## Cabinet

### Members of the Cabinet

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr J Fuller</td>
<td>Leader, External Affairs</td>
</tr>
<tr>
<td>Mr M Wilby</td>
<td>Deputy Leader, Communities and Localism</td>
</tr>
<tr>
<td>Mrs Y Bendle</td>
<td>Housing and Public Health</td>
</tr>
<tr>
<td>Mr D Bills</td>
<td>Innovation and Efficiency</td>
</tr>
<tr>
<td>Mr K Kiddie</td>
<td>Environment and Regulation</td>
</tr>
<tr>
<td>Mr G Wheatley</td>
<td>Finance and Resources</td>
</tr>
</tbody>
</table>

### Portfolio Holders

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<td>Mr G Wheatley</td>
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</tbody>
</table>

## Agenda

### Date

**Monday 28 October 2013**

### Time

9.00 am

### Place

**Cavell and Colman Rooms**
South Norfolk House
Swan Lane
Long Stratton Norwich
NR15 2XE

### Contact

Claire White  
tel (01508) 533669

South Norfolk District Council  
Swan Lane  
Long Stratton Norwich  
NR15 2XE

Email: democracy@s-norfolk.gov.uk  
Website: www.south-norfolk.gov.uk

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

**Large print version can be made available**
1. To report apologies for absence;

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

3. To receive Declarations of Interest from Members;
   (Please see guidance form and flow chart attached - page 5)

4. Minutes of the meeting held on Monday 23 September 2013; (attached – page 7)

5. Performance and Risk Report Quarter 2 2013 - 14; (report attached – page 21)
   (Appendix 2 enclosed separately)
   (Note: Appendix 1 is available to view with the report on the Council’s website – hard copies will follow to Cabinet members only)

   The purpose of this report is to update Cabinet on the Council’s strategic performance outcomes and risk management of risk to 30 September 2013.

6. Revenue Budget Report April to September 2013; (report attached – page 24)

   This report details the financial performance of the Revenue budget for the first half of 2013/14, providing an explanation of the key movements and variances.
   The overall position is a positive variance against revenue budgets of £998,507 for the first 6 months of the year.
   The positive variance against the pay budgets is 3.09% of the budget, illustrating effective management of the staff budget, including management of staff vacancies, to ensure expenditure is in line with the approved budget. The non pay variance is a positive 7.19%, reflecting a large positive variance on Your Neighbourhood Your Choice. The final element of the overall variance is income where there is a positive variance of 1.98%.
   Based on the performance in the first 6 months, the forecast for the outturn for the whole year is for a positive variance of around £1,400,000.
7. Capital and Treasury Report Quarter 2 2013/14; (report attached – page 33)

This report monitors capital expenditure for April to September 2013 against the amended Capital Programme as approved by full Council on 8 July 2013. The report also reviews the treasury management activity during the second quarter of the financial year 2013/14 and reports on the prudential indicators as required by CIPFA’s Treasury Management Code of Practice.

Capital expenditure for the quarter was £1,403,879 against the annual budget of £9,784,089 with the main expenditure being the Cleansing Vehicle Replacement, Disabled Facilities Grants and Wheeled Bin Replacements. Capital Receipts are expected to remain in line with projected resources.

Investments totalled £31.045 million as at 30 September 2013, an increase of £0.195 million on the amount of £30.850 million as at 30 June 2013. The Council maintained its policy of investing short term rather than longer term in response to the continued economic uncertainty and the requirement to fund its capital programme.

Interest earned on cash investments is forecast to be £340,549 for the year, which is £18,549 above the budget of £322,000, but would be £153,552 less than the £494,101 received in 2012/13, due to the substantially lower interest rates available on new investments. The gross rate of return is forecast to be 1.22% which is slightly higher than the target rate of return of 1.17%. The average gross rate of return on property investments is forecast to be 6.2%, calculated on the value of the property portfolio as at 30/09/13. The net rate of return is forecast to be 4.9%.

Arlingclose, the Council’s treasury advisers, have provided an update on current economic conditions.

This report also reviews the current situation with the Council's banker, the Co-operative Bank, and proposes that an alternate bank account is set up for contingency purposes.

8. Business Rate Pooling; (report attached – page 49)

This report reviews the potential for establishing a business rates pooling arrangement for the Council jointly with Norfolk County Council and other Norfolk district councils. The report considers the financial advantages to the Norfolk council tax payer and the potential risks to the councils involved.

It is expected to maximise the amount of additional business rates income that is generated in Norfolk and invested in the Norfolk economy.

9. Development Management – Proposed revised Scheme of Delegation; (report attached – page 54 )

This report proposes constitutional amendments to the Development Management Scheme of Delegation.
The Council’s risk management strategy is due for review. This report proposes a revised strategy, reflective of the Council’s cultural framework and appetite towards taking risk.

This report provides the Committee with revised versions of the Whistleblowing Policy and the Counter Fraud, Corruption and Bribery Strategy. It has been 2–3 years since these documents were updated; comparisons have been made with other Council’s and this has resulted in a complete refresh. Both now fully reflect the latest best practice.

The purpose of this report is to seek Cabinet approval for the YNYC2 programme of proposals and to seek their endorsement for operating this programme as a rolling programme which will allow decisions on specific proposals to be made in a timely and efficient manner.

A “Challenge” meeting, with Greg Clarke, Minister of State for Cabinet Office (Cities and Constitution) took place on 17 October 2013, and the issues arising from this meeting will be reported to members at the Cabinet meeting on 2 December 2013.

Tim Horspole
Director of Growth and Localism

To exclude the public and the 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)

(A NOT FOR PUBLICATION by virtue of Paragraph 3 of Schedule 12A of the Local Government Act 1972)
Performance and Risk Report, Q2 2013-14

Business Transformation Manager / Compliance and Risk Manager

The purpose of this report is to update Cabinet on the Council’s strategic performance outcomes and risk management of risk to 30 September 2013.

Cabinet member(s): All
Ward(s) affected: All
Contact Officer, telephone number, and e-mail: Warren Salmons / Leah Mickleborough 01508 533682 / 3954 lmickleborough@s-norfolk.gov.uk

1. Background

1.1. The last performance and risk report, at 30 June 2013, was presented to Cabinet on 22 July and outlined the Council was performing strongly against the majority of its measures. This report now updates Cabinet on the position to 30 September 2013.

2. Current Position and Issues

Performance Outcomes

2.1. We continue to strive to meet the Council’s Vision through our corporate priorities and deliver the best outcomes for our residents. In real terms strategic measures within tolerance or exceeding targets equate to a 100% rating in quarter 2 sustaining high levels of performance from quarter 1.

Summary of the 26 Strategic Measures for quarter 2 2013/14:

22 Measures met or exceeded target. (Green Indicator)
4 Measures were within an acceptable tolerance of target. (Amber Indicator)
0 Measures did not reach the stretched target. (Red Indicator)
2.2. Included in appendix 1 (available on the council’s website) is the detailed performance report showing the target, outturn and operational comments relating to each strategic measure. To complement this report a presentation will be delivered by the Business Improvement Manager discussing highlights, trends and progress made with our strategic performance measures.

2.3. As stated in the commentary for Measure LI 323, this indicator was originally reported as a national indicator but this information is no longer centrally collected. In light of the emerging public health agenda, officers consider it would be appropriate to include this work in a new measure that recognises the work the Council does to deliver wider housing/public health outcomes.

The proposed replacement measure is:

MI872: The number of vulnerable people helped through housing interventions to maintain their independence in their own homes.

The target for year end 2013/14 is set at 1500

The previous year outturn for 2012/13 was 1164

Risk Management

2.4. Cabinet are today being requested to approve a revised risk management strategy, which will shift future risk reporting to focus on risk progression, balance of risk and opportunity and action resolution. If approved, this is the final time risk will be reported in the present format.

2.5. The current record of high scoring risks is attached at Appendix 2. At the time of writing this report, a number of issues related to the local plan risks are being considered, most notably the JCS inspection and the 5-year land supply. Although the Council’s overall risk profile has not shifted in the past quarter, these risks will be influenced by resolution of these issues and, if possible, officers will provide a verbal update at the Cabinet meeting.

3. Proposal and Reasons

3.1. It is proposed that Cabinet comment on, and endorse the present performance and risk reports, highlighting any areas of success or development in order to support the achievement of continuous improvement within the organisation.

4. Other Options

4.1. None

5. Relevant Corporate Priorities

5.1. Enhancing our quality of life and the environment we live in.

5.2. Promoting a thriving local economy.
5.3. Supporting communities to realise their potential.

5.4. Driving services through being businesslike, efficient and customer aware.

6. Implications and Risks

6.1. None

7. Recommendations

7.1. Cabinet are requested to endorse the performance and risk reports for Q2 2013-14, and agree the amendment to performance measure LI323.
## Quarterly Performance Summary
### South Norfolk Council 2013
#### Period: Q2 - 2013/14

<table>
<thead>
<tr>
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<th>Year End Target 2013/14</th>
<th>Operational Comments Q2</th>
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</thead>
<tbody>
<tr>
<td>A performance driven culture where responsive staff focus on delivering value for money in a changing environment</td>
<td>012</td>
<td>BV012: Working days lost due to sickness absence</td>
<td>Jackie Foglietta</td>
<td>4.00</td>
<td>2.92</td>
<td>Sickness levels continue to fall, with performance at mid year below target and 2.2 days less per FTE than the same period in 2012.</td>
<td>🌟</td>
</tr>
<tr>
<td>Residents living safely and independently in decent sustainable homes</td>
<td>323</td>
<td>LI 323: No. of vulnerable households helped (Decent Homes Standard)</td>
<td>Martyn Swann</td>
<td>50</td>
<td>21</td>
<td>As reported previously the main funding for this work over recent years has been replaced by the Green Deal. Officers have been positioning the Council to be able to get maximum benefit for residents under the new scheme but Green Deal and in particular the finance are still being finalised and are not yet available. This measure was originally reported as a national indicator but is no longer collected. In light of the emerging public health agenda, officers consider it would be appropriate to include this work in a new measure that recognises the work the team does to deliver wider housing/public health outcomes. The proposed new measure is the number of vulnerable people helped through housing interventions to maintain their independence in their own homes.</td>
<td>😞</td>
</tr>
<tr>
<td>A clean and safe South Norfolk that enhances the quality of life and environment for our customers</td>
<td>192</td>
<td>NI 192: % Household waste recycled and composted</td>
<td>Bob Wade</td>
<td>42%</td>
<td>42%</td>
<td>The target recycling and composting rate of 42% has been achieved. Higher volumes of materials being recycled and the ongoing successful expansion of the garden waste scheme is contributing to this performance. This is despite the fact that street sweeping waste can no longer be recycled due to national regulatory changes.</td>
<td>🌟</td>
</tr>
<tr>
<td>A businesslike Council that takes the right opportunities to strengthen our finances for service delivery</td>
<td>415</td>
<td>LI 415: % return on cash investments</td>
<td>Debbie Lorimer</td>
<td>1.17%</td>
<td>1.22%</td>
<td>Due to a higher level of anticipated balances than forecast the return is expected to exceed the target.</td>
<td>🌟</td>
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## Quarterly Performance Summary
### South Norfolk Council 2013
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<tr>
<td>Maximise income levels for the Council to fund services</td>
<td>358</td>
<td>LI 358: % rental income return from property investment</td>
<td>Renata Garfoot</td>
<td>5.00%</td>
<td>6.20%</td>
<td>5.00% Investment returns on the Council’s commercial property investment portfolio remains acceptable and above target, and is slightly increased over the previous period following a new letting at Harleston. New leases are currently being negotiated at two vacant properties and the business centres are being actively managed to maximise income.</td>
<td></td>
</tr>
<tr>
<td>Residents of South Norfolk improve their health and wellbeing through physical activity</td>
<td>199</td>
<td>LI 199: The number of people continuing with regular exercise after taking part in GP Referral, GP Taster and Health Trainer sessions</td>
<td>Rob Adams</td>
<td>50</td>
<td>36</td>
<td>50 The GP Taster scheme is no longer being supported due to the quality of referrals from the GP Surgeries. This indicator now illustrates the people that are continuing with exercise after completing a series of GP Referral sessions and Health Trainer sessions. The indicator is below target as the catchment has reduced with the removal of taster sessions. A lean review is being undertaken to re-vamp the referral and health trainer schemes. In house delivery will ensure more control and the opportunity to promote the continuation of exercise after the scheme is completed, this is the objective.</td>
<td></td>
</tr>
<tr>
<td>Sustainable businesslike leisure centres run to maximise income and minimise costs</td>
<td>204</td>
<td>LI204: Reduction in subsidy to Leisure Services (direct costs)</td>
<td>Rob Adams</td>
<td>107,680</td>
<td>87,922</td>
<td>186,897 The subsidy figure at the end of Q2 is lower than what has been budgeted. Sales of corporate memberships, Direct Debits and Swim school have significantly contributed toward this. Budgets are all under control and underspends on salary budgets due to the carrying of vacancies have also helped.</td>
<td></td>
</tr>
<tr>
<td>An innovative Council delivering a shared vision for South Norfolk</td>
<td>758</td>
<td>LI758: External funding identified and bought into the local economy</td>
<td>Ian Lambert</td>
<td>175k</td>
<td>200k</td>
<td>Not Set During the last quarter the Council has secured £200,000 from Breckland Council’s Grants4Growth EU funded project which will be ringfenced for businesses located on the NRP to make use of. Please note that this project is at a very early stage with details still to be worked up and agreed.</td>
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<tr>
<td>A clean and safe South Norfolk that enhances the quality of life and</td>
<td>263</td>
<td>LI 263: No missed bins for all waste per 100,000 collections</td>
<td>Bob Wade</td>
<td>30</td>
<td>23</td>
<td>The result is well within the target and reflects our continuing emphasis on customer service.</td>
<td></td>
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<tr>
<td>environment for our customers</td>
<td></td>
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</tr>
<tr>
<td>Residents living safely and independently in decent sustainable homes</td>
<td>322</td>
<td>LI 322: Number of known targeted long term, empty homes back into use</td>
<td>Martyn Swann</td>
<td>10</td>
<td>21</td>
<td>17 homes were re-occupied and 4 were re-classified as second homes. The owners of all long term empty homes have received initial letters and follow letters and visits to those failing to respond. Following joint work with Housing and Public Health Policy Committee, all owners of long term empty homes have received initial and follow up letters, with home visits to those failing to respond. The 21 properties taken off the long term empty list during the quarter also help SNC in the context of the New Homes Bonus.</td>
<td></td>
</tr>
<tr>
<td>SNC residents and customers are able to live in a safe, secure and</td>
<td>336</td>
<td>LI 336: % Homelessness prevention cases where homelessness is successfully prevented</td>
<td>Martyn Swann</td>
<td>90%</td>
<td>90%</td>
<td>There were 102 households at risk of homelessness in this quarter. Of these, 92 were successfully prevented from becoming homeless. The remaining 10 households were housed into temporary accommodation and will be assisted to find permanent housing solutions.</td>
<td></td>
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<tr>
<td>appropriate accommodation</td>
<td></td>
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<tr>
<td>A range of suitable new homes and housing tenures delivered to meet current &amp; future requirements.</td>
<td>350</td>
<td>LI 350: Number of Affordable homes, delivered by March 2014 (500)</td>
<td>Martyn Swann</td>
<td>20</td>
<td>30</td>
<td>500</td>
<td>Affordable housing delivery outcomes in the last quarter were again strong bringing the three-year (11/14) delivery to 495. We expect continued strong delivery during Q3 that will see the three-year target of 500 new affordable homes being surpassed ahead of schedule. New schemes funded from the SNC’s affordable housing grants (made available through the New Homes Bonus) have now begun at Long Stratton, Diss and Surlingham – we have now (October) received bids on two further schemes. Officer research shows that the number of affordable homes for rent in the District is the highest since the early 1980s. The number of homes to rent from the council and housing associations fell for 25 years after the Right to Buy was introduced in 1980. The number was 6,294 in 1984, the earliest date for which firm figures are available. The total declined until it reached its lowest figure in 2005 – 5,455. Since then the net number of affordable homes for rent has increased by over 1,100 to 6,557.</td>
</tr>
<tr>
<td>Well designed quality developments that maximise the environmental, economic and social benefits for South Norfolk, now and in the future</td>
<td>302</td>
<td>LI 302: % of householder applications determined within 8 weeks</td>
<td>Helen Mellors</td>
<td>80%</td>
<td>73%</td>
<td>80%</td>
<td>This month priority has been given to Major applications. Resources will be deployed to improve this target.</td>
</tr>
</tbody>
</table>
### Quarterly Performance Summary

**South Norfolk Council 2013**

**Period: Q2 - 2013/14**

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<tr>
<td>A policy framework that provides for future needs and maximises the environmental, economic and social benefits for South Norfolk</td>
<td>354</td>
<td>LI 354: % Completion of an adopted local plan in 2012/13</td>
<td>Tim Horspole</td>
<td>65%</td>
<td>65%</td>
<td>100%</td>
</tr>
<tr>
<td>An innovative Council delivering a shared vision for South Norfolk</td>
<td>356</td>
<td>LI 356: The number of SMEs provided with advice and guidance in South Norfolk</td>
<td>Tim Horspole</td>
<td>66</td>
<td>73</td>
<td>175</td>
</tr>
<tr>
<td>Residents satisfied with value for money services from responsive staff</td>
<td>407</td>
<td>LI 407: % Payment of invoices within 30 days</td>
<td>Debbie Lorimer</td>
<td>95.00%</td>
<td>98.62%</td>
<td>95.00%</td>
</tr>
<tr>
<td>Communities are engaged, understood, supported and safe in South Norfolk</td>
<td>196</td>
<td>LI 196: % of funding committed for enhanced services by all Neighbourhood Boards by March 2014</td>
<td>Ian Lambert</td>
<td>30%</td>
<td>74%</td>
<td>100%</td>
</tr>
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**Quarterly Performance Summary**

**South Norfolk Council 2013**

**Period: Q2 - 2013/14**

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<td>Improved development of mental and physical well being of young people of South Norfolk</td>
<td>198</td>
<td>LI 198: The percentage take up of available places for young people in structured play, sport, leisure and cultural events organised by SNC</td>
<td>Ian Lambert</td>
<td>80.00%</td>
<td>90.00%</td>
<td>80.00% Strong attendance at Wymondham Kids Camp has ensured that performance in this indicator remains on target.</td>
<td>☑️</td>
</tr>
<tr>
<td>A businesslike Council that takes the right opportunities to strengthen our finances for service delivery</td>
<td>010</td>
<td>BV010: % of non domestic rates collected</td>
<td>Debbie Lorimer</td>
<td>50.00%</td>
<td>59.83%</td>
<td>98.00% Collection performance is 0.8% lower than last year at this point in time. This is in part due to one major ratepayer rescheduling payments from annual payment in advance to monthly payments, and to another large ratepayer recently moving into the area. We have been actively chasing Business Rate arrears and have sent out nearly 74% (240) more reminder notices than over Q1 &amp; Q2 last year, but only 7 more have ended up in court.</td>
<td>☑️</td>
</tr>
<tr>
<td>Residents of South Norfolk receive a fast, efficient, cost-effective and accurate benefits service. Communities are supported and the local economy thrives</td>
<td>181</td>
<td>NI 181 Time taken to process Housing Benefit/Council Tax Benefit claims</td>
<td>Debbie Lorimer</td>
<td>8.00</td>
<td>6.50</td>
<td>8.00 The Welfare Reform agenda has led to a heavy workload for the service. However, we have met the target this quarter by continuing to work generically which has given us the flexibility and ability to target workload efficiently.</td>
<td>☑️</td>
</tr>
<tr>
<td>A performance driven culture where responsive staff focus on delivering value for money in a changing environment</td>
<td>648</td>
<td>LI 648: % of staff/Members IT support requests responded to within 10 days or less</td>
<td>Paul Kearsey</td>
<td>80.00%</td>
<td>95.43%</td>
<td>80.00% The team continues to work hard on introducing upgraded desktop systems that will assist in lowering support calls in the future as we move to latest generation software. The figure although slightly down on last quarter remains above acceptable levels.</td>
<td>☑️</td>
</tr>
<tr>
<td>A Council with a positive reputation and is perceived as relevant and valuable by all stakeholders</td>
<td>652</td>
<td>LI 652: % of press releases used by the media</td>
<td>Jonathan Pyle</td>
<td>90%</td>
<td>91%</td>
<td>90% During the second quarter 21 out of the 23 press releases issued were used by the media. These press releases are being used in all local media including television and radio.</td>
<td>☑️</td>
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## Quarterly Performance Summary

