Full Council  
Monday 18 September 2017  
Agenda Item 7

Future Opportunities  
Partnership working – Broadland and South Norfolk

Report of the Leader of the Council  
Cabinet Member: John Fuller, Leader of the Council  
Supported by: Sandra Dinneen, Chief Executive

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1. Introduction

1.1 The purpose of the report is to gain the views of Full Council on proposed future joint working between South Norfolk Council and Broadland District Council. The report asks the Council to endorse the development of a case for working together and to support the development of governance arrangements to guide the process.

1.2 A joint report, developed collaboratively by the two Leaders from Broadland and South Norfolk with the support of a small officer team can be found in Appendix A. The report sets out the national context in which both authorities are operating, the shared challenges they face, the similarities between the two places and organisations and the shared outcomes which working more closely together could deliver. The report will also be discussed by Full Council at Broadland District Council on the 21st September 2017.

1.3 This covering report provides a high-level summary of the attached report and the recommendations to Full Council.

2. Background/Current Position

2.1 Local government and the public sector as a whole is facing unprecedented challenges, not only in terms of financial pressures, but also in terms of demographic changes. For South Norfolk and Broadland, these national challenges have translated into shared local challenges, specifically around economic growth, housing growth, the 5 year land supply, supporting improved health and well-being outcomes and long-term budgetary issues.

2.2 Both authorities have been proactive in responding to challenges by delivering services more effectively and establishing additional income streams. It will be increasingly important for both councils to ensure that they are resilient to future changes and challenges so that they can continue to provide those services that residents value the most.

2.3 Alongside the development of devolution proposals, it is clear that Central Government are keen to encourage authorities to explore the transformation of local government in localities. The recent devolution negotiations are clear evidence of Broadland and South Norfolk’s shared appetite and support for driving growth and delivering services more effectively at a local collaborative level.
It will be important for both South Norfolk and Broadland to take a pro-active role in developing future local transformation solutions to tackle shared challenges.

2.4 Authorities across the country have been exploring and implementing shared officer teams and have been working more collaboratively to deliver outcomes for their residents, and support the delivery of key national policies. The benefits to be gained from shared services are clear, with the LGA predicting £640 million has been saved for the tax payer, with multiple benefits aligned with the changes. Recent research by the District Councils’ Network (DCN) has shown that district councils anticipate a number of significant changes to the way they deliver services in their localities over the coming years.

2.5 Historically, South Norfolk and Broadland have a strong background of collaboration and partnership working across a range of services (such as growth and early help), placing us in a good position to look to explore the options for more strategic working across a shared officer team.

2.6 Successful joint working requires shared drivers for change, together with a degree of commonality, both in terms of the organisations themselves and how they work, and the districts which they serve. Broadland and South Norfolk are similar across a number of areas including demographic profile, economic geographies, local economies and also organisational composition. Further details can be found in the attached report and appendices.

3. Proposals

3.1 The full report attached outlines how strategic working between the two authorities through a shared workforce presents an opportunity for Broadland and South Norfolk to work together to tackle the shared challenges outlined and work more efficiently and effectively together. The report asks Council to consider developing a case for working together to recognise the two Councils shared ambitions to maximise quality of life, deliver growth at a scale that is relatable to businesses and residents and to make Broadland and South Norfolk some of the best places to live in the country.
3.2 If agreed, officers from both authorities will move forward with developing a case for working together which will investigate options and opportunities of working together through a shared officer team. It is expected this initial case will take approximately four to six months to complete. A report will then be brought back to Full Council outlining proposals and options.

3.3 It is expected that consultancy support will be appropriate for developing the case for working together. This will provide a framework within which to build the case, provide expert support and quality assurance. A working budget of £25k is proposed to fund this project, with officer time being met from existing resources. All external costs are agreed to be shared between Broadland District Council and South Norfolk Council.

4. Risks and implications arising
4.1 Financial Impact – Future costs and savings arising from closer collaboration will be set out in the case for working together and will be subject to further decisions from Council

4.2 Reputational Impact - Exploring partnership working opportunities carries reputational risks in the event that agreement cannot be reached or compromises need to be made. This is mitigated to a certain extent given the history of collaboration between the two councils, the shared challenges faced and the pursuit of common outcomes.

