STRATEGY**

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



- 6.2 The planned for additional level of income in 2020/21 will significantly reduce, primary due to the expected reduction in new homes bonus grant after this year. In 2020/21 SNC will receive £4.522m in new homes bonus, this is indicated to fall to:
- £2.378m in 2021/22
  - £1.171m in 2022/23
  - £0 thereafter.
- 6.3 The likely reduction in future funding and the need to finance the 5-year capital programme are key reasons why it is recommended to increase the 2020/21 Council Tax. Increasing Council Tax in 2020/21 protects the Council's income base and helps prevents future service cuts. The additional income in 2020/21 is part of a wider plan on financing the Council's ambitious 5-year capital programme and reduces the amount of external borrowing required.
- 6.4 **Appendix C** provides the Medium-Term Financial Plan (MTFP) figures supporting this graph.
- 6.5 The figures in the plan are based on the 2020/21 Local Government Finance Provisional Settlement. Future year funding figures are uncertain due to the Government's ongoing funding review, which is expected to be consulted on in 2020/21 and introduced for 2021/22.
- 6.6 The Council has benefited from growth in Business Rates income. Changes to the Business rates retention scheme are expected in 2021/22. However as yet we do not know what impact these will have on the Council.
- 6.7 The key messages from the MTFP are:
- The current healthy level of surplus will significantly reduce, primary due to the expected reduction in the new homes bonus grant after this year.
  - Changes are anticipated but unknown at this stage in relation to business rates income and also the fairer funding review.
  - Work to deliver the savings envisaged from the collaboration with Broadland Council is an important factor in maintaining a balanced budget.

- It would be prudent for the Council to continue to identify opportunities for additional income and savings that it can make.
- The ambitious five-year capital programme, which is also on this agenda, will have revenue budget implications both in terms of financing and other budget lines such as IT licences depending on the individual project.
- With significant pressure on the Council's budget over the medium term, the Medium-Term Financial Strategy includes future Council Tax increases of £5.00 a year which is the maximum increase permitted for District Councils without a referendum being triggered.

### Borrowing

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

## 7 RESERVES

### General Revenue Reserve

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

	£'000
<b>Balances as at 1 April 2019</b>	<b>9,270</b>
Transfers to Earmarked Reserves	-1,661
Surplus (based on original budget)	695
<b>Projected balances as at 31 March 2020</b>	<b>8,304</b>
Transfers to Earmarked Reserves	-1,672
Surplus	1,837
<b>Projected balances as at 31 March 2021</b>	<b>8,469</b>
Transfers to Earmarked Reserves	-690
Funding Gap	-465
<b>Projected balances as at 31 March 2022</b>	<b>7,314</b>
Transfers to Earmarked Reserves	-690
Funding Gap	-623
<b>Projected balances as at 31 March 2023</b>	<b>6,001</b>
Transfers to Earmarked Reserves	-640
Funding Gap	-933
<b>Projected balances as at 31 March 2024</b>	<b>4,428</b>
Transfers to Earmarked Reserves	-690
Funding Gap	-673
<b>Projected balances as at 31 March 2024</b>	<b>3,065</b>

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

- 7.2 The projected General Fund Balance remains above the recommended 10% of net revenue expenditure £1.4m. However, given the future funding uncertainties it is prudent to maintain a healthy level of reserves.

#### Other Reserves

- 7.3 **Appendix D** details the other main Council reserves.
- 7.4 The main reserves are:
- Infrastructure Reserve
  - Non-Commercial Assets Replacement Reserve
  - Localisation of Business Rates Reserve
  - Local Development Reserve
  - Vehicle and Equipment Procurement and Replacement Reserve
  - Low Cost Housing (New Homes Bonus)
- 7.5 Members are asked to recommend to Full Council the reserves as detailed in **Appendix D**.

## **8 COUNCIL TAX**

#### Taxbase

- 8.1 The projected tax base for 2020/21 is 49,966 (Band D equivalent households). The projected tax base has increased by 1.75% compared to the tax base in 2019/20, due to housing growth in the District and officers working to identify new properties as soon as they are taxable.

#### Council Tax Referendum limit

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

#### SNC Council Tax

- 8.4 It is proposed that South Norfolk Council increases its Council Tax for a Band D property from £150.00 to £155.00 for 2020/21. This equates to a 3.33% rise.
- 8.5 The Council Tax is calculated by taking the total income to be collected (£7.745m) and dividing this by the Taxbase (49,966).

#### Norfolk County Council

- 8.6 Norfolk County Council is considering a 1.99% increase in its general (basic) council tax and a 2.00% increase in the Adult Social Care precept. The level of the

County Council's Council Tax is subject to approval at its Full Council meeting on 17 February.

### Police and Crime Panel

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

### Parishes

- 8.8 At the time of writing, parish precepts for the Financial Year 2020/21 were still being set. A full list of precepts will accompany the Council Tax report to Full Council. South Norfolk Council has no influence over the level of these precepts.
- 8.9 For 2020/21, the Government has again decided not to apply any thresholds for Council Tax increases set by Parish and Town Councils, which if exceeded would trigger a referendum.
- 8.10 Officers will use the information provided by the preceptors in producing the Council Tax resolution for the Full Council meeting on 17 February. Should the level of Council Tax proposed by Norfolk County Council or the Police and Crime Commissioner be different from that assumed in the resolution, then an amended resolution will be circulated at the Full Council meeting.

## **9 SPECIAL EXPENSES**

- 9.1 Where a Parish/Town Council requires this Council to run specific services then the cost is recouped through the special expenses mechanism. For SNC this relates to street lighting in Costessey, Gillingham, and Loddon.
- 9.2 The level of Special Expenses has been increased by inflation, to reflect the level of running costs expected in individual parishes. However due to growth in the taxbase the charge per property has only increased slightly in Loddon.
- 9.3 The Band D charges being proposed are as follows:

	19/20 Band D C Tax	20/21 Band D C Tax
Costessey	£0.89	£0.89
Gillingham	£8.85	£8.85
Loddon	£4.01	£4.03

