

Cabinet

Monday 10 September 2018

9.00 am, Colman and Cavell Rooms

South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

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



Contact Claire White on 01508 533669 or democracy@s-norfolk.gov.uk



Members of the Cabinet**Portfolio**

John Fuller (Chairman)	The Economy and External Affairs
Mr M Edney (Vice Chairman)	Stronger Communities
Mrs Y Bendle	Housing, Wellbeing, Leisure and Early Intervention
Mrs K Mason Billig	Shared Services, Waste and Recycling
Mrs L Neal	Regulation and Public Safety
Mr B Stone	Finance and Resources

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.

Group Meetings

Conservatives – 8.00 am, Cabinet Office

Liberal Democrats – 8.15 am, Blomefield Room

Agenda

1. To report apologies for absence;
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 – page 4)
4. To confirm the minutes of the meeting of Cabinet held on Monday 23 July 2018; (attached – page 5)
5. Norfolk Health & Wellbeing Strategy; (report attached – page 13)
6. South Norfolk Grows Business awards; (report attached – page 48)
7. Establishment of a Growth Delivery Team; (report attached – page 61)
8. Cabinet Core Agenda; (attached – page 78)

DECLARATIONS OF INTEREST AT MEETINGS

Members are asked to declare any interests they have in the meeting. 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 on the matter.
- 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.
- In any case, members have the right to remove themselves from the meeting or the voting if they consider, in the circumstances, it is appropriate to do so.

Should Members have any concerns relating to interests they have, they are encouraged to contact the Monitoring Officer (or Deputy) or another member of the Democratic Services Team in advance of the meeting.



CABINET

Minutes of a meeting of the Cabinet of South Norfolk District Council held at on Monday 23 July 2018 at 10.00 am.

Members Present:

Cabinet: Councillors J Fuller (Chairman), Y Bendle, M Edney and K Mason Billig

Apologies: Councillors L Neal and B Stone

Non-Appointed: Councillors F Ellis, N Legg, T Lewis , G Minshull and J Wilby

Officers in Attendance: The Chief Executive (S Dinneen), the Director of Communities and Wellbeing (J Sutterby), the Head of Business Transformation (H Ralph), the Head of Governance (E Hodds), the Accountancy Manager (M Fernandez-Graham) the Commercial Property Manager (D Seaton), the Healthy Living Manager (S Cayford), and the Business Improvement Lead (E Pepper)

2651 MINUTES

The minutes of the meetings held Monday 11 June and Monday 2 July 2018, were confirmed as correct records, and signed by the Chairman.

2652 PERFORMANCE, RISKS, REVENUE AND CAPITAL BUDGET POSITION REPORT FOR QUARTER ONE 2018/19

The Subject of the Decision

Members considered the report of the Accountancy Manager, the Senior Governance Officer, and the Business Improvement Lead, which detailed the Council's performance against strategic measures, risk position and the revenue and capital position, for the first quarter of 2018/19.

The Accountancy Manager explained that owing to the timing of the Cabinet meeting, the analysis of budgets covered a two month period, April 18 to end of May 18 (not the full quarter), adding that initial June figures were consistent with the previous two months. Members noted that there was a positive variance on the revenue budget of £604K, with positive variances in both pay and non-pay budgets. The Accountancy Manager stressed that over a third of the positive variance on the non-pay budget reflected the fact that the Council had not yet needed to borrow externally, and had therefore not spent anything on interest payments. With regard to the Capital Programme, members were advised that expenditure to the end of May was £7.069 million, compared to a budget of £7.096.

Regarding risk, the Business Improvement Lead explained that at present, all risk factors were positive, indicating that the Council was proactively managing risk, and capable of managing opportunities as they were identified. In response to a query, the Chief Executive confirmed that the Collaboration with Broadland would be added to the strategic risk register, now that a council decision had been made to proceed with the collaboration arrangements.

The Business Improvement Lead then drew members' attention to key areas of performance, across all the Council's priorities, and explained that overall performance had been very positive. Discussion followed and reference was made to performance measure HE 1601, the % increase in leisure centre membership, which had fallen short of the anticipated target by 1.1%. Cabinet agreed that as the membership at leisure centres had already increased significantly, the end of year target might be difficult to achieve, and reference was made to other important areas, such as the swim schools, where membership continued to increase.

Discussion followed with regard to affordable housing, and members noted that properties acquired by Big Sky Property Management Ltd, enabled the Council to provide affordable homes in areas that needed it the most. In response to a query regarding the 149 homes provided through Help to Buy, members noted this was a government scheme and that these were included in the overall figure of 230, as stipulated in the government definition for this national measure.

The Decision

RESOLVED: To note:

- a) the 2018/19 performance for the quarter and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1).

- b) the current position with respect to risks and accepts the actions to support risk mitigation (detail contained in Appendix 2).
- c) the capital and revenue position for the period 1 April to 31 May 2018, and the reason for the variances on the General Fund (detail contained in Appendix 3).

The Reasons for the Decision

To ensure processes are in place to improve performance, that the management of risks is sound, and that budgets are managed effectively.

Other Options Considered

None.

2653 GUIDELINES FOR RECREATION PROVISION IN NEW RESIDENTIAL DEVELOPMENTS SUPPLEMENTARY PLANNING DOCUMENT (SPD) REVISED DRAFT FOR ADOPTION

The Subject of the Decision

Members considered the report of the Interim Joint Spatial Planning Manager, which presented Cabinet with the revised draft Guidelines for Recreation Provision in New Residential Development Supplementary Planning Document (SPD).

The Senior Planning Officer outlined the key issues arising from the report. Members noted that the consultation on the second draft SPD had run for four weeks during May/June, and comments had been received from a number of interested parties. Where appropriate, amendments had been made, with the most significant change being made to the grass cutting maintenance figure, which had been brought in line with figures used both in recent agreements with developers, and by comparable authorities, including Broadland.

During discussion, members suggested that the document needed to indicate more clearly that calculations for the costs of grass cutting were based on areas of per m². On a more general point, it was suggested that it would be helpful for members to know Broadland's position, when making future policy decisions.

The Decision

RESOLVED: 1. To note the representations received on the second draft Guidelines for Recreation Provision in New Residential Developments Supplementary Planning Document (SPD) and agree the Council's proposed responses, as set out in Appendix (ii) of the Public Participation Statement (Appendix E);

2. **TO RECOMMEND THAT COUNCIL** adopts the SPD, attached at Appendix A of the report, subject to minor amendment.

The Reasons for the Decision

To ensure that the document reflects current Council policy on adoption and maintenance, refers to current Local Plan policy and gives guidance on new recommended design standards.

Other Options Considered

None

2654 SOUTH NORFOLK HEALTH AND WELLBEING BOARD STRATEGY

The Subject of the Decision

Members considered the report of the Healthy Living Manager, which presented Cabinet with the updated South Norfolk Health and Wellbeing Strategy.

Cllr Y Bendle commended the Strategy to members, and thanked all staff who had been involved in its production, explaining that staff in all services had been engaged in its formation. She drew attention to the Strategy's four key areas of focus; Activity and Healthy Living, Employment and Aspirations, Falls and Frailty, and Mental Health, explaining that there were many factors that impacted upon health and quality of life.

The Healthy Living Manager presented her report, referring to the need to focus attention and resources on those communities who needed it the most, and the shift towards an organisational approach. She stressed that collaboration was key to delivery and the need to embed the health and wellbeing priority areas across the organisation as a whole.

During discussion, the Chairman referred to the Council's most recent peer review which focussed on the need for the Council to evidence outcomes on health and wellbeing, and he suggested that this needed to be more evident within the Strategy. The Chief Executive drew attention to the Council's changing role in Health and Wellbeing, and how this had shifted to a more organisational and preventative approach. She stressed the need to evidence this in the Strategy, and the need to identify where the best outcomes were being achieved. Members noted the difficulties in calculating, in monetary terms, the savings and benefits delivered through health and wellbeing achievements, however, noted that the newly appointed Evaluation and Monitoring Project Officer was starting to look at ways in which the service could be costed. It was suggested that it could take a whole generation before the true impact of the Council's approach to health and wellbeing could be recognised.

The Director of Communities and Wellbeing agreed that the Strategy could be amended to include information on costs and benefits, to residents and the wider sector.

The Decision

RESOLVED:

1. To approve the Health and Wellbeing Strategy, subject to minor additions, to include information regarding cost benefits to the wider sector, and the Council's shift towards a preventative approach;
2. To delegate changes to the Strategy to the Director of Communities and Wellbeing, in consultation with the Portfolio Holder for Health, Wellbeing, Leisure and Early Intervention.

The Reasons for the Decision

To improve the health and wellbeing of residents, in line with the Council's priorities.
To ensure that the Strategy evidences outcomes, including those in the wider sector.

Other Options Considered

None

2655 CABINET CORE AGENDA

The Chairman referred members to the latest version of the Cabinet Core Agenda. He suggested that a special meeting of the Cabinet would be required in October to consider the Greater Norwich Local Plan Consultation on additional sites.

Cllr G Minshull raised the issue of the consultation from the Police and Crime Commissioner, regarding the future governance of the Norfolk Fire and Rescue Service. The Head of Governance explained that details of a member-run workshop would be confirmed shortly.

2656 EXCLUSION OF THE PUBLIC AND PRESS

It was

RESOLVED: To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)

**2657 URGENT ITEM - COMMERCIAL PROPERTY (INVESTMENT PORTFOLIO)
PROPOSED SURRENDER OF EXISTING LEASE AND GRANT OF NEW 125 YEAR LEASE TO EXISTING TENANT**

The Subject of the Decision

The Chairman explained that he had accepted the report as an urgent item, as any delay for the tenant could hold up the investment needed to take advantage of an opportunity which they were seeking to exploit.

The Commercial Property Manager outlined the salient points of his *exempt* report, to members, regarding the surrender of an existing lease on a commercial property, and the granting of a new modern ground lease. He drew attention to the key terms of the new lease, as outlined in paragraph 4.2 of the report.

Members expressed their support for the proposals, noting that it was in both parties' interests to renegotiate the existing lease; it would allow the existing tenant to improve security for their investment plans, whilst providing an increased income to the Council.

The Decision

RESOLVED: To approve the proposed lease, as outlined in paragraph 4 of the report.

The Reasons for the Decision

To ensure an increased income for the Council, whilst supporting the tenant's ability to expand the business.

Other Options Considered

- Do nothing
- Sell the freehold

(The meeting concluded at 9.59 am)

Chairman

Cabinet
10 September 2018

Agenda Item 5

Norfolk Health & Wellbeing Strategy

Report of the Healthy Living Manager
Cabinet Member: Councillor Yvonne Bendle

CONTACT
Sam Cayford
scayford@s-norfolk.gov.uk

1. Introduction

- 1.1. The Health and Wellbeing Board (HWB) has been developing its Joint Health & Wellbeing Strategy 2018-2022 and it is now its last stage. This paper brings the draft Strategy to the HWLEI Policy Committee for final comments and approval before sign off by Cabinet.
- 1.2. Members and officers attended a workshop on 2nd May 2018 after the draft Norfolk Health & Wellbeing strategic framework being agreed by the Board in March 2018. Appendix A contains the draft Joint Health and Wellbeing Strategy 2018-22.

2. Current Position/Findings

2.1 The strategy focuses on a single sustainable system - working together, based on what the evidence is telling us about health and wellbeing in Norfolk and Waveney. The strategy includes;

- Key messages are outlined in the welcome from the Health and Wellbeing Boards Chairman and Chief Officer – Cllr Bill Borrett and Dr Louise Smith, including acknowledging the context we are working in.
- Steers how we all work together as system leaders to drive forward transformation and improvement.
- Emphasises the connection to the Norfolk & Waveney Sustainability & Transformation Partnerships
- Acknowledges partners' existing plans and strategies together.

2.2 Each partner of the HWB has agreed to the following actions as we all move towards implementation.

Implementation phase - all HWB partners will be involved in:

- Identifying the actions - that each HWB partner will take in delivering our Strategy, either through partners' existing plans or new initiatives
- Developing an implementation plan – based on the above and use it to inform our action and prioritisation
- Developing an outcomes framework – so we can monitor our progress - reviewing data and information which impact on our agreed outcome measures.

- Bringing reports regularly to HWB meetings - challenging ourselves on areas where improvements are needed and supporting action to bring about change
- Carrying out in-depth reviews (or deep dives) – reviewing the evidence and making time at HWB meetings to explore in detail the impact we are making and how we could improve
- Holding ourselves to account - for our progress towards achieving our priorities, for the impact we are making, and for our effectiveness as system leaders
- Keeping the Strategy active - reflecting the changes as we work towards an integrated system.

3. Proposals

3.1 The Norfolk HWB Strategy is coordinated with the priorities and aims of the South Norfolk Health and Wellbeing Strategy, identifying similar themes such as a focus on mental health and our older frail population. Appendix B highlights a service we are developing to support customers at risk of homelessness with mental health or wellbeing needs.

