

# 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 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 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.

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 completed construction of the Broadland Northway
- (Norwich NDR) at a cost 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 received 3 awards and 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 districts.
- Been supporting the delivery of North West Woodlands County 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 and environment for everyone, now and for future generations

## OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



Growing the economy



Supporting individuals and empowering communities



Protecting and improving the 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' four strategic priorities for the next four years are underpinned 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 area, 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 on a quarterly period, 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

**ELECTION AND POLITICAL MANIFESTOS**

**STRATEGIC PLANS (4 YEARS)**

**DELIVERY PLAN (REGULAR REVIEWS AND UPDATES)**

**DELIVERY MEASURES (REPORTED QUARTERLY)**

**SERVICE PERFORMANCE MEASURES (INTERNAL)**

**INDIVIDUAL STAFF AND TEAM OBJECTIVE SETTING**

Political terms cover a period of four years and this Strategic Plan sets the ambition for the two 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:

- 30,000 people in employment
- Over 82% of working age residents are in employment
- Higher % of economically active residents than national average
- Over 1,000 business start-ups per year
- Higher than average 5 year business survival rate
- Over 90% of businesses employ up to 10 employees
- Nearly 10,000 businesses located in the area
- 10 Market Towns

- 15% of our 260k residents are economically inactive
- Ensuring the workforce have the right mix of skills to match business need

## 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 in collaboratively to promote our areas as visitor destinations

## Challenges:

- 27,000 new jobs to be created in Greater Norwich by 2026

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

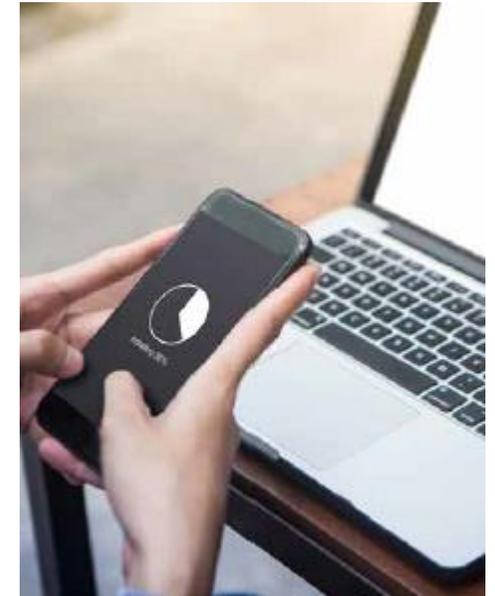
- Continuing to enable faster broadband and mobile network coverage for residents and businesses.
- Working to unblock constraints to growth through delivering and supporting infrastructure projects which will help to transform our areas including the Long Stratton bypass, Western Link Road and the dualling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

Our Ambition is to:

- Take proactive steps to preserve the natural and built 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 area's 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 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

**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 time, working smartly and collaboratively

## Our Ambition is to:

- Promote an area which has a 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:

- 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 focussed 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 those 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 use innovative and devolved funding mechanisms to continue to support our services.

## A guide to where our funding comes from

Broadland District Council has spending power of £17.2m and South Norfolk Council has spending power of £34.6m. 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 Council's 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**

<b>Council Tax</b>	<b>33%</b>
<b>Commercial Services</b>	<b>30%</b>
<b>Central Government</b>	<b>18%</b>
<b>Business Rates</b>	<b>17%</b>
<b>Investment Income (rent &amp; interest)</b>	<b>2%</b>

## **South Norfolk Council**

<b>Commercial services</b>	<b>43%</b>
<b>Council Tax</b>	<b>24%</b>
<b>Central Government</b>	<b>14%</b>
<b>Business Rates</b>	<b>14%</b>
<b>Investment Income (rent &amp; interest)</b>	<b>5%</b>

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