## **10 ADVICE OF THE SECTION 151 OFFICER**

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

## Robustness of Estimates

- 10.3 The budget estimates have been produced on a prudent basis, with an emphasis on identifying the existing cost pressures the Council faces and a realistic level of savings and efficiencies. The budget has been constructed so that all known costs are budgeted for, and income budgets reflect the impact from the economy. The budget is therefore constructed on a prudent basis.
- 10.4 There are however a number of significant potential risks in the robustness of the estimates as follows:
- The expected changes to the formula for council funding and changes to the business rates retention scheme is a source of major uncertainty at the present time, as the impact of measures in the current consultations could have a variety of impacts. While best estimates have been made, the impact of these changes on the council's funding remain unclear.
  - There is an assumption that the Council is able to collect the level of Council Tax planned. The Council has consistently performed well in this area, as proven by the collection fund surplus. As Universal Credit is rolled out, the Council is working to ensure that it can manage any resultant customer debt issues.
  - The Council depends on a number of contractors, suppliers and partners to deliver services. The use of partners is important as a delivery model for certain services, and there is a risk that some of these either contract their activities or cease to exist altogether. There could be cost implications that arise should this occur. Where it appears likely that this may happen with particular organisations, then the Council will take appropriate contingency measures to mitigate the impact.
  - There is a risk that the present growth in the economy stalls and growth is not as assumed in the Medium-Term Financial Strategy. If this were to occur, it would impact on the level of income received by the Council through its fees and charges as well as income from business rates retention. There would also be an impact on the demand on the services provided by the Council such as increasing homelessness and benefit claimants. This in turn would lead to an increase in the savings required in future years and a possible drawing of reserves in the short term.
  - Councils, including South Norfolk, have received claims for mandatory business rates relief from NHS Trusts on the basis of charitable status. This could have a significant impact on the amount of business rates collected by South Norfolk Council due to a number of NHS trusts in the district, including the Norfolk and Norwich University hospital. The initial decision of the courts has rejected these claims. However, it is still possible for appeals to be lodged up to the 24 February 2020.
  - Budget estimates have been prepared on a cautious basis, limiting costs and growth where possible and ensuring income expected to be received, both through fees and charges and grant streams are at a level officers are confident can be delivered. There is a risk that this will be overly sensitive.
  - With the recent election result clearing a path for a 2020 Brexit to take the UK out of the European Union, it is still very unclear what the implications will be on the Council and its funding going forwards.
- 10.5 Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.



## Adequacy of Reserves

- 10.6 As s151 officer I am also required to report on the adequacy of reserves.
- 10.7 Section 26 of the Local Government Act 2003 gives the Secretary of State power to fix a minimum level of reserves for which an authority must provide in setting its budget. The Secretary of State has the view that section 26 would only be used “...in which an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty.”
- 10.8 At 1st April 2020, the level of reserves is predicted to remain at the level required to finance the medium-term financial strategy. The plans in the Capital Programme include using revenue reserves to fund an element of the capital programme over the next five years.
- 10.9 The projected level of the main General Fund reserves held by the Council at 31<sup>st</sup> March 2020 is over £8.3m (excluding the 2019/20 surplus) reflecting the Council’s success in meeting its own self-imposed budget challenges and increasing income. This level of reserves provides sufficient flexibility should any of the assumptions made in this budget prove too optimistic.
- 10.10 Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

### 1.1 Section 114

- 10.11 The Section 151 Officer is also required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure.
- 10.12 Section 114 notices are rare, and the advice of the Section 151 Officer is that the possibility of such a notice being required at South Norfolk Council is very remote at the present time.

## **11 OTHER OPTIONS**

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

## **12 ISSUES AND RISKS**

- 12.1 Resource Implications – These budget proposals set out the resource plans for the Council during 2020/21.
- 12.2 There are always a number of unknown variables at the time of setting the budget. Where this is the case, officers have made prudent estimates based on the most up to date information available.
- 12.3 Legal Implications – The Council has a legal duty to set a balanced budget

- 12.4 Equality Implications – The budget contains reductions in spending without impacting on the level of service that our residents presently receive – for instance as a result of the joint working with Broadland Council. There are also increases in fees and charges, with discounts available for some services to residents on low incomes. The Council is implementing its digital engagement strategy and is enhancing online services and information to provide residents with increased access. Officers therefore believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.
- 12.5 Environmental Impact - the budget will allow the Council to deliver its statutory duties in respect of the environment.
- 12.6 Crime and Disorder - The budget will allow the Council to deliver its statutory duties in respect of the community safety.

### **13 CONCLUSION**

- 13.1 The proposed 2020/21 revenue budget is balanced and has no calls on general revenue reserves subject to the final Government Finance Settlement figures not changing substantially from the provisional figures. Indeed, for 2020/21 the Council is in the position of being able to increase its reserves to assist the funding of the 5-year capital programme.
- 13.2 The Council Tax is proposed to increase from £150.00 to £155.00 for 2020/21 for a band D property.
- 13.3 Further increases of £5.00 each year are assumed in future years for the purposes of the Medium-Term Financial Strategy.
- 13.4 Fees and charges have been increased for service areas and commercial activities and will be reviewed again in 2021/22.
- 13.5 The level of Government funding is expected to continue to decrease in future years. The level of additional income that is already expected to be generated from commercial activities will help offset this decrease in funding.
- 13.6 Alongside the financing of the 5-year capital programme the likely reduction in future funding is a key reason why it is recommended to increase the 2020/21 Council Tax. Increasing Council Tax protects the Council's income base and helps prevent future service cuts.
- 13.7 There is increased financial risk while future changes to the funding formula and further localisation of business rates are still under discussion. The amount of the New Homes Bonus remains a major risk and is subject to further Government reforms and the successful delivery of enough new homes.

### **14 RECOMMENDATIONS**

- 14.1 That Cabinet recommends to Council:
- 14.1.1 The approval of the base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced

budget. Authority to make any such change to be delegated to the Assistant Director of Finance.

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

14.1.3 That the Council's demand on the Collection Fund for 2020/21 for General Expenditure shall be £7,744,730 and for Special Expenditure shall be £11,102.