3.2 The proposed *Early Help, Homeless Prevention and Emotional Resilience* project, funded through a Norfolk County Council homeless prevention fund is an example of a district based implementation of the Norfolk Health and Wellbeing Strategy and supports the following priorities:

- **Prioritising prevention** – the service will support customer to lead healthy, independent and resilient lives as an extension of our existing early help model and will reduce demand for specialist services
- **Tackling inequalities in communities** – the project will provide support for the most vulnerable resident in our district to address wider barriers to health and wellbeing and the model is based on district specific challenges and needs
- **Integrating ways of working** – the service will offer people centred support that is delivered as part of the multi-agency Early Help Hub

4. Recommendation

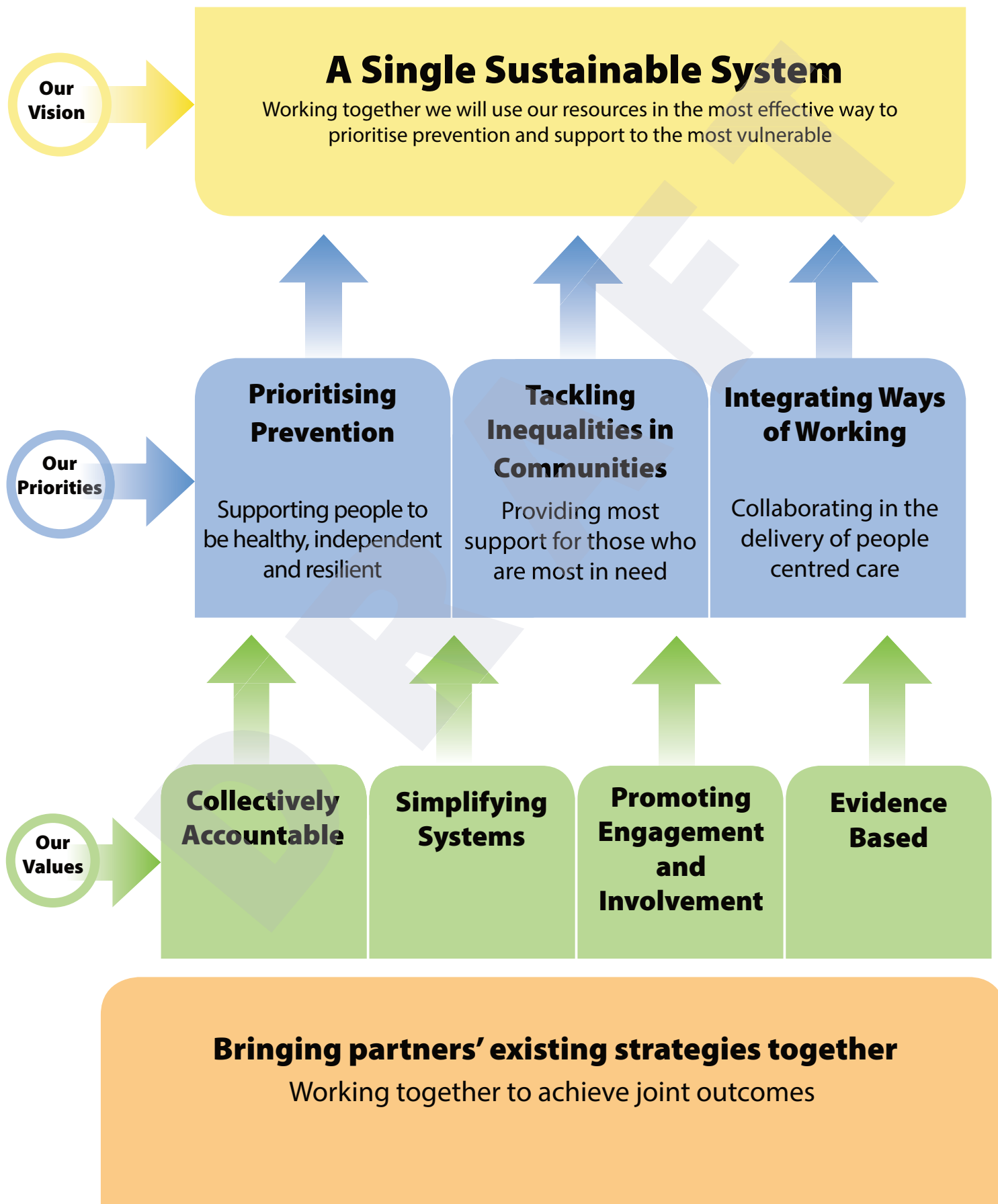
- 4.1 Cabinet to agree for formal sign off of the Norfolk Health & Wellbeing Strategy and report back to the HWB Board.
- 4.2 Cabinet to continue to commit to taking an active role in the implementation of the Norfolk HWB Strategy.

Health and Wellbeing Board
Norfolk & Waveney

Joint Health and Wellbeing Strategy 2018 – 2022

***“A single sustainable health
& wellbeing system”***

Our Strategic Framework



Welcome

Image to follow

Cllr Bill Borrett
Chairman Health and Wellbeing Board for
Norfolk and Waveney

We are delighted to introduce our **Joint Health and Wellbeing Strategy 2018-22: A single sustainable health and social care system** for the people and communities in Norfolk and Waveney.

This Strategy is **different** - it's about **how we all work together** as system leaders to drive forward improvement in the health and wellbeing of people and communities, given the unprecedented challenges facing our health, care and wellbeing system.

Health and care services across the country are under **considerable financial strain** – and Norfolk and Waveney is no exception. There is a significantly large total annual budget for health and social care services in Norfolk and Waveney, but with growing demand our budget spend continues to increase leading to over-spend which needs to be addressed.

At the same time, **our population continues to grow**, and the pattern of family life has changed. **People are living longer** and have access to many more medical specialists than in the past. **Families are under increasing pressure**, and society's concern for children's and adult's safety has placed additional responsibilities for ensuring their protection.

Image to follow

Dr Louise Smith
Director of Public Health

The health and social care system is working together under the **Norfolk and Waveney Sustainability & Transformation Partnership** and underpins support for the move towards an **integrated care system** from the Health & Wellbeing Board for Norfolk and Waveney.

This Strategy builds on that **collaborative mandate - our top priority is a sustainable system** and we are evolving our longer-term priorities from our previous Joint Health & Wellbeing Strategy to help us face the challenges of the future. **Prevention and early intervention is critical** to the long term sustainability of our health and wellbeing system. Stopping ill health and care needs happening in the first place and targeting high risk groups, as well as preventing things from getting worse through systematic planning and proactive management. Through our Strategy, we are focusing the whole system on **prioritising prevention, tackling health inequalities in our communities** and **integrating our ways of working** in delivering people centred care.

Through our Strategy, we are **making a difference** – creating a single sustainable health and wellbeing system for Norfolk and Waveney.

Our Priorities

Our vision of a single sustainable system requires us to work together, implementing what the evidence is telling us about health and wellbeing in Norfolk and Waveney, on these key priorities:

Priorities	By this we mean
1. A Single Sustainable System	Health and Wellbeing Board partners taking joint strategic oversight of the health, wellbeing and care system – leading the change and creating the conditions for integration and a single sustainable system.
2. Prioritising Prevention	A shared commitment to supporting people to be healthy, independent and resilient throughout life. Offering our help early to prevent and reduce demand for specialist services.
3. Tackling Inequalities in Communities	Providing support for those who are most vulnerable in localities using resources and assets to address wider factors that impact on health and wellbeing.
4. Integrating ways of working	Collaborating in the delivery of people centred care to make sure services are joined up, consistent and makes sense to those who use them.

Image to follow

Our Values

Our values describe our shared commitment to working together to make improvements and address the challenges:

Values	By this we mean:
Collectively Accountable	As system leaders, taking collective responsibility for the whole system rather than as individual organisations.
Simpler system	Reducing duplication and inefficiency with fewer organisations - a commitment to joint commissioning and simpler contracting and payment mechanisms.
Engagement	Listening to the public and being transparent about our strategies across all organisations.
Based on evidence of needs	Using data, including the Joint Strategic Needs Assessment (JSNA), to target our work where it can make the most difference - making evidence-based decisions to improve health and wellbeing outcomes.
Bringing partners' existing strategies together	Under the umbrella of the Health and Wellbeing Board for Norfolk and Waveney - identifying the added value that collaboration brings and working together to achieve joint outcomes.

Image to follow

1. A Single Sustainable System

Working together we will use our resources in the most effective way to prioritise prevention and support to the most vulnerable.

Our Population

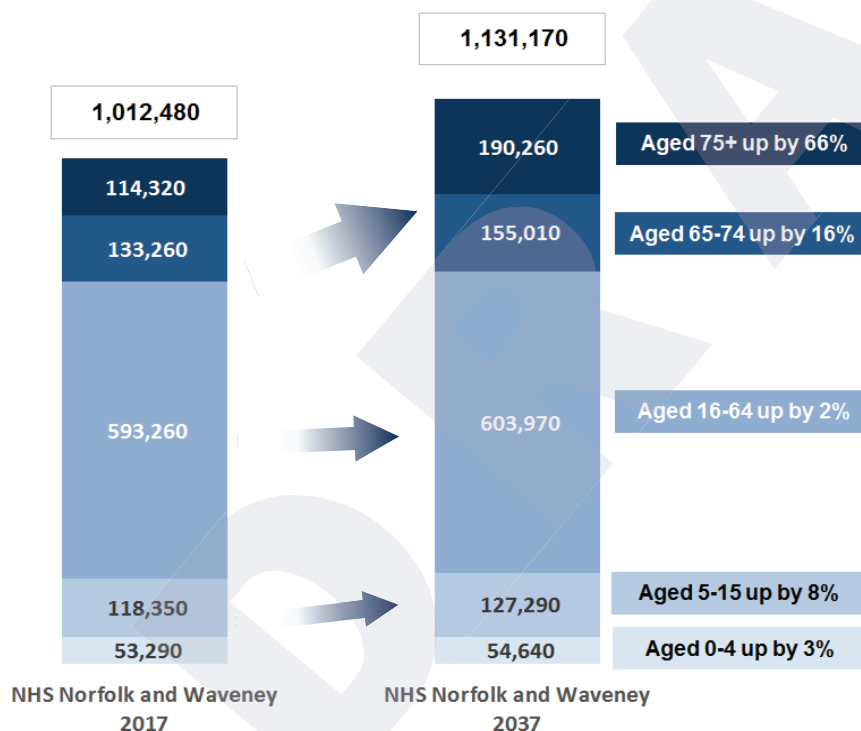
Norfolk and Waveney's population of 1.01 million is forecast to increase by over 10% by 2037, about 120,000 people.

The main population growth will be people aged 65+ years. Life expectancy is 80 years for men and 84 years for women.

Currently 90% of retirement age people are economically inactive. By 2037 this is forecast to be 1 in 3 of the population.

Our System

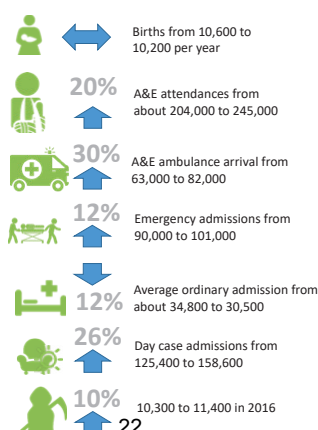
Our health and wellbeing system is complex including: Norfolk County Council, 8 District Councils, 5 Clinical Commissioning Groups, 3 acute hospitals, 3 community NHS providers, and mental health, and ambulance trusts, police and Police Crime Commissioner, around 110 GP practices, 400 care homes and 10,000 voluntary, community and social enterprise organisations.



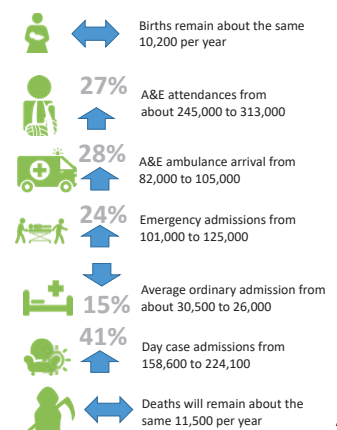
Future Activity

Planning future services is challenging with increasing demand and needs alongside reducing or level budgets.

What has happened between 2011 and 2016
Median age for emergency admissions has increased from 62 to 64



What is likely to happen between 2016 and 2022



1. A Single Sustainable System – Actions

What's important strategically?

Norfolk and Waveney has an annual budget in excess of £1.5bn for health and social care services. However as a system we are seeing increasing demand resulting in budget pressures.

Needs are becoming increasingly complex and so our service improvements must be more co-ordinated and effective for the service user and their carer.

Services are improved where there is a coordinated, effective and seamless response.

Priority actions

We will work together to lead change for an integrated financially sustainable system by:

- Sharing our thinking, planning, opportunities and challenges – informing new ways of working and transformation.
- Engage with and listen to service users, residents and communities to inform our understanding and planning.
- Undertake needs assessments, including the JSNA, to help us keep our Strategy on track and understand its impact.
- Develop mechanisms such as risk stratification tools and the sharing of information to target care where it is needed most.
- Use partners' existing plans - building on the priorities partners are already working hard to address, identifying the added value that collaboration through the HWB's Strategy can bring.

Key Challenges

- Addressing these needs with all partners managing on reducing or level budgets.
- Working as a single system in the delivery of people centred care, across a complex organisational and service delivery landscape
- Driving the cultural change necessary to deliver a single sustainable health and wellbeing system

Key Measures

Each HWB organisation can clearly report to the HWB how they are:

1. Contributing to financial sustainability and an integrated system.
2. Reviewing the impact of strategy and outcomes.
3. Using the evidence intelligently – including evidence from service users - in our discussions and our planning.
4. Working in partnership with others to support delivery of partners' transformation plans.

Image to follow

1. A Single Sustainable System - A case study

Healthwatch Norfolk (HWN)

The development of the Pharmaceutical Needs Assessment (PNA) is a good illustration of collaborative working in Norfolk.

The Health and Wellbeing Board is responsible for publishing and updating the PNA which sets out the current pharmaceutical services available in Norfolk, identifies any gaps in services, and makes recommendations on future development.

Healthwatch Norfolk (HWN) were selected to coordinate and produce the PNA through a steering group of partners. A HWN survey to support the assessment resulted in over 2700 responses.

Alex Stewart, Chief Executive of Healthwatch Norfolk, said:

"This has been the liveliest and most interactive Needs Assessment that HWN have been involved in to date and we have had pleasure in helping to ensure that the voice of the public and patients are represented in this process. A feeling of trust and sound working relationships built over time between several group members has enhanced the sense of achievement. Other additional benefits to this collaborative partnership approach has brought a cultural sensitivity to the PNA. Recommendations around translation services in pharmacies have identified possible cost savings with avoidance of potential adverse events."

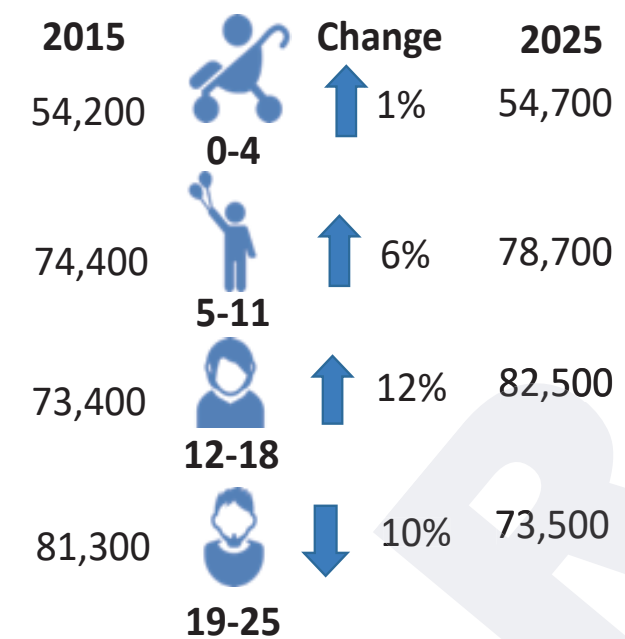
Image to follow

2. Prioritising Prevention

Supporting people to be healthy, independent and resilient

Children & Young People

About 283,200 under 25 year olds live in Norfolk and Waveney - this number is forecast to remain steady



The health and wellbeing of children is consistent with the England average, as are recorded levels of child development.