**South Norfolk Council 2013**

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<tr>
<td>A businesslike Council that takes the right opportunities to strengthen our finances for service delivery</td>
<td>009</td>
<td>BV009: % of Council Tax collected</td>
<td>Debbie Lorimer</td>
<td>50.00%</td>
<td>56.58%</td>
<td>98.50%</td>
<td>Collection for the second quarter is one third of a percentage point down on last year's performance. This is to be expected as we have 3,200 more payers than at end of quarter 2 last year (a 6.5% increase) - due to Council Tax Support, changes to empty home charges and growth of new dwellings. The new right to pay over 12 instalments is also delaying some of our income stream until later in the year.</td>
<td>🌸</td>
</tr>
<tr>
<td>A clean and safe South Norfolk that enhances the quality of life and environment for our customers</td>
<td>262</td>
<td>LI 262: Cost of waste collection per household</td>
<td>Bob Wade</td>
<td>27.00</td>
<td>27.00</td>
<td>26.00</td>
<td>The Q2 forecast for the year end reflects current operational requirements. The detailed make-up of the budget for current service is currently being reviewed.</td>
<td>🌸</td>
</tr>
<tr>
<td>A clean and safe South Norfolk that enhances the quality of life and environment for our customers</td>
<td>210</td>
<td>LI 210: % of food premises which have a rating of satisfactory and above</td>
<td>Bob Wade</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>We remain on target for the number of premises that are generally satisfactory or better. We have taken robust action by the service of Hygiene Improvement Notices on 3 failing premises.</td>
<td>🌸</td>
</tr>
<tr>
<td>A performance driven culture where responsive staff focus on delivering value for money in a changing environment</td>
<td>759</td>
<td>LI759: % of our top 10 service requests made via online webforms</td>
<td>Paul Kearsey</td>
<td>39.0%</td>
<td>36.0%</td>
<td>39.0%</td>
<td>Garden waste is still the highest performing on line form with our customers. Like last quarter two thirds of the missed bin enquiries are dealt with by the Customer Services Team. More forms are currently under construction to help meet the drive for efficiency. On line forms will again be publicised in the autumn edition of The Link magazine with more promotion building up to the Christmas period.</td>
<td>😞</td>
</tr>
<tr>
<td>Risk No</td>
<td>The Risk</td>
<td>Comments</td>
<td>Control Description</td>
<td>Owner Title</td>
<td>Current Score</td>
<td>Tolerance</td>
<td>Position Assessment</td>
<td></td>
</tr>
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<td></td>
</tr>
<tr>
<td>ST01</td>
<td>Councils assets are not managed effectively and as a result do not support service delivery</td>
<td>The Councils key operational assets (South Norfolk House, Ketteringham Depot, Leisure Centres and Car Parks) need to be maintained to a reasonable standard in order to support service delivery. Assets that become unfit for purpose can pose a health and safety risk which could lead to a repairs/improvement notice which could result in the need to make improvements within a specified time. This could include closure of the asset which may result in the loss on revenue, customer dissatisfaction and increased expenditure to fund remedial works. Failure to maintain assets could also result in prosecution/imprisonment due to injury or death. Maintenance of assets including servicing, testing and monitoring of the premises, services and equipment can reduce the risks around fire, explosions, floods and health and safety statutory testing such as legionella, gas safety and asbestos</td>
<td>ST01: Effective Management of Council Assets to support service delivery</td>
<td>Head of Asset Management</td>
<td>15</td>
<td>10</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>ST03</td>
<td>Shortage of 5 year land supply results in uncoordinated development</td>
<td>At 31 July 2013, the South Norfolk part of the Norwich Policy Area (NPA) had 107% (5.34 years) land supply using the &quot;Liverpool&quot; method, however, under the &quot;Sedgefield&quot; method, the Council remains under 5 years.</td>
<td>ST03: Address the 5 year land supply issue and reduce risk to negligible level</td>
<td>Director of Growth and Localism</td>
<td>15</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ST07</td>
<td>Unable to deliver priority services as revenue funding fall short of required income</td>
<td>The recent Comprehensive Spending Review 2013 announcement has confirmed that further reductions will occur in the level of government funding South Norfolk Council receives. For the current year, and 2014/15, the Council is confident that a balanced budget will be maintained. However, the level of reduction in funding in 2015/16 is significant. We are also mindful that potential changes in legislation could reduce income streams for the Council (for example, waste and recycling). Work will continue over the forthcoming year to identify further savings but also on areas for income growth to offset reduced funding. There is a risk that if these cannot be addressed then services could be affected.</td>
<td>ST07: Delivery of Medium Term Plan</td>
<td>Head of Finance</td>
<td>16</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ST10</td>
<td>The local plans and associated infrastructure works are not delivered</td>
<td>We are working with GNDP partners to ensure that the revised JCS text is found sound, with representations to the main modifications being lodged by 21 October. SCNs objectives and aspirations continue to figure prominently in the sub-regional work. Detailed policies to co-ordinate the delivery of infrastructure exist in the JCS, and are included in the emerging South Norfolk Development Management Policies DPD. The Local Investment Plan and Programme (LIPP) for Broadland, Norwich and South Norfolk is a working document which is updated at least every six months, to reflect changing priorities and the latest financial situation.</td>
<td>ST10: Completion of Local Plan work</td>
<td>Director of Growth and Localism</td>
<td>15</td>
<td>6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Revenue Budget Report April to September 2013

Accountancy Manager

This report details the financial performance of the Revenue budget for the first half of 2013/14, providing an explanation of the key movements and variances.

The overall position is a positive variance against revenue budgets of £998,507 for the first 6 months of the year.

The positive variance against the pay budgets is 3.09% of the budget, illustrating effective management of the staff budget, including management of staff vacancies, to ensure expenditure is in line with the approved budget. The non pay variance is a positive 7.19%, reflecting a large positive variance on Your Neighbourhood Your Choice. The final element of the overall variance is income where there is a positive variance of 1.98%.

Based on the performance in the first 6 months, the forecast for the outturn for the whole year is for a positive variance of around £1,400,000.

<table>
<thead>
<tr>
<th>Cabinet member(s):</th>
<th>Ward(s) affected:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garry Wheatley</td>
<td>All</td>
</tr>
</tbody>
</table>

Contact Officer, telephone number, and e-mail:
Matthew Fernandez-Graham 01508 533919 mgraeham@s-norfolk.gov.uk

1. **Background**

1.1. This report summarises the performance on the revenue budget for the Council to the end of September. The budget for 2013/14 was set by the Council in February 2013.

2. **Current Position and Issues**

2.1. The overall position for April to September is a positive variance of £998,507. A breakdown of the overall position is shown below:

<table>
<thead>
<tr>
<th>Budget April to September</th>
<th>Actual April to September</th>
<th>Variance</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Cabinet

2.2. Pay

The pay award of 1% was less than the 2% which had been budgeted. There are a number of vacancies being held across the Council while reviews of service are undertaken. This is reflected in the positive pay variance. In some areas, agency or temporary staff have been employed to maintain the level of service while the review takes place. The results of Performance Reviews cost £155,666, which was within the budget of £160,000.

2.3. Non-Pay

Positive variances on non-pay areas reflects continued tight control of costs as budget managers continue to look for efficiencies. There is a significant positive variance of £332,000 on the non-pay budgets held by the Neighbourhood Boards, which reflects the increased budget committed to this area for 2013/14 (an annual increase of £263,000 compared to 2012/13). The plans resulting from the consultation on Your Neighbourhood Your Choice is intended to reduce this variance over the rest of the year, but should these plans not be implemented in the timescale, then the variance will increase. An additional budget for back-scanning has not been spent so far, saving £75,000 to date. Consultancy expenditure within planning policy is £56,000 less than budgeted; plans are in place to spend an element of this in the second half of the year. Due to technical changes in the financial accounting for NNDR, the discretionary relief budget is no longer required which is a saving of £38,500 for the first half of the year. Spending on IT equipment, consultancy and software is £23,000 less than budgeted to date. There have been savings on the asset management plan of £23,000 as costs have been lower than originally estimated, although if there is a need for any emergency repairs to Council buildings then this budget will be required.

Trade Creditors which are all invoices approved on the finance system but not yet paid were £591,664.44 as at 30 September 2013. The Council pays the majority of its suppliers within 30 days. 98.6% of all undisputed supplier invoices were paid within 30 days during the first half of the 13/14 financial year. Budget Managers have also raised purchase orders and received goods/services to the value of £186,642, but have not yet received the invoice to pay for them as at 30 September 2013.

2.4. Income
Income from leisure centres as a whole is £45,000 ahead of budget and this is forecast to continue. Income from planning application fees is currently ahead of budget by £163,000, reflecting some large applications in recent months and further large applications are anticipated, reflecting the nascent economic recovery. Income from garden waste is £50,000 ahead of budget. Recovery of unpaid Council Tax from previous years is £50,000 ahead of budget, reflecting effective recovery work by the revenues and benefits team. Income from recycling at bring banks lower than expected by £23,000 and for play and amenity areas by £35,000. Within the CNC budget it was envisaged that there would have been income of £35,000 to date derived from a Joint Venture Company. However, plans did not come to fruition, so savings have been made in staffing costs and there is an imminent lean review to take place to offset this loss of income.

The new funding regime in relation to Business Rates (NNDR) and Council Tax Support commenced on 1st April 2013. The Council has been monitoring the levels of growth in NNDR since 1st April and estimates that it will generate overall growth of £1,027,000 for 2013/14 compared to the baseline, of which the Council will be able to retain £205,000 (20%) under the new arrangements. Early indications for take-up of Council Tax Support are that the take-up is slightly lower than anticipated, which would be positive for the Council’s income. Whether this initial trend will continue depends on the wider economic situation.

Trade Debtors are all invoices raised by the Council and where the Council is awaiting payment. There are invoices totalling £660,942 waiting to be paid as at 30 September 2013, of which £286,955 had been invoiced in the last month and is not yet due. Of the overdue invoices totalling £373,987, 28% are committed to be repaid by instalment plans, 13% are under investigation with the remaining 59% being subject to debt recovery activity. These invoices include rent assisted deposits and charges for sewerage services and repayments.

2.5. A summary by Directorate shows that there are positive variances across the Council.
<table>
<thead>
<tr>
<th>Chief Executive</th>
<th>Budget To Date</th>
<th>Expenditure To Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>1,193,108</td>
<td>1,167,258</td>
<td>25,850</td>
</tr>
<tr>
<td>Non-Pay</td>
<td>581,588</td>
<td>523,027</td>
<td>58,561</td>
</tr>
<tr>
<td>Income</td>
<td>(115,742)</td>
<td>(127,710)</td>
<td>11,968</td>
</tr>
<tr>
<td><strong>Directorate Total</strong></td>
<td><strong>1,658,954</strong></td>
<td><strong>1,562,575</strong></td>
<td><strong>96,379</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Corporate Resources</th>
<th>Budget To Date</th>
<th>Expenditure To Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>2,551,105</td>
<td>2,540,202</td>
<td>10,903</td>
</tr>
<tr>
<td>Non-Pay</td>
<td>2,019,463</td>
<td>1,822,659</td>
<td>196,804</td>
</tr>
<tr>
<td>Income</td>
<td>(2,314,075)</td>
<td>(2,299,203)</td>
<td>(14,872)</td>
</tr>
<tr>
<td><strong>Directorate Total</strong></td>
<td><strong>2,256,493</strong></td>
<td><strong>2,063,658</strong></td>
<td><strong>192,835</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environment and Housing</th>
<th>Budget To Date</th>
<th>Expenditure To Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>2,159,962</td>
<td>2,163,381</td>
<td>(3,419)</td>
</tr>
<tr>
<td>Non-Pay</td>
<td>1,586,868</td>
<td>1,661,003</td>
<td>(74,135)</td>
</tr>
<tr>
<td>Income</td>
<td>(1,623,201)</td>
<td>(1,706,136)</td>
<td>82,935</td>
</tr>
<tr>
<td><strong>Directorate Total</strong></td>
<td><strong>2,123,629</strong></td>
<td><strong>2,118,248</strong></td>
<td><strong>5,381</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Growth and Localism</th>
<th>Budget To Date</th>
<th>Expenditure To Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>1,141,935</td>
<td>1,014,163</td>
<td>127,772</td>
</tr>
<tr>
<td>Non-Pay</td>
<td>910,917</td>
<td>523,538</td>
<td>387,378</td>
</tr>
<tr>
<td>Income</td>
<td>(795,626)</td>
<td>(883,443)</td>
<td>87,816</td>
</tr>
<tr>
<td><strong>Directorate Total</strong></td>
<td><strong>1,257,226</strong></td>
<td><strong>654,258</strong></td>
<td><strong>602,966</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Corporate Costs</th>
<th>Budget To Date</th>
<th>Expenditure To Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>380,593</td>
<td>312,478</td>
<td>68,115</td>
</tr>
<tr>
<td>Non-Pay</td>
<td>2,894,288</td>
<td>2,888,274</td>
<td>6,014</td>
</tr>
<tr>
<td>Income</td>
<td>(4,963,713)</td>
<td>(4,990,530)</td>
<td>26,817</td>
</tr>
<tr>
<td><strong>Corporate Costs Total</strong></td>
<td><strong>(1,688,832)</strong></td>
<td><strong>(1,789,778)</strong></td>
<td><strong>100,946</strong></td>
</tr>
</tbody>
</table>

2.6. An analysis of significant variances for the period April to September is shown below. These variances are the direct costs of each service and exclude recharging between services for overheads and depreciation charges and technical financial adjustments required for statutory reporting purposes:
<table>
<thead>
<tr>
<th>Service Area</th>
<th>Total Net Direct Budget £</th>
<th>Total Net Direct Expenditure £</th>
<th>Variance £</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Management Plan</td>
<td>24,120</td>
<td>980</td>
<td>23,140</td>
<td>Costs accrued for work done in 2012/13 were less than estimated, hence there are credits against this budget for 2013/14.</td>
</tr>
<tr>
<td>Business Improvement and Performance</td>
<td>290,362</td>
<td>303,716</td>
<td>(13,354)</td>
<td>There are currently staffing vacancies which would result in a positive variance on pay budgets. However, there have been two one-off staff payments made which exceeded the pay budget.</td>
</tr>
<tr>
<td>Car Parks</td>
<td>3,786</td>
<td>(7,476)</td>
<td>11,262</td>
<td>There is a saving on business rates, plus lower than budgeted expenditure on maintenance of the car parks although planned work will see this spent in the winter. Car park income is less than budgeted reflecting the economic position on the high streets.</td>
</tr>
<tr>
<td>Democratic Services</td>
<td>246,428</td>
<td>231,946</td>
<td>14,482</td>
<td>There is a positive variance on pay budgets due to the sharing of staff with another Directorate. NPLaw legal costs are currently higher than budget, but this has been offset by recovery income received that had not previously been budgeted for.</td>
</tr>
<tr>
<td>Economic Development</td>
<td>55,072</td>
<td>21,384</td>
<td>33,688</td>
<td>There are 2 staff posts being held vacant currently pending realignment of this service.</td>
</tr>
<tr>
<td>Environmental Protection</td>
<td>155,632</td>
<td>125,609</td>
<td>30,023</td>
<td>There are higher than budgeted staffing vacancies in this area and additional income from service charges.</td>
</tr>
<tr>
<td>Garden Waste</td>
<td>(568,549)</td>
<td>557,313</td>
<td>(11,236)</td>
<td>There is continuing growth in the number of residents subscribing to this service which is reflected in the additional income received above budget to date. Recycling credits are lower than expected due to the dry spring/summer period. Garden waste is contributing to meeting the target for recycling (see Performance Report NI 192)</td>
</tr>
<tr>
<td>Human Resources</td>
<td>292,094</td>
<td>269,038</td>
<td>23,056</td>
<td>There remains a vacancy for the HR/OD Manager post. There are savings on job advertising, vehicle hire and relocation costs compared to budget and additional income from work for North Norfolk Council.</td>
</tr>
<tr>
<td>Service Area</td>
<td>Total Net Direct Budget £</td>
<td>Total Net Direct Expenditure £</td>
<td>Variance £</td>
<td>Commentary</td>
</tr>
<tr>
<td>--------------------------------------</td>
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</tr>
<tr>
<td>Information Technology</td>
<td>590,677</td>
<td>527,384</td>
<td>63,293</td>
<td>There are staff posts being held vacant currently pending realignment of this service. Equipment and software purchases are currently less than budgeted.</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>185,705</td>
<td>181,471</td>
<td>4,234</td>
<td>The expected fees for the contractor represent a saving against budget. Planned audits have been rescheduled to reflect service needs.</td>
</tr>
<tr>
<td>Leisure Centres</td>
<td>186,341</td>
<td>116,774</td>
<td>69,567</td>
<td>Leisure Centre Income is up at both Wymondham (£56k) &amp; Diss (£31k), but down at Long Stratton (-£24k). Savings on employee costs have been made at Wymondham and Long Stratton due to vacancies. Increased income contributes towards reducing the subsidy required for leisure services (See Performance Report LI 204).</td>
</tr>
<tr>
<td>Neighbourhood Boards</td>
<td>411,311</td>
<td>79,088</td>
<td>332,223</td>
<td>The budgets for specific projects has been profiled Apr-Sep/Oct to reflect remaining 1213 commitments. The results of the YNYC Roadshow consultation are informing work to finalise an 18 month plan to March 2015. Approximately three quarters of the 2013/14 budget has been committed so far (See Performance report LI 196).</td>
</tr>
<tr>
<td>Planning and Development Management</td>
<td>262,044</td>
<td>113,855</td>
<td>148,188</td>
<td>The level of planning fee income is already at 68% of the total income for 2012/13 due to some major planning applications being received. Priority has been given to these applications, resulting in not meeting the target for processing all applications within 8 weeks (see Performance report LI 302). The planning policy consultancy budget surplus is not intended to continue, there are plans to employ 2 temporary staff to address workload and maintain service levels. This will assist progress towards the adopted Local Plan (see Performance report LI 354).</td>
</tr>
<tr>
<td>Service Area</td>
<td>Total Net Direct Budget £</td>
<td>Total Net Direct Expenditure £</td>
<td>Variance £</td>
<td>Commentary</td>
</tr>
<tr>
<td>-----------------------</td>
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<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Recycling</td>
<td>(1,613)</td>
<td>7,251</td>
<td>(8,864)</td>
<td>There have been lower than expected levels of recycling at bring banks, reducing income. This is partially offset by savings on the bottle bank emptying contract. The overall performance on recycling is meeting the target rate of 42% (see Performance Report NI 192).</td>
</tr>
<tr>
<td>Reprographics</td>
<td>116,230</td>
<td>81,004</td>
<td>35,226</td>
<td>There was an additional £150k added to the Print &amp; Stationery budget this year, and none of this has been spent to date (£75k). However, there has been a one-off staff payment made which exceeded the pay budget.</td>
</tr>
<tr>
<td>Revenues and Benefits</td>
<td>631,826</td>
<td>510,133</td>
<td>121,693</td>
<td>Council Tax recovery income is up against budget, and this is in line with 2012/13 where the full year budget was also exceeded. There is also a staff vacancy in one of the teams contributing to this positive variance. Processing of benefit claims is ahead of target (see Performance report NI 181) and the NNDR collection rate is anticipated to match last year’s good performance. (see Performance report BV 010). Council tax collection rates are down by less than had been anticipated when introducing the Council Tax Support scheme (see Performance report BV 009).</td>
</tr>
<tr>
<td>South Norfolk House</td>
<td>317,241</td>
<td>301,835</td>
<td>15,406</td>
<td>There are savings on salary budgets as a result of reduced hours. Miscellaneous small savings on other non-pay budgets make up the balance.</td>
</tr>
<tr>
<td>Street Cleaning</td>
<td>230,741</td>
<td>203,041</td>
<td>27,700</td>
<td>Staff savings have occurred pending the Depot Review - agreement has now been made to recruit to fill vacant posts.</td>
</tr>
<tr>
<td>Service Area</td>
<td>Total Net Direct Budget £</td>
<td>Total Net Direct Expenditure £</td>
<td>Variance £</td>
<td>Commentary</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------------------------</td>
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<td>------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Transport Fleet</td>
<td>407,886</td>
<td>457,206</td>
<td>(49,320)</td>
<td>There have been unanticipated repair costs to the fleet and higher than budgeted expenditure on fuel. All fleet budgets are to be reviewed in the light of recent fleet purchases that have reduced average fleet age.</td>
</tr>
<tr>
<td>Waste Management</td>
<td>712,423</td>
<td>839,531</td>
<td>(127,108)</td>
<td>The Depot Review has been concluded and agreement reached to recruit to required staffing levels - this requires an increase in the staff budget (last reviewed in 2010) and this will be funded from additional waste income and other directorate savings. There has been additional spending on contractor costs related to the increase in volume of recycling activity - which has also generated additional income to cover these extra costs. Legal costs related to the new MRF contract will also need to be met from directorate savings. The target for not missing bins is being met and the cost of collection per household is expected to be on target. (See Performance report LI263 and LI 262).</td>
</tr>
</tbody>
</table>
3. **Relevant Corporate Priorities**

3.1. Driving services through being business-like, efficient and customer aware.

4. **Implications and Risks**

4.1. Financial – the Council needs to remain within its approved revenue budgets. Any revenue surplus for 2013/14 will be transferred to reserves and will be available for use in future years.

5. **Annual Accounts 2012/13**

5.1. The audit has now been completed and the accounts have been awarded an unqualified audit opinion in regards to both giving a true and fair view of the financial position and securing economy, efficiency and effectiveness.

5.2. Adjustments following the audit have increased the net worth of the Council by £207,000 which has been added to the reserves.

5.3. Members of the Finance, Resources, Audit and Governance Committee expressed their concerns regarding the lateness of Ernst & Young’s Audit Results Report and were unhappy that the audit work had not been concluded in time for the Committee meeting.

6. **Conclusion**

6.1. The April to September position shows a net favourable variance and additional income generated of £0.998 million.

6.2. The significant variances are described within this report. The key movements are as a result of large favourable variances in pay, non-pay and income.

6.3. The current forecast is that the positive variance will be around £1.4 million for 2013/14. This is based on detailed forecasting with individual budget managers during September.

7. **Recommendations**

7.1. It is proposed that Cabinet:

   a) Notes the position as at the end of September and the reason for the variances on the General Fund.
Capital and Treasury Management Report Quarter 2 2013/14

Accountancy Manager

This report monitors capital expenditure for April to September 2013 against the amended Capital Programme as approved by full Council on 8 July 2013. The report also reviews the treasury management activity during the second quarter of the financial year 2013/14 and reports on the prudential indicators as required by CIPFA’s Treasury Management Code of Practice.

Capital expenditure for the quarter was £1,403,879 against the annual budget of £9,784,089 with the main expenditure being the Cleansing Vehicle Replacement, Disabled Facilities Grants and Wheeled Bin Replacements. Capital Receipts are expected to remain in line with projected resources.

Investments totalled £31.045 million as at 30 September 2013, an increase of £0.195 million on the amount of £30.850 million as at 30 June 2013. The Council maintained its policy of investing short term rather than longer term in response to the continued economic uncertainty and the requirement to fund its capital programme.

Interest earned on cash investments is forecast to be £340,549 for the year, which is £18,549 above the budget of £322,000, but would be £153,552 less than the £494,101 received in 2012/13, due to the substantially lower interest rates available on new investments. The gross rate of return is forecast to be 1.22% which is slightly higher than the target rate of return of 1.17%. The average gross rate of return on property investments is forecast to be 6.2%, calculated on the value of the property portfolio as at 30/09/13. The net rate of return is forecast to be 4.9%.

Arlingclose, the Council’s treasury advisers, have provided an update on current economic conditions.