14.1.4 That the Band D level of Council Tax be £155.00 for General Expenditure and £0.22 for Special Expenditure.

14.2 That Cabinet agrees:

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

14.3 That Cabinet notes:

14.3.1 The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.

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

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## **Background Papers**

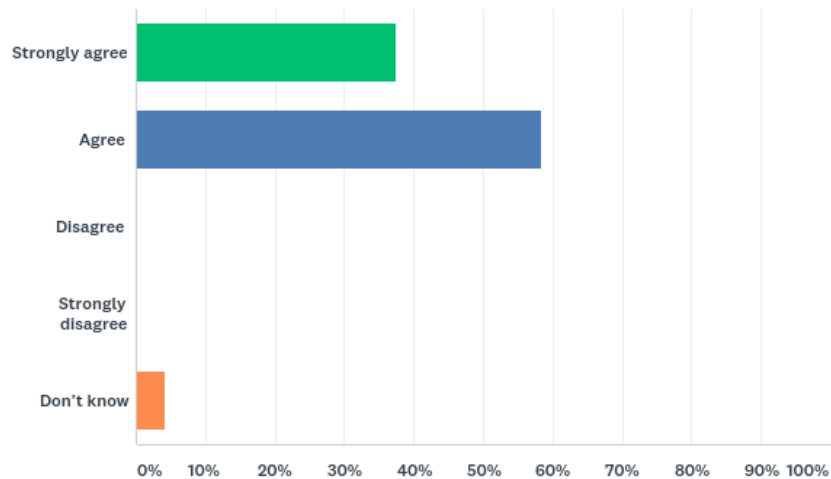
Business Plan 2020/21

## APPENDIX A: REVENUE BUDGET REQUIREMENT 2020/21

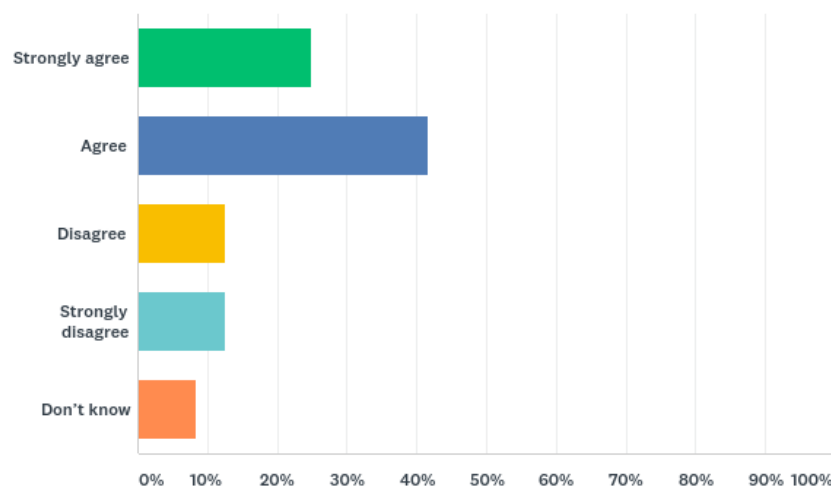
	Pay £'000	Non Pay £'000	Income £'000	Net £'000
<b>Resources / MD</b>				
Corporate Costs (inc Pension lump sum payment)	0	1,922	0	1,922
Finance	526	109	-20	615
Council Tax & NNDR	612	67	-484	195
Governance	439	1,401	-637	1,203
Facilities	168	422	-143	447
Human Resources	248	365	0	613
ICT & Digital	580	1,055	-80	1,555
Executive Team	431	45	0	476
Chief of Staff	468	95	-5	558
Consultancy	83	40	-18	105
	3,555	5,521	-1,387	7,689
<b>Place</b>				
Economic Growth	596	1,665	-1,757	504
Community & Environmental Protection	408	233	-26	615
Food, Safety & Licensing	247	33	-171	109
Planning	1,453	986	-3,673	-1,234
CNC	1,214	51	-241	1,024
Business Support	582	153	-330	405
	4,500	3,121	-6,198	1,423
<b>People &amp; Communities</b>				
Communities and Early Help	691	505	-442	754
Housing Standards & Independent Living	499	153	-485	167
Housing and Benefits	1,226	133	-770	589
Housing Benefit Payments	0	25,800	-25,800	0
Leisure	2,014	1,735	-3,371	378
Waste Services	3,662	2,946	-3,853	2,755
	8,092	31,272	-34,721	4,643
	16,147	39,914	-42,306	13,755
Investment Income				-1,541
Interest Payable				192
Transfers to / (from) Earmarked Reserves				2,445
Transfers to / (from) GF Balance				1,837
				<b>16,688</b>
<b>Funded by</b>				
Council Tax - District Element				7,745
Council Tax - Special Expenses				11
NNDR (Business Rates)				4,410
New Homes Bonus				4,522
				<b>16,688</b>

## APPENDIX B: BUDGET CONSULTATION

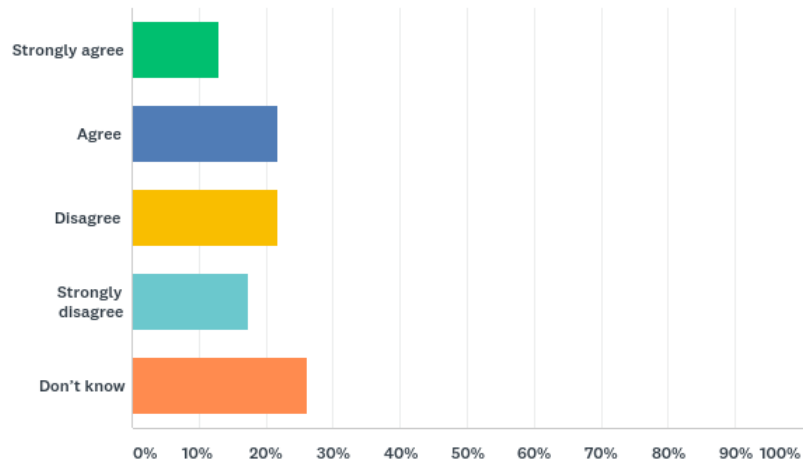
Q1 To what extent do you think that we should target resources primarily on the most vulnerable and people most in need?



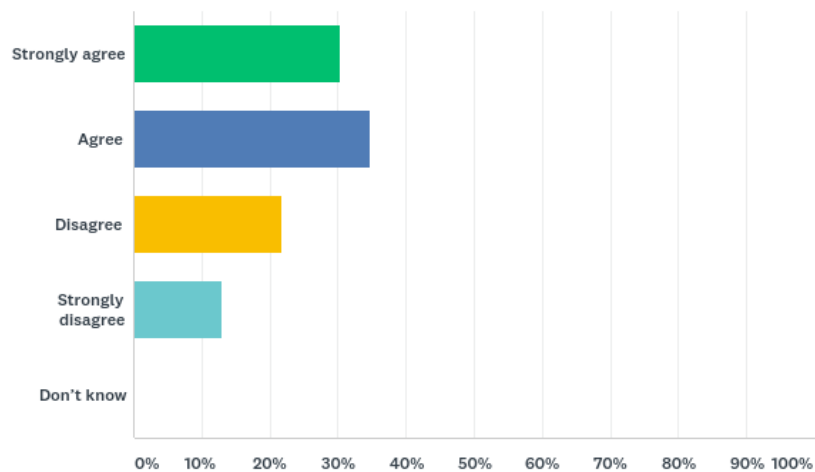
Q2 Over the last few years we have worked with Big Sky Housing Development Company. This has not only provided the Council with additional income, it has also provided housing in South Norfolk. Judging by the success of this activity, to what extent do you think we should continue to expand this and other initiatives?