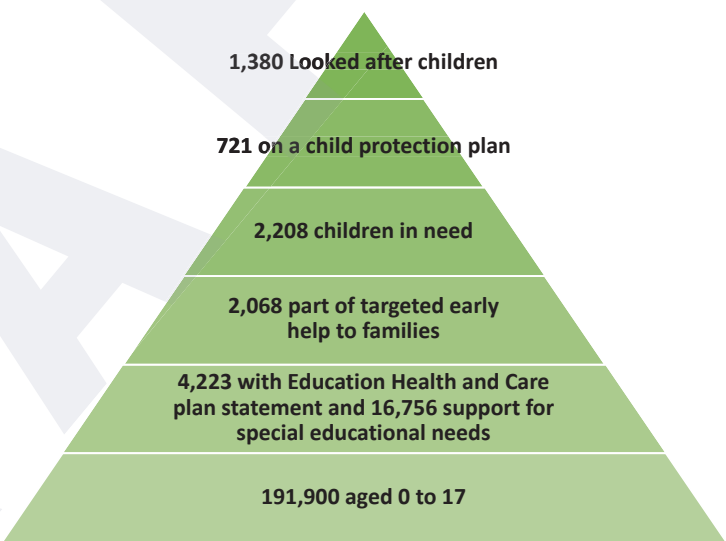
1 in 4 children are overweight by age 4 – 5.

There are fewer teenage pregnancies but remain above England average in Great Yarmouth and Norwich.

1 in 7 women are smokers at the time of having a baby.

Levels of anxiety in young people are rising as are hospital admissions for self-harm.

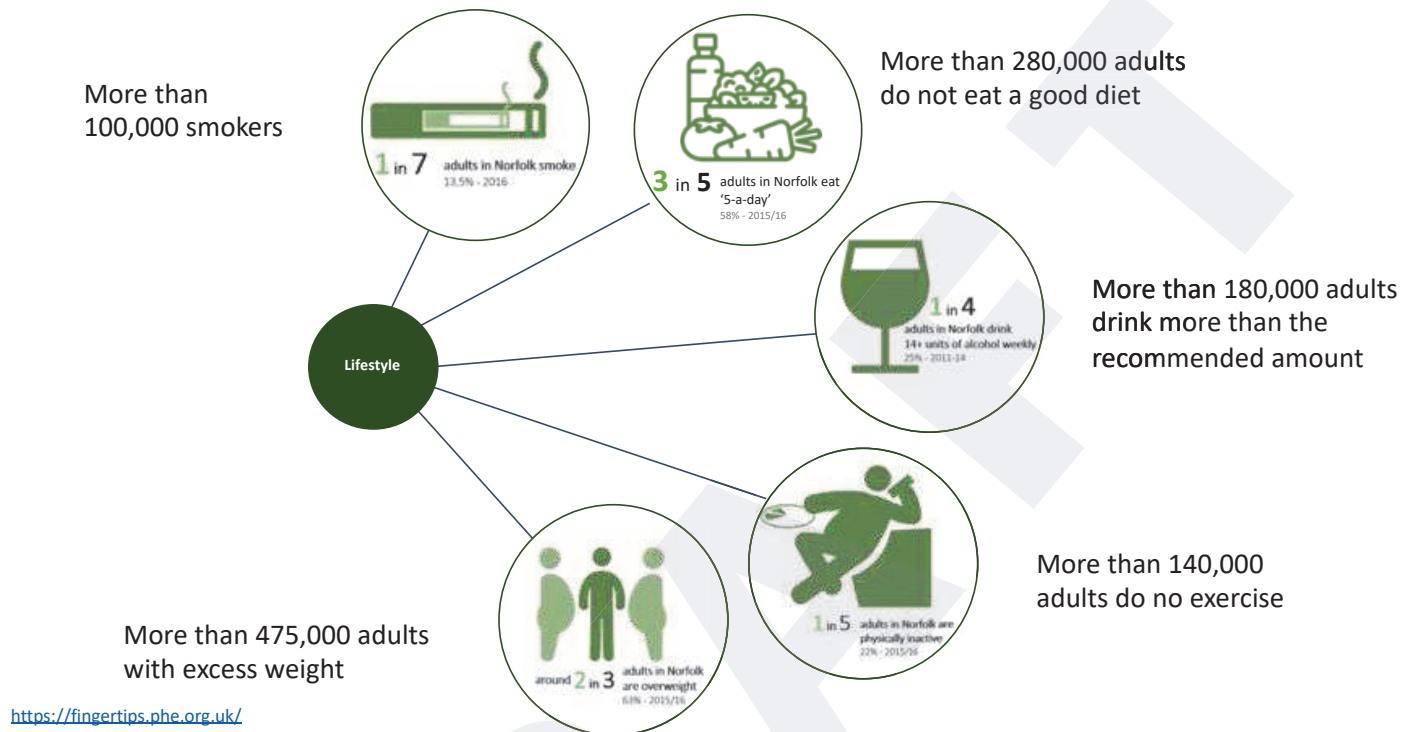
1 in 7 children live in relative poverty



The vast majority of children and families are supported by universal services such as health visiting, early years provision, schools and colleges. There are some children accessing additional social care and educational support and services based on their needs.

2. Prioritising Prevention

Unhealthy lifestyles impact on our health outcomes and need for health services.



Healthy lifestyles and health services

We are seeing demands on our hospital based services with:

- 10,900 smoking attributable hospital admissions in 2016/17.
- 8,911 hospital admissions where obesity was the main or secondary diagnosis.
- 6,020 hospital admissions for alcohol-related conditions.
- 3,852 emergency hospital admissions due to falls in people aged 65 and over.

Inequalities in healthy lifestyles

If the most deprived areas had the same rates as other areas then each year we would see:

- 400 more children at a healthy weight.
- 1,000 fewer emergency admissions for older people.
- 60 fewer deaths due to preventable causes.

2. Prioritising Prevention - Actions

What's important strategically?

There is strong evidence that interventions focussed on prevention are both effective and more affordable than just focussing on providing reactive emergency treatment and care. To build a financially sustainable system means we must promote healthy living, seek to minimise the impact of illness through early intervention, and support recovery, enablement and independence.

Priority areas for prevention are:

- Creating healthy environments for children and young people to thrive in resilient, safe families.
- Delivering appropriate early help services before crises occur.
- Helping people to look after themselves and make healthier lifestyle changes.

Priority actions

We will prioritise prevention by:

Developing in partnership a systematic approach for children and young peoples' support and provision.

Embedding prevention across all organisational strategies and policies.

Providing joint accountability so that as a system we are preventing, reducing and delaying needs and associated costs.

Promoting and support healthy lifestyles with our residents, service users and staff.

Key Challenges

- Identifying and protecting investment in prevention within budgets.
- Identifying needs early and providing early access to support.
- Embedding prevention across all of our strategies and policies.
- Raising awareness of the impact of lifestyle on health, for example with diabetes

Key measures

Each HWB organisation can clearly report to the HWB how they are:

1. Implementing an integrated strategy and a single system approach for children and young people where need is understood and priority actions shared.
2. Prioritising prevention both at a policy level and in decision-making.
3. Promoting the health and wellbeing of their workforce.

Image to follow

2. Prioritising Prevention - Case study

Early Help and Family Focus

Early Help and Family Focus Broadland received a request for support for a young couple who had just had a baby and were homeless with no extended family support.

The early help practitioner arranged a joint visit with the health visitor and talked with them about their worries and what was working well for them. (This is the Signs of Safety approach).

The 'team around' the family then worked with the young parents to produce a plan which resulted in the following support.

Who did what

The housing options advisor continued searching for a suitable permanent home.

The young parents met with the debt advisor from Broadland District Council who helped them understand how to plan a budget and manage their finances. A benefits advisor made sure they were claiming the correct benefits.

The early help practitioner supported the young parents to talk with each other and to understand both their own and each other's emotions – encouraging them to argue less.

The early help practitioner worked with the health visitor to explain to the young parents how babies develop and what they need at the different stages of development.

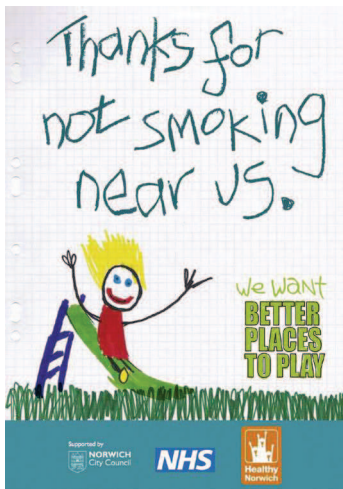
Conclusion

The family are now in their own two bedroom flat and have worked hard to decorate and furnish it. Mum is now taking her baby to activity sessions in the community and slowly making some friends.

Image to follow

2. Prioritising Prevention - Case study

A Smoke Free Norfolk



Healthy Norwich

is an example of an approach to improving health and wellbeing in the greater Norwich area by working together to make a healthier community.

Smoke Free Park

signage has been placed in play areas to ask adults

not to smoke nearby. This voluntary code will directly **help prevent children and young people taking up smoking** and potentially help smokers to **seek support to quit**.

Smoke-free sport, including **#Smokefree Sidelines**, is backed by Norfolk Football Association (FA) where local youth football clubs are championing the message that smoking has no place in youth sport. – **"#Smokefreesidelines.uses non-judgemental messaging and will encourage people to think twice before exposing young people to smoking. This will make the idea of smoking less normalised."**

Rebecca Burton, Communications Manager, Norfolk FA

As well as discouraging smoking, **Smoke Free Sport** brings about additional benefits including:

- **Protecting the environment** and saving money by reducing tobacco-related litter.
- Offering further protection from the **harmful effects of second-hand smoke**.
- Providing the opportunity for public acceptance of **voluntary smoke-free locations**.

Image to follow

3. Tackling Inequalities in Communities

Providing most support for those who are most in need.

Deprivation

Norfolk has average levels of deprivation but an estimated 68,700 people live in the most deprived areas of England.

Norfolk and Waveney has a diverse population and deprivation can be experienced in both urban and rural settings.

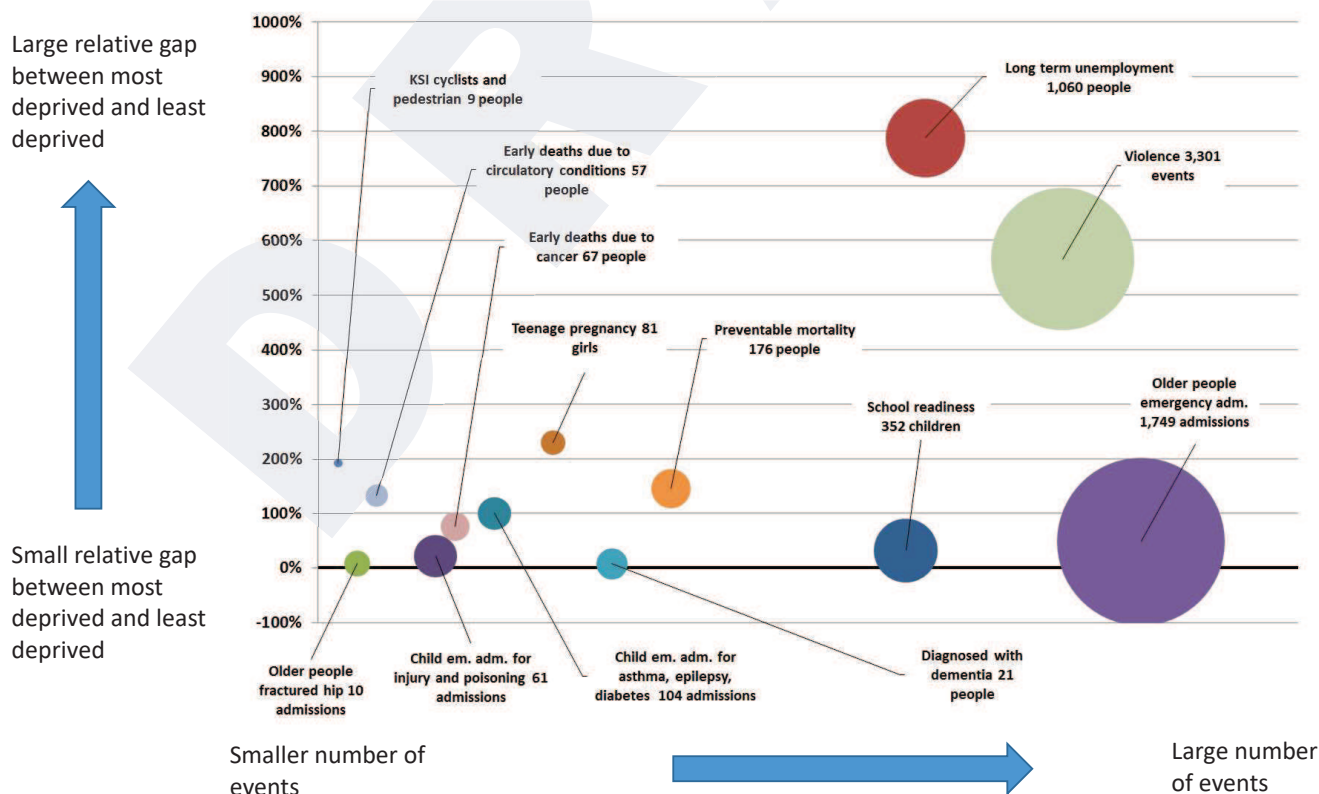
People living in deprivation are more likely to experience violence, crime and accidents despite Norfolk having a low overall crime rate.

Four districts in Norfolk and Waveney are in the lowest quintile in England for social mobility - driven by lower levels of education attainment and skill level.

Inequalities and life expectancy

The difference in life expectancy gap between those living in the most deprived and the least deprived areas is about 7 years for men and 4.5 years for women.

People living in our 20% most deprived areas are more likely to smoke, have an unhealthy diet and be less active.



Preventable illness, violence, drug overdose, suicide and accidents outcomes do correlate with deprivation. For example, if the most deprived experienced the same rates as the least deprived there will be 3,301 fewer violent events per year.

3. Tackling Inequalities in Communities - Actions

What's important strategically?

Those living in our most deprived communities experience more difficulties and poorer health outcomes. We recognise that together, we need to deliver effective interventions, to break the cycle, mobilise communities and ensure the most vulnerable children and adults are protected.