This report also reviews the current situation with the Council’s banker, the Co-operative Bank, and proposes that an alternate bank account is set up for contingency purposes.

Cabinet member(s):
Garry Wheatley

Ward(s) affected:
All

Contact Officer, telephone number, and email:
Matthew Fernandez-Graham 01508 533919
mgraham@s-norfolk.gov.uk
1. **Background**

1.1. The first section of this report monitors capital expenditure in the first half of the year against the amended Capital Programme as approved by full Council on 8 July 2013.

1.2. The Capital Strategy approved on 26 November 2012 identified the focus on capital investment to:
   
   - Support changes to introduce more efficient forms of service delivery
   - Support opportunities to generate additional income
   - Support economic development within South Norfolk

1.3. This second section of this report monitors treasury management activities in the first half of the year against the Treasury Management Strategy as approved by full Council in February 2013.

1.4. The Treasury Management Strategy for South Norfolk Council has been underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy’s (CIPFA) Code of Practice on Treasury Management 2009, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

1.5. Treasury management is defined as: “The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.6. The third section of this report examines the current situation with the Council’s banker, the Co-operative Bank PLC and proposes an alternate bank account be set up to mitigate the current risks with the Co-operative Bank.

**Capital**

2. **Capital Budget and Resources**

2.1. The amended Capital Programme as reported to Cabinet on 22 July was £9,770,589.

2.2. As the new generator for South Norfolk House was installed a year early, it is requested that £13,500 be brought forward from the 2014/15 programme.
The amended capital programme is fully funded for 2013/14. It is reliant on a combination of existing resources (e.g. LSVT capital receipt) plus new resources (e.g. new land sales) to achieve this. The programme is reviewed on a regular basis to assess the levels of expenditure and the generation of resources necessary to finance capital projects.

3. Capital Expenditure

3.1. Capital expenditure for the first half of the year was £1,403,879 against the annual budget of £9,784,089 with the main expenditure being the Cleansing Vehicle Replacement, Disabled Facilities Grants and Wheeled Bin Replacements. Details are in Appendix A, along with a forecast of the year end position based on discussions with budget managers. A summary of the position on significant schemes is set out below:

3.2. Investment Property

There are three projects being undertaken in this area with two currently awaiting planning consent (Cygnet House and Pulham St Mary). Work has begun at Norwich Road, Wymondham and £40,000 will be spent to complete the project in the current financial year.

3.3. Poringland Development

Building work at Poringland is due to begin in the new year and so there will be little expenditure in the current financial year. It is expected that around £200,000 will be spent in 2013/14 on Professional Fees and the majority of the budget will be requested to be slipped into 2014/15.

Under the Rules for Financial Governance, Cabinet must approve the sales of the houses to be developed on this land. It is proposed that Cabinet delegate this to the Head of Asset Management in conjunction with the portfolio holder for Finance and Resources, to ensure that the Council can deliver the sales in a commercial manner. This may include offering appropriate incentives such as purchase of carpets to facilitate sales where necessary.

3.4. Ketteringham Depot

Ground and Drainage Investigation works are underway on the site to determine the risks to the Council of purchasing the additional area of land. It is likely the majority of this budget will be requested to be slipped into 2014/15.

3.5. Leisure Centre Upgrades
The Leisure Centre review was approved by Cabinet at its meeting in September. A business case is currently being prepared for consideration by Cabinet in December for the upgrades. Depending on the outcome of the meeting in December, around £50,000 will be spent in the 4th quarter with the remaining budget will be requested to be slipped into 2014/15.

The capital programme includes a Leisure Equipment budget of £59,269 which was the result of a slippage request from 2012/13 to replace a UV Water Cleansing system at Wymondham Leisure Centre. It is proposed to put a hold on this work pending the outcome of the Leisure Centre business case to ensure that the replacement is carried out at the optimum time.

3.6. Low Cost Housing

This project is funded from the affordable element of the New Homes Bonus. Under the New Homes Bonus Scheme, the Council receives additional funding for six years for each additional affordable property. This is then recycled into supporting other affordable housing projects. The Council is currently committed to funding three bids worth £192,000 related to affordable housing at Diss, Long Stratton and Surlingham. There is also a potential bid for £72,000 towards the end of this year for two schemes which have recently commenced, but bids have yet to be received for funding.

3.7. Capital Grant Projects

At the last Cabinet meeting in September, Members agreed the selection criteria and process for Capital Grant Projects. At the present time a small number of projects have been identified, however more work to support the business cases is required prior to recommendation for approval by Cabinet.

3.8. Vehicle Replacement – Cleansing

The Council has now taken delivery of five replacement refuse freighters at a cost of £158,000 each (£790,000). The projected additional spend relates to the two street sweepers which were purchased in the first quarter at a much higher specification to achieve value for money.

3.9. Disabled Facilities Grants

The expenditure of £209,568 in the first half of the year was used to provide 50 grants.

3.10. Decent Home Loans

£53,297 was spent in the first half of the year to provide 6 loans against the annual budget of £200,000.

3.11. Aids & Adaptations

£74,718 was spent in Q1/2 against a budget of £350,000 for 2013/14. This has been funded from LSVT receipts and is for a 10 year period which ends in May 2014. The Council will cease to fund these after the ten years or earlier if the available funding has been exhausted. Once funding ends, applications will be considered as part of the Disabled Facilities Grant budget.
3.12. Provision of Travellers Site

Planning Permission has now been granted on the site and instructions have been issued to prepare a detailed scheme for the site. It is anticipated that works to the site will begin in December 2013.

3.13. New IT Projects

Expenditure to this date has mainly been on PC upgrades. It is anticipated that the new HR/Payroll system will be implemented by the end of 2013/14 at a cost of £133,138. It is also anticipated that an upgrade of the website will be completed in the year at a cost of £35,000. The Environment and Housing IDOX system has now been agreed and work on this has commenced. It is anticipated this will have a capital cost of £90,000. This should be completed by March 2014.

3.14. South Norfolk House

Replacement of the generator was initially scheduled as part of the 2015/16 programme; however the current generator is now defunct and a new one has been procured. The cost of a new generator is around £32,000, as opposed to the £85,000 contained within the current programme. The requirement to purchase a generator means that the 2013/14 budget is forecast to be exceeded by £13,500. As a result, it is anticipated that funding of £13,500 from 2014/15 will be required to be brought forward.

4. Anticipated Slippage Requests

4.1. It is currently projected that around £6.5m of the 2013/14 Capital Programme budget will need to be slipped into the 2014/15 Programme to enable the schemes to be completed.

There are four major schemes which make up around £5.3m of these anticipated slippage requests which are as follows:

Ketteringham Depot – Expanding Facilities - £1,428,140
Leisure Centre Upgrades - £1,140,000
Investment Property - £1,038,398
Poringland (Phase 1) – £1,747,812
Treasury Management

5. Economic Background

5.1. The UK economy has shown some improvement, with consumer spending boosting growth. GDP for the first quarter of 2013 was revised up to +0.4% and for the second quarter was +0.7%. Recent data suggests a stronger rate in quarter three. Revisions by the Office of National Statistics to GDP back-data showed the UK avoided a double-dip recession in 2012, but that the downturn in 2008-09 was deeper than previously estimated. Total GDP is still more than 3% below its peak back in 2007.

5.2. Some positive signs for household spending have emerged. The deterioration in real earnings growth (i.e. earnings less inflation) has slowed, which implies a slower erosion of purchasing power and consumer confidence has improved. Household savings rates remain high, which is unsurprising given the uncertain economic outlook, but appear to be on a downward track, suggesting spending was being driven by borrowing or lower savings. This raises questions about the sustainability of the recovery at these rates of growth.

5.3. Annual CPI for August (published September) was 2.7%. Inflation fell in line with expectations and is expected to remain close to this level throughout the autumn. Further out, inflation should fall back towards the 2% target as external price pressures fade and a revival in productivity growth curbs domestic cost pressures. The oil price (Brent Crude) climbed above $100/barrel on the back of political unrest in Egypt and the unresolved crisis in Syria.

5.4. In his testimony to Congress on 22nd May the US Federal Reserve Chairman Ben Bernanke stated that, if the nascent recovery in the US economy became established, the Fed would reduce its $85bn monthly asset purchase programme (QE). The apparent movement by the Fed towards tapering its open-ended QE programme prompted extreme asset price volatility in bonds and equities, as investors sought to crystallise gains driven by excessive liquidity. As a consequence, government bond yields spiked. There had been a growing expectation that the Federal Reserve would seek to commence ‘tapering’ in September but they took markets by surprise and maintained asset purchases at the existing level.

5.5. Whilst the outlook for the global economy appears to have improved over the first half of calendar 2013/14, significant economic risks remain, particularly in China and the Eurozone. The Chinese banking system is facing tighter liquidity conditions as officials seek to slow down rampant credit growth, and, despite the time gained by the ECB to allow individual members and the Eurozone as a whole to reform their economies, the Eurozone debt crisis has not gone away. The region appears to be dragging itself out of recession and September’s German general election passed with little incident but political uncertainties, particularly in Italy, could derail any progress towards a more balanced and stable regional economy. The US recovery appeared to be in train, but a lack of agreement on the federal budget by the end of September caused a partial
government shutdown at the start of October, which could have an effect on GDP growth. Political risks also remain regarding the debt ceiling.

6. **Outlook for interest rates**

6.1. Official interest rates and asset purchases were maintained at 0.5% and £375bn respectively. The main development for monetary policy was the start of Mark Carney’s tenure as Governor and the implementation of forward guidance. Within the August Inflation Report, the Bank stated its forward guidance, the main element of which is to defer monetary tightening at least until the ILO Unemployment Rate falls to a threshold of 7%. The Bank projected that the probability of this happening would remain below 50% until 2016.

6.2. The outlook is for official interest rates to remain low for an extended period, as shown below.

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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Official Bank Rate</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Upside risk</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
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<td>0.25</td>
<td>0.25</td>
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<td>0.25</td>
</tr>
<tr>
<td>Arlingclose Central</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
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<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td></td>
</tr>
<tr>
<td>Downside risk</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
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<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
</tr>
</tbody>
</table>

7. **Investment Activity**

7.1. The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council’s aim is to achieve a yield commensurate with these principles.

**Movement on Investments:**

<table>
<thead>
<tr>
<th>Quarter 2</th>
<th>Balance 01/7/13</th>
<th>Investments Made</th>
<th>Investments Repaid</th>
<th>Balance on 30/9/13</th>
<th>Increase/Decrease in Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£000s</td>
<td>£000s</td>
<td>£000s</td>
<td>£000s</td>
<td>£000s</td>
</tr>
<tr>
<td>Short term Investments</td>
<td>17,500</td>
<td>2,000</td>
<td>(4,000)</td>
<td>15,500</td>
<td>(2,000)</td>
</tr>
<tr>
<td>Long term investments</td>
<td>2,000</td>
<td></td>
<td></td>
<td>2,000</td>
<td>0</td>
</tr>
<tr>
<td>Money Market Fund</td>
<td>0</td>
<td>28,125</td>
<td>(28,125)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bank Accounts</td>
<td>11,350</td>
<td>10,975</td>
<td>(8,780)</td>
<td>13,545</td>
<td>2,195</td>
</tr>
<tr>
<td><strong>Total Investments</strong></td>
<td><strong>30,850</strong></td>
<td><strong>41,100</strong></td>
<td><strong>(40,905)</strong></td>
<td><strong>31,045</strong></td>
<td><strong>195</strong></td>
</tr>
</tbody>
</table>

7.2. The Investments made during the quarter were as follows:

<table>
<thead>
<tr>
<th>Month</th>
<th>Counterparty</th>
<th>Amount (£m)</th>
<th>Length</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>Bank of Scotland</td>
<td>2.0</td>
<td>6 months</td>
<td>0.75%</td>
</tr>
</tbody>
</table>

7.3. As the Council has invested up to its limits with all its counter parties for call accounts and short term notice accounts, funds are being placed with money
market funds which provide returns of between 0.3% and 0.5%. In order to allow greater flexibility and to obtain a better rate of return, it is proposed that the counterparty limits for UK clearing banks (Lloyds Banking Group, Barclays, HSBC and Royal Bank of Scotland) be increased from £5 million to £10 million.

7.4. The Council’s budgeted investment income for the year is £322,000. The cash balances invested, representing the Council’s reserves, working balances etc, were £31,045m as at 30 September 2013 and interest earned is forecast to be £340,549 which is £18,549 above budget, due to higher balances than predicted, as the capital expenditure is profiled to the second half of the financial year or into 2014/15. This would be £153,552 less than in 2012/13, due to the substantially lower interest rates available on new investments. The average rate of return is forecast to be 1.22% which is slightly higher than the target rate of return of 1.17%.

7.5. Due to the anticipated slippage of capital expenditure into the next financial year, officers will look to place investments for longer periods of time.

8. **Compliance with Prudential Indicators**

8.1. In February 2013, the Council approved a set of Prudential Indicators for 2013/14, as part of the Council’s Treasury Management Strategy. In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2013/14. There was a breach of one indicator during the quarter.

8.2. There was one technical breach of the Affordable Borrowing Limit and the Operational Boundary for external debt. The Affordable Borrowing Limit is £500,000 and the Operational Boundary is set at £75,000. One Money Market Fund deal failed to be repaid to the Council when expected causing the Co-operative Bank current account to be £2,132,340 overdrawn on 15/07/13. Funds were repaid the following day. There were no charges incurred.

8.3. Under the Council’s Constitution, the Full Council approves the Treasury Management Strategy and therefore any deviation or breach must be reported to Full Council. In practice, all breaches are also reported to Cabinet already prior to Full Council.

8.4. No other Prudential Indicators have been breached. The prudential indicators can be found in Appendix B.

9. **Return on Investment Properties**

9.1. The Council has a portfolio of Investment Properties worth over £5.405 million. The majority of these properties are rented out, so the return on these properties is as important as if the Council had invested £5.405 million in the Treasury Strategy. However, under CIPFA’s code they are recognised as Capital Assets in the Balance Sheet.

9.2. A summary of the return on Investment is shown in Appendix C.
9.3. The forecast average gross rate of return for the total investment portfolio is currently 6.2% gross, calculated on the value as at 30/09/13. This is a significantly better gross rate of return than if the same value had been invested with the Council’s counterparties.

9.4. The net rate of return including all expenditure on vacant properties is forecast to be 4.9%, which still compares favourably to the returns from cash investments.
Banking Arrangements

10. Background

10.1. The Council currently banks with the Co-operative Bank under a five year contract up to 31 March 2017. Following large losses, the Co-operative Bank’s debt was downgraded to “junk” status by the rating agencies and needs to raise £1.5 billion in capital to strengthen its balance sheet. It is currently re-considering its options for doing so and a new plan is expected in October. These events have given rise to concerns about the viability of the Co-operative Bank, which holds around a third of all local authority current accounts. At the moment all Norfolk local authorities and the police are with the Co-operative. Officers have held joint discussions and have met with Barclays Bank to talk through each authority setting up an alternate bank account which would be used in the event that the main Co-operative Bank account could not be accessed.

11. Current Position and Issues

11.1. If South Norfolk Council is unable to collect income or pay creditors, the impact would be significant. Barclays have offered to set up a dormant account which will sit with a zero cash balance until required. There would be no charge for this set-up service. Transactional fees would be payable only if the account is used. This will enable the Council to redirect returned investments/deposits on call and give it the ability to switch BACS processing and make CHAPS payments.

11.2. Not only does a dormant account provide the Council with a short-term solution should the Co-operative Bank be unable to resolve its present difficulties, but it will also provide an on-going business continuity solution. The practice of having dormant accounts for business continuity is standard practice for large corporate organisations.

11.3. Having already opened a business call account with Barclays for investment deposits, an application for a dormant account can be fast tracked with much of the banking due-diligence having already been done. The process should take a week to set up the account, at which point it would be available for use, and then about 4 weeks to set up internet banking. During the set up period a small number of test transactions will be processed to ensure that it will be fully operational should the need arise.

12. Proposal and Reasons

12.1. Under the Council’s scheme of delegation, the Head of Finance has the authority to set up such bank accounts as they deem to be appropriate. This particular alternate bank account would only be used in an emergency, i.e. in the event that the Co-operative Bank could no longer provide the Council with suitable banking services. The Council would then immediately begin the process of formally tendering for a new more permanent banking arrangement.
13. Other Options

13.1. Of the alternative potential providers, HSBC would only be interested in providing banking related services to the County Council and not the Districts. Barclays compares well to Lloyds and RBS/NatWest and offers a more certain prospect than these two providers.

13.2. All Norfolk local authorities and Norfolk police are in the process of making similar arrangements with Barclays.

14. Implications and Risks

14.1. Financial – there is a risk of severe disruption to our income and payment services if a current account is not available.

14.2. Legal – should the Council conclude that the dormant bank account needed to be used and the Co-operative Bank disagreed then it could seek compensation.

15. Relevant Corporate Priorities

15.1. Promoting a thriving local economy.

15.2. Driving services through being businesslike, efficient and customer aware.

16. Conclusion

16.1. Capital expenditure for the first half of the year was £1,403,879 against the annual budget of £9,784,089 with the main expenditure being the Cleansing Vehicle Replacement, Disabled Facilities Grants and New IT Projects. The forecast is that expenditure at the year end will be around £3.4 million, but this will be dependent on continued progress with a number of complex schemes. This will mean slippage requests of around £6.5 million at the end of the year. The programme is fully funded for 2013/14.

16.2. Cash Balances have increased from £30.850 million at 30 June 2013 to £31.045 million at 30 September 2013. This is due to the main elements of the Council’s capital programme being scheduled to spend later during 2013/14.

16.3. The Council’s approach has been to make short term rather than longer term investments in response to the economic uncertainty during the financial year, but to increase its investments in property in order to secure a higher rate of return and to promote economic development. The strategy of making short term investments enables the Council to react faster to changes in the financial markets and to reduce the long term risk around the financial strength of counterparties, but this reduction in risk is reflected in lower interest rates. However this strategy itself is not risk free, as the higher yielding investments are now maturing in 2013/14 and are subject to the market conditions, credit ratings and rates prevailing at that moment. Current rates available are around 1% at best. It is important that the Council keeps a balanced portfolio in terms of risk, rates and liquidity.
16.4. Interest earned on cash investments is forecast to be £340,549 for the year, which is £18,549 above the budget of £322,000, but would be £153,552 less than the £494,101 received in 2012/13.

16.5. Discussions have taken place between all Norfolk local authorities and the Police, the outcome of which is a common move towards establishing alternate banking arrangements with Barclays Bank as a contingency. Barclays can provide an alternate bank account at no initial and no on-going cost unless and until it is used for transactions.

17. Recommendations

17.1. That Cabinet notes progress on the Capital Programme during the second quarter.

17.2. That Cabinet delegates the decision to sell houses on the Poringland site to the Head of Asset Management in conjunction with the portfolio holder for Finance and Resources as proposed in 3.3.

17.3. That Cabinet notes the likely slippage requests on the Capital Programme into 2014/15.

17.4. That Cabinet approves the request to bring forward budget for the new generator as proposed in 2.2.

17.5. Cabinet is recommended to request that Council:
   a) Approve the 2013/14 prudential indicators for the quarter.
   b) Note the treasury activity in the quarter and that it complies with the agreed strategy.
   c) Approve the increases in the counterparty limits for UK clearing banks as proposed in 7.3.
   d) Note the breach in the prudential indicators relating to external debt set out in 8.2.