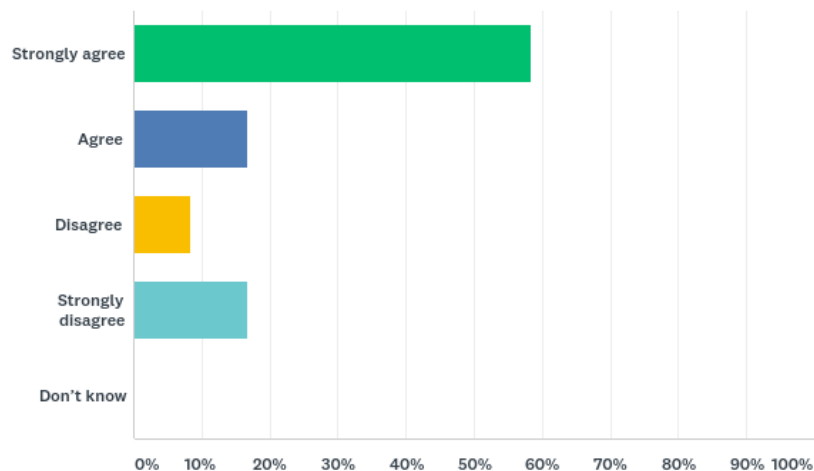
Q3 Should we make more use of volunteer organisations to deliver services including looking at opportunities to transfer delivery of some services to community groups?



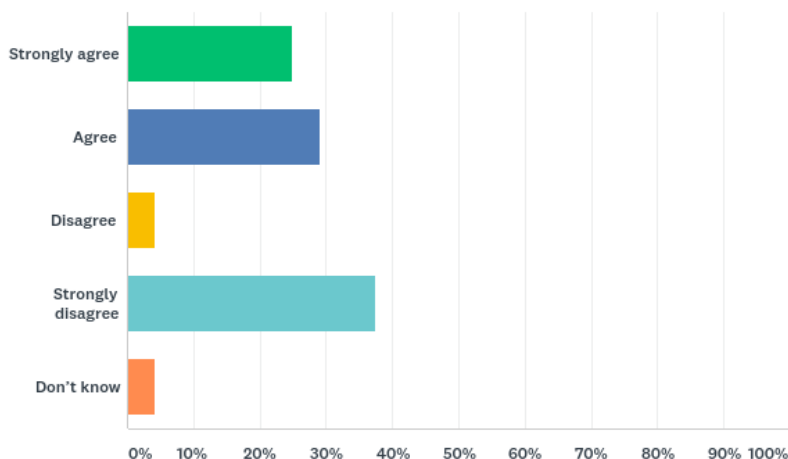
Q4 Over the last few years we have achieved a significant amount of business investment into South Norfolk. We would like to know if you think we should re-invest a share of our business rate income to support our business community, e.g. investing in superfast broadband and infrastructure for economic development?



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



Q6 The Revenue Support Grant the Council receives from Central Government has, now ceased. By increasing its share of council tax in 2020/21 by up to £5, the Council would raise £245,000 (compared to no increase) to help to protect the services that improve your quality of life. To what extent do you support the Council increasing its share of council tax by £5 in 2020/21?



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

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Comment
Base Net Expenditure	13,755	13,755	14,030	13,816	13,497	
<u>Recurring Adjustments:</u>						
Inflationary Pressures		275	281	276	270	2% annual increase
Collaboration Savings			-495	-495	-83	Based on 55% of latest figure from cost and savings tracker
Waste contract				-100	-100	No allowance for expansion of food waste, or increased disposal costs
Base Net Expenditure for following year	13,755	14,030	13,816	13,497	13,584	
<u>Non Recurring Adjustments</u>						
Investment Income - General	-41	-41	-41	-41	-41	Assume remains stable over time
Investment Income - Loans to companies	-1,500	-1,400	-900	-600	-600	Income from Big Sky
Interest Payable	192	750	750	750	750	External borrowing interest (based on capital £25m x 3%)
Transfers to / (from) Earmarked Reserves	2,445	2,000	1,000	500	500	Reducing
<b>Net Budget Requirement</b>	<b>14,851</b>	<b>15,339</b>	<b>14,625</b>	<b>14,106</b>	<b>14,193</b>	
<b>Funded by</b>						
Council Tax - District Element	7,745	8,075	8,410	8,752	9,099	
Council Tax - Special Expenses	11	11	11	11	11	Assume remains stable over time
NNDR (Business Rates)	4,410	4,410	4,410	4,410	4,410	Assuming maintain current level of income
New Homes Bonus	4,522	2,378	1,171			Falling in line with figures in 20/21 provisional finance settlement
	<b>16,688</b>	<b>14,874</b>	<b>14,002</b>	<b>13,173</b>	<b>13,520</b>	
<b>Funding Gap / (Annual Suplus)</b>	<b>-1,837</b>	<b>465</b>	<b>623</b>	<b>933</b>	<b>673</b>	
<b>Council Tax Calculation</b>						
Council Taxbase (Homes)	49,966	50,466	50,971	51,481	51,996	1% annual increase
Council Tax	155.00	160.00	165.00	170.00	175.00	£5 annual increase
South Norfolk's share of precept (£000)	7,745	8,075	8,410	8,752	9,099	
<b>New Homes Bonus Calculation</b>						
2017-18	763					
2018-19	1,207	1,207				
2019-20	1,171	1,171	1,171			
2020-21	1,381					
	<b>4,522</b>	<b>2,378</b>	<b>1,171</b>	<b>0</b>	<b>0</b>	



## APPENDIX D: EARMARKED RESERVES

	31 Mar 19 £'000	Tsfs In	Tsfs Out	31 Mar 20 £'000	Tsfs In	Tsfs Out	31 Mar 21 £'000
Broadland/SNC Collaboration Savings Reserve	0	427		427			427
Infrastructure Reserve	3,407		-570	2,837			2,837
Non-Commercial Assets Replacement Reserve	893	260	-732	421	500	-178	743
Street Lighting Replacement Reserve	0	5		5	5		10
Localisation of Business Rates Reserve	4,001	636		4,637			4,637
Localisation of Council Tax Benefit	500			500			500
District and Parish Elections	182		-160	22	50		72
Local Development Reserve	855		-250	605			605
Vehicle and Equipment Procurement and Replacement	771	1,316	-903	1,184	1,037	-1276	945
Low Cost Housing (New Homes Bonus)	876			876		-875	1
Car Park Upgrades Reserve	70	70	-13	127	70	-35	162
Enterprise Zone Reserve	59			59			59
3G Pitch Renewal Reserve	26	15		41	15		56
Communities and Localism Reserve	181			181		-63	118
<b>Total Earmarked Reserves</b>	<b>11,821</b>	<b>2,729</b>	<b>(2,628)</b>	<b>11,922</b>	<b>1,677</b>	<b>(2,427)</b>	<b>11,172</b>