5. Recommendation
5.1 The Council is RECOMMENDED to:
   1. Mandate the approach as set out in Appendix A to this report and agree for a case to be developed, exploring the opportunities for shared management and working.

   2. Delegate to the Chief Executive in consultation with the Leader of the Council the authority to agree the governance arrangements for the Members Working Group and joint Council Scrutiny Group for the delivery of the project with the Chief Executive and Leader of Broadland District Council.

   3. Agree a working budget of £25k.
6. Suggested next steps – subject to agreement

6.1 Subject to Member approval of the recommendations, the next steps are suggested to be:

- Developing a case for working together, exploring the opportunities for shared officer team across the partnership. It is expected this document would take between 4-6 months to complete, looking to report back to members in March/April time.
- Establishing a joint-council project team to lead the practical delivery of project.
- Establishing a Joint Members Working Group and Joint Scrutiny Group to support and oversee the delivery of the collaboration. For South Norfolk, Michael Edney will be the lead member responsible for the delivery of the collaboration.
- Develop a high-level timeline and project plan for the delivery of the project.
Partnership working – Broadland and South Norfolk

Summary

The purpose of the report is to seek the views of both Broadland District Council and South Norfolk Councils on proposed future joint working between the two authorities. The report outlines the current shared challenges faced by the authorities and the opportunities and benefits sought by developing their strategic partnership through a shared officer team.

Broadland and South Norfolk have similar geographies, demographics and economies. The two councils already work together on a significant number of areas including housing and economic growth, keeping people independent in their own homes, audit services and building control.

With the increasing need to have powerful fiscal incentives to grow the economy and build homes, growing pressures nationally on councils’ finances and the need to continue to support quality staff recruitment and retention, it makes sense for the two councils to consider a more integrated approach to delivery for residents, businesses and visitors. A more collaborative approach would support the two councils to improve service delivery, enhance quality of life, support more effective and efficient working and better reflect the way in which people live their lives.

The report asks the Councils to endorse the development of a case for working together and to support the development of governance arrangements to guide the process.

Background and Context

National challenges for the local government sector

Local government and the public sector as a whole is facing unprecedented challenges, not only in terms of financial pressures, but also in terms of demographic changes. Nationally, authorities are considering different options for improving service delivery, whilst ensuring financial resilience for the future. Within local government, there has been a move towards the sharing of service delivery across partners, as a way of both improving the outcomes for residents to reducing costs to the public purse. Decreasing grant income from Central Government such as the upcoming withdrawal of the Revenue Support Grant (RSG) and continuing uncertainty around 100% Business Rates Retention (BRR) has encouraged authorities to review the way in which they fund and structure services, with many looking to more innovative ways of operating.

The government is increasingly linking funding to incentivising growth - for example business rates retention, Housing Infrastructure Fund, the Community Infrastructure Levy and changes to New Homes Bonus. All present opportunities for collaborative working between the two districts to further drive growth and generate revenue.

What this means for South Norfolk and Broadland

Facing these national issues will prove a challenge when it comes to service delivery. For South Norfolk and Broadland, these national challenges have translated into shared local challenges, specifically around economic growth, housing growth, the 5 year land supply, supporting improved health and well-being outcomes and long-term budgetary issues.

Both authorities have been proactive in responding to challenges by delivering services more effectively and establishing additional income streams. It will be increasingly important for both councils to ensure that they are resilient to future changes and challenges so that they can continue to provide those services that residents value the most.
Though the financial climate is a driver for transformation, both authorities share the same values of working more effectively to deliver improved outcomes for residents and driving growth for people and place. This focus on outcomes provides a good starting point for building on the two councils already effective partnership, and exploring opportunities for working more strategically together through a shared workforce.

With South Norfolk and Broadland both strong advocates for the benefits of a potential devolution deal for the region, the recent failure to progress with the Norfolk and Suffolk devolution bid was disappointing and arguably a missed opportunity. As focus nationally turns towards those with existing deals, it will be increasingly important for the two councils to demonstrate their continued willingness to work together to bring additional resources and powers to the region to tackle shared challenges.