17.6. That Cabinet notes that the Head of Finance intends to set up an alternate current account with Barclays Bank. This would remain dormant unless there was an emergency.
<table>
<thead>
<tr>
<th>Capital Project</th>
<th>Original 2013/14 Programme £</th>
<th>Slippage from/to 2012/13 £</th>
<th>Additional Budgets within year £</th>
<th>Current 2013/14 Programme £</th>
<th>YTD Actuals £</th>
<th>Remaining Budget 2013/14 £</th>
<th>Q3 Forecast Expenditure £</th>
<th>Q4 Forecast Expenditure £</th>
<th>Forecast 2013/14 Outturn £</th>
<th>Forecast 2013/14 Variance £</th>
<th>Potential Slippage from 2013/14 £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIORITY: Supporting Communities to realise their potential</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Capital Grant Projects</td>
<td>150,000</td>
<td>0</td>
<td>0</td>
<td>150,000</td>
<td>0</td>
<td>150,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(150,000)</td>
<td>150,000</td>
</tr>
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<td><strong>Total Priority: Supporting Communities to realise their potential</strong></td>
<td>150,000</td>
<td>0</td>
<td>0</td>
<td>150,000</td>
<td>0</td>
<td>150,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(150,000)</td>
<td>150,000</td>
</tr>
<tr>
<td><strong>PRIORITY: Enhancing our Quality of Life and the Environment we live in</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Travellers Site</td>
<td>0</td>
<td>300,000</td>
<td>0</td>
<td>300,000</td>
<td>10,681</td>
<td>289,319</td>
<td>50,000</td>
<td>100,000</td>
<td>160,681</td>
<td>(139,319)</td>
<td>139,319</td>
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<tr>
<td>Leisure Equipment</td>
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<td>59,269</td>
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<td>59,269</td>
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<td>59,269</td>
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<td>0</td>
<td>0</td>
<td>(59,269)</td>
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<tr>
<td>Low Cost Housing</td>
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<td>350,400</td>
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<td>461,840</td>
<td>74,718</td>
<td>275,282</td>
<td>140,000</td>
<td>71,573</td>
<td>286,291</td>
<td>(63,709)</td>
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<td>Aids &amp; Adaptations</td>
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<td>0</td>
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<td>350,000</td>
<td>7,718</td>
<td>266,432</td>
<td>104,784</td>
<td>104,784</td>
<td>419,136</td>
<td>(56,864)</td>
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<td>Disabled Facilities Grants</td>
<td>476,000</td>
<td>0</td>
<td>0</td>
<td>476,000</td>
<td>209,569</td>
<td>104,784</td>
<td>104,784</td>
<td>104,784</td>
<td>419,136</td>
<td>(56,864)</td>
<td>56,864</td>
</tr>
<tr>
<td>Decent Home Loans</td>
<td>200,000</td>
<td>0</td>
<td>0</td>
<td>200,000</td>
<td>53,297</td>
<td>146,703</td>
<td>26,649</td>
<td>26,649</td>
<td>106,959</td>
<td>(93,405)</td>
<td>93,405</td>
</tr>
<tr>
<td>Wheeled Bin Replacement</td>
<td>130,000</td>
<td>0</td>
<td>0</td>
<td>130,000</td>
<td>72,667</td>
<td>57,333</td>
<td>36,334</td>
<td>36,334</td>
<td>145,335</td>
<td>(15,335)</td>
<td>15,335</td>
</tr>
<tr>
<td>Vehicle Replacement - Cleansing</td>
<td>989,250</td>
<td>0</td>
<td>0</td>
<td>989,250</td>
<td>860,068</td>
<td>129,182</td>
<td>85,000</td>
<td>85,000</td>
<td>1,030,068</td>
<td>(40,818)</td>
<td>0</td>
</tr>
<tr>
<td>Street Sweeping Equipment</td>
<td>47,000</td>
<td>0</td>
<td>0</td>
<td>47,000</td>
<td>23,500</td>
<td>23,500</td>
<td>47,000</td>
<td>47,000</td>
<td>94,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grounds Maintenance Equipment</td>
<td>66,000</td>
<td>0</td>
<td>0</td>
<td>66,000</td>
<td>33,000</td>
<td>33,000</td>
<td>66,000</td>
<td>66,000</td>
<td>132,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>South Norfolk House - Planned Maintenance</td>
<td>115,000</td>
<td>0</td>
<td>13,500</td>
<td>128,500</td>
<td>27,378</td>
<td>101,122</td>
<td>23,000</td>
<td>23,000</td>
<td>128,378</td>
<td>(122)</td>
<td>0</td>
</tr>
<tr>
<td>Ketteringham Depot - Expanding Facilities</td>
<td>1,505,000</td>
<td>0</td>
<td>0</td>
<td>1,505,000</td>
<td>6,860</td>
<td>1,498,140</td>
<td>35,000</td>
<td>35,000</td>
<td>76,860</td>
<td>(1,428,140)</td>
<td>1,428,140</td>
</tr>
<tr>
<td>Toilet Refurbishments</td>
<td>350,000</td>
<td>0</td>
<td>0</td>
<td>350,000</td>
<td>0</td>
<td>350,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(350,000)</td>
<td>350,000</td>
</tr>
<tr>
<td>Hostel - Kitchen Refurbishment The Manse</td>
<td>10,000</td>
<td>0</td>
<td>0</td>
<td>10,000</td>
<td>0</td>
<td>10,000</td>
<td>0</td>
<td>10,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Leisure Centre Upgrades</td>
<td>1,190,000</td>
<td>0</td>
<td>0</td>
<td>1,190,000</td>
<td>0</td>
<td>1,190,000</td>
<td>50,000</td>
<td>50,000</td>
<td>1,140,000</td>
<td>0</td>
<td>1,140,000</td>
</tr>
<tr>
<td><strong>Total Priority: Enhancing our Quality of Life and the Environment we live in</strong></td>
<td>5,539,690</td>
<td>709,669</td>
<td>13,500</td>
<td>6,262,859</td>
<td>1,315,237</td>
<td>4,947,622</td>
<td>663,266</td>
<td>811,839</td>
<td>2,790,342</td>
<td>(3,472,517)</td>
<td>3,528,546</td>
</tr>
<tr>
<td><strong>PRIORITY: Promoting a thriving local economy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Property</td>
<td>2,000,000</td>
<td>1,091,990</td>
<td>(2,000,000)</td>
<td>1,091,990</td>
<td>13,592</td>
<td>1,078,398</td>
<td>20,000</td>
<td>20,000</td>
<td>53,592</td>
<td>(1,038,398)</td>
<td>1,038,398</td>
</tr>
<tr>
<td>Poringland</td>
<td>0</td>
<td>0</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>52,188</td>
<td>1,947,812</td>
<td>75,000</td>
<td>125,000</td>
<td>252,188</td>
<td>(1,747,812)</td>
<td>1,747,812</td>
</tr>
<tr>
<td><strong>Total Priority: Promoting a thriving local economy</strong></td>
<td>2,000,000</td>
<td>1,091,990</td>
<td>0</td>
<td>3,091,990</td>
<td>65,780</td>
<td>3,026,210</td>
<td>95,000</td>
<td>145,000</td>
<td>305,780</td>
<td>(2,786,210)</td>
<td>2,786,210</td>
</tr>
<tr>
<td><strong>PRIORITY: Driving services through being businesslike, efficient and customer aware</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CNC Integration</td>
<td>200,000</td>
<td>(116,008)</td>
<td>0</td>
<td>83,992</td>
<td>15,429</td>
<td>68,563</td>
<td>7,715</td>
<td>7,715</td>
<td>30,859</td>
<td>(53,133)</td>
<td>53,133</td>
</tr>
<tr>
<td>New IT Projects</td>
<td>300,000</td>
<td>(104,752)</td>
<td>0</td>
<td>195,248</td>
<td>7,433</td>
<td>187,815</td>
<td>60,000</td>
<td>193,000</td>
<td>258,433</td>
<td>63,185</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Priority: Driving services through being businesslike, efficient and customer aware</strong></td>
<td>500,000</td>
<td>(220,760)</td>
<td>0</td>
<td>279,240</td>
<td>22,862</td>
<td>256,378</td>
<td>67,715</td>
<td>198,715</td>
<td>289,292</td>
<td>10,052</td>
<td>53,133</td>
</tr>
<tr>
<td><strong>TOTAL CAPITAL PROGRAMME</strong></td>
<td>8,189,690</td>
<td>1,580,899</td>
<td>13,500</td>
<td>9,784,089</td>
<td>1,403,879</td>
<td>8,380,210</td>
<td>825,981</td>
<td>1,155,553</td>
<td>3,385,414</td>
<td>(6,398,675)</td>
<td>6,517,889</td>
</tr>
</tbody>
</table>
Appendix B

Prudential Indicators

Capital Financing Requirement
Estimates of the Council’s cumulative maximum external borrowing requirement for 2012/13 to 2014/15 are shown in the table below:

<table>
<thead>
<tr>
<th></th>
<th>31/03/2013 Actual £000s</th>
<th>31/03/2014 Estimate £000s</th>
<th>31/03/2015 Estimate £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Financing Requirement</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: Existing Profile of Borrowing</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: Other Long Term Liabilities</td>
<td>33</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cumulative Maximum External Borrowing Requirement</td>
<td>33</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

In the Prudential Code (November 2009), it states¹ ‘Where there is a significant difference between the net and gross borrowing position the risks and benefits associated with this strategy should be clearly stated in the annual strategy.’

Long Term Liabilities relate to the remaining Finance Leases.

Balances and Reserves
Estimates of the Council’s level of Balances and Reserves for 2013/14 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>31/03/2013 Actual £000s</th>
<th>31/03/2014 Estimate £000s</th>
<th>31/03/2015 Estimate £000s</th>
<th>31/03/2016 Estimate £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usable Reserves</td>
<td>24,241</td>
<td>20,293</td>
<td>17,801</td>
<td>15,522</td>
</tr>
</tbody>
</table>

Prudential Indicator Compliance

(a) Authorised Limit and Operational Boundary for External Debt

- The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit (also referred to as the Authorised Limit), irrespective of their indebted status. This is a statutory limit which should not be breached.
- The Council’s Affordable Borrowing Limit is set at £500,000 for 2013/14.
- The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst case scenario without the additional headroom included within the Authorised Limit.
- The Operational Boundary for borrowing for 2013/14 is set at £75,000.

¹ Prudential Code, November 2009, page 4, paragraph E19
(b) Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

- These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.
- The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

<table>
<thead>
<tr>
<th>Limits for 2013/14 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Limit for Fixed Rate Exposure</td>
</tr>
<tr>
<td>Compliance with Limits:</td>
</tr>
<tr>
<td>Upper Limit for Variable Rate Exposure</td>
</tr>
<tr>
<td>Compliance with Limits:</td>
</tr>
</tbody>
</table>

(c) Maturity Structure of Fixed Rate Borrowing

- This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

<table>
<thead>
<tr>
<th>Maturity Structure of Fixed Rate Borrowing</th>
<th>Upper Limit %</th>
<th>Lower Limit %</th>
<th>Actual Fixed Rate Borrowing as at 31/03/13</th>
<th>% Fixed Rate Borrowing as at 31/03/13</th>
<th>Compliance with Set Limits?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 12 months</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>Yes</td>
</tr>
<tr>
<td>12 months and within 24 months</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Yes</td>
</tr>
<tr>
<td>24 months and within 5 years</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Yes</td>
</tr>
<tr>
<td>5 years and within 10 years</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Yes</td>
</tr>
<tr>
<td>10 years and above</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Yes</td>
</tr>
</tbody>
</table>

(d) Total principal sums invested for periods longer than 364 days

- This indicator allows the Council to manage the risk inherent in investments longer than 364 days.
- The limit for 2013/14 is set at £10 million.
| Asset Register Code | Asset Description | Original Asset Cost | Combined Land and Buildings Value | 01/04/13 - 30/09/13 | 01/04/13 - 30/09/13 | 01/04/13 - 30/09/13 | 01/04/13 - 30/09/13 | 01/04/13 - 30/09/13 | Net Income / (Expenditure) to 30/09/13 | Gross Investment | Net Investment | Yield to 31/03/2014 | Yield to 31/03/2014 |
|------------------|------------------|-------------------|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------|----------------|----------------|----------------|
| DIS077A/B        | 12 Vinces Road, Diss | £132,517          | £132,517                         | £5,417              | £163               | £216               | £4                  | £0                  | £0 (5,800)      | £11,599         | 0.0%           | -8.8%          |
| DIS078A/B        | 9-11 Mere Street, Diss | £1,043,432        | £1,001,594                       | £25,625             | £0                 | £0                 | £0                  | £0                  | £0 (25,625)     | £51,250         | 5.1%           | 5.1%           |
| DIS079A/B        | Unit 5b, Owen Road, Diss, IP22 4ER | £78,268          | £84,035                          | £3,250              | £0                 | £0                 | £0                  | £0                  | £3,250          | £6,500          | 7.7%           | 7.7%           |
| DIS080A/B        | 15 Vinces Road, Diss | £159,796          | £160,088                         | £6,000              | £0                 | £163               | £199                | £368                | £0 (6,000)      | £12,011         | 7.5%           | 7.5%           |
| DIS081A/B        | 9 Park Road, Diss | £123,075          | £123,075                         | £6,250              | £0                 | £224               | £58                 | £0                  | £0 (6,240)      | £(2,420)        | 0.0%           | -2.0%          |
| DIS082A          | Unit B17, Owen Rd, Diss | £137,825         | £91,659                          | £3,000              | £0                 | £0                 | £0                  | £0                  | £3,000          | £6,000          | 6.5%           | 6.5%           |
| DIS083A          | Unit B19, Owen Rd, Diss | £125,325         | £92,659                          | £3,000              | £0                 | £0                 | £0                  | £0                  | £3,000          | £6,000          | 6.5%           | 6.5%           |
| HAR048A/B        | Unit 18A, Harleston | £389,757          | £436,528                         | £17,000             | £0                 | £0                 | £0                  | £0                  | £17,000         | £34,000         | 7.8%           | 7.8%           |
| HAR049A/B        | Unit 19A-D, Harleston | £198,410         | £205,433                         | £2,838              | £0                 | £0                 | £0                  | £0                  | £2,838          | £5,675          | 2.8%           | 2.8%           |
| KEO03A/B         | Ketteringham Depot | £132,000          | £184,832                         | £9,075              | £0                 | £0                 | £0                  | £0                  | £9,075          | £18,150         | 9.8%           | 9.8%           |
| LDD019A/B        | Loddon Business Centre | £498,000         | £659,319                         | £24,192             | £0                 | £1,510             | £650                | £526                | £2,758          | £664            | 18,084         | 18,084         |
| LST041A/B/C      | Swan Lane Office – Saffron | £189,699         | £189,699                         | £22,000             | £0                 | £0                 | £0                  | £0                  | £22,000         | £44,000         | 23.2%          | 23.2%          |
| WYM094A          | Wym – Ayton Road | £99,765           | £102,858                         | £4,035              | £0                 | £444               | £0                  | £0                  | £3,591          | £7,181          | 7.8%           | 7.8%           |
| WYM095A          | Wym – Ayton Road | £38,738           | £39,257                          | £1,775              | £0                 | £444               | £0                  | £0                  | £1,331          | £2,661          | 9.0%           | 9.0%           |
| WYM096A          | Wym – Ayton Road | £86,442           | £87,967                          | £3,500              | £0                 | £444               | £0                  | £0                  | £3,056          | £6,111          | 8.0%           | 8.0%           |
| WYM097A          | Wym – Ayton Road | £136,375          | £136,388                         | £2,250              | £0                 | £444               | £0                  | £0                  | £1,806          | £3,611          | 3.3%           | 3.3%           |
| WYM098A          | Wym – Ayton Road | £63,831           | £77,564                          | £6,000              | £0                 | £444               | £0                  | £0                  | £5,556          | £11,111         | 15.5%          | 15.5%          |
| WYM099A          | Wym – Ayton Road | £42,062           | £51,293                          | £2,563              | £0                 | £444               | £0                  | £0                  | £2,118          | £4,236          | 10.0%          | 10.0%          |
| WYM100A          | Wym – Ayton Road | £100,403          | £100,196                         | £4,963              | £0                 | £444               | £0                  | £0                  | £4,518          | £9,036          | 9.9%           | 9.9%           |
| WYM102A          | Wym – Ayton Road | £50,166           | £50,171                          | £2,075              | £0                 | £444               | £0                  | £0                  | £1,631          | £3,261          | 8.3%           | 8.3%           |
| WYM103A          | Wym – Ayton Road | £198,440          | £208,513                         | £7,365              | £0                 | £444               | £0                  | £0                  | £6,921          | £13,841         | 7.1%           | 7.1%           |
| WYM104A          | Wym – Ayton Road | £130,549          | £135,193                         | £5,308              | £0                 | £444               | £0                  | £0                  | £4,863          | £9,726          | 7.9%           | 7.9%           |
| WYM105A          | Wym – Ayton Road | £58,391           | £50,186                          | £2,236              | £0                 | £444               | £0                  | £0                  | £1,918          | £3,836          | 7.8%           | 7.8%           |
| WYM106A/B        | Wym – Ayton Road | £326,354          | £326,355                         | £13,125             | £0                 | £444               | £0                  | £0                  | £12,681         | £25,361         | 8.0%           | 8.0%           |
| WYM112A/B        | Wym Town Council, Middleton St | £161,034         | £272,934                         | £0                  | £35                | £0                 | £0                  | £0                  | £(35)           | (70)            | 0.0%           | 0.0%           |
| WYM153A/B        | 21 Penfold Drive, Gateway 11, Wymondham, NR18 0W2 | £127,908         | £150,000                         | £6,000              | £0                 | £145               | £0                  | £0                  | £5,855          | £11,711         | 8.0%           | 8.0%           |
| WYM154A/B        | Unit 13, Wymondham Business Park | £577,102         | £577,102                         | £17,545             | £0                 | £564               | £120                | £292                | £(18,521)       | (37,042)        | 0.0%           | -6.4%          |

£ 5,405,664 £ 5,738,745 £ 177,300 £ 29,215 £ 7,347 £ 1,854 £ 224 £ 3,051 £ 664 £ 134,946 £ 280,311 6.2% 4.9%
Business Rates Pooling

Head of Finance

This report reviews the potential for establishing a business rates pooling arrangement for the Council jointly with Norfolk County Council and other Norfolk district councils. The report considers the financial advantages to the Norfolk council tax payer and the potential risks to the councils involved.

It is expected to maximise the amount of additional business rates income that is generated in Norfolk and invested in the Norfolk economy.

Cabinet member(s): Garry Wheatley
Ward(s) affected: All
Contact Officer, telephone number, and e-mail: Debbie Lorimer 01508 533981 dlorimer@s-norfolk.gov.uk

1. Background

1.1. The Local Government Finance Act 2012 introduced changes to the funding system for local government, with funding from April 2013, via a mix of locally retained business rates and government grants that are allocated from centrally retained business rates.

1.2. The intention of the new business rates retention scheme is to provide incentives for local authorities to increase economic growth, through retention of a share of revenue generated from locally collected business rates. In order to provide opportunities for the same incentives across all areas, the Government has included an arrangement within the new funding scheme for councils to be allowed to pool business rate resources where it makes local economic sense to do so. Providing a county council is part of a pooling arrangement, the creation of a pool within a two tier area can reduce or remove the levy on business rates growth paid to the Government by billing authorities. This will enable more business rates growth to be retained locally and used as agreed by authorities within the pool.

1.3. Last year expressions of interest in creating a pool were required by the end of July 2012. Following discussions at Norfolk Leaders’ Group, most councils decided not to pursue pooling in the initial year. However, Broadland District Council and Norfolk County Council submitted an expression of interest to DCLG in July 2012, who confirmed designation of the pool for 2013-14. The aim of this
Cabinet
28 October 2013

The Cabinet has decided that the economic growth strategy through potential to use additional retained business rates to provide funding for joint projects, including key infrastructure and provide a pathway for future pooling arrangements with authorities across the county. Governance arrangements were agreed by both councils and included provision for dissolving and reforming a new pool, should other councils wish to pool business rates in future years.

1.4. In 2013/14, 13 pools were created involving 90 councils. Collectively, based on provisional forecasts of income, pooled authorities expect to see growth in their rates income of some £44m; the lower levy rates of pools mean that about £17m of growth will be retained locally that would otherwise have been returned to central government.

1.5. From information and discussion with other councils, most pools have been set up on a fairly straightforward basis, with business rates pooled for the purpose of Government calculation of tariffs, top-ups and levy payment, but with arrangements in place that means that only the saved amount in levy payment is ‘pooled’ in respect of joint decision making. The key opportunity from pooling is to enable funds to be created that can actively support local economic development and in turn generate new business growth.

2. Current position and issues

2.1. The Government has recently issued a prospectus for business rates pools for 2014-15, with a requirement for notification of new pools by 31 October 2013. As with last year, although pools are designated in the autumn, final decisions can be made after the local government finance settlement.

2.2. DCLG is apparently keen for local authorities to join pooling arrangements for business rates as it believes that it will “encourage” joint working on economic growth and service delivery.

2.3. In two tier areas such as Norfolk the upper tier authority, in this case NCC, will normally receive a top up from government and the district authorities will normally pay a tariff (levy) to government. The levy rate for any increase in business rates growth over and above the baseline funding level, adjusted for inflation for all Norfolk District authorities is 50%. The effect of pooling is that the levy rate will be reduced or eliminated completely. However, there are also financial risks associated with pooling. Some local authorities may find that a reduction in their local business rates income which would have qualified for a safety net payment (where business rates income falls by more than 7 ½% below the baseline funding position) if they are part of a pool, will no longer qualify where the overall pool is above its combined safety net threshold.

2.4. Clearly it is not possible to predict with certainty some five months before the start of a financial year the outturn position for the forthcoming period. At the present time Officers estimate that there will be Business Rate growth of around £1,027,000 in 2013/14 of which £256,750 would be paid to central government in the form of a levy.
3. **Options Considered**

3.1. There are only two options available, either to choose to join a pooling arrangement with Norfolk County Council and other interested Norfolk districts or not to do so.

3.2. A county council can only be part of one pool. Therefore decisions affecting pooling in 2014-15 will need to be made collectively.

3.3. Recent discussion with DCLG has confirmed that pools can be created with considerable flexibility within the locally agreed governance arrangements. Therefore, it is entirely possible for a council to be an associate member of a pool where it makes sense in relation to economic strategy, but not part of the designated pool where it does not make financial sense to do so. This provides greater opportunity for collaboration in areas such as Norfolk, where there is varying levels of business rates growth across the county area. In a situation where an individual district is predicting that it would have no business rates growth, and particularly if it expects to breach its safety net levels as Great Yarmouth did this year, then the Norfolk councils as a whole would financially benefit if that council stayed outside the pool and accessed safety net payments direct from DCLG.

3.4. In overall terms there would appear to potentially be considerable financial benefits to Norfolk authorities, including South Norfolk Council, from the creation of an extended business rates pooling arrangement for 2014/15.

3.5. Although the details have yet to be agreed, the model endorsed by the Norfolk Leaders is that the arrangement is established whereby the business rates are pooled for the purpose of the Government calculation of tariffs, top up and levy payments but in practice only the sum “saved” in levy payments is actually pooled for joint decision making, as is the arrangement for most of the existing business rates pools.

3.6. In order to reduce the risk to participating councils of the unanticipated loss of one or more major business rate payers in individual districts it would be prudent for the Norfolk pool to replicate the safety net support which the individual participating districts would lose access to, as a first call on the pooled payments.

3.7. Clearly if a pool is to be established it will be important to be clear about the governance arrangements for the investment decisions with respect to the pooled funds. The following principles in paragraphs 3.8 – 3.10 have been endorsed by the Norfolk Leaders.

3.8. The purpose of the Norfolk business rates pool is to make strategic investments designed to “support Norfolk’s economic growth strategy”

3.9. Decision making in relation to pooled funds to be determined by the Leaders of each authority participating in the business rates pool. Decision making is to be by consensus.
Cabinet
28 October 2013

3.10. Investment proposals to give priority for schemes which will/are:-
   - Lever funding from LEP growth and European funds
   - Support infrastructure projects which will lead to:-
     - Job creation
     - Further business rates growth
     - Housing growth
     - Improved skills and qualifications
     - New business creation/expansion
   - Ready to start on site and have all relevant permissions, licences, land ownership arrangements in place

4. Relevant Corporate Priorities

4.1. Driving services through being business-like, efficient and customer aware.

5. Implications and Risks

5.1. Financial – Joining a Norfolk business rates pool will be financially beneficial to all the participating councils, creating a new fund for investment to support the County’s economic growth strategy. It is currently projected that approximately £205,000 per annum of additional funding will be generated in South Norfolk alone, and that in turn a broadly equivalent sum will be available to invest each year in the district.