To be effective in delivering good population outcomes we need to most help those in most need and intervene by working together at county, local and community levels to tackle issues reflecting whole system priorities as well as specific concerns at the right scale.

Reducing inequalities in health and wellbeing will involve addressing wider issues that affect health, including housing, employment and crime, with community based approaches driven by councils, the voluntary sector, police, public sector employers and businesses.

Image to follow

Key Challenges

- Identifying and ensuring access to services for those most vulnerable.
- Promoting healthy relationships in families and communities.
- Helping people out of poverty, particularly hidden rural poverty.

Key measures

Each HWB organisation can clearly report to the HWB how they are:

1. Promoting alignment and consistency in local delivery partnerships to plan for, and with, their local community.
2. Reducing the impact of crime, injuries and accidents in our most deprived areas.
3. Using source data available (including from the JSNA) to inform strategic plans.

Priority actions

We will commit to working together to build on the strengths in local communities, rural and urban, by:

- Improving locality working and sharing best practice.
- Providing and using the evidence to address needs and inequalities.
- Addressing the impact of crime, violence and injuries.
- Joining up development planning by working with those with planning responsibilities.

Great Yarmouth - Neighbourhoods that work

Neighbourhoods that Work (NTW) is a partnership initiative led by Great Yarmouth Borough Council together with seven partner organisations. NTW aims to connect local communities to the benefits of economic growth by:

- Increasing community resilience.
- Improving the responsiveness of voluntary sector support services.
- Increasing the participation of communities in driving forward sustainable economic development.

The vision is to work with local residents to build stronger communities - focussing on people, neighbourhoods, and the things that matter most. Community Development approaches are used to work with local people in the places they live to identify and act upon things that matter most to communities.

The project builds upon 10+ years of work in Great Yarmouth building on existing and award-winning community development infrastructure, incorporating active and engaged local residents, neighbourhood boards and a varied and diverse community and voluntary based organisations.

"Our starting point is that communities are full of people who can provide the connections that make their neighbourhood stronger. People thrive in communities that are well connected."

–Director of Housing and Neighbourhoods,
Great Yarmouth Borough Council.

Image to follow

3. Tackling Inequalities in Communities- Case study

Arts and Culture for health and wellbeing

"There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies. It is most encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk."

Sir Nicholas Serota, Chair, Arts Council England.

Collaboration between Norfolk's arts, culture, health and social care sectors is well established with some major successes in attracting investment to deliver effective joint programmes.

Norfolk County Council's award-winning **Culture & Heritage, Communities, Information and Learning Services** including museums, libraries, archives, arts, community learning and sports play a key role in supporting local health and wellbeing priorities through the provision of: collaborative programmes; volunteering; learning and skills development; provision of welcoming and enriching spaces and professional development for arts, health and social care professionals.

With ten outstanding museums, **Norfolk Museums Service** is strongly embedded in our local communities, providing excellent and ongoing support for health and wellbeing priorities through its extensive public programmes and targeted projects.

With 47 community libraries, **Norfolk Library and Information Service** has a strong focus on reducing social isolation through providing safe and welcoming venues to enable people to engage with others, participate, volunteer and develop new creative skills.

Norfolk Arts Service leads the strategic development of arts, health and wellbeing collaboration in Norfolk. It works with multiple local and national partners to influence policy, identify and broker new collaborative opportunities and secure investment for new initiatives.

Image to follow

4. Integrating Ways of Working

Collaborating in the delivery of people centred care

Living Independently in Later Life

Whilst life expectancy has risen only half of our retirement years are spent in full health. We will see the largest increases in the number of people over 65 years old.

There are 14,000 people living with dementia now - this is forecast to almost double to 25,000 by 2037 and most of these new cases will be in people aged over 85.

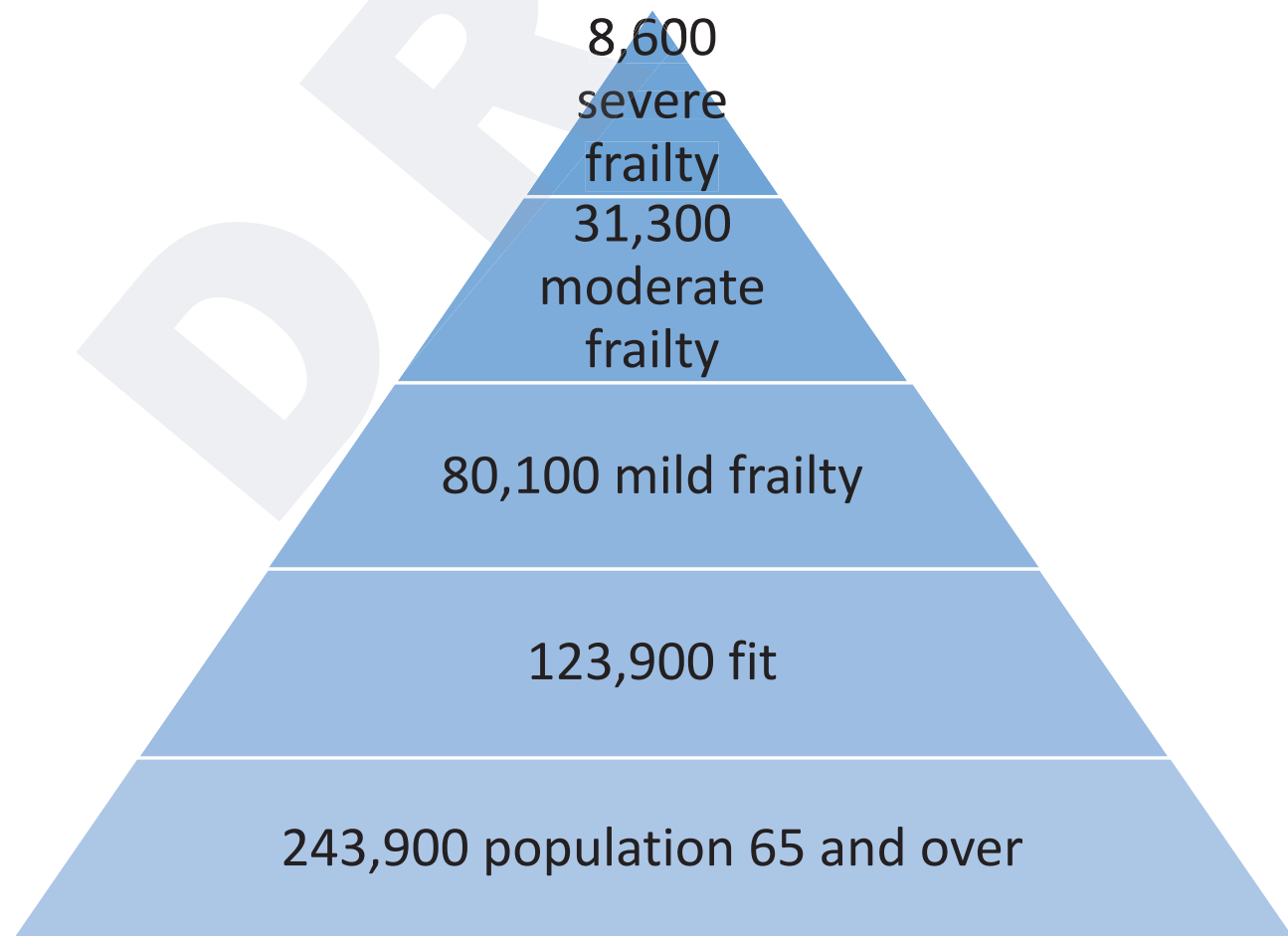
An estimated 23,200 people provide 50+ hours of unpaid care a week.

Mental health and wellbeing

About 1 in 7 people in Norfolk and Waveney experience a common mental health disorder with long term mental ill health being higher than the average for England.

- 8% of adults were recorded as having depression.
- 1,712 emergency hospital admissions were for intentional self harm in 2016/17.
- About 110 people die each year from suicide.

The number of ill health conditions an individual has contributes to the complexity of how to manage and increases the cost of health and social care.



4. Integrating ways of working - Actions

What's important strategically?

We are seeing increasing demand with an ageing population. It is only by working together, in an integrated way, that we can meet the needs of people with more complex health and care challenges, managing with reducing or level budgets.

We want vulnerable people of all ages to live as long as possible in their own homes and to be independent, resilient and well - having access to early help and person centred care when needed.

Long term mental ill health is associated with significantly poorer physical health and shorter life expectancy.

Working together with and within communities is important to promote good mental health support and wellbeing.

It is also important to recognise the contribution of carers and the support they need.

Priority actions

We will ensure integrated ways of working by:

- Collaborating in the delivery of people centred care to make sure services are joined up, consistent and makes sense to those who use them.
- Working together to promote the important role of carers and the support they may also require.
- Embedding integrated approaches in policy, strategy and commissioning plans.

Key Challenges

- We are seeing increasing demand with an ageing population.
- Disease patterns are changing: multiple morbidity, frailty in extreme old age, and dementia are becoming more common.
- Ensuring parity of approach between physical and mental health.

Key measures

Each HWB organisation can clearly report to the HWB how they are:

1. Prioritising promoting independence and healthy later life both at a policy level and in decision-making.
2. Contributing to the Sustainability & Transformation Partnership's Strategy.

Image to follow

History of dementia partnerships in Norfolk

Dementia as a priority for Norfolk has been championed by a series of partnership groups over the years: The Norfolk Older People's Strategic Partnership, the Dementia Strategy Implementation Board, the Norfolk and Waveney Dementia Partnership and more recently the Dementia Academy.

Areas of focus continue to include:

- Early diagnosis and a gap free pathway for people with dementia and their carers.
- Improving advice and Information.
- Launch of www.dementiafriendlyNorfolk.com.
- Support for employers with a resource pack – addressing an ageing workforce, early onset dementia and more of us becoming carers.
- Medication advice – a leaflet detailing medication effects.
- Life stories as a resource to support stages of dementia.
- Prevention – research and evidence-based approaches to prevent and delay the onset of dementia.
- Involvement as a 'critical friend' in the dementia subgroup of the Norfolk and Waveney Sustainability & Transformation Partnership's Mental Health work stream.

Image to follow

4. Integrating Ways of Working - Case study

Promoting independence in older age

Physical activity has been introduced into Norwich care settings by **Active Norfolk** through the Mobile Me scheme.

Jack, in his 90s, lives in an area where there is little interest in socialising as a community. He was inactive and rarely left his flat. Through Mobile Me Jack is now playing a sport he enjoyed in his youth - ***"I feel better in myself as I can play table tennis again. I'm surprised I still have the touch"***.

Norse Care employs a physical activity coordinator for their housing schemes. ***"We have seen an increase in physical abilities, improvements in confidence and general wellbeing. There are also new social groups forming"***.

Cotman Housing has secured funding in order to embed physical activity in their homes. Age UK has integrated physical activity into the **Agewise** project.

Image to follow

Improving mental health and wellbeing

Norwich Theatre Royal's **Creative Matters** includes performances and workshops to think about important societal and personal issues. This included sessions on men's mental health, stigma, and male suicide - sessions on dementia and homelessness are planned for 2018/9.

MensNet in Norfolk brings together organisations with a strategic interest in mental health. All to Play For is aimed at men struggling with mental health issues. John, 24, participates weekly:

"It has been very beneficial for me dealing with my mental health, boosting my confidence, and helping improve my people skills".

The **12th Man** project identified barber shops as positive spaces where discussions could happen. Barbers are trained in Mental Health First Aid and subtle prompts are used to encourage these discussions. This **Healthy Norwich** project won a national award in November 2017.

Image to follow

Working together to achieve joint outcomes

We commit to:

- Identifying the actions that each HWB partner will take in delivering our strategy, either through partners' existing plans or new initiatives.
 - Developing an implementation plan so we can focus on the important things we have agreed to do together.
 - Holding ourselves to account and be an accountable public forum for the delivery of our priorities.
 - Monitoring our progress - reviewing data and information which impact on our agreed outcome measures.
- Carrying out in-depth reviews to understand the impact we are making.
 - Reporting on our progress to the HWB – challenging ourselves on areas where improvements are needed and supporting action to bring about change.
 - Keeping our Strategy live – reflecting the changes as we work together towards an integrated system.

Image to follow

Partner organisations involved in the Health and Wellbeing Board – Norfolk and Waveney

- Healthwatch Norfolk
- Broadland District Council
- NHS Great Yarmouth and Waveney CCG
- Voluntary Community and Social Enterprise Sector representatives
- Police and Crime Commissioner's Office
- Norfolk and Suffolk NHS Foundation Trust
- Breckland Council
- NHS North Norfolk CCG
- Norfolk and Norwich University Hospitals NHS Foundation Trust
- East Coast Community Healthcare Community Interest Company
- Great Yarmouth Borough Council
- Norfolk Independent Care
- Borough Council of King's Lynn and West Norfolk
- Norwich City Council
- NHS West Norfolk CCG
- North Norfolk District Council
- Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust
- South Norfolk Council
- Waveney District Council
- Norfolk and Waveney Sustainability Transformation Partnership
- Norfolk County Council
- NHS Norwich CCG
- Norfolk Constabulary
- NHS South Norfolk CCG
- James Paget University Hospitals NHS Foundation Trust
- Norfolk Community Health & Care NHS Trust

Image to follow

Early Help, Homeless Prevention and Emotional Resilience

1. Background

- 1.1 For some time, South Norfolk Council has identified a need for greater support for customers experiencing “low level mental health” within our early help approach. An opportunity has arisen to deliver a service funded through the Norfolk County Council Homeless Prevention and Rough Sleep Funding Programme.
- 1.2 This funding stream is ring fenced for homelessness but SNC has identified ‘mental health’ and wider wellbeing issues as being key drivers of demand on our services, and homelessness services within the district and therefore we want to tackle these issues as the central thread of a homeless prevention programme.
- 1.3 This project is an example of a district based implementation of the Norfolk Health and Wellbeing strategy and supports the following priorities:
- **A single sustainable system** – the propose project will work across a complex organisational and service delivery landscape providing a consistent point of contact and support for vulnerable customers
 - **Prioritising prevention** – the service will support customer to lead healthy, independent and resilient lives as an extension of our existing early help model and will reduce demand for specialist services
 - **Tackling inequalities in communities** – the project will provide support for the most vulnerable resident in our district to address wider barriers to health and wellbeing and the model is based on district specific challenges and needs
 - **Integrating ways of working** – the service will offer people centred support that is delivered as part of the multi-agency Early Help Hub