## Treasury Management Strategy Statement 2020/21

<b>Report Author(s):</b>	Helena Craske, Capital Accountant, 01508 533915, hcraske@s-norfolk.gov.uk
<b>Portfolio Holder:</b>	Alison Thomas, Finance and Resources
<b>Ward(s) Affected:</b>	All
<b>Purpose of the Report:</b>	This strategy outlines the authority's approach to management of its borrowing, investments, cash flows, banking, money market and capital market transactions; and the effective control of the associated risks and performance.

### Recommendations:

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

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

## 1 SUMMARY

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

## 2 BACKGROUND

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

## 3 REPORTING REQUIREMENTS

### Capital Strategy Reporting

- 3.1 The CIPFA revised 2017 Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report, which provides the following:
- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
  - an overview of how the associated risk is managed
  - the implications for future financial sustainability
- 3.2 The aim of the capital strategy is to ensure that all elected members on the full council fully understand the overall long-term policy objectives and resulting capital strategy

requirements, governance procedures and risk appetite. The capital strategy is included elsewhere on this Cabinet's agenda.

- 3.3 While there is strict separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset, there is a strong relationship between "non-treasury" capital activities and treasury management.
- 3.4 The capital strategy shows:
- The corporate governance arrangements for these types of activities;
  - Service objectives relating to the investments;
  - The expected income, costs and resulting contribution;
  - The debt related to the activity and the associated interest costs;
  - The payback period (MRP policy);
  - For non-loan type investments, the cost against the current market value;
  - The risks associated with each activity.
- 3.5 Where a physical asset is being bought, details of market research, advisers used, (and their monitoring), ongoing costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.
- 3.6 Where the Council has borrowed to fund any non-treasury investment which is purely for profit, there should also be an explanation of why borrowing was required and why the MHCLG Investment Guidance and CIPFA Prudential Code have not been adhered to.
- 3.7 If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy. To demonstrate the proportionality between the treasury operations and the non-treasury operation, high-level comparators are shown throughout this report.

### **Treasury Management Reporting**

- 3.8 The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.
- a. Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
- the capital plans, (including prudential indicators);
  - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
  - the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
  - an investment strategy, (the parameters on how investments are to be managed).
- b. A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.

**c. An annual treasury report** – This is a backward-looking review document and provides details of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

3.9 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by Cabinet.

## **4 TREASURY MANAGEMENT STRATEGY**

4.1 The strategy for 2020/21 covers two main areas:

### **Capital issues**

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

### **Treasury management issues**

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

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

## **5 TRAINING**

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

## **6 TREASURY MANAGEMENT CONSULTANTS**

6.1 The Council uses Link Asset Services, as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The

Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subject to regular review.

- 6.2 The scope of investments within the Council's operations now includes both conventional treasury investments, (the placing of residual cash from the Council's functions), and more commercial type investments, such as investment properties. The commercial type investments require specialist advisers, and the Council has access to specialist property advice via its Big Sky companies.

## 7 PRUDENTIAL INDICATORS

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

### Prudential Indicator - Capital Expenditure

- 7.2 This indicator is a summary of the Council's capital expenditure plans.
- 7.3 The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

	Estimated Outturn 2019/20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate £000 2022/23	Estimate £000 2023/24	Estimate £000 2024/25
<b>Total Capital Expenditure</b>	<b>10,329</b>	<b>37,578</b>	<b>19,126</b>	<b>14,217</b>	<b>5,453</b>	<b>2,007</b>
Capital receipts	-592	-617	-6,136	-12,153	-4,325	-993
Capital grants	-4,265	-9,002	-1,279	-912	-912	-912
S106 Funds	-286	-152	0	-50	-114	0
Revenue	-2,186	-2,205	-2,418	-102	-102	-102
<b>Net financing need for the year (borrowing required)</b>	<b>3,000</b>	<b>25,602</b>	<b>9,293</b>	<b>1,000</b>	<b>0</b>	<b>0</b>

- 7.4 A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. The capital expenditure figures demonstrate the scope of this activity and, by approving these figures, members consider the scale proportionate to the Authority's remaining activity.
- 7.5 The Capital Financing Requirement (CFR), is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.
- 7.6 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a

statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

- 7.7 The CFR includes any other long-term liabilities (e.g. finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has no such schemes within the CFR.

	Estimated Outturn 2019/20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate £000 2022/23	Estimate 2023/24 £000	Estimate 2024/25 £000
Services	0	802	6,869	7,713	7,447	7,173
Commercial activities	3,000	27,800	25,835	14,601	14,359	14,109
<b>Total CFR</b>	<b>3,000</b>	<b>28,602</b>	<b>32,704</b>	<b>22,314</b>	<b>21,806</b>	<b>21,282</b>
<b>Movement in CFR</b>	<b>3,000</b>	<b>25,602</b>	<b>4,102</b>	<b>-10,390</b>	<b>-508</b>	<b>-524</b>

### Prudential Indicator – External Debt

- 7.8 The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.
- 7.9 The authorised limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

	Estimate 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
General Fund CFR	0	802	6,869	7,713	7,447	7,173
Commercial activity	3,000	27,800	25,835	14,601	14,359	14,109
<b>Total CFR</b>	<b>3,000</b>	<b>28,602</b>	<b>32,704</b>	<b>22,314</b>	<b>21,806</b>	<b>21,282</b>
External Borrowing	0	19,000	28,000	16,000	16,000	16,000
<b>Total Debt</b>	<b>0</b>	<b>19,000</b>	<b>28,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
<b>Authorised Limit</b>	<b>5,000</b>	<b>35,000</b>	<b>40,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Operational Boundary</b>	<b>3,000</b>	<b>30,000</b>	<b>35,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>

- 7.10 Full Council should be advised at the earliest opportunity if the Operational Boundary is exceeded. The Authorised Limit must not be exceeded without formal agreement in advance by Council.