5.2. Policy – The proposal represents a clear policy change, but there are a number of precepts where similar business rate pools are already operating successfully in other County areas and the approach is strongly supported in policy terms by DCLG.

5.3. There is a risk that a major business could close in the district leading ultimately to a reduction rather than an increase in the amount of business rates collected and hence available for investment in the business rates pool. It is possible but unlikely that this could lead to a reduction below the business rates safety level of 92 ½% of the business rates baseline. This is however to be mitigated by replacing the “safety net” provisions available to authorities outside business rate pooling arrangements as a first call on surpluses generated within the pool.

6. Recommendations

6.1. It is proposed that Cabinet:
   a) Approves the notification to Government to create a new pool
b) Recommends to Council that subject to the negotiation of the detailed financial and governance arrangements, the Deputy Chief Executive, in consultation with the Head of Finance and the Leader of the Council, be given delegated authority to enter the Council into a business rates pooling arrangement for Norfolk with Norfolk County Council and other Norfolk district councils.
Development Management – Proposed revised Scheme of Delegation

Development Manager

This report proposes constitutional amendments to the Development Management Scheme of Delegation.

<table>
<thead>
<tr>
<th>Cabinet member(s):</th>
<th>Ward(s) affected:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keith Kiddie</td>
<td>All</td>
</tr>
</tbody>
</table>

Contact Officer, telephone number, and e-mail: Helen Mellors 01508 533789 hmellors@s-norfolk.gov.uk

1. **Background**

1.1. This report sets out the timescale for agreeing and implementing a strategy for Development Management with will bring better performance and will help focus resources on growth, delivering the Council's objectives as set in the Joint Core Strategy (JCS).

1.2. As a result of recent changes nationally with emphasis on streamlining the planning system; shift in priorities to the early stage of the development process for major developments; less constraint on householder and minor applications, we need to ensure the Development Management Services gives priority to major growth and economic applications.

2. **Current Position and Issues**

2.1. Work is currently being carried out to identity key priorities for the Development Management Service, which will shape the way we deliver the service in the future. These priorities flow from the Planning Peer Challenge, and highlight the need for new working practices coupled with a cultural shift in staff and attitudes and behaviours. Work is still in progress, following the re-alignment of the DM Service (Phase 1 to be completed by December 2013) which will result in a greater focus of resources on Major applications. A report on the following priorities and activities will be brought to a future Cabinet meeting in the New Year:
• Implement a pre-application service, including links with CNC with aim to provide ‘total development service’

This will improve quality of development and will include charging for this service; ensuring S106 submitted with application to speed up the delivery of applications

• Improve speed of decisions and performance

This will need to include updating the scheme of delegation (to be considered as part of this report); introduce simplified reports; only negotiate when there is significant harm; reduce costs on consultations; produce regular performance reports; refuse major applications that need significant amendments; introduce a member protocol for dealing with informal proposals.

Savings will be able to be achieved with the reduction in number of applications being presented to committee. The average cost of a minor application going to committee, in staff and officer time is approximately £150.

• Enforcement Plan

This will set out priorities and how we engage with the process

2.2 At this stage it is only proposed to agree a revised Scheme of Delegation as this will have an immediate impact on the delivery of the service and speed up the decision making process and can be carried out in isolation to the other priorities mentioned above.

2.3 The Current Scheme of Delegation was approved by Full Council in December 2011 and came into effect on the 1 January 2012.

2.4 The current scheme of delegation is as follows:

All applications can be delegated except where the following apply:

The Local Member has requested that the application be determined by Committee for appropriate planning reasons

Recommendations is for approval, but is contrary to planning policy

Recommendation is for approval, but is contrary to the response of a statutory undertaker

The application is by South Norfolk, a Councillor or member of staff

The proposal has the potential to generate employment and the recommendation is for refusal

The Director of Development and Environment declines to exercise his delegated authority
Major applications in one of more of the following categories where there are comments from either the Town/Parish Council or neighbours contrary to recommendation:

- 5 or more dwellings
- Residential development on sites of more than 0.5 ha
- Buildings in excess of 1000 sq m
- Development on sites in excess of 1 ha

Comments have been received from the Parish Council and at least two premises which raise material planning considerations and are at variance to the officer recommendation

2.5 The main issue to consider in revising the Scheme of Delegation is to ensure there is a reduction in the number of applications being referred to the Development Management Committee (DMC) and in particular those applications of a relatively minor nature. This will ensure that officer and Member time is spent on more strategic and contentious planning applications.

3 Proposal and Reasons

3.1 It is proposed to amend the Scheme of Delegation as follows;

All applications and prior notifications can be delegated except where the following apply:

The Local Member has requested that the application be determined by Committee for appropriate planning reasons.

The applicant is a member, employee, or close relative or a member of South Norfolk Council. Close relative is defined as spouse, partner, parent, parent-in-law, son or daughter

The officer who would normally make the decision knows that a member or employee of South Norfolk has a declarable, pecuniary interest in the application

The Director of Growth and Localism, Development Manager and the Chairman of the Committee consider either in their own capacity or following compelling representations from a member that there are exceptional circumstances which warrant consideration of the proposal by Committee. Such circumstances are likely to relate to strategic policy considerations or significant applications where the comments from the Parish Council are contrary to the recommendation.

3.2 The main reason for the above changes are to ensure efficiency savings in terms of member/officer time, which in the case of staff time savings would be directed towards dealing efficiently and speedily with the major applications. As mentioned above the average planning staff cost of taking a minor application to committee is approximately £150. This is an additional cost in processing the application and does not take into account committee services time and member time. It should be noted that a planning fee for a householder application is only £150.
3.3 It is important to note that Local Members will still have a say in what should be considered by the DMC. Any request should be carried out within the requested deadline and an appropriate planning reason to justify, these could include: traffic or parking issues; impact on neighbour amenity; noise and disturbance; impact on trees or wildlife; contrary to planning policy. It is envisaged that members will not request householder applications to be presented to committee, as they raise predominantly neighbour issues and not wider planning considerations that are more appropriate for committee to consider.

3.4 The Director of Growth and Localism, Development Manager and Chair of DMC will still have the power to call in an application to committee, where it may be contentious locally or raise specific issues. It is also proposed that a decision by officers contrary to policy will have to be agreed by the Director, with appropriate material considerations and the local member should also be notified.

3.5 Please note the above revision to the Scheme of Delegation was discussed at an informal meeting of the Environment, Regulation and Planning Policy Committee on the 10 October whereby Members of the committee unanimously supported the proposed changes.

4 Other Options

4.1 Other options that could be considered are as follows:

- To keep the Scheme of Delegation as it is.
- To add in additional referrals, such as:
  
  Major applications in one or more of the following categories where there are comments from Town/Parish Council and at least five neighbours contrary to recommendation:
  - 5 or more dwellings
  - Residential development on sites of more than 0.5 ha
  - Buildings in excess of 1000 sq m
  - Development on sites in excess of 1 ha

- To retain any of the existing reasons in the Scheme of Delegation

4.2 It is not proposed to recommend any of these options. The existing scheme allows for too many minor applications to be referred to the DMC. Members will still have the ability to call in relevant and strategic applications. All officer decisions are made in line with the National Planning Policy Framework and Local Plan Policies. All comments received as part of the application process are taken into account and given careful consideration.
5  **Relevant Corporate Priorities**

5.1 Enhancing our quality of life and the environment we live in.

The proposal will provide members and staff with more focus on strategic developments that drive growth.

5.2 Promoting a thriving local economy.

This first priority is designed to ensure we support growth and the local economy. Specific priority to business related proposals will be maintained.

5.3 Supporting communities to realise their potential.

Development management is now more about influencing and shaping developments in communities than being a strict control mechanism.

5.4 Driving services through being businesslike, efficient and customer aware.

Enable the Development management service and members to focus their time and resources on major and strategic growth applications.

6  **Implications and Risks**

6.1 Financial

If approved, it will result in considerable time and financial efficiencies, for members and staff resources, as mentioned at paragraph 3.2.

6.2 There should be no Legal, Environmental, Equalities of risk implications.

7  **Conclusion**

7.1 The revisions as suggested to the Scheme of Delegation will result in much needed changes as highlighted in the recent Planning Peer Challenge. In particular they commented that although the DMC had improved significantly they felt there was scope for better delegation arrangements so that the committee may focus on those proposals of district wide significance. This approach is also in line with recent changes nationally, with emphasis on streamlining the planning system, and will ensure the Development Management Services gives priority to major growth and economic applications.

7.2 It will allow the Development Management Service to create capacity to achieve corporate priorities and use existing resources in a different way to ensure appropriate resources are given to major applications and not householder applications. It should be noted that householder applications only yield approximately 15% of the service income generation.
7.3 To amend the Scheme of Delegation as recommended will ensure the Council gives priority to those strategic applications.

8 Recommendations

8.1 That Cabinet agrees to recommend the Revised Scheme of Delegation to Full Council as set out at paragraph 3.1 above, with an implementation date of 1 January 2014.
Risk Management Strategy

Compliance and Risk Manager

The Council’s risk management strategy is due for review. This report proposes a revised strategy, reflective of the Council’s cultural framework and appetite towards taking risk.

Cabinet member(s): Garry Wheatley
Ward(s) affected: All

Contact Officer, telephone number, and e-mail: Leah Mickleborough 01508 533954 lmickleborough@s-norfolk.gov.uk

1. Background

1.1. The Council’s current risk management strategy was approved in June 2010. This was a significant revision of the previous (2008) version, and aimed to move the Council from a largely risk-avoidance approach to seeing risk management as a tool for continuous improvement, managing risk as an aid to achieving our objectives. In September 2011, further minor revisions were approved to clarify the position regarding risks in making key decisions.

1.2. Since this time, risk management thinking has moved forwards, particularly following the global economic crisis of 2008. Associated with this, we have faced a rapidly changing environment for local government, with reductions in Central Government funding streams and more permissive legislation such as the general power of competence encouraging local authorities to think and act differently.

1.3. Another key factor to consider is the removal of two key inspection regimes – the Use of Resources and Comprehensive Area Assessments. These created a degree of expectation (and ultimately standardisation) in the way that local authorities approached risk management. Although this had its merits, it meant that authorities could lose sight of their individual authority situation and the need to manage risk in that context. We have the opportunity to develop a strategy that fits South Norfolk Council, rather than specific models.

1.4. Over the past year, the Authority has been working to integrate risk management more effectively with performance and finance reporting, rather than being a “standalone” piece of work that is subject to scrutiny processes. Building on this work, we now need to assess our risk management strategic framework to ensure it is reflective of our organisational culture.
2. **Current Position and Issues**

2.1. Reflecting on the previous strategy, as highlighted above, the objective in forming the new strategy was to move from continuous improvement to a position of enablement; that we use risk management to help inform effective decisions, and through this can take advantage of the opportunities that are present for local authorities.

2.2. We have sought to use the current revision to focus on our strategic approach, including setting a risk appetite and then defining our cultural ability to take risks. As well as complying with current private sector good practice, greater focus on our risk-taking ability should similarly allow perspective when taking risk decisions, and also aid understanding of our ability to respond where risk-events arise.

2.3. The authority has a range of exciting opportunities available to develop services, including the expansion of Building Control and building development at Poringland. The practice employed by officers is to ensure when the Council enters into such programmes the risks are carefully analysed and understood and then balanced against the opportunities available. It is important the strategy reflects this approach, as understanding the risks from the outset significantly increases the Council’s ability to take fully informed decisions, accepting and mitigating risks from an early stage.

3. **Proposal and Reasons**

3.1. The proposed risk management strategy is attached at Appendix 1.

3.2. The strategy has set two key objectives – to establish the cultural approach for risk management, and then set the framework for managing risk. In contrast to the previous versions, we have sought to focus the strategy on the true strategic aspects of risk management and remove detail on

3.3. The most significant change in the new strategy is to remove the set framework for the scoring of risks, and instead focus on categorising risks by the way that they should be managed and monitored. The greatest monitoring focus will be given to those strategic risks that can have the greatest impact on our ability to deliver our corporate priorities and the outcomes we wish to achieve, with a higher emphasis on monitoring the action plans in place to deliver the outcomes.

3.4. This does not mean that the need to monitor lower level risks is removed. There are many risks across the organisation that are managed as part of day-to-day operations. The strategy emphasises that managers should take accountability for continuing to monitor and assess these, and escalate where there are issues or additional mitigating actions are required.

4. **Other Options**

4.1. No other options are presented at this stage.
5. **Relevant Corporate Priorities**

5.1. Effective management of risks helps to support delivery of all corporate objectives.

6. **Implications and Risks**

6.1. There are no direct financial implications as a result of adoption of this strategy. The strategy does not require an equalities impact assessment and there are no legal / crime implications.

7. **Conclusion**

7.1. The revised risk management strategy, attached at Appendix 1, is proposed for adoption. The strategy gives greater emphasis to our cultural approach to taking risk, outlining our appetite and capacity to take risk in a responsible manner.

8. **Recommendations**

8.1. Cabinet is requested to approve the risk management strategy.
Risk Management Strategy

Introduction

South Norfolk Council is a forward thinking organisation that has consistently delivered strong financial and performance outcomes. It is adaptive, and responds to the cultural, political and environmental threats that it faces and seeks opportunities to enhance the services it provides. The council is currently embarking on a range of exciting opportunities that create new forms of risk.

The Council manages risk in order to assess its ability to deliver its objectives. However, this does not mean simply looking at those risks which threaten delivery, but also means identifying where there are positive opportunities to take risk which may enhance the ability to deliver objectives in the future.

This strategy has two objectives:

- To outline the cultural approach to identifying, considering and responding to risk within the Council, encouraging innovative approaches and effective management of the opportunities available to the organisation.
- To provide a framework for identifying, managing, monitoring and responding to risk in the organisation.

The Council's Risk Management Culture

Risk management can be seen negatively as the things that stop the Council doing what it wants or needs to do. Instead, effective risk management should support the Council in moving forward, rather than creating barriers. The environment for the Council has changed, and therefore the Council needs to adapt and find new ways of working. The Risk Management Strategic approach has shifted from assessing risks which can stop us meeting our objectives to now taking risks in order to change, but identifying and managing these appropriately.

The Council’s risk management culture is established by our risk appetite – the level of risk the Council is willing to accept in pursuit of our objectives. It is supported by our organisational capacity to take risk – if our capacity to take risks change, then our appetite towards risk may change accordingly.

The Council’s Risk Appetite

As a public organisation, the Council has a fiduciary duty to safeguard the assets of the organisation. We cannot take risks in a reckless manner simply because the rewards for doing so may be great.

In this way, the Council is prepared to take risk, but seeks to ensure when doing so that the potential impacts and implications of such risks are known through options appraisal and scenario planning.
South Norfolk Council has established a clear governance framework to define how the organisation seeks to perform in complying with its legal requirements, and make decisions in an open and transparent manner. Clear organisational priorities have been set, reinforced by Directorate Plans and budgeting procedures which are subject to ongoing monitoring throughout the year. Schemes of delegation sets out who can make decisions, and in which circumstances.

In this way, the Council has a clear vision for the objectives it seeks to achieve, and how it will deliver against these. However, its active pursuit of these objectives may vary and it is thus important to have a framework against which its pursuit of these objectives can be measured.

The Council has a wide range of activities it undertakes and therefore its appetite towards risk in decision making may vary on a service-by-service basis. However, there are a range of fundamental “risks” inherent within the majority of decisions that can be analysed, namely:

- Financial Risk (the impact the risk may have on the Council’s finances)
- Legal / Compliance Risk (the likelihood of a breach of laws / regulation from the risk)
- Strategic objective Risk (the impact the risk may have on the ability to achieve objectives)
- Service Delivery Risk (the impact the risk may have on the ability to deliver services)
- Reputational Risk (the impact the risk has on the Council’s reputation)
- Health and Safety Risk (the likelihood of potential health and safety incidents from the risk)

In general, the Council’s appetite towards taking risk is cautious but aware. Managers should seek to analyse and then understand risks involved in making decisions, and ensure that the potential benefits outweigh the risk or the risk is mitigated to a suitable level. However, the Council’s propensity to take risk is higher in decisions where:

- The outcomes for the Council may support innovation in service delivery
- The Council is taking opportunities that may increase our income base
- The Council is taking opportunities that can increase the long term resilience and organisational capacity of the Council

Organisational Capacity

Organisations that have a high level of financial reserves, meet their objectives, comply with legislation and have a strong reputation have a greater capacity to take risk. Not only can organisational capacity enable us
to take risk, it can also cushion the Council should adverse risk situations arise.

The Council will undertake analysis of its organisational capacity periodically. The Council has 5 core “capacity indicators”. Should the Council assess that its performance against an indicator has deteriorated, it will reassess its capacity to take risk and its response to risk situations. For example, should the financial reserves deteriorate, the Council may have to re-assess its ability to take risks which have a financial implication.

The 5 core capacity indicators are assessed as below:

<table>
<thead>
<tr>
<th>Reputation</th>
<th>The council has a strong track record of delivering high performing services. There have been no significant media incidents, either locally or nationally and as such it is generally assumed the council has a positive reputation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Although there is increasing pressure on Councils to deliver savings, South Norfolk Council has consistently performed strongly in making its services more effective and more efficient. Reserves have been developed to cushion the authority in the event of emerging risks, and the Council continues to grow income streams in areas such as leisure provision reducing reliance on government subsidies.</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>Clear service plans are established annually for Council services, which are closely linked to performance and financial targets. Regular reporting occurs to monitor performance, and resources targeted to take action where poor performance occurs. Moves towards greater generic working and service innovation assist the Council to respond and adapt to a changing environment.</td>
</tr>
<tr>
<td>Legal / Compliance</td>
<td>The Council has a strong track record of compliance with its legal obligations and a low level of complaints. A clear ethical framework has been set to establish behaviours within the organisation.</td>
</tr>
<tr>
<td>Human Resources Capacity</td>
<td>The Council’s staff are key to effective service delivery. The Council has been recognised as a “gold standard” Investor in People, supporting officer development at all levels in the organisation which is underpinned by a performance management programme.</td>
</tr>
</tbody>
</table>
Risk Management Framework

The Council has a four stage framework to identifying and responding to risk:

- Identifying a threat or opportunity may be present
- Deciding whether or not to accept a risk when considering the opportunity
- Monitoring a risk where it has been accepted and understanding the benefits that are being derived
- Reporting the outcomes of monitoring activity

Risk Identification

Early identification of threats and opportunities available to the organisation is critical to effective risk management. On a 4-6 weekly cycle, the Council produces a “horizon scanning” document which uses a range of sources to identify new developments, news, consultations and emerging legislation which may create opportunities or threats to the organisation. In this way, the Council can develop action plans and responses to emerging events from an early stage.

Risk identification forms a critical part of consideration of decision making within the organisation, as follows.

Decision Making

The majority of the Council’s risks arise from decisions. At a strategic level, it is important to ensure that all key decisions are supported by robust risk appraisal, to identify what threats and opportunities may be present and how this can be mitigated, and in this regard report templates encourage managers to assess the financial, legal and general risk implications of the decision. Where appropriate, more detailed analysis is undertaken to ensure that decision making is robust. Specific actions include:

- Undertaking cost / benefit analysis to assess the wider benefits of a decision against the specific risks that may arise. A proposal should not be rejected simply because it involves risk, as the benefits may outweigh the risks.
- Decisions with significant financial implications, including the budget, include sensitivity analysis to understand the potential financial exposure presented by the decision.
- Stakeholder consultation and analysis is undertaken to understand the potential implications on third parties.
- Robust programme management plans are undertaken to ensure that clear timeframes are established and resources identified to deliver proposals.
- Identifying those actions that will need to be undertaken to manage an identified risk to an acceptable level
The Council has clear procedures for the approval of decisions. The most significant decisions within the organisation are referred to full Council, whilst all key decisions (those with financial implications + / - £100,000) must be referred to Cabinet. On an operational basis, changes to services are assessed and reviewed by the Council’s Senior Leadership Team prior to approval.

In this way, the Council ensures there is a corporate-wide approach to assessing the implications of decisions made. In ensuring that there is a sound basis for making decisions, the Council minimises the potential that the objectives behind the decisions made cannot be achieved.

**Monitoring Risk**

Risk monitoring is an active process. The vast majority of Council risks are subconsciously managed on a day-to-day basis by officers through adherence to Council policies and procedures. The Council categorises its risks into 3 categories – Strategic, Directorate and Operational, as outlined in the table at Appendix 1.

Key to monitoring is not simply to focus on the risk – but to also understanding the benefits being derived. Risks only emerge because of activities the Council undertakes, and in understanding the benefits from that activity, and what is being achieved, helps to balance the level of monitoring undertaken. For example, there are a number of health and safety risks in operating the Council’s leisure centres; however, in operating leisure centres, the Council helps to improve the health and wellbeing of its residents and generate income.

Once a risk has been identified, and the decision made to take the risk, then the risk will be assessed against the defined risk characteristics to determine its category, and monitored in accordance with the risk management criteria.

**Reporting Risk**

On a quarterly basis, the highest level, strategic risks and opportunities will be reported to Cabinet by the Compliance and Risk Manager. Action plans will be provided, alongside Red / Amber / Green monitoring to identify whether the potential threats are increasing or the opportunities may not be achievable.

The Council reports risk alongside performance and financial information, in order that a more complete picture of service performance can be given. This will allow consideration of not only the risks that are present, but assessment in the context of how the overall service is performing. In addition, as part of risk management reporting, the Council will also report the progress made in delivering the opportunities or service benefits associated with the risk, in order that a more balanced assessment can be made in determining whether a risk can continue to be accepted, or whether action plans are sufficient.
Similarly, the Compliance and Risk Manager will work with Directorates to monitor their delivery of Directorate Risks, ensuring, where necessary, actions are being delivered, there is clarity on the opportunities present, and identified risks are escalated to a strategic level where appropriate to do so.