For South Norfolk and Broadland, the importance lies in staying ahead of the curve. National policy direction is indicating that central government is keen to encourage the transformation of local government/public services in localities as a means of tackling shared challenges through local solutions.

**The transformation of local government in localities - national policy direction**

It is clear that alongside the development of devolution proposals, central government is keen to encourage those councils that want to explore the transformation of local government/public services in localities and are able to reach consensus to do so. It will be important for both Broadland and South Norfolk to take a pro-active role in developing transformation solutions that best meet the needs of the people and places they serve, rather than wait to be ‘done unto’.

Many councils, including districts, up and down the country have already developed and are implementing proposals to share officer teams and work more closely together. The LGA has detailed the wide-ranging forms of shared services across the country, from sharing all services and staff to the sharing of senior management and leadership. Research by the LGA has estimated shared services has saved around £640 million for the tax payer, with further savings being delivered through subsequent transformation of services further down the line. Specific benefits cited by councils include reduction of duplication, securing economy of scale from greater use of fixed assets, sharing of best practice across partnerships, opportunities for the redesign and transformation of services so they better meet the needs of customers, increased professional opportunities for staff, greater capacity and resilience and an increased ability to invest in infrastructure. Examples of shared services can be found in Appendix A1.

Recent research by the District Councils’ Network (DCN) has shown that district councils anticipate a number of significant changes to the way they deliver services in their localities over the coming years. Collaboration is part of the DNA of districts and their desire for innovation. A large proportion of districts see themselves as moving towards shared services in 2 years’ time, with the largest proportion of districts seeing themselves as joining formal district clusters in 5 years’ time.

**Working more effectively together to support the delivery of key national policies**

*Industrial Strategy* - The government’s draft Industrial Strategy published in January this year, outlines the national vision for driving economic growth across the whole of the country and the bringing together of key sectors, places and institutions to support this. Working together as a partnership, South Norfolk and Broadland would be in a better position to deliver on these
objectives at a scale that makes sense both for businesses and residents, supporting the promotion of the Greater Norwich economy.

**Housing White Paper** - The government’s Housing White Paper published in February this year set out the broad range of reforms to enhance the housing market and increase the supply of new homes. South Norfolk and Broadland have a strong history of working together to support the delivery of the right mix of homes for residents through the Greater Norwich partnership and our enhanced collaboration will enable us to continue to support housing growth in the context of the government’s housing reform.

**Brexit** – The ongoing negotiations between Brussels and the UK central government provide potential opportunities for local government to take on more powers and additional resources. By working more collaboratively, South Norfolk and Broadland may be in a better position to benefit from increased opportunities as a result of Brexit.

**Broadland and South Norfolk Councils – a strong track record of collaboration in Greater Norwich**

South Norfolk and Broadland have a strong track record of partnership working and are proud of the collaborative approaches of strategy development and service delivery we have undertaken over the past years;

- **Greater Norwich Growth Board (GNGB)** has played a key role in driving economic and housing growth in our areas. Key GNGB successes include the securing of crucial road investments for the Norther Distributor Route with innovative forward funding using Community Infrastructure Levy.
- **Greater Norwich City Deal** – Broadland and South Norfolk have worked together alongside our Greater Norwich partners to secure the Greater Norwich City Deal in 2013, enabling additional jobs and housing for the region.
- Greater Norwich was one of the first areas in the country to pool our **Community Infrastructure Levy**.
- Working together on **CNC Building Control** has used our collective resource more efficiently and effectively to ensure regulated development in our region.
- Sharing our **Care and Repair** posts has meant that we have been able to effectively support our residents stay warm and well across the two districts.
- The **Internal Audit Consortium** which has been in place since 2003, has allowed for us to strengthen our partnership working and provide a high-quality service.

**Broadland and South Norfolk – our similarities**

Successful joint working requires trust between the partners and shared drivers for change, together with a degree of commonality, both in terms of the organisations themselves and how they work, and the districts which they serve. Broadland and South Norfolk are similar across a number of areas as outlined below. Further information on these can be found in Appendix A2.