### Prudential Indicator – Gross Debt and the Capital Financing Requirement

- 7.11 The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting that the Council will be under borrowing by £9.6 million in 2020/21 as it will be using its cash instead of incurring external debt (internal borrowing). The cost of internal borrowing is the interest foregone from cash investments, but this is less than the interest rates the Council would pay on external borrowing. Both internal and external borrowing have to be repaid over time and both therefore require a Minimum Revenue Provision to be made in line with the MRP Policy.

	Estimate 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
<b>External Debt at 1 April</b>	0	0	19,000	28,000	16,000	16,000
Expected change in External Debt	0	19,000	9,000	-12,000	0	0
<b>Actual gross external debt at 31 March</b>	0	19,000	28,000	16,000	16,000	16,000
<b>The Capital Financing Requirement</b>	3,000	28,602	32,704	22,314	21,806	21,282
<b>(Under) / over borrowing</b>	-3,000	-9,602	-4,704	-6,314	-5,806	-5,282

- 7.12 Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2020/21 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.
- 7.13 The S151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

#### **Prudential Indicator – Upper Limit for interest Rate Exposure**

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

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

- 7.15 If the authority decides to take up long-term debt to finance a major capital project in the future, it will discuss the matter with its treasury advisors to determine the best option in terms of repayment pattern, term and whether fixed or variable rates would be more efficient. As debt is likely to consist of one loan, it is not possible to set meaningful limits



on the authority's debt maturity profile in advance.

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

- 7.16 The authority is required to calculate the ratio of its financing costs to its net revenue stream. Financing costs are broadly defined as the net of the return on investments and other financial assets, against the payments made on debt and similar financial liabilities. This is a measure of the authority's ability to meet any debt payments from its revenue. An increasing positive figure indicates an increasing inability to meet such payments.

	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25
Ratio of Financing Costs to Net Revenue Stream	1.40%	5.35%	5.43%	5.56%	5.52%

### **Prudential Indicator - Maturity structure of borrowing**

- 7.17 Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

	Lower Limit (Cumulative)	Upper Limit (Cumulative)
Under 12 months	0%	50%
12 months to 2 years	0%	80%
2 years to 5 years	0%	90%
5 years to 10 years	0%	95%
10 years and above	0%	100%

### **Prudential Indicator - Principal sums invested for longer than 365 days**

- 7.18 Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

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

### **Prudential Indicator – Capital Strategy**

- 7.19 The updated Prudential Code (2017) states that in order to demonstrate that authorities take capital expenditure and investment decisions in line with service objectives and properly take into account stewardship, value for money, prudence and sustainability authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made. South Norfolk District Council maintains a regularly updated Capital Strategy, for 2020/21 this is included elsewhere on this Cabinet agenda.

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

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

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

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

## **10 BORROWING STRATEGY**

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

lower than they are projected to be in the next few years.

- 10.4 Where these risks develop, then any decisions will be reported to the appropriate decision-making body at the next available opportunity.
- 10.5 As stated above the Authority is currently debt free but its capital expenditure plans necessitate a borrowing requirement. Initially, the borrowing required can be internal from the Council's cash balances, the cost of which will be the interest foregone on cash investments with counterparties.
- 10.6 The funding of the capital programme from 2020/21 to 2024/25 requires borrowing of £35.9m, however, this would be a mixture of external and internal borrowing and would result in a reduction of cash balances. A minimum prudent level of cash balance, as set by the Section 151 Officer, will be maintained over this period.

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

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

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

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

## **11 ISSUES AND RISKS**

- 11.1 **Resource Implications** – The risks in the strategy are discussed in the report but in

summary these cover risks around security, liquidity and yield on the Council's cash investments. The strategy delivers revenue income for the Council and helps to minimise the costs of borrowing to fund the Council's Capital Strategy.

- 11.2 **Legal implications** – Adoption of the CIPFA Code of Practice on Treasury Management 2017 is recommended by CIPFA and therefore falls within the remit of section 15 of the Local Government Act 2003.
- 11.3 Local authorities are required by Regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146] to have regard to the current editions of the CIPFA codes of best practice.
- 11.4 **Equality implications** – Treasury decisions are made impartially, within the guidelines. The primary objective of the Council's Treasury Management function is to minimise risk to the principal amounts involved whilst still maintaining optimum liquidity.

## 12 CONCLUSION

- 12.1 The Council's primary objective is the security of its cash above the liquidity of the investment, though this is still an important consideration to avoid unnecessary borrowing. The rate of return is the tertiary consideration
- 12.2 The Council needs to use cash to fund its capital programme. It is therefore recommended to keep the majority of investments short and within the agreed counterparties.
- 12.3 The Investment Strategy remains a prudent one that reflects the Council's risk appetite and legal obligations.

## 13 RECOMMENDATIONS

- 13.1 Cabinet is recommended to approve the following and recommend these to Council:
  - 13.1.1 This Treasury Management Strategy Statement.
  - 13.1.2 The Treasury Management Policy Statement 2020/21 (**Appendix 1**).
  - 13.1.3 The Annual Investment Strategy 2020/21 (**Appendix 2**).
  - 13.1.4 The Treasury Management Practice (TMP1) Credit and Counterparty Risk Management (**Appendix 3**).
  - 13.1.5 The Treasury Management Scheme of Delegation (**Appendix 4**).
  - 13.1.6 The Minimum Revenue Provision (MRP) Statement (Section 8) that sets out the Council's policy on MRP.
  - 13.1.7 The Prudential Indicators and Limits for the next 5 years contained within the report

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**Background Papers**

CIPFA Treasury Management Code of Practice 2017

CIPFA Prudential Code of Practice 2017

Government Investment Guide

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

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

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

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

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

The Council will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year, half yearly reviews and an annual report after its close, in the form prescribed in its TMPs.

The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to Cabinet and for the execution and administration of treasury management decisions to the Section 151 Officer, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

The Council nominates Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

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

The Council defines its treasury management activities as:

"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.

This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk

management.”

The Council’s primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority’s investments followed by the yield earned on investments remain important but are secondary and tertiary considerations respectively.

The Council’s borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken, and the type of borrowing should allow the Council transparency and control over its debt.

Where the Council has made commercial investments in property, in wholly owned companies or in joint ventures, the performance of these investments will be monitored and reported in line with the overall Treasury Management policy.