The organisational risk capacity will also be reported on a quarterly basis. This will allow Cabinet to consider whether it wishes to revise its risk appetite, and potentially adjust decision making accordingly.
### Risk Categorisation

#### Risk Level

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Features / Characteristic of Risk</th>
<th>Management of Risk</th>
</tr>
</thead>
</table>
| Strategic level | - The risk has significant financial implications for the Council – for example, opportunities to save or generate income in excess of £100k, or potential expenditure greater than £100k  
- There is a significant impact on the lives of residents in the area and could have a major contribution (positive or negative) to the delivery of corporate objectives  
- If a negative risk, there is a reasonable likelihood that this will occur, or if an opportunity, there is a reasonable likelihood this will bring significant benefits to the Council or community | All risks should have an identified action plan identifying either how the risk will be managed to an acceptable level or how opportunities will be delivered. Progress will be reported to Cabinet quarterly.  
Cabinet may refer risks / opportunities to Policy Committees for further consideration and monitoring where necessary. The Senior Leadership Team will monitor the key “big issues” facing the organisation on a weekly basis. |
| Directorate level | - The risk has moderate implications for the Council and a moderate likelihood of occurring.  
- There are opportunities for development which may enhance services, although the service can be delivered through existing ways of working  
- The risk / opportunity cuts across multiple services / ability and requires a cross-sectional response to achieve Directorate objectives | Risks will have action plans identifying how they will be managed to an acceptable level, or demonstrating how opportunities will be delivered.  
Risks and action plans will be monitored quarterly and reported to Directorate Management Teams to monitor. |
| Operational level | - There is an extremely low likelihood that this risk will occur (it may happen once every 5 years or less) even though the risk may have significant implications  
- Even though the risk may arise fairly frequently, the consequences for the Council are minimal – very low level of financial, reputational or staffing implications  
- The risk has been “stable” for some time – there has been little change to the profile of the risk, and management have accepted the Council’s response to the risk  
- There are clear positive indicators for the risk – for example, it may have little impact on corporate objectives or internal audit have given assurance that systems are operating effectively to manage the risks | The vast majority of such risks will be managed by officers on a day-to-day basis. They are considered to be “business as usual”  
Procedures will usually be in place to manage the risk on an ongoing basis.  
Specific action plans may be agreed between officers and service management for new or emerging risks |
Whistleblowing Policy and Counter Fraud, Corruption and Bribery Strategy

Deputy Audit Manager

This report provides the Committee with revised versions of the Whistleblowing Policy and the Counter Fraud, Corruption and Bribery Strategy. It has been 2 – 3 years since these documents were updated; comparisons have been made with other Council’s and this has resulted in a complete refresh. Both now fully reflect the latest best practice.

Cabinet member(s): Garry Wheatley
Ward(s) affected: All

Contact Officer, telephone number, and e-mail: Emma Hodds 01508 533791 ehodds@s-norfolk.gov.uk

1. Background

1.1. The Committee are asked to review the Whistleblowing Policy and the Counter Fraud, Corruption and Bribery Strategy due to the intrinsic links between the two documents.

1.2. South Norfolk Council has had a Whistleblowing Policy for a number of years; this policy was last rewritten in 2010 and approved by Full Council in December 2010. The policy sets out that the Council is keen to encourage staff, councillors, partner bodies and members of the public to raise concerns that they have, in the knowledge that the Council will aim to ensure they face no reprisal or victimisation as a result of taking such action.

1.3. South Norfolk Council has likewise had a Counter Fraud, Corruption and Bribery Strategy for a number of years; this policy was last rewritten in 2011 and approved by Full Council in December 2011. The policy sets out the Council’s commitment to a zero tolerance attitude towards fraud, corruption and bribery.

1.4. The Whistleblowing Policy and the Counter Fraud, Corruption and Bribery Strategy were considered by the Finance, Resources Audit and Governance Committee on 28 June 2013 and following feedback from members, some minor revisions have been made to the documentation. They were then subject to review by Unison and the Joint Consultative Committee on 18 September 2013, and in response to comments received; additional refinements have been made to further enhance the documentation. It now remains for Cabinet to consider
the refreshed Policy and Strategy, and to give its endorsement to the updated documents.

2. **Current Position and Issues**

2.1. In relation to the Whistleblowing Policy this has again been reviewed against the British Standards 1998: 2008 ‘Whistleblowing arrangement Code of Practice’ to ensure compliance with best practice. The policy has also been amended following research of other Councils’ arrangements, particularly how they have implemented their policies and sought to process whistleblowing concerns arising.

2.2. Historically the Council has had few whistleblowing cases reported under the Whistleblowing Policy. However, the consequences of the failure to act should issues be reported can be very significant; the Council has a duty both to respond to matters that are in the public interest and to protect its employees.

3. **How the Whistleblowing Policy has changed**

3.1. The revised Policy is attached at Appendix 1. The policy has remained fairly similar in terms of scope and coverage. However, the changes that have been made have been subject to careful consideration and consultation. The main changes are as follows:

- The layout of the policy has been amended to make a clear distinction between policy and procedure, thus enabling officers to review the areas pertinent to them, depending on the stage of the Whistleblowing.

- A new section has been included; “How the Council will respond”. This was included after a review of other Councils’ Policies. It was felt that this was a worthwhile addition to ensure the policy is more transparent regarding processes to be followed and the person making the allegation has a better understanding of the steps that will be taken in consequence and the time frame within which this will be done. This information was previously within separate procedures but it is recommended best practice to incorporate this information into the Policy itself.

- A second new section has also been included; “Withdrawing your allegation”. This was again included after a review of other Council’s policies and ensures that best practice is met. It recognises that the person may wish to withdraw the allegation, however it importantly highlights that the Council may continue with the investigation if deemed necessary.

- Minor amendments have been made to post titles and contact details due to internal changes and also due to changes within external organisations.

- The following paragraphs have been included, also as a result of a review of other Council’s Policy’s and in reviewing best practice; 2.4, 3.1, 4.2, 4.3, 5.2 and 16.3.
4. How the Counter Fraud, Corruption and Bribery Strategy has changed

4.1. The revised Strategy is attached at Appendix 2. The policy has remained fairly similar in terms of scope and coverage. However, the changes that have been made have been subject to careful consideration and consultation. The main changes are as follows:

- There is now a contents page, enabling the reader to review the relevant parts of the strategy that are relevant to their particular needs.

- The layout of the Strategy has been amended to ensure that the Strategy flows and that each section is a natural progression from the previous one.

- There was previously a section that set out the linked policies and their purpose. The linked policies are still noted at section 6, however there purpose is not referred to as this is felt to be duplication of the actual policies themselves.

- There was previously an appendix which detailed the roles and responsibilities of stakeholders. This led to repetition between the appendix and the body of the Strategy, namely sections 8 through to 13. These sections have therefore been developed where necessary to enable to the removal of the appendix without the removal of the information.

- The detail in the Policy with regards to the Investigative approach has also been condensed as similar information is provided in Appendix 1, thus removing unnecessary repetition.

- The Action Plan used to have deadline dates which resulted in the document becoming quickly out of date. This has now been amended to reflect aims, actions and outcomes and is designed to be a rolling document, thus ensuring actions are ongoing and staff awareness is continually maintained.

5. Relevant Corporate Priorities

5.1. Encouraging the Council to raise concerns about matters in the public interest primarily supports the Council in “Driving services through being businesslike, efficient and customer aware”. However given concerns can relate to a number of different factors, having an effective Whistleblowing Policy and Counter Fraud, Corruption and Bribery Strategy supports the Council in achieving all objectives.

6. Implications and Risks

6.1. Financial – safeguarding the Council’s assets and the Public Purse.

6.2. Legal – ensure that the Council is discharging its duties under the legal framework and following best practice.
6.3. Environmental – ensuring that concerns relating to the environment are raised appropriately and that those concerns are responded to in order to minimise any potential impact.

6.4. Equalities – ensuring that the Council does not victimise or discriminate against any employee who raises a concern within the organisation.

6.5. Crime Reduction – ensuring that concerns relating to criminal activity are raised appropriately and that those concerns are responded to in order to minimise any potential losses.

6.6. Risks – there are significant risks posed to the Council if people cannot safely raise concerns, and if the Council fails to respond to those concerns in an appropriate manner.

7. Conclusion

7.1. The revised Whistleblowing Policy ensures that the Council has an appropriate and relevant means for people to raise concerns in the organisation in the knowledge they will not be subject to victimisation or harassment as a result.

8. Recommendations

8.1. It is recommended that Cabinet:

   - Note the changes to the Whistleblowing Policy and confirm their endorsement of the Policy
   - Note the changes to the Counter Fraud, Corruption and Bribery Strategy and confirm their endorsement of the Strategy.

Appendices attached to this report:

Appendix 1 – Whistleblowing Policy

Appendix 2 – Counter Fraud, Corruption and Bribery Strategy
WHISTLEBLOWING POLICY AND PROCEDURE

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EFFECTIVE DATE – 28 June 2013
THE WHISTLEBLOWING POLICY

INTRODUCTION TO THE POLICY

1. What is Whistleblowing?

1.1 Whistleblowing is the raising of a significant concern. Concerns may cover issues of fraud, misconduct, or illegality, and this policy is designed to ensure that people know how to raise a genuine concern, and can do so in the knowledge that they will not face reprisal for their action.

1.2 Public Concern at Work (a charity which provides independent advice and information on whistleblowing) draws the following distinction between whistleblowing and pursuing a complaint:

“When someone blows the whistle they are raising a concern about danger or illegality that affects others (e.g. customers, members of the public, or their employer). The person blowing the whistle is usually not directly, personally affected by the danger or illegality. Consequently, the whistleblower rarely has a personal interest in the outcome of any investigation into their concern - they are simply trying to alert others. For this reason, the whistleblower should not be expected to prove the malpractice. He or she is a messenger raising a concern so that others can address it.”

2. What is the purpose of the Whistleblowing Policy

2.1 Employees, councillors and others who deal with the Council may be the first to spot things that may be wrong or inappropriate within the Council. However, they might not say anything because they think this would be disloyal, or they might be concerned that their suspicions are unjustified or might turn out to be so after enquiry. They may also be worried that they or someone else might be victimized, or are unclear with whom to raise their concern. However, if the Council has the chance to deal with a potentially serious problem at the earliest opportunity this can minimize the risks before serious damage can be caused to persons, property or reputation. Allegations made under the whistleblowing policy should relate to a matter within the public interest and not in relation to a personal or employment matter.

2.2 Members of the public may also have concerns, but be unsure how and when to express them.

2.3 South Norfolk Council has produced this Whistleblowing Policy to help:
   - Councillors
   - Employees (including temporary and agency staff)
   - Others with whom the Council has dealings (e.g. contractors, partners, suppliers and voluntary organisations), and
• Helping members of the public understand how and when to contact the Council with their concerns.

2.4 It is also expected that contractors will be required to have their own whistleblowing policies and arrangements established in accordance with thresholds set in the Council’s contract conditions through the tendering process. Where a contractor does not have its own policy, it is expected that the principles and arrangements of the Council’s policy and associated procedures will apply.

2.5 The Council is committed to maintaining an open culture with the highest standards of honesty and accountability. It takes all inappropriate behaviour very seriously and is committed to investigating any genuine concerns raised.

2.6 This policy aims to ensure that any concerns can be raised with confidence and without any worry on the part of the whistleblower about being victimized, discriminated against or disadvantaged in any way as a result.

**AIMS AND SCOPE OF THE POLICY**

3. What types of concern are covered by the policy?

3.1 The Policy aims to:

• encourage you to feel confident in raising serious or sensitive concerns about inappropriate behaviour and to question and act upon concerns;

• provide avenues for you to raise those concerns and receive feedback on any action taken;

• ensure that you receive a response to your concerns and that you are aware of how to pursue them if you are not satisfied; and

• Reassure you that you will be protected from possible reprisals or victimization if you have a reasonable belief that you have raised any concern in good faith.

3.2 This policy is intended to deal with serious or sensitive concerns about inappropriate behaviour. The Public Interest Disclosure Act 1998 outlines that a “protected” disclosure of a concern is one which demonstrates one or more of the following:

• A criminal offence has been committed, or is likely to be committed

• Disclosures related to a miscarriage of justice

• A failure to comply with a legal obligation

• The endangering of an individual’s health and safety

• Unnecessary damage to the environment (for example, by pollution)

• Deliberate concealment of information relating to any of the above.

3.3 Beyond the legal context above, the Council would encourage employees, members of the public, and any other interested parties to raise any significant concerns that they may have, as soon as they are reasonably aware of them. These concerns could be about any aspects of the Council’s activities, e.g. with reference to Council employees, Members, or suppliers acting on behalf of the Council, and relate to issues that are either occurring now or likely to happen in the future.
4. What is not covered by the Policy?

4.1 The Council has a number of policies and procedures to address other matters, for example:

- Employees’ complaints about their terms and conditions of employment. These matters are dealt with through the Grievance Procedure.
- Instances of bullying and harassment of Council’s employees are dealt with through the Bullying and Harassment Policy.
- Complaints from members of the public about the Council’s services. These are dealt with through the Council’s Complaints Procedure.
- Concerns with reference to members should be referred to the Monitoring Officer.

4.2 It should be emphasized that this Policy is intended to assist individuals who have discovered malpractice or serious wrong doing, provided they make the disclosure in accordance with the Policy. Individuals who make disclosures outside the arrangements set out here will not be protected under this Policy and may not be protected under the Act.

4.3 The Policy is not designed to question financial or business decisions taken by the Council nor may it be used to reconsider any matters that have already been addressed under the harassment, grievance, disciplinary or complaints procedures.

SAFEGUARDS

5. Protecting the Whistleblower and Preserving Confidentiality

5.1 In accordance with the Public Interest Disclosure Act 1998, South Norfolk Council undertakes to protect, as best it can, an employee who blows the whistle from personal claims, victimization, harassment or bullying as a result of his or her disclosure. This assurance is not extended to someone who maliciously raises a matter they know are untrue; such instances may be subject to the Council’s disciplinary procedures.

5.2 The Council recognizes that the decision to report a concern can be a difficult one to make. If you raise your concern based on a reasonable belief and in good faith, you should have nothing to fear because you will be doing your duty to your employer and the public. The Public Interest Disclosure Act 1998 will protect you from dismissal or other detriment.

5.3 The Council will, at the request of the whistleblower, keep the nature of concerns confidential. It will not reveal names or positions without permission, unless it has to by law, or an enquiry results in a criminal investigation in which the whistleblower might be required as a witness. Whistleblowers should be aware, however, that the fact that enquiries are being made might, of it, result in their identity becoming known. Where possible, the Council will make you aware if your identity is likely to be compromised through investigation.
5.4 All these matters will be explained at the time a concern is raised so the whistleblower can decide whether or not to proceed. The Council will also keep the whistleblower informed if the situation significantly changes.

5.5 Any investigations into allegations arising from your whistleblowing will not influence or be influenced by any other personnel procedures to which you may be subject.

6. Anonymous Allegations

6.1 The Council encourages whistleblowers to give their name when making an allegation. It will do all it can to protect the whistleblower. Concerns raised anonymously tend to be far less effective and if, for example, the Council does not have enough information, it may not be able to investigate the matter at all.

6.2 Also, from a practical point of view, it is impossible to provide protection to a person whose identity is unknown and more difficult to judge whether the concern is made in good faith or maliciously.

6.3 If whistleblowers feel that they cannot give their name, the Council will make a judgment on whether or not to consider the matter depending upon such things as:
   - The seriousness of the issue;
   - The quality of any documentary evidence submitted with the allegation;
   - Whether the concern is believable; and
   - Whether the Council can carry out a robust investigation based on the information provided to confirm the validity of the original allegation made.

7. Assurances to Third Parties

7.1 The assurances provided to employees raising concerns set out in section 5 above cannot be given in the same way to third parties. For example, the Council cannot guarantee protection to employees of third party (contractor) organizations. However, we expect that all contractors are aware of the Council’s whistleblowing procedures, and act in accordance with these.

7.2 Further, with regard to members of the Public, whilst they are not afforded statutory protection in the same way as employees, the Council is committed to treating all citizens fairly. Raising a concern under this policy will not affect the rights of any council citizens as set out within Article 3 of the Council’s Constitution.

8. Untrue Allegations

8.1 If a whistleblower makes an allegation which they believe is true, but it is not confirmed by an investigation, the Council will not take any action against them.

8.2 However, if a whistleblower makes a deliberately false or malicious allegation which they know is untrue, the Council will take appropriate disciplinary or legal action against them. Allegations of this nature are not protected by the Public Interest Disclosure Act 1998.
RESPONSIBILITY FOR WHISTLEBLOWING

9. **Responsible Officer for Whistleblowing**

9.1 The Council’s Monitoring Officer is the Senior Officer in the Council who can take an independent view of any concerns raised. A record of concerns raised will be maintained and the outcomes will be reported as necessary (in a format to protect your confidentiality). Other Senior Officers in the Council support the Monitoring Officer in this role, as set out at Appendix 1.

9.2 All concerns raised will be handled in line with the Whistleblowing Procedural Guidance, as attached to this policy.

10. **Responsibility for the Whistleblowing Policy**

10.1 All concerns raised and the outcomes will be reported to the Finance, Resources, Audit and Governance Committee and the Standards Committee, by the Monitoring Officer, annually in a form that does not endanger confidentiality. However, if no concerns are raised no report will be provided.

10.2 This policy is to be reviewed at least every 3 years (or more frequently if required by changes to statutory legislation) and the following parties will be consulted prior to finalising and submitting the Policy to Cabinet for subsequent approval:

- Senior Council Officers responsible for receiving whistleblowing concerns
- The Corporate Management Team
- Joint Consultative Committee
- Finance, Resources, Audit and Governance Committee

10.3 On an annual basis, Appendix 1 of the policy, which provides details of the key parties responsible for whistleblowing, shall be reviewed by the Monitoring Officer and the Internal Audit Consortium Manager to ensure that details remain relevant and up-to-date. This review will not require re-endorsement of the policy.
THE WHISTLEBLOWING PROCEDURE

HOW TO RAISE A CONCERN

11. Guidance for Members of the Public, Contractors, Councillors and Partners

11.1 Members of the Public, Contractors, Councillors and those involved with partner organization who suspect a Council Employee, another Councillor, Organizational Partners or other Contractors (in their dealings with the Council) of impropriety or illegality should contact one of the following:

- The Chief Executive
- The Deputy Chief Executive / Monitoring Officer
- The Deputy Monitoring Officer
- The Internal Audit Consortium Manager

11.2 If your concern relates to the Chief Executive, this should be raised with the Leader of the Council (or the Deputy Leader of the Council if the Leader is unavailable) or Ernst and Young, as the Council’s External Auditor. Conversely, if your concern relates to the Deputy Chief Executive / Monitoring Officer, the Deputy Monitoring Officer or the Internal Audit Consortium Manager, this should be referred to the Chief Executive.

All contact details are included within Appendix 1 of the whistleblowing policy.

12. Guidance for Employees

12.1 Whistleblowers should not attempt to investigate any concern themselves, but raise their concern using one of the avenues shown below.

12.2 A Council employee should first raise a concern with their manager or Director. Guidance to employees on how to proceed is contained in the document “Checklist for employees - How to react to concerns of inappropriate behaviour” – see Appendix 3.

12.3 Guidance to managers on how to deal with a concern is contained in the document “Checklist for Managers – How to react to concerns of inappropriate behaviour” – see Appendix 4.

12.4 If the employee feels that it is inappropriate to raise a concern with their manager or Director given the person involved and/or the seriousness or sensitivity of the matter, contact should be made with one of the following officers:

- The Chief Executive
- The Deputy Chief Executive / Monitoring Officer
- The Deputy Monitoring Officer
- The Internal Audit Consortium Manager
- The Senior Fraud Investigations Officer

These officers can also provide advice and guidance on how concerns may be pursued.
12.5 If your concern relates to any of the Officers above, this should be referred to the Chief Executive. If your concern relates to the Chief Executive, then this matter can be raised with the Leader of the Council (or the Deputy Leader of the Council if the Leader is unavailable) or Ernst and Young, as the Council’s External Auditors. Conversely, if your concern relates to the Deputy Chief Executive / Monitoring Officer, the Deputy Monitoring Officer, the Internal Audit Consortium Manager, or the Senior Fraud Investigations Officer, this should be referred to the Chief Executive.

12.6 Whistleblowers are encouraged to raise concerns promptly and where possible in writing, giving as much information as possible, such as relevant background, names, dates, places and the reason for their concern. In addition any evidence to support the concern / suspicions should also be attached... Appendix 5 to these procedures provides a form that can be utilised as a starting point. However, concerns can be raised by telephone or by meeting the appropriate officer. The earlier you express the concern the greater the likelihood that an appropriate intervention may be made, to minimize the risk, impact or continuation of the concern in question.

12.7 Although it will not be necessary to prove beyond doubt that an allegation is true, a whistleblower will be expected to demonstrate that there are reasonable grounds for voicing their concern.

12.8 Any whistleblower will be asked to declare any personal interest they may have in the concern being raised.

12.9 In matters concerning the health, safety and welfare of those on our premises (whether members of staff, contractors or visitors) anyone, including an elected safety representative, who becomes aware of a hazard (actual or potential) or dangerous occurrence should immediately notify the Corporate Health and Safety Advisor, before contacting any outside body, to ensure that immediate action can be taken if necessary to deal with the hazard. Contact can be made by telephone, email or the sending of a written report as appropriate to the situation.

13. Sources of Support for the Whistleblower

13.1 You may wish to discuss your concerns with a friend or colleague first. They may then find it easier to raise a concern if others share the same experiences or concerns.

13.2 For employees, trade union representatives can give general support and advice, or act on their behalf if this would help. This could be useful, particularly if the employee wishes to remain anonymous, to the extent that is possible.

13.3 The Council will encourage the trade unions to support any member of staff who raises a concern with them.

13.4 The Council further welcomes any member of staff to consult with Public Concern at Work if they are not sure about whistleblowing. Public Concern at Work is an independent charity which provides confidential support and advice to whistleblowers through a telephone helpline and the internet. Further details for Public Concern at Work are included in Appendix 1. In addition a summary regarding the remit of Public Concern at Work is included at Appendix 2.
14. **How the Council will respond**

14.1 Whoever you raise your concerns with, and whether the concern is made by an employee, member of the public, contractor, Councillor or partner, an impartial person will be appointed to investigate your concern and you will be informed of who this is. Confidentiality will be maintained in accordance with section 5 of this policy.