- **People** - similar resident profiles in terms of population and employment figures.
- **Place** - similar and shared economic geographies across a Functional Economic Area which span both rural and urban areas including the Norwich fringe, with both districts also having parishes. We have a common understanding of place and place-based growth.
- **Local economies** – South Norfolk and Broadland have a complementary economic offer including numbers of businesses, survival rates and start-ups, across a scale which makes sense to people and businesses.
• The organisations – the two councils are similar in terms of our organisational composition, member numbers, wards and budgets.

Corporate Priorities

Corporate priorities are an indicator of where organisations focus resources and efforts in terms of service delivery. Table 1 below outlines the corporate priorities for both Broadland and South Norfolk. As can be seen, there are commonalities between priorities, which can be grouped in 4 themes, namely; growing the economy, quality of life, value for money – working effectively and looking after people – health and wellbeing.

Table 1: Similarities between corporate objectives

<table>
<thead>
<tr>
<th>Theme</th>
<th>Broadland District Council</th>
<th>South Norfolk Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growing the economy</td>
<td>To deliver economic success in our area</td>
<td>Economic Growth, Productivity and Prosperity – Providing the conditions to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>To achieve environmental excellence in everything we do</td>
<td>Place, Communities and Environment – Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages</td>
</tr>
<tr>
<td></td>
<td>To keep people safe and secure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To plan and provide well housed communities</td>
<td></td>
</tr>
<tr>
<td>Value for money - working effectively</td>
<td>To continue to provide high quality, value for money services on our own or as a trusted partner</td>
<td>Moving forward together – Customer focussed, can do and collaborative, and business-like, efficient and entrepreneurial</td>
</tr>
<tr>
<td>Looking after people – health and wellbeing</td>
<td>To increase levels of health and wellbeing</td>
<td>Health, Well-being and Early Help – Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents</td>
</tr>
</tbody>
</table>

Culture, Ethos and Values

Organisational culture is an important factor when it comes to looking at the potential of shared services between different authorities. Culture and values showcase the way in which authorities ‘do what they do’ and need to be considered when looking at joint working.

With reduced central government funding, both councils have been taking steps to develop innovative ways to provide effective and efficient services which build resilience and generate savings. This is reflected in the shared culture and ethos of the two organisations of driving commercialisation and embodying an entrepreneurial style in the way services are delivered. For example, both organisations have set up similar housing companies (Big Sky and Broadland Growth).

Being pro-growth is also high on both Broadland and South Norfolk’s delivery agendas. As part of Greater Norwich, both authorities are proactively promoting Greater Norwich as a key engine of growth, working to increase investment and support employment, business and housing growth across the Greater Norwich area.
Both Councils have been leading authorities in the development of early intervention initiatives and have demonstrated our commitment to intervening earlier to improve the health and wellbeing of our areas. Both Councils have high performance indicators on key services such as recycling.

**Recognising and respecting our differences**

It is clear that Broadland and South Norfolk share a significant number of commonalities. We must also recognise however, that there are areas in which the two authorities differ in terms of organisational culture and delivery approach. For example, South Norfolk has a number of ‘in-house’ services it delivers such as Waste Management; whereas Broadland commission these services externally. South Norfolk also delivers additional services such as Leisure Centres which mean that Council tax levels are different for the two authorities. There are also differences to our respective approaches to staff engagement and service improvement.

Whilst these issues are common to many collaborative ventures, it will be a key element of the case for working together to engage with staff and members from across both councils to acknowledge key differences and identify the strengths they bring to a future partnership.

**Our shared key challenges**

Both Broadland and South Norfolk share, just as other councils do nationally, increasing concerns when it comes to the need to make significant savings whilst improving outcomes for residents, maintaining resilience and delivering a quality service standard. Shared current and future challenges include:

**Driving Growth across Greater Norwich**

South Norfolk and Broadland’s economies have performed well compared to the rest of Norfolk and the region, with significant potential growth forecasted over the next 20 years.