2. Local and national context:

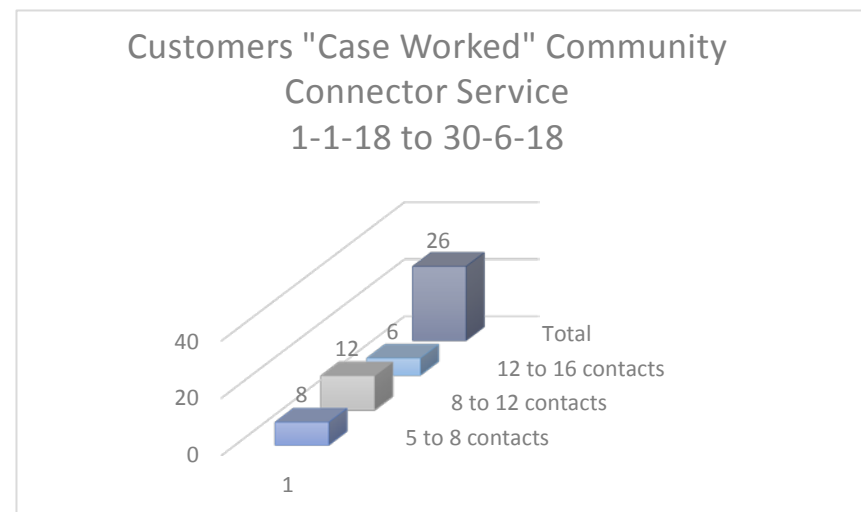
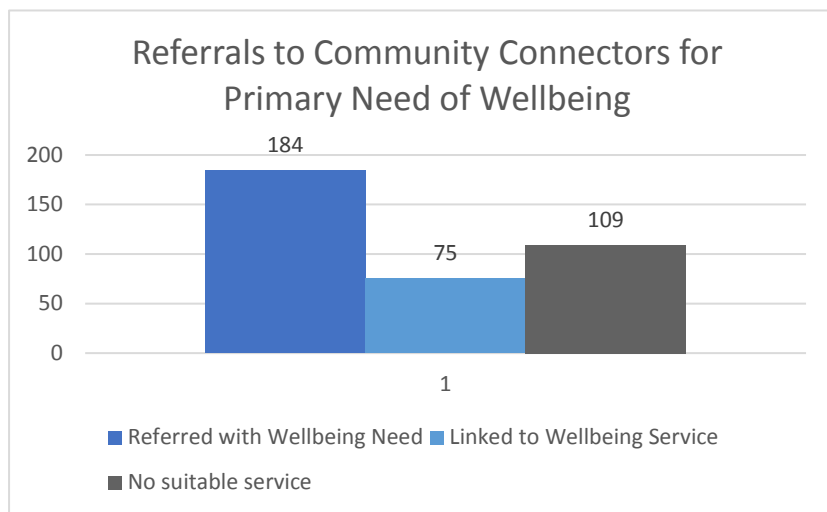
- 2.1 There is currently an unmet need in those being referred by multiple routes into the Early Help Hub who have needs outside of the remit of the NSFT Wellbeing and other commissioned mental health services and who do not meet the threshold for Community Mental Health Team services. There is also a known group who do meet the referral threshold for services but who have immediate social needs that need to be addressed in a timeframe significantly shorter than the standard referral-to-allocation time of the statutory services.
- 2.2 These two cohorts of residents can cause avoidable demand on our services, therefore there is a need to develop an Early Help offer that meets the needs of these customers and prevents their situation deteriorating and their case becoming costlier for SNC and early help partners.

3. Service need

3.1 To maintain a good level of wellbeing and achieve stability customers need, among other things: suitable accommodation, a healthy support network and a meaningful occupation as well as the skills to support it. Most residents can maintain each of these aspects of their life with minimal or occasional engagement with services. For those that need some extra support SNC delivers services in each field:

- **Housing** – Homelessness advice, Benefits and Housing Solutions
- **Healthy Support Network** - Communities functions and Community Connector service
- **Life Skills and Occupation** – FIRST, Advice and Guidance and other projects including job services.

3.2 The demand on these services from customers with a vulnerability or wellbeing need is significant. There number of people referred to Community Connectors with a primary need of 'wellbeing' outweighs the number who have subsequently been connected to an available service to meet their needs. In the absence of an appropriate service officer experience suggests that it is likely that individuals will present to services that are not appropriate.



3.3 The Community Connector service was not designed to carry caseloads. However, in the absence of another appropriate service these cases often end up being "case worked" by Connectors. There have been at least 26 customers "case worked" to meet their need by a Connector over the last 6 months.

The Connector caseload

What do these cases look like?

- Chaotic behaviour
- Repeat calls or contact for the same issues
- Does not engage with advice provided
- Unstable housing / poor living conditions
- Isolated or unhelpful support networks

3.4 This case working is estimated to have cost at least £3,600 in officer time over the last 6 months without allowances being made for follow up work and this 26-person caseloads represents a very small number of those with a presenting need of wellbeing or mental health.

3.5 The intensity of case working delivered by Connectors is often not enough to overcome these presenting issues and the Connectors become a holding service for difficult cases. There is a need for a provision, with the right level of skill, which can focus on this cohort of people in a more intensive way.

3.6 There has been an 80% increase in referrals in the first quarter of this financial year to the Connector service so these figures are likely to continue to increase. It is anticipated that, in the next six months, there will be a further 25% increase in the total number of cases referred to the Community Connector Service due to the continued development of the service.

4. Early Help Hub

4.1 53% of customer requesting help through the hub have wellbeing or mental health as a presenting need. Officer feedback highlights the fact that there is minimal provision available to support these customers. Many do not meet the threshold for statutory mental health services, are not able to access the right type of support by the wellbeing services or are not picked up by an alternative service following early help triage. Often these cases result in repeat requests for support.

5. Housing

5.1 Mental health is a key driver of South Norfolk Council's homelessness services. 10% of cases that are accepted as homeless by SNC are accepted homeless due to being "vulnerable due a mental health need". This means that this group are more likely to be vulnerable after becoming homeless than the general population. This is just those cases that are accepted as homeless and applying the same 10% figure across our wider homeless advice and prevention activity then we can expect that there are at least 250 customers per year whose mental health needs alone create significant demand on our housing services. This has a significant cost as shown below:

	Number of homeless cases who are vulnerable due to mental health	Cost per year
Statutory Homeless	6 cases (last year)	£18,000
Homelessness Advice and Prevention	250 (estimate)	£100,000

5.2 Whilst not all these costs could be avoided through provision of a support service it would provide an avenue to deliver practical support to these cases earlier and avoid much of the formal homelessness activity. Housing Solutions would still be involved but at a reduced level of intensity and a reduced cost.

6. Service Gap

6.1 Whilst for many customers our existing services, or a combination of them, are enough but the numbers becoming homeless with mental health needs or being case worked by Connectors suggest that there is a cohort of customers that are unable to engage to the required degree to address their issues.

6.2 This customer group may not meet the threshold for, or be able to access ongoing support through statutory mental health providers for variety of reasons: undiagnosed issues, dual diagnosis, closed to services etc. There is currently no dedicated avenue for intensive working with these more challenging cases and as such they use a disproportionate amount SNC resources or worse their situation deteriorates to crisis.

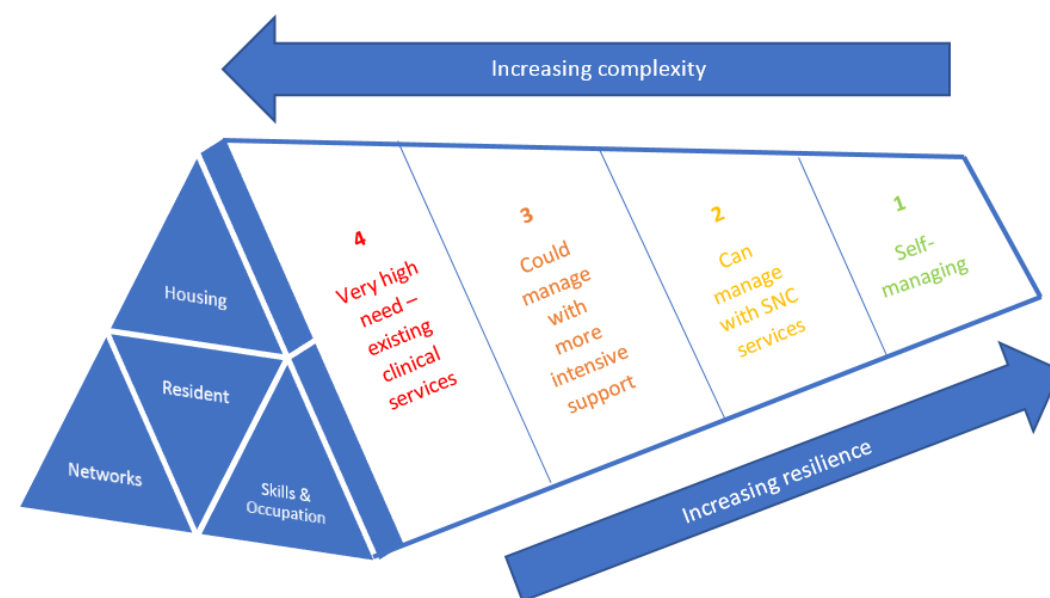


Figure 1: Wedge of Wellbeing

6.3 This group of customers (no.3 on the above diagram) is often described as having “low level mental health” but in reality, have a complex range of interconnected issues including: poor wellbeing, substance misuse, life skills shortages, chaotic lifestyles, social isolation, financial exclusion and repeat homelessness.

6.4 These same issues fall within the remit of Norfolk County Council Homelessness and Rough Sleeper Prevention fund and so the SNC’s allocation will fund interventions targeted at those with these difficulties, to maintain accommodation and develop self-efficacy. This funding must be used for the prevention of rough sleeping but the means by which this is achieved by districts is flexible.

7. Service delivery model

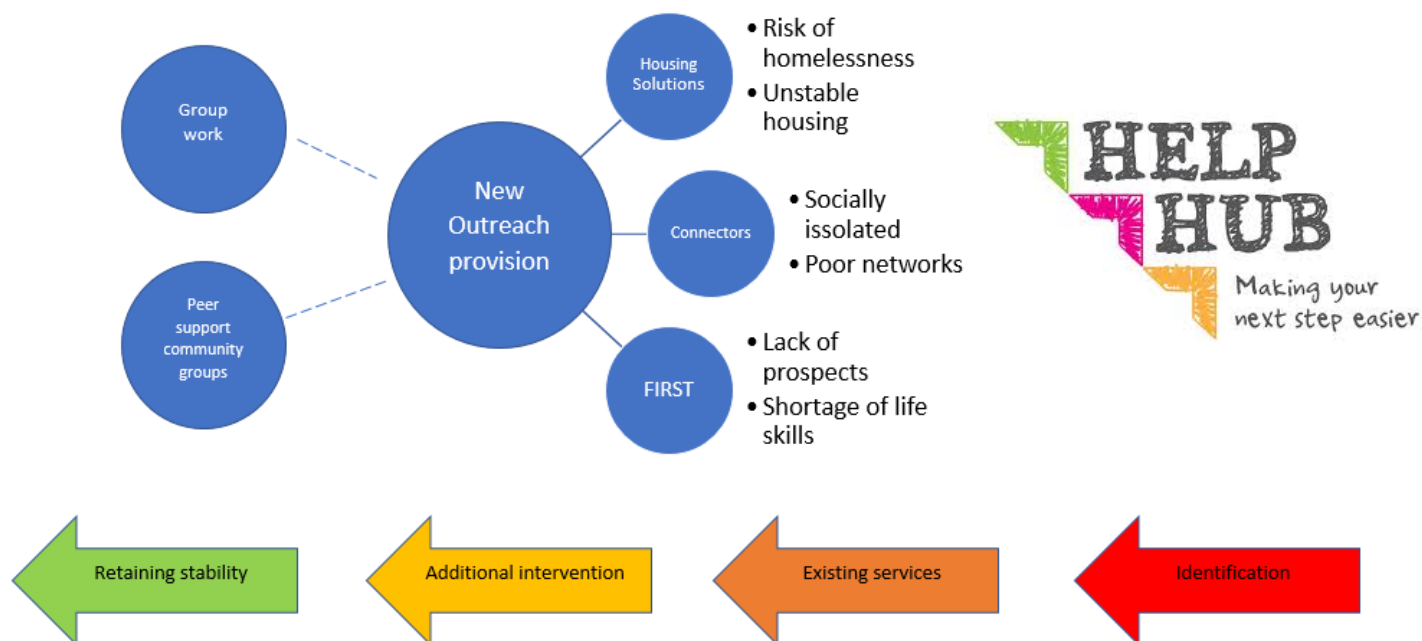
7.1 To address this gap in service we are seeking to work with an established service currently offering:

- established coverage within South Norfolk
- An existing range of group based therapies and support
- Professional connections into statutory service providers
- Established out of hours provision
-

Below is a summary of what we feel the service will look like although this will be informed by the ongoing procurement exercise.

Elements of service	Description	Expected outcomes for customers
1) Homeless prevention and wellbeing outreach	<p>Embedded within the multi-agency Early Help Hub.</p> <p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Provide intensive casework and facilitate multi-agency responses for challenging cases. • Work with those referred from SNC and Help Hub services in relation to homelessness and wellbeing needs. • Delivery of 1 to 1 life skills and resilience building and link with existing training provision to further build skills • Support customers to engage with more formal mental health, wellbeing and homelessness prevention services if required. 	<ul style="list-style-type: none"> • Residents able to overcome and period of homelessness and access sustainable accommodation • Residents avoid homelessness/repeat homelessness • Residents are able to engage in their community and undertake positive activity • Residents achieve an improvement or stabilisation in their wellbeing needs
2) Access to group therapy and self-efficacy programmes	<p>Many customers would benefit from such therapies but cannot currently access them as they are often only accessible through secondary mental health services and these customers do not meet the threshold for said services.</p>	<ul style="list-style-type: none"> • Residents are enabled to develop a sustainable peer and community support network • Individuals develop self-efficacy and coping strategies

3) Access to the out of hours crisis team	<p>Due to the complex nature of this client group and the fact that their issues are not limited to office hours there are occasions when customers will need to access immediate help to remain safe and well – we envisage there being a very low level of utilisation of this resource for customers of this programme</p>	<ul style="list-style-type: none"> • Residents remain safe • Crisis is de-escalated without the intervention of statutory services
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7.2 We envisage this service working as part of an interconnected pathway with customers of the caseworkers being able to access self-efficacy programmes and customers already engaged in group programmes having a direct link into caseworkers via the help hub, as shown above. Central to the sustained independence of customers, this project will form part of a wider community based programme whereby voluntary and community sector groups, supported by our community capacity team, would be able to provide ongoing networks and peer support. There are many voluntary and community based services

currently operating in South Norfolk that contribute to enhancing the wellbeing of individuals and our Communities team will work alongside these groups and the service provider to support sustained change for customers.