14.2 In order to protect individuals and those accused of misdeeds or possible malpractice, initial enquiries will be made to decide whether an investigation is appropriate, and, if so, what form it should take. The overriding principle which the Council will have in mind is the public interest. Concerns or allegations which fall within the scope of specific procedures (for example, harassment or discrimination issues) will normally be referred for consideration under those procedures.

14.3 Following these initial enquiries the Council will respond to your concerns as appropriate and establish whether or not:

- your concerns should be considered under this policy;
- your concerns can be allayed satisfactorily without invoking a formal investigation;
- no further investigation is necessary;
- your concerns may be resolved by other mechanisms or action e.g. mediation, training or review; or
- There is sufficient substance behind your concerns to trigger an investigation.

14.4 Where there is sufficient evidence behind the concerns to trigger an investigation the concern will:

- be investigated by management or internal audit; or
- be referred to the police; or
- be referred to the external auditor; or
- Form the subject of an independent inquiry.

14.5 Some concerns may be resolved by action agreed with you without the need for investigation. If urgent action is required this will be taken before any investigation is conducted.

14.6 Within 10 working days of a concern being raised, the person appointed to investigate your concern will contact you (in a way which does not arouse suspicions in your workplace):

- acknowledging that the concern has been received;
- indicating how we propose to deal with the matter;
- giving an estimate of how long it will take to provide a final response;
- telling you whether any initial enquiries have been made;
- supplying you with information on staff support mechanisms;
- advising you of your entitlement to seek advice and representation from your trade union representative;
- telling you whether further investigations will take place and if not, why not; and
- To agree with you how to proceed if you have chosen to remain anonymous.
14.7 The Council will do what it can to minimize any difficulties, which you may experience as a result of raising a concern. For instance, if you are required to give evidence in criminal or disciplinary proceedings the Council will arrange for you to receive advice about the procedure and other appropriate support.

14.8 Once the person appointed to investigate your concern has completed their investigations, they will produce a written report that sets out:
   - the background to the whistleblowing concern;
   - the findings of fact and associated evidence;
   - the decision and reasons for the decision; and
   - The recommendations and associated action plan.

14.9 The Council accepts that you need to be assured that the matter has been properly addressed. Subject to legal constraints and any confidentiality or other issues, we will inform you of the outcome of any investigation.

15 **Withdrawing your allegation**

15.1 You have the right to withdraw any allegation previously made under this policy and procedure. You should think very carefully before taking this course of action, bearing in mind an investigation may have started and you may need to explain this change of decision.

15.2 If it is considered appropriate, despite the complainant withdrawing the allegation, the investigation of the allegation may continue if it is deemed necessary.

16 **Raising issues with an External Party**

16.1 This Policy seeks to encourage you to raise concerns directly with the Council. However, there may be situations where you feel it is inappropriate to raise the concern internally, or unable to do so. Alternatively, you may have already raised a concern and are dissatisfied with the outcome. In these situations, there are a number of other parties to whom you may turn:
   - The Audit Commission’s dedicated telephone hotline for receiving disclosures
   - Relevant Regulatory Organizations (e.g. the Environment Agency, Health and Safety Executive or Local Government Ombudsman)
   - The Police (where a criminal matter is involved)
   - Public Concern at Work

Contact details for all parties are included within *Appendix 1.*

16.2 Before consulting an external party, the Council recommends that the whistleblower seeks independent legal advice (disclosure to a legal advisor is protected by law). The law most readily protects disclosures that are seen to be “reasonable”, i.e. disclosures that are made within the Council or to an appropriate regulator at an early stage. If the matter is taken outside of the Council, the whistleblower should ensure they do not disclose information about a third party that may be covered by a duty of confidentiality (e.g. commercially sensitive information or personal, private data). It is recognised that potentially the Public Interest Disclosure Act and the Data Protection Act could have
some bearing on disclosures, however one statute does not overrule the other and both must be complied with, and thus each case would need to be considered on its individual merits.

16.3 If you do take the matter outside the Council, you should ensure that you do not disclose confidential information. If you do this then you may need to check whether the information is confidential. Depending on the nature of the information, it may be confidential to South Norfolk Council, commercially sensitive to a third party or personal and private to an individual.
## Appendix 1

### Contacts for Whistleblowing

#### Raising concerns internally

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Email</th>
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<tbody>
<tr>
<td>Chief Executive</td>
<td>Sandra Dinneen</td>
<td><a href="mailto:sdinneen@s-norfolk.gov.uk">sdinneen@s-norfolk.gov.uk</a></td>
<td>01508 533603</td>
</tr>
<tr>
<td>Deputy Chief Executive – Monitoring Officer</td>
<td>Andy Radford</td>
<td><a href="mailto:aradford@s-norfolk.gov.uk">aradford@s-norfolk.gov.uk</a></td>
<td>01508 533857</td>
</tr>
<tr>
<td>Deputy Monitoring Officer</td>
<td>Leah Mickleborough</td>
<td><a href="mailto:lmickleborough@s-norfolk.gov.uk">lmickleborough@s-norfolk.gov.uk</a></td>
<td>01508 533954</td>
</tr>
<tr>
<td>Internal Audit Consortium Manager</td>
<td>Sandra King</td>
<td><a href="mailto:scking@s-norfolk.gov.uk">scking@s-norfolk.gov.uk</a></td>
<td>01508 533863</td>
</tr>
<tr>
<td>Senior Fraud Investigations Officer</td>
<td>Bob Harvey (Acting)</td>
<td><a href="mailto:bharvey@s-norfolk.gov.uk">bharvey@s-norfolk.gov.uk</a></td>
<td>01508 533900</td>
</tr>
<tr>
<td>Leader of the Council</td>
<td>John Fuller</td>
<td><a href="mailto:jfuller@s-norfolk.gov.uk">jfuller@s-norfolk.gov.uk</a></td>
<td>01508 588280 (home)</td>
</tr>
</tbody>
</table>

#### Raising Concerns Externally

- **Public Concern at Work** - www.pca.org.uk
  For support with how to raise concerns, and action to take in relation to all matters of malpractice and/or wrong doing.
  - 3rd Floor, Bank Chambers
  - 6 – 10 Borough High Street
  - London
  - SE1 9QQ
  - 020 7404 6609
  - whistle@pcaw.org.uk

- **Ernst and Young** – External Auditors
  For issues relating to financial probity and governance
  - One Cambridge Business Park
  - Cambridge
  - CB4 0WZ
  - 01223 394400

- **The Local Government Ombudsman** – www.lgo.org.uk
  The Commission for Local Administration in England
  For Complaints against Councils – will cover all complaints
  - PO Box 4771
  - Coventry
  - CV4 0EH
  - 0300 061 0614
| **Norfolk Constabulary** – www.norfolk.police.uk | Operations and Communications Centre  
Jubilee House  
Falconers Chase  
Wymondham  
Norfolk  
NR18 OWW  
0845 456 4567 |
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<td>For all breaches of the law (except as noted below)</td>
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</table>
| **Serious Fraud Office** – www.sfo.gov.uk | 2 -4 Cockspur Street  
London  
SW1Y 5BS  
confidential@sfo.gsi.gov.uk |
| Fraud and Corruption issues | |
| **Serious Organized Crime Agency** – www.soca.gov.uk | PO Box 8000  
London  
SE11 5EN |
| For Money Laundering Issues | 0370 496 7622 |
| **The Health and Safety Executive** – www.hse.gov.uk | Rosebury Court  
2nd Floor  
St Andrews Business Park  
Norwich  
Norfolk  
NR7 0HS |
| For Health and Safety contraventions | 03708 506 506 |
| **The Environment Agency** – www.environment-agency.gov.uk | National Customer Contact Centre  
PO Box 544  
Rotherham  
S60 1BY |
| For environmental crimes | 0800 389 6109 |
| **South Norfolk Council Fraud Hotline** | 0800 854 440 |
| **National Benefit Fraud Hotline** | |
PUBLIC CONCERN AT WORK

Public Concern at Work (PCaW) is the independent authority on public interest whistleblowing. Established as a charity in 1993 following a series of scandals and disasters, PCaW has played a leading role in putting whistleblowing on the governance agenda and in developing legislation in the UK and abroad. All their work is informed by the free advice they offer to people with whistleblowing dilemmas and the professional support they provide to enlightened organisations.

They have four activities. They:

- offer free, confidential advice to people concerned about crime, danger or wrongdoing at work;
- help organisations to deliver and demonstrate good governance;
- inform public policy; and
- Promote individual responsibility, organisational accountability and the public interest.

They do:
- advise how to raise concerns
- explain the public interest
- separate message from messenger
- provide an impartial, objective view

They don’t:
- duck difficult questions
- claim we have all the answers
- litigate or investigate
- encourage anonymous informing

Whistleblowing dos and don’ts as publicised by Public Concern at Work

Do:
- Keep calm;
- Think about the risks and outcomes before you act
- Remember you are a witness, not a complainant
- Phone us for advice - 020 7404 6609!

Don’t:
- Forget there may be an innocent or good explanation
- Become a private detective
- Use a whistleblowing procedure to pursue a personal grievance
- Expect thanks
CHECKLIST FOR EMPLOYEES

HOW TO REACT TO CONCERNS OF INAPPROPRIATE BEHAVIOUR

The action you take when you suspect inappropriate behaviour may have happened, or be about to happen, can be crucial. Inappropriate behaviour is described in the Council’s Whistleblowing Policy as:

- Any criminal offence, particularly fraud or corruption
- Disclosures related to a miscarriage of justice
- A failure to comply with a legal obligation
- The endangering of an individual’s health and safety
- Unnecessary damage to the environment (for example, by pollution)
- Deliberate concealment of information relation to any of the above

Following these simple rules should help the Council in carrying out enquiries into any concerns you have.

DO

✓ Make an immediate note of your concerns.
  Note all relevant details, such as what was said in telephone or other conversations, the date, time and the names of any parties involved.

✓ Convey your suspicions to someone with the appropriate authority and experience in accordance with the Council’s Whistleblowing Policy.

✓ Deal with the matter promptly if you feel your concerns are warranted.
  Delay may cause the Council to suffer further financial loss or make further enquiry more difficult.

DON’T

✗ Do nothing.

✗ Be afraid of raising your concerns.
  You will not suffer any recrimination from the Council as a result of voicing a reasonably held suspicion. The Council will treat the matter sensitively and confidentially, and will take reasonable steps to protect anyone who raises a well-intentioned concern.

✗ Approach or accuse any individuals directly.

✗ Try to investigate the matter yourself.
  There are special rules surrounding the gathering of evidence. Any attempt to gather evidence by people who are unfamiliar with these rules may weaken or destroy any future prosecution should that be thought appropriate.

✗ Convey your suspicions to anyone other than those indicated in the Council’s Whistleblowing Policy.
The Public Interest Disclosure Act 1998 - will protect you from any reprisals as long as you meet the rules set out in the Act. The rules are:

- You must disclose the information in good faith
- You must reasonably believe it to be substantially true
- You must not seek any personal gain
GUIDANCE FOR MANAGERS

HOW TO REACT TO CONCERNS OF INAPPROPRIATE BEHAVIOUR

The action you take when you identify, or are made aware of, suspected inappropriate behaviour can be crucial in determining the success of any subsequent enquiries. Inappropriate behaviour is described in the Council’s Whistleblowing Policy as:

- Any criminal offence, particularly fraud or corruption
- Disclosures related to a miscarriage of justice
- A failure to comply with a legal obligation
- The endangering of an individual’s health and safety
- Unnecessary damage to the environment (for example, by pollution)
- Deliberate concealment of information relating to any of the above

Following these simple rules will help to ensure that matters are properly handled.
As a manager you should familiarise yourself with both the Council’s Strategy to help fight Fraud and Corruption and its Whistleblowing Policy

DO

✓ Be responsive to employees’ concerns.
   As part of the Council’s anti-fraud and corruption culture, you should encourage employees to voice any reasonably held suspicion. As a manager you should treat all employees’ concerns seriously and sensitively.

✓ Note details.
   Get as much information as possible from the employee reporting the suspicion and encourage them to record this in writing. If the employee has made any notes, request access to these
   Note any documentary evidence which may exist to support the allegations made, but do not interfere with this evidence in any way.

✓ Evaluate the allegation objectively
   Before you take the matter further determine whether any suspicions appear to be justified.
   Be objective when evaluating the issue. Consider the facts as they appear based on information you have to hand.

   If in doubt, report your suspicions anyway.
   If you consider that no further action is necessary, you should still record your decision and also inform the Head of Internal Audit of the original notification details.

✓ Advise the appropriate person
   If you feel that a suspicion is justified advice an appropriate officer in accordance with the Council’s Whistleblowing Policy

✓ Deal with the matter promptly if you feel your concerns are warranted.
Delay may cause the Council to suffer further financial loss or make further enquiry more difficult.

DON'T

✗ **Ridicule suspicions raised by employees**
   The Council cannot operate an effective anti-fraud and corruption culture or Whistleblowing Policy if employees are reluctant to pass on their concerns to management due to fear of ridicule or recrimination.
   You need to ensure that all employee concerns are given a fair hearing. You should reassure employees that they will not suffer recrimination by raising any reasonably held suspicion.

✗ **Approach or accuse any individuals directly**

✗ **Convey your suspicions to anyone other than those indicated in the Council’s Whistleblowing Policy**

✗ **Try to investigate the matter yourself**
   Investigations by employees who are unfamiliar with the requirements of evidence are highly likely to jeopardise a successful outcome. They may also alert the suspect and result in the destruction of evidence.

Your primary responsibility is to report the issue and all associated facts to the appropriate officer, wherever possible.
WHISTLEBLOWING FORM

Please complete this form and send it to:

Monitoring Officer
Strictly Private and Confidential
South Norfolk District Council, Swan Lane, Long Stratton, Norfolk NR15 2XE

Name:

Address or contact details:

Telephone:

Best time to contact you:

Person assisting you (e.g. relative, friend, union official( if appropriate:

Address or contact details:

Telephone:

Details of your concern (please continue on a separate sheet if necessary and attach any evidence supporting your concern):

Signature: __________________________ Date: __________________________
SOUTH NORFOLK COUNCIL
COUNTER FRAUD, CORRUPTION AND BRIBERY STRATEGY

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Effective Date: 28 June 2013

This Strategy will be subject to regular review with any significant variations leading to re-presentation of the Policy.
INTRODUCTION:

1. Why have a Strategy

1.1 South Norfolk Council has 4 Corporate Priorities which have been established to drive forward continuous improvement to the way we deliver services to our residents. The priorities are:
   - Enhancing our quality of life and the environment we live in
   - Promoting a thriving local economy
   - Supporting communities to realise their potential
   - Driving services through being businesslike, efficient and customer aware

1.2 In order to deliver against our priorities, we need to ensure that we minimise losses to fraud, corruption and bribery. For every pound we lose to these activities, there is a pound less we can spend on delivering our objectives. As a public service authority, we have a duty to ensure we promote effective stewardship and value for money in the use of our public funds. Fraud, corruption and bribery reduce the reputation, and confidence that can be placed in the Council and public service bodies generally.

1.3 Historically, the Council has relatively low levels of detected fraud activity in relation to its business operations. Where such activity has been identified, we have addressed this promptly and sought sanctions as appropriate. However, this does not mean that the Council is immune to future activity, and so it is important that this strategy makes clear our commitment to ensuring losses to fraud and corruption are minimised, enabling resources to be used for their intended purpose, which is to deliver quality services to the community in accordance with identified requirements.

1.4 The Bribery Act 2010 places an expectation that organisations will have appropriate and adequate procedures in place to minimise the risk of bribery occurring. This Strategy seeks to reduce this risk, and to outline the Council’s anti-bribery approach.

2. Objectives of the Strategy

2.1 The key objectives of this strategy are to:
   - Increase staff and members awareness of the corporate counter fraud culture which the Council actively supports and encourage individuals to promptly report suspicious of fraudulent and corrupt behaviour.
   - Communicate to partners, suppliers, contractors and other organisations that interact with the Council that it expects them to maintain high standards aimed at minimising fraud and corruption in their dealings with the Council.
   - Further embed and support the management of fraud risk within the Council.
   - Demonstrate the arrangements that the Council has in place to counter Fraud and Corruption.
   - Minimise the likelihood and extent of losses through fraud and corruption.
3. **Statement of Intent / Policy Statement**

3.1 South Norfolk Council is determined that the culture and tone of the organisation is one of honesty and opposition to fraud and corruption.

3.2 There is an expectation and requirement that all individuals and organisations associated in whatever capacity with the Council will act with integrity and that Council members and staff, at all levels, will lead by example in these matters.

3.3 The Council’s staff and elected members are an important element in its stance on fraud and corruption and that are positively encouraged to raise any concerns which they may have on those issues where they are associated with the Council’s activity. They can do this in the knowledge that such concerns will be treated in confidence, properly investigated and fairly dealt with.

4. **Definitions and Examples**

4.1 CIPFA define fraud as “the intentional distortion of financial statements or other records by persons internal or external to the organisation which is carried out to conceal the misappropriation of assets or otherwise for gain.”

4.2 With reference to corruption, CIPFA describes this as “the offering, giving, soliciting or acceptance of an inducement or reward which may influence the action of any person.

4.3 We might usually term this as bribery – for example, if someone was to try to offer an incentive to ensure that a planning application was approved, or, conversely someone accepted or asked for something of material value from contractors, suppliers or persons in return for their being approved to provide services / goods to the Council.

4.4 The legal framework for fraud and corruption is defined by a number of acts. Primarily, the Fraud Act 2006 establishes a criminal liability for fraud through either false representation, failing to disclose information or abuse of position. Section 17 of the Theft Act 1968 creates an offence of destroying, defacing, concealing or falsifying any account, record or document made, or required, for any accounting purposes. The Bribery Act 2010 makes it an offence to attempt to bribe someone, or receive a bribe where that may result in improper discharge of a public function.

4.5 Examples of fraud and corruption are:
- Theft of Council property or services
- Evading liability for payment
- False accountancy, including the destruction, concealment or falsification of any account or record, or giving misleading, false or deceptive information
- Obtaining property by false pretences
- Misuse of office
- Bribery
- Working while on sick leave
- Falsifying time or mileage sheets, including flex time
- Selling Council equipment inappropriately
- Failure to declare an interest
- Fraudulent tendering process
- Fraudulent property letting
- Accepting any gift or consideration as an inducement for doing or refraining from doing anything in relation to Council business

5. **Responsible Officers**

5.1 There are many stakeholders who have roles and responsibilities in relation to fraud, corruption and bribery; these are noted in sections 8 through to 13.

5.2 In particular the Internal Audit Consortium Manager is responsible for reviewing and updating the Counter Fraud, Corruption and Bribery Strategy. Whilst the Deputy Monitoring Officer is responsible for making staff aware of the Strategy’s requirements through training and publicising initiatives.

5.3 Concerns can be raised in confidence and with the knowledge that they will be properly addressed, in line with the Whistleblowing Policy. If necessary, a route other then a line manager may be used, as follows:

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive</td>
<td>Sandra Dinneen</td>
<td><a href="mailto:sdinneen@s-norfolk.gov.uk">sdinneen@s-norfolk.gov.uk</a></td>
<td>01508 533603</td>
</tr>
<tr>
<td>Monitoring Officer / Deputy Chief Executive</td>
<td>Andy Radford</td>
<td><a href="mailto:aradford@s-norfolk.gov.uk">aradford@s-norfolk.gov.uk</a></td>
<td>01508 533857</td>
</tr>
<tr>
<td>Deputy Monitoring Officer / Compliance and Risk Manager</td>
<td>Leah Mickleborough</td>
<td><a href="mailto:lmickleborough@s-norfolk.gov.uk">lmickleborough@s-norfolk.gov.uk</a></td>
<td>01508 533954</td>
</tr>
<tr>
<td>Internal Audit Consortium Manager</td>
<td>Sandra King</td>
<td><a href="mailto:scking@s-norfolk.gov.uk">scking@s-norfolk.gov.uk</a></td>
<td>01508 533863</td>
</tr>
<tr>
<td>Senior Fraud Investigations Officer</td>
<td>Bob Harvey</td>
<td><a href="mailto:bharvey@s-norfolk.gov.uk">bharvey@s-norfolk.gov.uk</a></td>
<td>01508 533900</td>
</tr>
<tr>
<td>South Norfolk Fraud Hotline</td>
<td></td>
<td></td>
<td>0800 389 6109</td>
</tr>
</tbody>
</table>
PREVENTION AND DETERRENCE

6. Corporate Framework

6.1 The Council has a number of policies, procedures and guidance that are designed to support this policy in countering, and preventing fraud occurring. These policies take account of legislation and expected standards in public life. Such documents include:

- The Codes of Conduct for Members and Employees;
- The Council Constitution;
- Disciplinary Procedures;
- Complaints Procedures;
- Whistleblowing Policy;
- Anti-Money Laundering Policy;
- Housing and Council Tax Benefit Anti-Fraud and Corruption Policy;
- Housing and Council Tax Benefit Prosecution Policy; and,
- Register of Interests and Register of Gifts and Hospitality.

7. Cultural Framework

7.1 The Council is determined to promote a culture of honesty, integrity and opposition to fraud, corruption and bribery. The prevention and detection of this is the responsibility of all.

7.2 To this end, the Council has adopted the Seven Principles of Public Life (the Nolan Principles) that encourage Council members and officers to operate with selflessness, integrity, objectivity, accountability, openness, honesty and leadership. Further details in respect of the principles are included within the Council’s Constitution and Code of Conduct for Members and Employees.

7.3 The Council has adopted a Whistleblowing Policy, which encourages employees, members and other parties to raise concerns, in the knowledge that they will not suffer victimisation, or harassment, as a result.

7.4 The Council endeavours to be open and transparent in the way that it conducts business and in making decisions. The Council’s Constitution outlines the decision making framework within the Council, and demonstrates where functions may be delegated. The Council has published details of all expenditure over £250 on its website, and will endeavour to meet all transparency requirements of Central Government. The Council has policies and procedures to respond to Freedom of Information Act requests.