Broadland and South Norfolk have collectively seen an increase of 10% of business rates collected over the past 5 years and a 22% increase in New Homes Bonus over the past 2 years. The districts have a collective business base of nearly 10,200 and had a collective GVA of £4.8bn in 2011. One of the reasons for formal strategic and operational collaborations across Greater Norwich (e.g. the Greater Norwich City Deal, Greater Norwich Growth Board) was the recognition of shared challenges when it comes to driving economic growth. To date work through the Greater Norwich partnership has delivered significant results, such as being one of the first areas in the country to pool our CIL funding and the securing of funding for key infrastructure projects. By working closely together at a geography and scale that residents and businesses relate to, there is the opportunity to face interconnected challenges more strategically, supporting the long-term growth of the Greater Norwich area. In turn, this would enable us to work more closely in a Greater Norwich context, as a shared workforce and bring our services closer together, whilst maintaining democratic responsibilities to separate sovereign councils.

**Supporting Local and Regional Housing Need**

Broadland and South Norfolk have seen an increase of 110% of completed dwellings and affordable housing of 45% over the past 5 years. In 2016/17 Broadland and South Norfolk accounted for 1% of the total completed dwellings nationally and also 1.5% of completed affordable housing nationally.

As the population in the two districts continues to grow, there will be an increasing need to ensure we have the right mix and number of houses to meet the needs of the diverse population. Whilst the joint Greater Norwich Local Plan will support a more joined-up approach to housing growth and
delivery across the Greater Norwich area, increased collaboration between Broadland and South Norfolk will support the authorities to ensure homes are developed to best meet the needs of residents, tackle outstanding permissions to make them a reality and support long-term economic growth.

In addition, both Councils are non-stockholding authorities of social rented housing. Increased collaboration will help ensure that the councils can work more effectively with their partners to support provision for those who need it across the two areas.

The authorities’ housing development companies Big Sky Developments and Broadland Growth also present further opportunities for the councils to directly deliver housing for our local communities.

Health and Well-being

Both authorities recognise the importance of supporting health and well-being initiatives when it comes to delivering better outcomes for residents and improving the long-term impact on other public sector agencies. Though both councils have a focus on early help and prevention, there are still key shared challenges to face in the coming years:

- An ageing population – South Norfolk and Broadland have an ageing and growing population. Projections show an estimated increase of population aged 65+ between 2014-2024 of 17.6% for Broadland and 21.4% in South Norfolk. This will have an impact on increasing service demands for both the NHS and wider health services, and local authorities themselves.
- Deprivation – though both areas score low in terms of being areas of deprivation, there are still pockets of deprivation within both districts where groups of people do not experience the same outcomes as others. This will become an increasing challenge in the future with population and housing growth.
- Reinvestment into district council services – by working collaboratively South Norfolk and Broadland will have a stronger voice in terms of promoting the reinvestment into district health and wellbeing services by other public sector bodies that benefit from the long-term impact of these district interventions.

Service Transformation

Transformation in how we deliver our services is a strong driver for increasing our partnership working. The way in which we deliver services over the last 10 years has changed significantly, with both authorities recognising that as we continue to respond to external challenges we will have to continuously improve and transform our services to ensure we best meet the needs of our customers. For example, prioritising Digital Services by Design will become increasingly important when looking to improve the customer experience.

Financial challenges

Local government is facing significant financial challenges due to changes to local government funding including reductions to Revenue Support Grant, changes to New Homes Bonus and uncertainty regarding the 100% retention of business rates. This difficult climate has led to many local authorities reviewing the way in which they deliver their services, with many looking outwardly to seek innovative solutions to the funding challenges they face. Table 2 briefly outlines the current financial situation and funding challenge that both authorities face over the coming five years:
Table 2 – Financial Challenges

<table>
<thead>
<tr>
<th></th>
<th>Broadland District Council</th>
<th>South Norfolk Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current budget</td>
<td>£11.3 million</td>
<td>£12.4 million</td>
</tr>
<tr>
<td>(excluding parish precepts and street lighting)</td>
<td></td>
<td>(excluding parish precepts and street lighting)</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td>£1.7 million</td>
<td>£3 million</td>
</tr>
<tr>
<td>(excluding Broadland Growth)</td>
<td></td>
<td>(excluding NRP, Enterprise Zone, Big Sky Developments)</td>
</tr>
<tr>
<td>Savings to be made</td>
<td>£1.3 million deficit by 2020</td>
<td>£700,000 deficit by 2021 rising to £2 million by 2022</td>
</tr>
<tr>
<td>Council Tax Levels – Band D</td>
<td>£116</td>
<td>£140</td>
</tr>
</tbody>
</table>

To respond to these challenges, both councils will need to ensure we take more control over our fiscal futures, proactively working more efficiently and effectively, and developing solutions to stay ahead of the curve of funding reductions, addressing uncertainty and providing opportunities to adapt and change.