8. Tender process

- 8.1 SNC has £46,000 from NCC Homeless Prevention and Rough Sleeper funding to utilise for this project as laid out above. Whilst we are flexible on how this funding would be spent we would expect to achieve the three key service areas laid out in the previous table. We are currently in the process of developing the tender for these services.
- 8.2 As funding has already been received from Norfolk County Council we need to have a service model in place as soon as possible. Further in-kind provision from South Norfolk Council would be delivered in the form of administration and referral pathways via the Help Hub.
- 8.3 SNC will tender for a project with one full-time equivalent (FTE) caseworker in mind initially but if service demand dictates an increase officers have scoped alternative sources of funding to extend the project to 2FTE if there is sufficient demand.

9. Risks

- 9.1 Funding has been issued by Norfolk County Council, there is a risk that if a project was not mobilised within a satisfactory period then NCC may not issue the full first-year funding. To mitigate this risk officers are in continued a dialog with NCC around the funding and impact of slower mobilisation. Having the right service provider and delivery model should be prioritised above speed of mobilisation
- 9.2 The £46k may not be attractive to some service providers or some may be unable to deliver the desired service for that value. Different elements of the service will appear more attractive to different providers which could result in an inconsistent service offering. SNC has discussed the project informally with some partners and there is an appetite to deliver the service. Furthermore, SNC officers will work with service providers to ensure the final service model is deliverable within the budget allocated. Should no providers be forthcoming SNC could remodel the service for internal delivery.

**Cabinet
10 September 2018**

Agenda Item 6

South Norfolk Grows Business awards

**Report of the Operational Economic Development Manager
Cabinet Member: Michael Edney**

**CONTACT
Dave Disney 01508-533731
ddisney@s-norfolk.gov.uk**

1. Introduction

- 1.1** This report introduces the 'South Norfolk Grows Business Awards' campaign, which for 2018/19 as a pilot, aims to build on the success of the 'Independent Retailer Awards' of the last three years by recognising and celebrating the success of our leading businesses. Importantly, it now widens the scope and focus to better represent and reflect the diverse business offer of the district, and is designed to further promote growth and inward investment to the Greater Norwich area. It also proposes for future years to incorporate the South Norfolk Pub of the Year award programme and clearly could be rolled out over a wider geography when appropriate to do so.
- 1.2** The campaign seeks to reinforce the positive reputation for the Council and its Members within the local community. The associated publicity will also highlight the work of a number of teams across the authority through the Visitor Economy Initiative, the Food Safety and Licensing teams, and the broader business advice and funding support promoted via other council services such as the Economic Development and Planning teams. With the opportunity to showcase the success of a broader range of businesses, it is hoped that our reputation as a progressive local authority will reach a larger audience, and encourage more people to consider our offer.

2. Background

- 2.1** The Independent Retailer Awards campaign was conceived as a practical way for shopkeepers to celebrate the success of their own important role in the Council's Market Towns Initiative. This initiative promoted general best practice, modern retailing techniques, window display guidance and social media and marketing training – all which had been delivered through the Retail Skills Academy workshops in Norwich, with over 100 business owners across the district taking part and putting the learning to great effect.
- 2.2** Market Town residents were asked to vote for their favourite retailers in various categories, some physically in the shops, and some online or by text. Category winners were then treated to a mini 'Oscars' style ceremony here in the Council chamber, with certificates and awards presented to winners by the leader/deputy leader and chairman of the Council.

- 2.3** Feedback from early years helped us to refine and improve the scope and breadth of the awards and also to simplify the mechanism for voting, enabling better category definition and a more inclusive range of awards to encourage even wider participation year on year. Retailers have really embraced the programme across the district and Members regularly tell us of the positive effect in the Market Towns the 'competition' encourages. Winners certificates can be seen as part of many window displays, further re-enforcing the kudos attached to this campaign.

3. Current Position

- 3.1** The Council's Market Towns Initiative has now evolved into the Visitor Economy Initiative, with the emphasis shifting from one of enabling the Town Teams to progress locally devised projects and events primarily with retailers and volunteers, to a more targeted approach, designed to encourage and drive visitor footfall into the towns through campaigns and initiatives devised by Local Tourism Action Groups and supported by resources at South Norfolk Council and partner Districts from Suffolk.
- 3.2** This activity is coordinated and disseminated to a much wider audience thanks to the relationships fostered with Destination Marketing Organisations including Visit Norwich, Visit Norfolk and Visit East Anglia amongst others. The initiative now has a focus that promotes a 'visitor experience', where local residents and visitors do far more than shop, as the traditional high street retailing model has made a step change in very recent years. The Town Teams themselves have evolved as was always intended, into a more sustainable localised model with our own role concentrating as a marketing and digital capacity building function for retailers. As a result, our focus for recognising and celebrating business achievement in South Norfolk needs to evolve too. This presents us with an opportunity to widen the scope of our programme and recognise a broader range of business success in South Norfolk.
- 3.3** Economic growth is a major priority focus in South Norfolk, with targeted inward investment and development in our growth sectors aiming to increase GVA as a result. This growth will improve the financial sustainability, maintain and improve our standard of living and promote the highly desirable lifestyle on offer in the Greater Norwich area. There is already a diverse range of high achieving businesses in South Norfolk, many of which already receive local, national and even international recognition for their achievements. Providing these businesses with a further platform to showcase their success can only encourage more growth in the area and showcase the solid reasons for investing and growing business in our area with our support.

- 3.4** The NALEP Economic Strategy for Norfolk and Suffolk recognises nine key growth sectors. Including businesses in these sectors, that have made South Norfolk their home and achieved outstanding success across a range of disciplines, will serve as an exemplar for others to aspire to and will also promote better local opportunities, particularly for our gifted young people. At the same time raising the profile of the Greater Norwich area as a supportive place to locate and grow a business.

4. Proposals

- 4.1** The intention is to deliver a high quality, wider representative business awards campaign, securing sponsorship funding to defray the marketing and event costs, and working with recognised business support organisations to provide credibility and expertise to the scoring and judging process. Culminating in a premium award ceremony attended by sponsors and finalists, the exposure for all parties will be beneficial and make the competition valued and the awards themselves coveted. This pilot campaign will clearly be scalable and can easily be rolled out across a wider Greater Norwich geography in future years and will save valuable resources from next year by absorbing the Pub of the Year competition moving forward. Cabinet are recommended to approve the proposal to hold the 'South Norfolk Grows Business Awards' campaign.
- 4.2** The Council has asked the Norfolk Chamber of Commerce to help and support this year's programme as they have experience of being involved in similar campaigns in the County. They have offered their marketing expertise as a promotional vehicle and this will be an invaluable component, particularly with the introduction of the new categories and in promoting the self-nomination element competition to the wider business community.
- 4.3** The Council has already secured a main sponsor, Fosters Solicitors; this will kick-start the programme and officers are confident that if the proposals are approved sufficient category sponsors can be secured, with the Chamber also offering to support a category.
- 4.4** The value of sponsorship currently sought is as follows:
- Main Sponsor £2000
 - Category sponsors at £500 per category
- Category sponsors are not eligible to enter their sponsored category, as they could form part of the judging panel.

4.5 Generally, sponsors can expect:

- The option to help judge the finalists in their chosen category
- The opportunity to present the winners certificate on the night.
- To be invited to have a stall/stand with a pull up banner at the pre-and post-awards ceremony networking sessions.
- Regional press coverage and a feature in the South Norfolk Link magazine.
- To have their company logo engraved on the award.
- A corporate listing in the event program with their logo.
- Recognition in the introduction to the award winner.
- Corporate branding on the visual award presentation during the evening.
- A framed photograph of the presentation of the winner's certificate.

4.6 The awards comprise two entry methods:

- Self-nomination in all non-retail categories – this will require promotion at networking events, business forums, promotion by Members and a general and social media strategy.
- Public nomination for the retailer of the year – this like other years will require posters in our major retailers, a social media campaign, promotion at town team meetings etc. and an online voting form. The top three finalists will be the retailers who achieve the highest numbers of votes.

4.7 Judging is proposed as follows:

- Each category to be judged by the category sponsor, Portfolio Holder, and Economic Development Officer to determine the top three.
- The top three scored or voted for businesses to be visited and subsequently scored to determine the overall winner.
- Judging panels and decisions to complete the judging by end January 2019.

4.8 The timings for the campaign are to be as follows:

- The campaign to be launched on 1 November 2018 supported by a planned marketing and communication strategy.
- Businesses to nominate themselves by 31 December 2018 for the relevant category(ies).
- Public voting for retailers to run for the same duration.
- Judging and evaluation visits to take place during January 2019.
- Award ceremony to take place in the week commencing Monday 4 February 2019.

This timetable maximises the opportunity to celebrate and promote the winners in the Spring Link magazine.

4.9 Within South Norfolk, the business sectors listed below are identified through the NALEP Economic Strategy as high performing and growing or emerging sectors:

- Digital creative and ICT
- Life Sciences
- Advanced Manufacturing
- Agriculture, Food and Drink
- Visitor Economy

4.10 The proposal is for the majority of categories to be self-nominated from the business community, with the general public to be actively involved in voting online in the one retailer award category. All business will be required to have at least one location within South Norfolk from which they operate.

4.11 The proposed categories are:

Excellence in Digital Creative and ICT

South Norfolk is home to a growing number of Digital Creative companies, and judges will be hoping to find the company that:

- has innovative technology at the heart of its operation
- applies technology to solving business issues
- improves day to day operations for itself and clients with a digital approach
- use technology to innovate and to become more efficient and productive
- Uses a digital solution for engagement and interactivity with its customers

Excellence in Life Sciences

Recognises a UK registered emerging biotech company that best meets the following criteria:

- Evidence of a credible product pipeline
- Proof of significant clinical trial activity
- Making an impact on the industry via significant news flow
- Proof of continued fundraising
- Evidence of a strong team in place
- Proof of developing partnerships and collaborations
- Clear evidence of a robust business plan to support continued growth

Excellence in Advanced Manufacturing

This award is open to all sizes of businesses who conduct manufacturing and/or engineering.

Judges will look for businesses that can demonstrate:

- Excellent working practices.
- Improved financial performance.
- Improved efficiency or productivity, Quality of manufacturing/ engineering.
- Engagement with and encouragement of staff.

- Use of latest research including collaborations with universities or higher education institutes.

Innovation in Agriculture, Food and Drink

This award recognises the business that can demonstrate success through using innovation. Our judges will be looking for:

- Ground breaking ideas that help put this business on the map
- A new approach to food or drink production
- Small or large businesses that have pioneered a unique process
- A new approach to marketing a product or service

Visitor Economy Experience award

This award is open to any business that has made a positive impact on the Visitor Economy.

Judges will look for businesses that can demonstrate the following:

- They have actively promoted their local area and helped develop South Norfolk's reputation as a premier tourist and visitor destination.
- Innovatively enhanced the visitor destination experience.
- Increased the number of visitors to the town or venue.

New Business award

This award is open to start-up and new businesses in the South Norfolk area that have been trading for no more than 18 months from the launch of the campaign on 1 November 2018.

Judges will look for businesses that can demonstrate from the following:

- How they have turned an idea into a viable, sustainable business.

- Consistent growth (which might include turnover, profit, customer base, employees and premises/ equipment/machinery)
- Measurable success in their competitive sector.

Business Growth Award

This award is open to all sizes of businesses who can demonstrate strong, sustainable growth and have a clear plan on how this will be maintained in the future.

Judges will look for businesses who can demonstrate from the following:

- Strong financial performance (turnover, sales and profit).
- Measurable increase in customer base and market share.
- Growth in employee numbers and investment in staff such as training, apprenticeships etc.
- Growth in premises or investment in plant & machinery
- Long term sustainability of growth.

International Business Growth

This award is open to all sizes of businesses which have achieving export growth, geographical expansion or an increase in revenue from overseas operations over the last year.

Judges will look for businesses who can demonstrate from the following:

- A measurable increase in international growth including research into market and demand.
- Measurable export growth or increase in revenues from overseas operations and contribution to the business as a whole.
- An increase in market share.
- Potential and plans for sustained growth.
- Ongoing commitment to international business.

Community Impact Business

This award will celebrate businesses that can demonstrate engagement with or contribution to the wider South Norfolk community, for example supporting local groups or projects. Judges will look for businesses who can evidence as many of the following for their community initiative that:

- Are sustainable
- Are relative to the size of business or organisation
- Have had a measurable impact on the local community
- Have brought long-term sustainable benefits to South Norfolk
- Have achieved impact for the business.

South Norfolk Retailer of the Year

This award is open to all 'High Street' businesses.

Judges will look for Retailers who can demonstrate the following:

- Innovation in traditional retailing
- Creating a unique retailer experience
- Using technology to improve service
- Keeping in touch with customers
- Excellent customer service

- 4.12** It is proposed that the final categories and criteria are agreed by the Director of Growth and Business Development in consultation with the Portfolio Holder for Stronger Communities.

- 4.13** The venue is to be decided but consideration will be given to the cost and capacity, as well as to the potential weather conditions in February.
- 4.14** The awards ceremony event itself is a real opportunity to showcase all of the work which the Council and its partners do to support South Norfolk businesses. The ceremony will be a 'red-carpet' event with a black tie/smart formal attire dress code and the venue will be suitably decorated to reflect the importance of the occasion. It is anticipated that the programme will run as follows (although final timings may change):
- 7:00 pm guests and sponsors arrival and networking
 - 7:30pm guests to be seated and canapes/supper served
 - 8:15pm award ceremony commences
 - 9:30pm close of official ceremony
 - 9:30-10:00pm networking, more photo's etc.

5. Budget

- 5.1** The overall budget is likely to be in the region of £8-10,000 depending on the level of sponsorship obtained.
- Advance marketing and promotion £3,000
 - Judging, awards, certificates etc. £1,500
 - Award ceremony, venue, catering etc £3,500-£5,500

6. Promotion

- 6.1** The marketing campaign will include:
- Articles in EDP, Diss Express and Wymondham Mercury in the weeks leading up to the opening of nominations.
 - Promotional materials will be distributed throughout the district, business centres, networking events etc.