## Appendix 2: Annual Investment Strategy

### Investment policy – management of risk

1. The MHCLG and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This section of the report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy reported elsewhere on this agenda.
2. The Council’s investment policy has regard to the following: -
  - MHCLG’s Guidance on Local Government Investments (“the Guidance”)
  - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 (“the Code”)
  - CIPFA Treasury Management Guidance Notes 2018
3. The Council’s investment priorities will be security first, portfolio liquidity second and then yield (return).
4. The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -
  - Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
  - Other information: ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
  - Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
  - This authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in Appendix 3 under the categories of ‘specified’ and ‘non-specified’ investments.
  - *Specified investments* are those with a high level of credit quality and subject to a maturity limit of one year.
  - *Non-specified investments* are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.



- *Lending limits*, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 12.
  - *Transaction limits* are set for each type of investment in Appendix 3.
  - This authority will set a limit for the amount of its investments which are invested for longer than 365 days.
  - Investments will only be placed with counterparties from countries with a specified minimum sovereign rating.
  - This authority has engaged external consultants, to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
  - All investments will be denominated in sterling.
5. This authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.
  6. As a result of the change in accounting standards for 2019/20 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Ministry of Housing, Communities and Local Government, [MHCLG], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1.4.18.)

### **Creditworthiness policy**

7. The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
  - It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
  - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
8. The Section 151 Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of

investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

9. Credit rating information is supplied by Link Asset Services, our treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are provided to officers almost immediately after they occur, and this information is considered before dealing. For instance, a negative rating Watch applying to counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.
10. The criteria for providing a pool of high-quality investment counterparties, (both specified and non-specified investments) is:
  - Banks 1 - good credit quality – the Council will only use banks which:
    - i. are UK banks; and/or
    - ii. are non-UK and domiciled in a country which has a minimum sovereign Long-Term rating of AA, matching the UK's rating.
 and have, as a minimum, the following Fitch, Moody's and Standard & Poor's credit ratings (where rated):

	<b>Fitch</b>	<b>Moody's</b>	<b>Standard &amp; Poor's</b>
Short Term	F1	P1	A-1
Long Term	A-	A3	A-

- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations. This bank can be included provided it continues to be part nationalised or it meets the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested. The Council's provider of banking services is Barclays Bank PLC.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies. The Council will use all societies which meet the ratings for banks outlined above
- Money Market Funds (MMFs) CNAV – AAA
- Money Market Funds (MMFs) LVNAV – AAA
- Money Market Funds (MMFs) VNAV – AAA
- UK Government (including gilts, Treasury Bills and the DMADF)
- Local authorities, parish councils etc subject to due diligence
- Housing associations subject to due diligence
- The Authority may also invest cash with other organisations, for example by making loans to small businesses. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable external credit

assessment, on the specific advice of the Authority's treasury management adviser and on the provision of appropriate security, e.g. through a charge on assets.

11. *Use of additional information other than credit ratings.* Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment opportunities.

*Time and monetary limits applying to investments.*

12. The proposed criteria for specified and non-specified investments are shown in Appendix 3 for approval. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long term Rating (or equivalent)	Money Limit	Time Limit
Banks 1 higher quality	AA-	£12.5m	2 years
Banks 1 medium quality	A	£10m	18 months
Banks 1 lower quality	A-	£7.5m	1 year
Banks 2 – part nationalised	N/A	£12.5m	2 years
Limit 3 category – Council's banker (not meeting Banks 1)	N/A	£12.5m	6 months
Other institutions limit	-	£5m	1 year
DMADF	UK sovereign rating	unlimited	2 years
Local authorities	N/A	£7.5m	2 years
Housing associations higher quality	AA	£10m	2 years
Housing associations medium quality	A	£7.5m	1 year
Housing associations lower quality	A-	£5m	1 year
	Fund rating	Money and % of	Time Limit

		Fund Net Asset Value Limit	
Money Market Funds CNAV	AAA	£7m / 2.0%	liquid
Money Market Funds LVNAV	AAA	£7m / 2.0%	liquid
Money Market Funds VNAV	AAA	£7m / 2.0%	liquid

### UK banks – ring fencing

13. The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.
14. Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.
15. While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

### Other limits

16. Due care will be taken to consider the exposure of the Council’s total investment portfolio to non-specified investments, countries, groups and sectors.
  - a) **Country limit.** The Council has determined that it will only use approved counterparties from countries with a **minimum sovereign credit rating of AA** from Fitch (or equivalent). This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.
  - b) **Other limits.** In addition:
    - no more than £5 million of total cash will be placed with any non-UK country at any time;
    - limits in place above will apply to a group of companies;
    - sector limits will be monitored regularly for appropriateness.

## **Investment strategy**

17. Cash investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow and to fund the Council's capital programme, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.
18. For its cash flow generated balances, the Council will seek to utilise instant access and notice accounts, money market funds and short-dated deposits, (overnight to 364 days), in order to benefit from the compounding of interest.
19. If there is a risk that the Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable. Conversely, if the risk is that Bank Rate is likely to fall significantly within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

## **Investment returns expectations and budget**

20. Bank Rate is forecast to increase steadily but slowly over the next few years to reach 1.25% by March 2023.
21. The budget for cash investments was £104,000 for 2019/20 and the outturn is forecast to be £277,000. Returns are improving due to higher interest rates, but cash is being used to fund the capital programme via internal borrowing. It is therefore proposed that the budget for 2020/21 be set at £35,000.

## **Investment risk benchmarking**

22. In order to ensure security, the Council will use appropriate benchmarks. These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report. The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:
  - 0.1% (1 in 1000) historic risk of default when compared to the whole portfolio.
  - This benchmark is an average risk of default measure and would not constitute an expectation of loss against a particular investment.
23. Liquidity – in respect of this area the Council seeks to maintain:
  - Bank overdraft - £0m
  - Liquid short-term deposits of at least £4m available with a week's notice.
24. Yield - local measures of yield benchmarks are:
  - Investments – internal returns above the 7-day LIBID rate

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

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

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

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

#### **Annual investment strategy**

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

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

The investment policy proposed for the Council is:

#### **Specified investments**

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

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

5. A body that is considered to be of a high credit quality (such as a bank or building society). For category 5 this covers bodies with a minimum Short-Term rating of A- (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are set out in the report in Appendix 2 para. 12.

### Non-specified investments

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

	<b>Non-Specified Investment Category</b>	<b>Limit (£)</b>
a.	<b>Gilt edged securities</b> with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. The value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.	£5 million
b.	<b>The Council's own banker</b> if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.	£12.5 million
c.	Any <b>bank or building society</b> that has a minimum long-term credit rating of A-, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	£10 to £12.5 million depending on the institution
d.	Any <b>non-rated subsidiary</b> of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to the same criteria as for the parent company and assurance on the robustness of the group structure.	As per parent company, but total limit not to be exceeded
e.	<b>Share capital</b> in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will not be invested in corporate bodies. See note 1 below.	£20 million
f.	<b>Loan capital</b> in a body corporate. See note 1 below.	£30 million
g.	<b>Bond funds.</b> See note 1 below.	
h.	<b>Property funds</b> – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using.	