**Developing a workforce fit for the future**

Both Councils recognise the importance of attracting and retaining high quality staff. A shared workforce through enhanced collaboration has the potential of providing further incentives to attract and retain staff, widen the skills and expertise within the respective organisations and create greater capacity and resilience. This will in turn provide greater personal opportunities for staff in the future, making us the ‘go to’ councils to work for.

**Areas the case for joint working will cover**

In order to respond to the above challenges the case around joint working will look to address the following areas:

- How we continue to drive significant growth across the Greater Norwich area
- How we ensure the 5-year land supply and right mix of housing through the Greater Norwich Local Plan
- How we can work more effectively with wider public sector partners to support improvement in the Health and Wellbeing outcomes of our residents, supporting reinvestment in council services
- How we can share best practice across the two organisations supporting continuous service improvement to work more effectively
- How we will determine the future leadership of the shared workforce and support the ongoing development of staff.
Our Key Outcomes

In order to tackle the challenges outlined, there is the potential for Broadland and South Norfolk to work together to transform the way in which we work. The key aims of this collaboration would be:

- Delivering long term vitality, growth and better outcomes for the residents and businesses of South Norfolk and Broadland.
- Delivering more efficient and effective services

What’s the opportunity?

The report has set out the national context in which both authorities are operating, the shared challenges they face, the similarities between the two places and organisations and the shared outcomes which working more closely together can deliver.

Strategic working between the two authorities through a shared workforce presents an opportunity for Broadland and South Norfolk to work together to improve outcomes for people and place, drive a step change in growth, create opportunities for service improvement and innovation and work more efficiently and effectively. Although cost savings are a potential outcome of working more closely together, the proposal is not purely financially motivated. It is about recognising shared ambitions to maximise quality of life, with growth at a scale that businesses and residents can relate to and make Broadland and South Norfolk some of the best places to live in the country.

The next step, subject to member approval, will be to develop a more detailed case for working together, which explores in more depth the opportunities available and the options which support these.

Conclusion

The councils are requested to mandate the approach and agree for a case to be developed, exploring the opportunities for shared management and working. The councils are also asked to support a decision for governance arrangements for the delivery of the project to be delegated to the Leaders of both councils.
### Appendix A1 – Shared Services Examples

<table>
<thead>
<tr>
<th><strong>East Suffolk</strong> councils have a number of shared services in place which have improved methods of working, provided more opportunities for further transformation and improved flexible working. They have shared a Chief Executive since 2008 and have established shared senior management teams and have merged several teams across key services from both of the districts.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cherwell and South Northamptonshire</strong> first developed joint partnership working in 2011 by combining their senior management and back office functions. They are continuing to find efficiencies through their shared partnership approach.</td>
</tr>
<tr>
<td><strong>Chiltern and South Bucks</strong> began their shared service journey by firstly sharing a management team and Head of Services in 2012. After this, they began joining service delivery across the two councils, with sixteen joint teams now being fully operational. In 2015 the councils began to further integrate their operations through a transformation programme of culture change, mobile and agile working, service realignment around the customer and digitisation.</td>
</tr>
<tr>
<td><strong>Bromsgrove District Council and Redditch Borough Council</strong> in 2008 recruited to a joint chief executive post. Their shared services approach has developed over the years and they now share a broad range of services such as ICT, Leisure, policy, democratic services, customer services and economic development.</td>
</tr>
</tbody>
</table>
Appendix A2 – Our shared similarities

People

The areas of South Norfolk and Broadland have very similar resident profiles in terms of population and employment figures. This allows for synergies to be made across strategy and operational delivery between the areas.