- Extensive coverage on SNC website and across social media, and in the October Link magazine.
- An article in the Norfolk Chamber 'Voice' magazine
- Promotion by the Norfolk Chamber at breakfast events
- Promotion at the South Norfolk Business Forum Breakfast
- Promotion in the South Norfolk Business newsletter
- Promotion at Diss, Wymondham, Loddon and Harleston Business Forums
- Promotion at various Town Team meetings
- Campaign details emailed to sector trade bodies.
- Campaign details emailed to individual businesses where they have signed up to receive relevant mailings from the Council.

7. Risks and implications arising

- 7.1** There is a risk that the campaign is not supported by business but the marketing strategy will address this. There is also a risk that the costs increase due to lack of sponsorship but initial conversations indicate that there are a number of potential sponsors and the Council has already signed up a lead sponsor. Costs will be closely managed during the campaign.

8. Other options

- 8.1** The Council could continue with the Independent Retailer Awards as in other years, however;
- Officers have had feedback that such a narrow demographic fails to represent the business community as a whole.
 - Officers consider that the opportunity to reflect the LEP growth sectors better reflects the ambitions of the Council and its growth agenda.
 - there is the risk of the same businesses continually being recognised and celebrated which would reduce the impact and credibility

- 8.2** The Council could discontinue the awards campaigns; however, this would lead to lost opportunities to champion the district's best performing businesses, and promote South Norfolk as a great place to start and grow businesses. In addition, should South Norfolk Council decide not to run any awards campaign then it could damage the reputation of the Council in supporting businesses.

9. Recommendation

- 9.1** Cabinet is recommended to approve the Council holds a 'South Norfolk Grows Business' Awards Campaign and to note the proposed approach, timeline and categories. The final arrangements to be agreed by the Director of Growth and Business Development in consultation with the Portfolio Holder.

Cabinet
10 September 2018

Agenda Item 7

Establishment of a Growth Delivery Team

Report of the Head of Planning
Cabinet Member: John Fuller – The Economy and External Affairs
and Lisa Neal – Regulation and Public Safety

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1 SUMMARY

- 1.1 In July 2018 South Norfolk and Broadland District Councils resolved to establish a growth delivery team to accelerate and promote quality development in the delivery of the districts' strategic sites, notably Beeston Park, Long Stratton, Norwich Research Park and Rackheath. For the sake of completeness, the relevant extract from the feasibility study is attached at appendix 1.
- 1.2 This report proposes the establishment of a core, dedicated growth delivery team consisting of three officers to work with existing teams, partners and consultants to achieve the above aims. The report proposes that this is a permanent arrangement which reflects the long-term nature of delivery of strategic growth in the area and it allows for the fact that the team's remit could be widened to include other sites if it has future capacity.

2 KEY DECISION

- 2.1 This is a key decision and has been published in the Forward Plan.

3 BACKGROUND

- 3.1 The principle of establishing a growth delivery team was agreed by both Council's in July and to avoid duplication it is not intended to repeat the fundamental justification for the team in this report. However, to help guide the form and function of the team the following points are important considerations.
- 3.2 In recent years there has been a significant shift in the public sector's role in securing (not just planning for) the delivery of new homes and communities. Local authorities are now seen as key players in housing delivery and ambitious authorities are rewarded with funding opportunities and Government support whereas authorities who are less ambitious face a potential reduction in their regulatory leverage.
- 3.3 The latest evidence of this shift is the draft National Planning Policy Framework (NPPF) which proposes to introduce a housing delivery test. The press release issued when the draft NPPF was published stated: "*Local authorities will have a new housing delivery test focused on driving up the numbers of homes actually delivered in their area, rather than numbers planned for.*"

- 3.4 However, it's not just about the delivery of new homes: the delivery of new jobs is equally as important. Broadland District Council's primary ambition is to have a high level of inward investment and business growth, and one of South Norfolk's high-level priorities is to support new and existing businesses to grow. This ambition is captured in other key documents such as the adopted Joint Core Strategy, Greater Norwich City Deal and the New Anglia LEP's economic strategy which identifies the Tech Corridor and Greater Norwich as priority places for growth.
- 3.5 This 'mixed' nature of growth is more specifically reflected in three of the strategic sites which will be the focus of the growth delivery team. Notably the development at Rackheath will include 25 Ha of employment land alongside circa 4,000 homes, Long Stratton includes 9.5 Ha of employment land alongside 1,800 homes and Beeston Park has a policy requirement to deliver 1sq metre of non-residential floorspace for every 30 sq metres of residential floorspace.
- 3.6 In light of the above points the growth delivery team will have an economic development/inward investment function as an integral part of its role and purpose. This function is likely to operate alongside developers' and landowners' own investment activities.
- 3.7 A further core function of the team will be to secure funding and/or deliver infrastructure to support the strategic sites. This will be crucial to overcome the prohibitive upfront costs of infrastructure on large sites. These costs can be 'smoothed' in a variety of ways including grants, direct public sector delivery of infrastructure and loans and the team will lead on the necessary negotiations with developers, promoters, landowners and other partners including the County Council to agree the best mechanism on a site by site basis. In some cases, this may include local authority investment with the intention of sharing 'risk and reward'.
- 3.8 A more comprehensive list of anticipated interactions with other bodies is attached at appendix 2.

4 THE PROPOSAL

- 4.1 The proposal is to establish a core team of three officers which will include a growth delivery manager to oversee the team and the delivery programme. This team will be able to utilise the resources and expertise of other existing teams and partners including the Councils' development management teams and communication teams as well as Norfolk County Council officers including officers from highways, education, surface water flooding, etc. Where there are any gaps in public sector knowledge and expertise then the team will utilise consultants. This is likely to include specialist legal and investment/finance advice. See

appendix 3 for a proposed structure.

- 4.2 Although the proposal is to establish a team of three officers, it is envisaged that appointments will be made to two posts in the short term: the Growth Delivery Manager and one of the Growth Development Officers. This will enable the manager to further define the programme of work and identify any gaps in the team's skillset and/or resources before filling the final post.
- 4.3 Although the relevant job descriptions and person specifications have not been finalised, the key skills which the team will need to collectively demonstrate are: leadership, programme management, a strong understanding of planning and economic development, excellent interpersonal skills; political insight and communication skills. A draft job description for the growth delivery manager is attached at appendix 4.
- 4.4 Where this team sits within the respective Councils, and who it reports to, has not been specified in this report and it is recommended that any decision regarding interim reporting arrangements is delegated to the two Chief Executives.
- 4.5 As stated above the overarching purpose of this team will be to: (1) accelerate the delivery of homes and jobs on the Council's strategic sites, and (2) add value to the new and existing communities. To help illustrate the dual purpose fulfilled by the team the following points identify the team's potential programme of work for Long Stratton (note: this is not a definitive list):
- to lead South Norfolk Council's role in securing public sector funding for Long Stratton bypass
 - work with the local community and partners to secure enhancements and connectivity to the existing village centre.
 - help secure the delivery of other infrastructure to accelerate growth, including broadband and gas connections for both the new and existing communities
 - explore opportunities for public sector investment in the new development to share 'risk and reward'
 - to help promote commercial development on land identified within the new development for commercial use
- 4.6 Other existing workstreams which will be passed to the team once it is established include: Broadland District Council's role in securing a £57m bid to the Housing Infrastructure Fund for the Broadland Growth Triangle. Ongoing engagement and

negotiations with the promoters/developers/landowners for Beeston Park and Rackheath to bring forward infrastructure, secure funding and deliver smaller serviced parcels of land (for Beeston Park) to provide sites for SME developers. Work with Norfolk County Council and partners to deliver the necessary infrastructure, and its appropriate phasing, at Norwich Research Park.

- 4.7 It should be noted that this team can be increased in size at a later date if its workload increases or if its remit broadens. One obvious addition would be to employ an officer to provide administrative support. This report does not propose to include the administrative post in the team at this stage and this would have to be subject to a further costed growth bid if this was to be progressed at a later stage. Similarly, if the team has future capacity it could expand its remit to include sites such as the Food Enterprise Park and/or other allocated sites which have stalled.
- 4.8 Furthermore, as described in the feasibility report the economic development role of the team could also fulfil a wider economic growth role across the two districts. Such a proposal has ramifications beyond the remit of this report and so it does not form part of the current proposal. However, in due course it could naturally sit within a directorate focussed on growth which includes the growth delivery team, economic development, the regulatory planning functions, housing, etc, all working collaboratively to deliver the growth ambitions of the Councils.
- 4.9 Finally, whilst this report and its appendices have tried to provide clarity on the future role of the GDT it also acknowledged that there is still some room for manoeuvre if the future Managing Director wants to influence the role this team plays. Furthermore, it enables the Growth Development Manager to shape the team's programme of work within the general parameters described above and it also allows the team to be 'fleet of foot' in a political (at a national level) and financial environment which may be subject to change over forthcoming years.

5 ALTERNATIVE OPTIONS

- 5.1 The following bullet points are an extract from the feasibility report considered by the respective Councils in July. It is considered that these two alternative options are still relevant:
- *Establish a team from existing staff and backfill where appropriate: A number of existing staff are already heavily involved with the delivery of the large strategic sites and some of these officers could be used to form a more coherent and formal delivery team. This team would still require a team leader who would be offered an honorarium if the new role represented*

a higher grade than their substantive post. Furthermore, where the existing workstreams of team members are compromised then their roles will be backfilled.

- *Establish a virtual team from existing staff who will be required to incorporate strategic delivery into their current workstreams: This approach is the cheapest but least ambitious option. Whilst it is effectively maintaining the status quo it is unlikely to deliver the districts' more ambitious growth aspirations.*

5.2 These alternative options are viable propositions but they will be less effective than the establishment of a core, dedicated delivery team. As a consequence, the outcomes and benefits arising from the team will be limited.

6 RESOURCE IMPLICATIONS

6.1 The estimated cost of the team described in the paper (including on-costs) is £150-200k. The posts will need to be graded by both authorities and if an external candidate is successful there will need to be a decision on who will be the employing authority. A consultancy budget of £100k per annum will also be required.

6.2 The cost split decided by both Councils was SNDC: 55%, BDC 45% and at this stage this will be applied to the costs of the team. Further work is being undertaken as part of the budget setting for 2019/20 to decide whether this split is still appropriate moving forward.

6.3 After discussions with the S151's for both authorities the most appropriate approach is to include the costs as part of additional growth in 2018/19 and then include in the base budget from then on. This will have an impact of a draw on reserves in 2018/19 of a proportion of the costs. Therefore, in summary, if the total budget is spent the cost to each authority (assuming the above 45/55 split) is:

- Broadland: £135k pa
- South Norfolk: £165k pa

6.4 However, a bid of £150k to the Norfolk Business Rates Pool may limit this draw in the first year and the GDT should help to bring in additional income to both Councils which will offset the costs in the longer term. Furthermore, future successful bids for external

project funding may allow for some elements of the team's budget to be capitalised and recouped.

7 LEGAL IMPLICATIONS

7.1 There are no foreseeable legal implications apart from those referred to in the report and legal agreement.

8 RISK IMPLICATIONS

8.1 The various risks of either entering into this agreement or not entering into it have been explored in the main body of this report and in the feasibility report considered by both Councils in July.

9 EQUALITIES IMPLICATIONS

9.1 There are no foreseeable equalities issues arising from this report.

10 RECOMMENDATION

10.1 The Cabinet is **RECOMMENDED** to:

1. Agree to the establishment of the growth delivery team and the appointment of the three new posts; and
2. Delegate authority to the Chief Executives to agree any interim reporting arrangements.

Appendix 1

Extract from Feasibility report dated June 2018

1. Growth Delivery Team

- 1.1 BDC and SNC face unprecedented levels of growth, notably in the Broadland Growth Triangle, Long Stratton and the Norwich Research Park. In conjunction with this unprecedented growth, the planning system and the mechanisms by which growth is delivered have changed over the last 10 years. As a result, greater responsibility is given to the public sector to deliver the infrastructure required to support new homes and jobs. In order to help address these changes it is proposed to establish a Growth Delivery Team which would have responsibility for coordinating and leading a multifaceted programme of work associated the two districts' large strategic sites. This work will include: economic development and inward investment; infrastructure funding and delivery; planning; community engagement; land acquisition and/or development and project/programme management. Other specialist advice such as financial and legal advice can be procured from external consultants.
- 1.2 The team will consist of people with the professional expertise and skills to fulfil the abovementioned workstreams. However, it will also work closely with partners such as Norfolk County Council, Homes England, New Anglia LEP and other agencies.
- 1.3 This team will not duplicate or undermine the role fulfilled by the existing Development Management teams/officers responsible for the regulatory consideration and determination of the large strategic planning applications because it will focus its work on the holistic delivery of these sites such as job creation, infrastructure funding and delivery, the enhancement of existing and future communities, etc. These roles and functions are outside the jurisdiction of the regulatory planning function.
- 1.4 It is also considered that the formation of a growth delivery team is consistent with the feedback received from the development industry at the business breakfast. Notably the industry wants to see a more joined up planning and delivery process.
- 1.5 There are a number of ways of establishing a growth delivery team. Three options are explored below:

The creation of a bespoke, core delivery team: This would establish a core team of approximately five people consisting of a team leader, other professionals and administrative support. The professional posts should include inter alia: economic development, planning, and project management officers.

The team would coordinate the programme of work and it would also allow for greater resource to be directed towards associated responsibilities such as bid writing, communications, marketing and liaising/lobbying Homes England, Government, the LEP, etc. The

estimated cost of this team, including on-costs is approximately £250k. The delivery team posts would be advertised internally and externally but any posts left vacant as a result of internal appointments would be backfilled.

Establish a team from existing staff and backfill where appropriate: A number of existing staff are already heavily involved with the delivery of the large strategic sites and some of these officers could be used to form a more coherent and formal delivery team. This team would still require a team leader who would be offered an honorarium if the new role represented a higher grade than their substantive post. Furthermore, where the existing workstreams of team members are compromised then their roles will be backfilled.

Establish a virtual team from existing staff who will be required to incorporate strategic delivery into their current workstreams: This approach is the cheapest but least ambitious option. Whilst it is effectively maintaining the status quo it is unlikely to deliver the districts' more ambitious growth aspirations.

1.6 Members are advised that there are other options for establishing a growth delivery team, including a combination of the above options. For example, the economic development role in the team could also fulfil a wider economic growth role across the two districts, providing leadership and/or support to accelerate growth and increase productivity on agreed sites.