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

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

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

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



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

### **(i) Full Council**

- approval of annual strategy.
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;

### **(ii) Cabinet**

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

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

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

- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following: -
  - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;
  - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;
  - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;
  - Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;
  - Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

## **Appendix 5: MRP Statement**

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) and Guidance on Minimum Revenue Provision (MRP) requires full Council to approve a statement of its MRP policy in respect of the forthcoming financial year, indicating which of the four options set out in the Guidance are to be followed in the financial year:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

The Council has adopted Option 3 as its policy.

This means MRP will be based on the estimated life of the assets, in accordance with the regulations. This option provides for a reduction in the borrowing need over approximately the asset's life.

MRP in respect of leases brought on balance sheet under the IFRS-based Local Authority Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

The Authority has established a number of wholly owned companies ((Big Sky Developments Ltd, Big Sky Property Management Ltd) and has provided loans from the Authority to the companies.

With the exception of overdrafts for working capital purposes, the cash advances will be used by the companies to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. If the Council borrows to fund these loans, the Capital Financing Requirement (CFR) will increase by the amount of loans advanced and once loans are repaid to the Authority the CFR will reduce accordingly.

As the Authority is satisfied that the companies will make repayments over the life of the capital programme, we do not deem it necessary to set aside MRP for repayment of this debt. However, if there is a doubt about the companies' ability to repay the loans, we will start to provide MRP over the life of the loans.

### **MRP Overpayments**

Any MRP charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31 March 2020 the total VRP overpayments were £0.

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

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

### Interest Rates

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

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

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

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

### Bond yields / PWLB rates

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

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

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

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

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

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

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

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

### **Investment and borrowing rates**

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

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

## Scrutiny Committee – Work Programme

In setting future Scrutiny **TOPICS**, members are 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
19 Feb 2020	To be held in the event of a call-in only		
25 March 2020	No items scheduled		
7 May 2020 (Thurs)	No items scheduled		

## Scrutiny Recommendation Tracker 2019/20

Date	Topic	Responsible Officer	Resolution and Recommendations	Progress	Outcome
28 June 2019	<b>LONG-TERM EMPTY HOMES – APPROACH AND POWERS</b>	Environmental Protection Manager	<b>RESOLVED:</b> <ol style="list-style-type: none"> <li>1. To note the Council's approach to dealing with empty homes; and</li> <li>2. For officers to review the properties that have been empty for two years or more.</li> </ol>	Review undertaken and further report presented to the Committee in October 2019.	<p>Members were able to understand the complexities around the management of empty homes and the powers available to the Council and the effectiveness of measures used by officers.</p> <p>Members were keen to further investigate the properties that had been empty for over 2 years to identify if any further assistance from the Council was available.</p>
25 Sept 2019	<b>REVIEW OF COMMERCIALISATION STRATEGY PRIORITY OPPORTUNITIES</b>	Director of Resources	<b>RESOLVED:</b> <ol style="list-style-type: none"> <li>1. To note the Council's progress in delivering the Commercialisation Strategy; and</li> <li>2. To endorse the proposal to revise and adopt a new Commercialisation Strategy, at the appropriate time, to reflect the collaboration with Broadland District Council and the opportunities which will arise from this.</li> </ol>	No action required	<p>The committee was able to assess the delivery of the priority opportunities as set out in the Council's Commercialisation Strategy.</p> <p>Members were largely pleased with the progress made and what had been achieved.</p>
27 Nov 2019	<b>SOUTH NORFOLK WELFARE RIGHTS AND DEBT ADVICE PROVISION</b>	Prevention & Advice Manager	<b>RESOLVED:</b> <ol style="list-style-type: none"> <li>1. That any future external funding resource should be commissioned via the Council's Procurement route.</li> <li>2. That the Assistant Director for Individuals and Families works with the relevant portfolio holder, to</li> </ol>		<p>The Committee was grateful of the input from the representatives of the CABx that operate within the District.</p> <p>Members were able to assess the provision of advice both internally and externally and consider how this might be shaped in future. The Committee were keen for the Councils and CABx</p>



Date	Topic	Responsible Officer	Resolution and Recommendations	Progress	Outcome
			review the delivery of the service, noting in particular Scrutiny Committee's comments relating to strength in collaboration and the need for internal and external services to work together more closely.		to consider how they could work together more closely to ensure the public were able to access services efficiently and conveniently.
27 Nov 2019	<b>LONG TERM EMPTY HOMES – APPROACH AND POWERS</b>	Environmental Protection Manager	<b>RESOLVED:</b> That the Council's approach in dealing with empty homes is proportionate and appropriate	No action required	The Committee was able to assess the Council's management of properties that has been empty for longer than 2 years and consider whether any further work could be undertaken to bring the properties back into use. Members were happy with the current approach taken

## CABINET CORE AGENDA 2020

Date	Key or Operational	Title of Report	Responsible Officer	Portfolio Holder	Exempt?
<b>3 Feb 2020</b>	K	Greater Norwich 5-Year Investment Plan and Annual Business Plan	Paul Harris	J Fuller	N
	O	Q3 Performance, Risk and Finance (Strategic)	Emma Pepper Emma Goddard Julie Brown	K Billig	N
	O	2020/21 Budget Consultation	Julie Brown	A Thomas	N
	O	Strategic and Delivery Plan	Sinead Carey	A Thomas	N
	O	Capital Strategy 2020/21 to 2024/25	Rodney Fincham	A Thomas	N
	K	Revenue Budget and Council Tax 2020/21	Rodney Fincham	A Thomas	N
	O	Treasury Management Strategy Statement 2020/21	Helena Craske	A Thomas	N
	K	Review of Legal Services Provision	Emma Hodds	K Mason Billig	Y
	O	Leisure Pricing	Steve Goddard	Y Bendle	Y
	K	Council Tax Assistance	Richard Dunsire	Y Bendle	N
<b>Council 17 February 2020</b>					
<b>9 Mar</b>	O	Early Help Model Across Authorities	Mike Pursehouse	Y Bendle	N
	O	Broadland and South Norfolk Ethical Lottery	Mike Pursehouse		
	O	Equalities Annual Report	Emma Hodds		
	K	Long Stratton Toilets	Gary Howard / Phil Courtier	K Kiddie	N
<b>20 April</b>					
<b>Council 18 May 2020</b>					

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.