Table 1: Similarities – People

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Broadland</th>
<th>South Norfolk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>127,500</td>
<td>132,800</td>
</tr>
<tr>
<td>% in employment</td>
<td>80.5%</td>
<td>83.2%</td>
</tr>
<tr>
<td>% not in employment</td>
<td>2.8%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Life expectancy</td>
<td>81.7</td>
<td>80.7</td>
</tr>
</tbody>
</table>

Nomis Labour Market Profiles

Place

The two areas have similar and shared economic geographies which span over both rural and urban areas including the Norwich fringe, with both districts also having parishes. Broadland boasts key market towns such as Aylesham and Wroxham, with South Norfolk also home to other market towns such as Wymondham and Harleston. Travel to Work Areas (TTWA) are often used as proxies for Functional Economic Areas and are important indicators in identifying suitable scales and geographies for growth. Both districts make up the largest proportion of the Greater Norwich area, and cover a significant proportion of the Norwich Travel to Work area.

Local Economies

South Norfolk and Broadland have a complementary economic offer. Increased strategic working would provide an increased ability to work at a scale which makes sense economically to residents and businesses. The areas are key to future economic growth within Greater Norwich, the wider region and nationally.

Broadland and South Norfolk have a broad economy, with a range of small, medium and large size businesses. Broadland boasts a strong finance economy, with South Norfolk attracting an economy of life sciences. As can be seen in the tables below, Broadland and South Norfolk have very similar local economies and shared sector strengths, allowing for collaborative working with shared objectives.
Table 2: Similarities – economies

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Broadland</th>
<th>South Norfolk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of businesses</td>
<td>4,695</td>
<td>5,490</td>
</tr>
<tr>
<td>Estimated GVA 2011*</td>
<td>2.5bn</td>
<td>2.3bn</td>
</tr>
<tr>
<td>Business start-ups per 1000 population*</td>
<td>4.09</td>
<td>4.1</td>
</tr>
<tr>
<td>No. of active business per 1000 population*</td>
<td>37.43</td>
<td>38.5</td>
</tr>
<tr>
<td>Five-year Business survival rate*</td>
<td>47.1%</td>
<td>45.7%</td>
</tr>
</tbody>
</table>

*East of England Forecasting Model

Table 3: Similarities - Shared business and sector strengths

<table>
<thead>
<tr>
<th>Employment by occupation</th>
<th>Broadland</th>
<th>South Norfolk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers, Directors and Senior Officials</td>
<td>16.5%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Professional Occupations</td>
<td>20.5%</td>
<td>23.9%</td>
</tr>
<tr>
<td>Associate Professional &amp; Technical</td>
<td>11.7%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Administrative &amp; Secretarial</td>
<td>6.9%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Skilled Trades Occupations</td>
<td>11.2%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Caring, Leisure and Other Service Occupations</td>
<td>7.8%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Sales and Customer Service Occs</td>
<td>10.8%</td>
<td>6.6%</td>
</tr>
</tbody>
</table>

Nomis Labour Market Profiles 2016/17
The Organisations

Important to the development and potential of joint working is the commonalities between current service delivery and the organisations themselves. Table 4 below outlines the similarities between the two councils in terms of their organisational composition, member numbers, wards and budgets. South Norfolk has a higher staff number, mainly due to having internal leisure and waste management staff; something which will be taken into account through the development of the more detailed case for working together.

As district councils, we both deliver many of the same services which will be advantageous in terms of developing future proposals on areas for collaboration and innovation.

Table 4: Similarities - organisations

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Broadland</th>
<th>South Norfolk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Numbers</td>
<td>244</td>
<td>485 Includes leisure and waste management staff</td>
</tr>
<tr>
<td>Number of Councillors</td>
<td>47</td>
<td>46</td>
</tr>
<tr>
<td>Number of wards</td>
<td>27</td>
<td>36 (boundary review is underway)</td>
</tr>
<tr>
<td>Total Budget</td>
<td>£11.3 m</td>
<td>£12.4 million</td>
</tr>
</tbody>
</table>