1.7 The key benefits of establishing a joint Growth Delivery Team are:

- It embraces the growing emphasis which is being placed on local authorities to proactively support and accelerate growth in their areas.
- It enables a team to develop its expertise in the delivery of strategic sites and to focus its efforts on such sites, working up infrastructure projects so they are 'oven ready' for funding bids.
- It strengthens bids for funding on the grounds that the Government often views joint bids more favourably.
- It will increase the likelihood that infrastructure will be delivered in a timely and coordinated manner.
- It demonstrates that the two districts are open for business and are prepared to work in an innovative manner.
- It will present opportunities for future investment for the two districts
- It will accelerate growth and thereby increase income via business rates, council tax, New Homes Bonus, CIL, etc.

2. Resource implications:

2.1 This report does not offer either district any short-term savings, however it is anticipated that through the alignment of the two planning teams, savings will be realised in the medium and long term.

- 2.2 Financing the new growth delivery team is an invest to save exercise as the initial investment will be repaid through an acceleration in growth which will return increased levels of council tax, business rates, planning fees and New Homes Bonus which could be used to fund the team in the longer term. However, in the short term and until the increased growth is delivered there will be a need to fund the team. It is therefore proposed that a combination of funding elements is utilised:
- Funding from any vacant posts which may be integrated into the joint team would be available. Subject to further work around roles and wider economic development resource this could equate to circa £70k plus on costs, however this funding element will not be equally distributed between the two councils.
 - Both districts are able to retain up to 5% of CIL receipts for administrative purposes and it is anticipated that this could release some funding which could be redirected to support the joint team.
- 2.3 Depending upon the scale of the delivery growth team further funding is likely to still be required, although the above funding streams demonstrate that an element of the additional costs to establish the team can initially be covered, therefore it is recommended that Officers investigate other funding opportunities such as submitting a funding bid from the pooled business rates fund alongside any national funding which becomes available. Alternatively, Members could look to utilise specific reserves such as SNC's Planning Delivery Reserve.
- 2.4 Please note that both districts have benefited from the Government's decision to increase planning fees by 20% from January 2018. This additional combined fee income could equate to up to £300k pa (based on fee income for 17/18) and Councils are required to use this money to reinvest in their Planning departments however in South Norfolk this funding has been used to retain temporary staff to deal with the increase in planning applications which would have not been retained had the increase not happened.
- 2.5 The proposals in this report represent an 'invest to grow' approach: There are unprecedented opportunities to secure funding for the delivery of growth. This includes the successful Expression of Interest for the 'Forward Funding' Housing Infrastructure Fund (HIF) which could secure circa £54m infrastructure funding for the Broadland Growth Triangle. It also includes an opportunity to secure funding for a significant proportion of the costs of the Long Stratton bypass.
- 2.6 Directing resources to the delivery of strategic sites, notably via the growth delivery team, will place to two districts in a stronger position to secure funding from the Greater Norwich partnership, the New Anglia LEP and Government. In addition, any acceleration in the delivery of growth secures greater income through Business Rates, Council Tax, New Homes Bonus and CIL.
- 2.7 Savings will arise in the medium/long term: It is anticipated that savings will arise in the longer term. Two obvious examples are savings in salaries and IT as the districts progress towards a joint Planning service.

3. Conclusions:

- 3.1 The benefits associated with a joint Planning team and the proposals incorporated in this report are undeniable. A joint Planning service will provide a more consistent service to our customers and it will allow roles to be shared. However, the greatest benefits are found in the increased opportunities to work together to lever in funding to support, accelerate and enhance the significant growth agendas in the two districts. This also enables the two districts to jointly take a holistic approach to growth which ensures that economic growth and community development have a key role alongside the planning function.
- 3.2 If this approach is to be fully embraced it will increase the two Council's costs initially, however, this is considered to represent an 'invest to grow' approach and income streams which can be utilised to cover the majority of extra costs. It is also anticipated that medium and long-term savings will be realised through the alignment of the planning teams across the two councils.

Anticipated interaction between the GDT and other bodies/organisations:

Developers and other key players in the development industry:

Work collaboratively with developers and other key players to overcome obstacles to growth, to deliver infrastructure in a timely manner, to enhance the quality of new and existing communities where they directly relate to the strategic growth sites. Where appropriate this may include entering into joint ventures and/or sharing 'risk and reward' with developers, promoters and landowners.

Work alongside landowners and developers to explore and secure private investment in infrastructure and growth where appropriate.

Local communities:

Engage with local communities to help shape future growth proposals and to capture the appropriate enhancements to the existing community. Where appropriate this may include helping the local Parish Council(s) to direct local CIL funds arising from the strategic growth to enhancement projects.

Government:

Prepare bids for Government funding.

Engage with Government departments, notably the Ministry of Housing, Communities and Local Government, to raise the profile of Broadland and South Norfolk's proactive approach to delivery and identify any opportunities for additional and/or bespoke Government support.

Establish links with local MPs to ensure that they are informed and supportive of the team's programme of work.

Other national bodies:

Engage with Homes England to raise the profile of Broadland and South Norfolk and harness any support available from HE.

Engage with national developer bodies to encourage a broader pool of developers in the Greater Norwich area.

New Anglia LEP:

Establish a strong and positive working relationship with NALEP which helps maximise the funding secured to support inclusive growth in Broadland and South Norfolk and enhances the delivery of infrastructure in terms of timeliness and quality.

Greater Norwich Partnership:

Maintain clear 2-way engagement with the Greater Norwich partnership to ensure that the team's programme of work is consistent and coordinated with the Greater Norwich delivery programme and plans and the Greater Norwich City Deal. Also, to maximise the funding secured through pooled CIL for projects in the strategic growth sites. Where such funding is secured the team will work to ensure that the respective projects are delivered in a timely and effective manner.

County Council:

Work closely with officers at Norfolk County Council, notably in the Highway Authority, to ensure a joint approach to infrastructure delivery and the wider delivery of growth. In particular work jointly with County Council officers to secure and subsequently deliver: the HIF bid for the Broadland Growth Triangle, the Major Roads Network bid for Long Stratton Bypass, and a comprehensive package of infrastructure to support the UEA and NRP.

Existing officer teams:

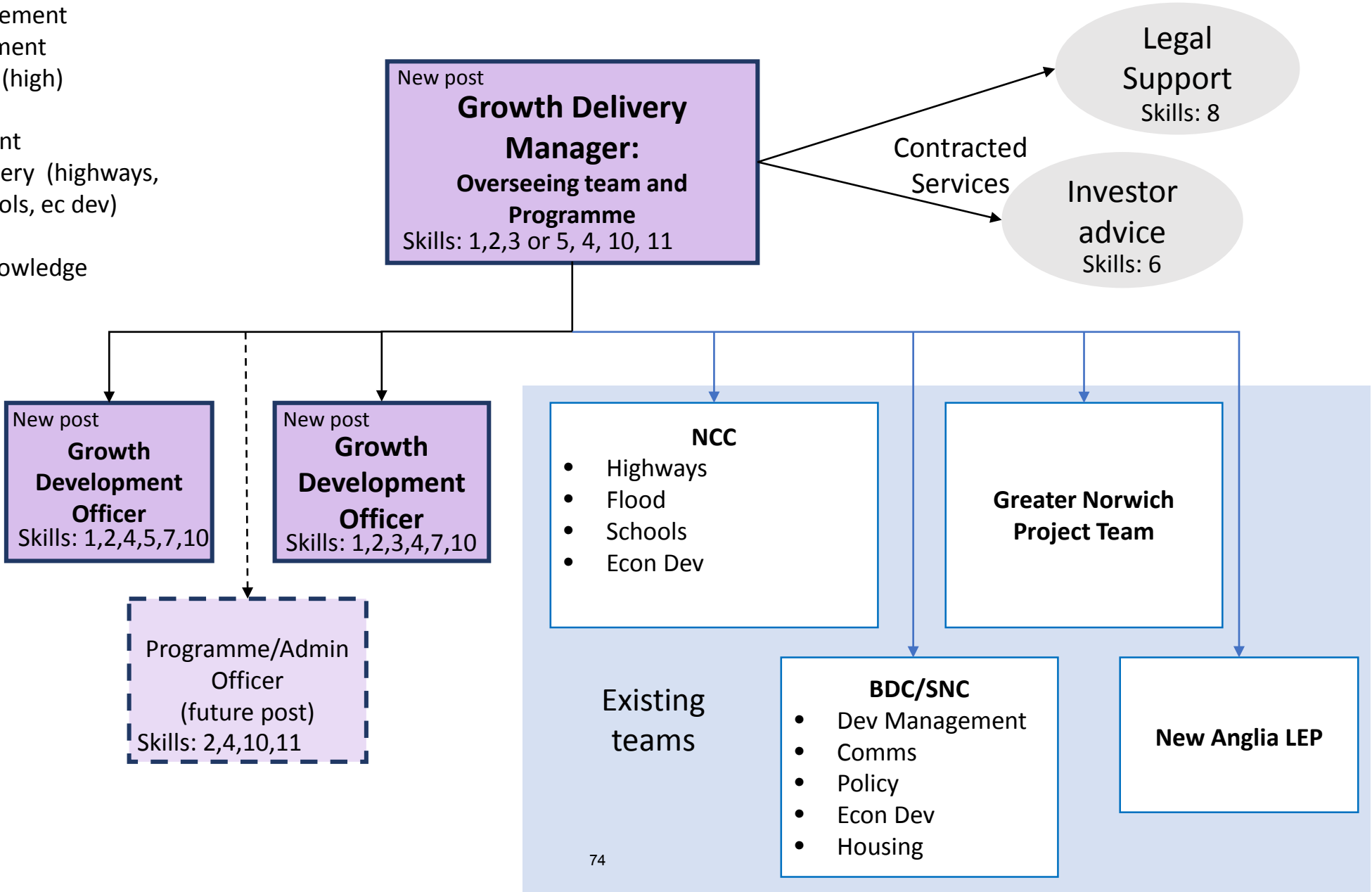
The GDT is not intended to duplicate the regulatory role of the Planning departments at Broadland and South Norfolk. However, the GDT will work closely with the DM teams to ensure the smooth delivery of growth across the districts, whilst maintaining a 'Chinese wall' to prevent any conflicts of interest. The GDT will also work closely with other teams, notably economic development, housing, planning policy, etc.

Media:

To communicate, via the Council's communications leads, positive news and successes regarding the delivery of growth in Broadland and South Norfolk.

Skill Set

- 1. Leadership
- 2. Programme Management
- 3. Economic Development
- 4. Interpersonal Skills (high)
- 5. Planning
- 6. Finance – Investment
- 7. Infrastructure Delivery (highways, energy/water, schools, ec dev)
- 8. Legal support
- 9. Housing Market Knowledge
- 10. Political nous
- 11. Communications



Job Description

Job Title: Service: Location:	Growth Delivery Manager	
Responsible for:	Delivery of Strategic Growth	Accountable to:

Job Summary

- Provide the strategic leadership to coordinate and accelerate delivery of productivity growth including an agreed portfolio of key sites which will drive growth and productivity across the Broadland and South Norfolk elements of Greater Norwich.
- Utilise internal resources and that of partners to work in a collaborative and coordinated way to deliver funding, investment and growth across Broadland and South Norfolk, realising tangible benefits for residents and businesses.
- Contribute to the delivery of New Anglia LEP's Economic Strategy, the Greater Norwich City Deal and the plans of the two autonomous Councils.

Key Responsibilities**Strategic**

- Lead the growth delivery team and its programme of work to accelerate growth and promote quality development in the Districts' strategic sites namely: Beeston Park, Long Stratton, Norwich Research Park and Rackheath.
- Work actively with developers, promoters and landowners on the portfolio of strategic sites to identify and remove barriers, accelerate development and realise investment.

- Work collaboratively with partners, including Norfolk County Council and New Anglia LEP, to overcome obstacles to growth, to deliver infrastructure in a timely manner, to enhance the quality of new and existing communities where they directly relate to the strategic growth sites
- Develop the business case and submissions to support bids for significant funding for projects and activity to bring forward the strategic sites and associated initiatives.
- Foster relationships with key intermediaries including relevant Government departments to raise the profile of Broadland and South Norfolk's proactive approach to delivery and identify any opportunities for additional and/or bespoke support.
- Develop proposals for consideration which could accelerate the delivery of the portfolio of sites, including options around property joint ventures.

External

- Develop a network of contacts to enable collaborative and fast-moving delivery.
- Represent and promote the councils as appropriate to your role at local and national levels. Foster relationships to ensure a positive view of Greater Norwich and the councils as organisations and to influence agendas to meet the councils' needs.
- Proactively take steps to be aware at an early stage of changes in government policy and other national issues.

Internal

- Liaise with relevant Members and Officers, keeping them informed of relevant issues and seeking opinion/guidance as necessary. Ensure clear and concise reports are presented to the appropriate Committee(s) in a professional manner.
- Ensure compliance with each Councils' processes, policies and procedures including finance, performance, HR, governance, health and safety, information management, data protection and equalities.

- Within your remit ensure the Councils meet their statutory obligations and that the highest standards of governance, probity and good conduct are maintained at all times.

Other

- Lead by example and develop, deliver and promote effective communications externally and internally.
- To actively promote and practice the organisation's values and to work effectively with others to deliver outcomes in corporate areas across the Councils.
- Any other appropriate duties to help the council meet its objectives



CABINET CORE AGENDA 2018

	Decisions: Key, Policy, Operational	Key Decision/Item	Lead Officer	Cabinet Member	Exempt Y/N
10 Sept	K	Norfolk Health and Wellbeing Strategy	J Sutterby / S Cayford	Y Bendle	N
	O	South Norfolk Business Awards – Growth in South Norfolk	D Lorimer	J Fuller	N
	K	Growth Delivery Team	P Courtier / D Lorimer	J Fuller / L Neal	N
Council 17 September					
8 Oct Special Meeting	O	Greater Norwich Local Plan Consultation on Additional Sites	J Walchester	J Fuller	N
5 Nov	O	Performance, Risk and Capital Budget Position for Q2 2018/19	E Pepper/M Fernandez-Graham/ E Goddard	B Stone	N
	O	Treasury Management Half Yearly Report	M Fernandez-Graham	B Stone	N
	K	SN Local Development Scheme - Update	J Walchester	J Fuller	N
	O	CNC Business Plan	D Lorimer	L Neal	Y
10 Dec	O	Conservation Area Boundaries and Appraisals for Brockdish, Saxlingham Green, Saxlingham Nethergate and Shotesham.	C Bennett	L Hornby	N
	O	Member-Led Grants	M Pursehouse	M Edney	N
Council 10 December					

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.