7.5 Both Councillors and Employees ensure that they avoid situations where there is a potential for a conflict of interest. Such situations can arise with externalisation of services, internal tendering, planning and land issues, etc. Effective role separation will ensure decisions made are seen to be based upon impartial advice and avoid questions about improper disclosure of confidential information.
8. **Members**

8.1 All Councillors are expected to maintain high standards of Conduct when performing the public duties, and in particular to ensure compliance with the Nolan Principles of Standards in Public Life. The Monitoring Officer works with the Standards Committee to monitor standards of conduct and provide advice, guidance and training with both the legal requirements, and the Council’s own expectations.

8.2 Members are provided a copy of the Code of Conduct, advice and guidance on the declaration of interests, gifts and hospitality, and protocols on Member / Staff behaviour and involvement in planning and other judicial matters.

8.3 The Council’s Finance, Resources, Audit and Governance Committee is responsible for the oversight of the production and delivery of this strategy.

9. **Employees**

9.1 A successful counter fraud culture is one where acts of fraud, corruption and bribery are widely recognised as unacceptable behaviour and whistleblowing is perceived as a public-spirited action. The Council has put in place a number of policies, procedures and other actions to promote an anti-fraud culture to the Council’s officers, as detailed in paragraph 6.1.

9.2 All officers must abide by the Council’s Code of Conduct for Employees, which sets out the Council’s requirement on personal conduct. Professionally qualified officers of the Council are also expected to follow any Code of Conduct or Ethics as required by their Professional Institute.

9.3 In particular the Chief Executive has overall responsibility for the Council’s Counter Fraud, Corruption and Bribery arrangements. Directors, Heads of Service and Service Managers support the Chief Executive in this role; they are responsible for the prevention and detection of theft, fraud, corruption and other irregularities within their area of responsibility. They are expected to:

- Identify, be familiar with and assess the types of risks and fraud or corruption that might occur within their area;
- Promote the Strategy, publicity and relevant training of staff and bodies they do business with;
- Be alert for any indication of fraud or corruption; and
- Be ready to take appropriate action in a timely way should there be a suspicion of theft, fraud or corruption.

The Head of Finance has a statutory duty to report where a decision has been made that would involve expenditure, or a loss, which is unlawful. This officer will also ensure the Council has adequate resources in place for the provision of an Internal Audit Service that is able to provide an annual opinion on the quality of systems of internal control which inform the Council’s Annual Governance Statement.

The Corporate Fraud Team remains responsible for all areas of Housing and Council Tax Benefit Fraud, and in addition may be required to investigate fraud / corruption of a corporate nature.
9.4 The Council also has disciplinary procedures for all categories of employee. Any breach of conduct will be dealt with under these procedures and may result in dismissal.

9.5 Officers must comply with the Code of Conduct in respect of the declarations of interests, and in particular section 8 sets out that you must declare any financial or non-financial interests that could conflict with the Council’s interests, or could cause your conduct to be questioned.

10. **Partners, Suppliers, Contractors and Other Organisations that the Council interacts with**

10.1 The Council expects the highest standards from all organisations that have dealings with it. Any partners, suppliers, contractors and other third parties funded by or in receipt of payments from the Council are required to adopt or abide by Council policies, procedures, protocols, and codes of practice, where appropriate, in order to prevent and detect fraud.

10.2 All transactions with suppliers and other organisations will be entered into in line with the Council’s Contract Standing Orders. These make appropriate provisions for declaring interests and the circumstances where such regulations may not apply, and rules regarding entering into contracts and verifying contract conditions. In addition, prior to entering into significant, ongoing transactions, Procurement Procedures require that appropriate due diligence checks are undertaken to ensure that suppliers have an appropriate financial and risk profile before transactions are entered into.

11. **Members of the Public**

11.1 Members of the public have an important role to alert the Council to any concerns about the potential for fraud, corruption or bribery that they may become aware of. They are encouraged to report their concerns, either through the Council’s complaint procedure or by contacting the officers, as noted.

12. **Internal Control environment**

12.1 The Council’s internal control environment plays a key role in ensuring that fraud can be prevented. Soundly designed systems, with adequate checks built in, minimise the opportunities for untoward activities. This could be through automated controls, or through management oversight of transaction activity.

12.2 Management retains responsibility for the oversight of the internal control environment within their specific service areas, internal and external inspections additionally play an important role in ensuring that operational arrangements are operating effectively. For example, Internal Audit prepares a risk based audit plan each year, which is cognisant of those areas where historically, there has been the potential for fraud and corruption, and effectively provides for a work programme which
encompasses those services and systems (financial and non financial) that are subject to the highest level of inherent risk.

In the course of completing audit assignments, Internal Audit will also separately identify fraud risks, determine what management control mechanisms have been put in place to address those risks and review their adequacy and effectiveness. Recommendations will be put forward aimed at strengthening systems of internal control which are designed to remove potential opportunities for fraud and corruption in the future. This also ensures that any concerns that External Audit may have with regards to the risk of misstatement due to fraud and error is both sufficiently addressed and appropriate recommendations made where necessary.

12.3 The Council also recognises that a key preventative measure against the possibility of fraud or corruption is to take effective steps at the recruitment stage to establish, as far as possible, the propriety and integrity of potential employees. This include temporary and contract staff. Agencies providing temporary staff should be required to confirm references have been obtained and validated.

The Council requires recruitment to be in accordance with the Council’s Recruitment Policy. Written references should be obtained and any relevant qualifications should be confirmed prior to appointment.

Once recruited, employees are subject to an induction process. Similarly, upon election, members are also required to complete an induction. As part of this induction, members and officers are encouraged to review the relevant Codes of Conduct, and familiarise themselves with the Whistleblowing Policy and this Strategy.

13. Working with others – External Audit and National Fraud Initiative

13.1 External Audit are charged with ensuring that the Council is correctly reporting its arrangements in relation to counter fraud, corruption and bribery. Where cases of fraud are identified involving sums in excess of £10,000, or are of a particularly complex nature, Internal Audit will notify External Audit promptly and where appropriate, External Audit will offer support and assistance to Internal Audit in investigating significant frauds. In the event that External Audit suspects a fraud, they will also refer any such case to Internal Audit who will then be expected to oversee investigation of the case, keeping External Audit informed of progress,. In addition, External Audit reserve the right to retain control over a fraud investigation, albeit in exceptional circumstances.

13.2 Annually the Internal Audit Consortium Manager also provides a response to the External Auditors; “Internal Audit’s Views on the Risk of Fraud”. This provides information to assist the External Auditors in assessing the Council in relation to:
- Knowledge of any actual, suspected or alleged fraud affecting the Authority;
- Views about the risks of fraud at the Authority;
- Areas within the Council at greater risk of fraud;
- Procedures used by Internal Audit to detect fraud; and
• Management’s response to any findings as a result of these procedures.

13.3 The Council participates, wherever possible, with exercises specifically developed to ensure that opportunities to identify instances and risks of fraud and corruption are maximised. In this regard, the Council takes part in activities such as the National Fraud Initiative (NFI) and utilises data from the Housing Benefit Matching Service (HBMS), as well as being a member of the National Anti Fraud Network (NAFN) and being responsive to their bulletins and guidance.

13.4 The Council has also recently embarked on a review of Single Person Discount, the first round of this was completed in 2012/13 and the second stage is due in 2013/14.

13.5 In addition, the Council seeks to work with partners and other stakeholders to make the best use of resources and exchange information (subject to provisions of the Data Protection Act and Human Rights Act) to minimise losses. Other partners include the Police, the Department for Work and Pension, the National Health Service and other local Council’s.

DETECTING AND INVESTIGATING

14. Detecting Fraud that has occurred

14.1 The Council has several measures in place designed to detect fraudulent activity.

14.2 Managing the risk of fraud, corruption and bribery is the responsibility of Corporate Directors, Heads of Service and Service Managers. Hence, the Council expects its Senior Managers to be vigilant regarding the possibility of fraud or corruption having occurred within their spheres of control. However, it is often the alertness of other employees, councillors or members of the public that enables detection to occur and appropriate action to take place.

14.3 Despite best efforts some fraudulent activity or corrupt acts will be discovered by chance, “tip off” or via a whistleblowing incident. The Council has developed appropriate arrangement to enable such matters to be handled through the Whistleblowing Policy.

14.4 Employees are required to by the Rules for Financial Governance to report any suspicion they have that fraud or corruption has taken place or may be about to take place. The Code of Conduct for Employees also advises them to report any aspect of the provision of service or behaviour of a colleague which might, if more widely known, bring the Council into disrepute.

14.5 In addition, participating in activities such as NFI and utilising data from HBMS more readily helps the Council to identify where fraud has potentially occurred. The work of Internal Audit, the Corporate Fraud Team, and the Council’s External Auditors may lead to detection of fraud.
15. **Investigative approach**

15.1 The primary means of investigating frauds that have occurred to date has been through the Corporate Fraud Team, who’s Professionalism in Security (PINS) trained staff, have the necessary expertise to undertake investigations, and apply appropriate sanctions. This will apply to all benefits related fraud, and the majority of other “internal” frauds.

15.2 However, it is also recognised where there are situations where additional expertise may be required, or it may not be appropriate for the Corporate Fraud Team to undertake the investigation. There are provisions in the Internal Audit Service contract to engage Counter Fraud trained auditors, to work under the direction of the Internal Audit Consortium Manager, and in addition, the Audit Management Team can be involved in such special investigations. Appendix 1 provides the detailed processes that need to be followed.

15.3 The Monitoring Officer is responsible for monitoring and ensuring the investigation of Whistleblowing concerns received. Where such cases involve an instance of fraud and corruption, these will need to be jointly overseen by the Monitoring Officer and the Internal Audit Consortium Manager.

15.4 The Deputy Monitoring Officer shall be responsible for the reporting of the outcomes of non-housing and council tax benefits fraud cases to Council members, through providing updates in response to any cases that arise.

**SANCTIONS AND REDRESS**

16. **Taking action where necessary**

16.1 Where it has been identified that fraud, corruption or bribery has occurred, the Council is committed to ensuring that all appropriate sanctions and courses of redress are undertaken.

16.2 Although the Council’s primary means of sanction and redress of employees is through the Disciplinary Procedure, and members may be investigated through the Standards Committee, this does not preclude the Council taking additional action.

16.3 The Council will seek to work with other parties, in particular the Police, wherever necessary or appropriate. Further, the Council has PINS trained officers who may seek to pursue cases through to conviction, and the Council also has a public duty to seek financial redress, wherever feasible.
Appendix 1

Investigative approach

1. Introduction

1.1 The purpose of the Council’s Fraud, Corruption and Bribery Investigative Approach is to set out the action to be taken when a fraud is suspected or discovered. This plan forms part of the Council’s overall approach to countering fraud and corruption.

1.2 Adhering to this will enable the Council to ensure that all incidents of fraud, corruption and bribery are handled in a consistent and responsible manner and the relevant responsibilities when responding to an incident are clear.

2. Reporting Concerns of Fraud, Corruption and Bribery

2.1 Anyone who has a concern that a potential incident of fraud, corruption or bribery has arisen should always attempt to raise these concerns at the earliest opportunity. The Council acknowledges that this can be a difficult and challenging act to do in some cases, and the Whistleblowing Policy has been established to provide those raising concerns with a safe avenue with which to do so. It also offers sources of advice and guidance that they may turn to.

2.2 The Whistleblowing Policy makes clear that the Council will always respect the confidentiality of those who raise a concern. Wherever possible, it encourages the whistleblower not to remain anonymous, and ensure that concerns are in writing to ensure that the facts of the situation are clarified.

2.3 Wherever the concern raised or identified relates to a matter of fraud, corruption and bribery (that is not housing and council tax benefits fraud), it is important to ensure that the Internal Audit Consortium Manager is notified in order that they can ensure appropriate investigatory measures are undertaken. Wherever possible, and whilst respecting confidentiality, the Internal Audit Consortium Manager will work with other officers to ensure that the right people are kept informed of incidents; in particular, they may need to notify the Section 151 Officer (Head of Finance) and members of the Corporate Management Team. The Monitoring Officer (Deputy Chief Executive) and the Internal Audit Consortium Manager should liaise to ensure that cases raised in respect of whistleblowing are appropriately addressed, and to ensure the Internal Audit Consortium Manager is aware of all issues that may impact upon delivery of the Annual Audit Plan.

3. Reacting to reports of fraud, corruption and bribery

3.1 All reported cases will be handled in a fair and consistent manner. The Council will remain mindful of the legislative framework governing the investigation of concerns, in particular:
- Freedom of Information Act 2000
- Data Protection Act 1998
3.2 As the whistleblowing policy identifies, if someone raises a malicious allegation they know is untrue, then the Council will not investigate the case further. The Council will also endeavour to be sensitive to the alleged wrongdoers, to ensure minimisation of damage where subsequently, allegations cannot be substantiated.

3.3 Any investigations which involve potential fraud in relation to housing and council tax benefits will be undertaken in line with the Corporate Fraud Team standard procedures, which follow guidance issued by the Department of Work and Pensions. The team will remain responsible for monitoring all statistics and the progression of cases in line with their standard framework. As such, the processes for the conduct of investigation set out below only relate to cases that are not of a benefits fraud nature.

4. Conducting Investigations

4.1 The Internal Audit Consortium Manager is responsible for overseeing the progress of fraud, corruption and bribery investigations to ensure they are undertaken in a consistent and appropriate manner, and undertaken in line with legislative requirements and agreed procedures. If the concern directly affects the Internal Audit Consortium Manager, this role will be adopted by the Section 151 Officer.

4.2 The Internal Audit Consortium Manager will also remain responsible for liaising with Service / Directorate management as to the incident raised and the progression of the investigation. Should disputes arise during the course of an investigation, these will be referred to the Deputy Chief Executive (and, if necessary, the Chief Executive) to assist resolution.

4.3 A number of options will be considered when determining who will be responsible for undertaking investigative work but for the most part, the Corporate Fraud Team will be called upon to perform this work, unless the investigation directly affects an officer within that team, or it is deemed that additional expertise is required to undertake the review. If necessary, external investigators (e.g. forensic auditors) may be appointed to undertake the investigation.

4.4 At the commencement of any investigation, the Internal Audit Consortium Manager will agree the method and terms of reference for the investigation. Although it is acknowledged that flexibility will be required depending on the nature of the case, it is expected that the following will need to be considered:

- Who will conduct the investigation
- The arrangements for collecting and documenting evidence
- Estimated time span for the investigation
- Consideration of direct referral to / liaison with other authorities (e.g. Police)
- Agreeing the mechanism for reporting progress and the final outcomes
4.5 Where it is deemed necessary to refer cases to the police, careful consideration will be given as to whether to proceed with internal investigation. However, it is expected that all staff, members and third parties will be expected to comply with both internal and police investigations as appropriate, and wherever possible Council and police enquiries will be co-ordinated to maximise their effectiveness.

4.6 Upon completion of any investigation, it is expected that a report will be produced highlighting the main findings. The report will be shared with the Internal Audit Consortium Manager, who will then be responsible for identifying the further necessary action in line with other appropriate officers (e.g. liaison with the HR and OD Manager if disciplinary action is required, or referral to the Section 151 Officer where inappropriate spending has been identified). Where it has been found that fraud or corruption has occurred, then a summary of the findings will be presented to the Corporate Management Team. Where fraud or corruption could not be proven, the findings will only be shared with those who have a genuine and legitimate need to know.

4.7 The Internal Audit Consortium Manager will also keep the person raising the concern informed of the progress of the investigation, however will not necessarily be able to share either the report or the conclusions of the investigation. Where this relates to a whistleblowing case, the Internal Audit Consortium Manager will continue to work with the Monitoring Officer in this regard.

4.8 It is the responsibility of management to ensure that any losses arising from an investigation are recovered, provided that there are reasonable grounds for doing so. There are various methods of recovery the Council can utilise, for example recovery from the perpetrator, through the Council’s insurers, or through legal proceedings.

5. General Processes

5.1 This Investigative Approach will be available to staff and members through the Council’s intranet. It is acknowledged that circumstances may dictate further updates to the plan, and as such any changes can be made subject to agreement with the Deputy Chief Executive, Internal Audit Consortium Manager and HR and OD Manager.

5.2 The Internal Audit Consortium Manager will remain responsible for ensuring that records in respect of fraud cases are appropriately maintained, and, in line with guidance issued by The National Archives, records relating to proven frauds will be maintained for at least 6 years.
## Corporate Counter Fraud Awareness Action Plan

<table>
<thead>
<tr>
<th>Aim</th>
<th>Actions</th>
<th>Outcome</th>
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| In the short term to maintain a specialist fraud investigative team and to investigate the future provision for fraud in light of the Single Fraud Investigation Service | We have a dedicated Corporate Fraud Team working to counter fraud on a daily basis.  
All audit staff are trained to prevent and detect fraud, as part of their professional studies.  
Investigate the future provisions that are available for the Corporate fraud provision. | Targeted, consistent fraud resources, to identify, professionally investigate and deter fraud.                                           |
| To measure exposure to fraud risk and address fraud risks identified. | There is a corporate risk register and relevant fraud risks are recorded therein.  
There is also national data available though the National Fraud Initiative which is analysed periodically, data from the Housing Benefit Matching Service, information from National Anti Fraud Network and information sharing with External Audit. | A record of potential fraud risks and a record of these are mitigated and monitored.         |
| To undertake validation / verification checks on areas at risk of fraud. | These are identified as part of the annual audit planning process and also during each audit. These will be tested to gain assurance that fraud risks are appropriately mitigated. | A Council that is pro-active in mitigating the risk of fraud.                               |
| To increase internal fraud awareness | We will increase the awareness of fraud among employees through:  
  - Targeted fraud awareness training for key teams and staff in high fraud risks | A counter fraud and corruption culture.  
  Staff are alert to the risk, and indicators, of fraud.                                      |
| areas; General fraud training for all staff and members; Consideration of other publicity methods i.e. counter fraud item in Council’s magazine, counter fraud newsletter, counter fraud pages on the Intranet. Regular promotion of the Whistleblowing Policy and ways staff can report concerns; This Strategy and the Whistleblowing Policy being accessible to staff through the Intranet. | Staff know when and how to report fraud concerns. Fraudsters are deterred from committing fraud. |
Your Neighbourhood, Your Choice Year Two Proposals

Communities and Active Life Manager

The purpose of this report is to seek Cabinet approval for the YNYC2 programme of proposals and to seek their endorsement for operating this programme as a rolling programme which will allow decisions on specific proposals to be made in a timely and efficient manner.

<table>
<thead>
<tr>
<th>Cabinet member(s):</th>
<th>Ward(s) affected:</th>
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<tbody>
<tr>
<td>Martin Wilby</td>
<td>All</td>
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</tbody>
</table>

Contact Officer, telephone number, and e-mail: Ian Lambert 01508 533943 ilambert@s-norfolk.gov.uk

1. Background

1.1. Your Neighbourhood Your Choice (YNYC) is the Council's main tool for delivering localism in South Norfolk. This approach has led to national recognition for the way we give local people the opportunity to have a greater say in the services they receive. A Local Government Association Peer Review Team visited the Council to learn more about our approach and support us in improving this delivery mechanism. Key successes under the YNYC programme include:

1.2. The Handy Person Scheme is a positive example of the internal role the Communities Team play in the delivery of services to local communities. Following the first YNYC consultation it became clear that residents favoured an enhancement of the current provision. This resulted in the appointment of a dedicated coordinator for the scheme as well as an increased number of visits being made available and a wider range of services being provided. In terms of the scheme itself the target number of visits expected between 1 August 2012 and 31 August 2013 was 403, the scheme achieved 585.

1.3. Skills and Training for Young People – South Norfolk Council launched the five new Job Clubs targeted at 16 to 25 year olds. These Job Clubs are run once a week in Diss, Wymondham, Loddon/Poringland (alternate weeks), Costessey and Long Stratton. There is also a Job Club already running in Harleston delivered by Harleston Information Plus (HIP).

1.4. Community Safety – through the development of the Speed Awareness Machines (SAM) scheme we have empowered community volunteers to help deal with speeding issues through their villages. We will be looking at ways...
we can work with partners to take forward future actions once a problem has been established.

1.4.1. Continuing to use restorative approaches to deal with community tensions issues more promptly and more likely have a sustainable solution. By encouraging the community to help resolve their own issues we can avoid costly formal sanctions and avoid escalation of unnecessary tension within the community that affects quality of life.

1.4.2. We are supporting communities to develop their own youth provision, particularly when provision is likely to fail through a lack of coordination/volunteers. By offering professional support for a limited period we can build up the skills and confidence of the communities to run their own provision.

1.5. Other more localised successes include:

- Supporting the launch and subsequent work on the Bawburgh Community Led Plan.

- Supporting Hethersett to build capacity in volunteering to a level where they received the first Big Society National Award.

- Supporting Wacton to project manage and secure funding to demolish and rebuild their village hall.

- Establishing and maintaining Community Transport schemes to increase the accessibility of services to residents of rural communities.

- Supporting Flordon and Swainsthorpe to establish community facilities within their local churches when previously they had no community buildings.

- Supporting the sustainability of groups like Wymondham Stroke Support Club who provide vital respite for the carers of stroke victims.

- Working with our communities to ensure we had strong response to the YNYC consultation from each Neighbourhood Area.

1.6. The Councils Neighbourhood Fund supported 37 local projects and groups with grants of up to £2,000 last financial year. This financial year £67,000 has been allocated and the Council recently supported a local Tank Museum to improve their facilities, a football club to refurbish their changing rooms and local History Group to set up a website.

1.7. The Communities Team, in conjunction with strategic partners, based on evidenced needs and on the priorities identified through the YNYC year two (YNYC 2) consultation exercise, have developed a Programme of proposals to deliver those priorities over the next 18months. This Programme is attached as Appendix 1.
1.8. This Programme has been considered by the Neighbourhood Boards (and other local Members) at a workshop held on Thursday 3rd October. Some initiatives may be applied across the District others may only be applicable to some Board areas. It is also anticipated that new proposals will surface from within communities in Neighbourhood Board areas.

1.9. To date, under the terms of the YNYC Ground Rules, decisions on individual proposals have been taken by Cabinet except in cases of urgency when the decision is delegated to the Director of Growth and Localism in consultation with the Cabinet Member for Communities and Localism, and the appropriate Neighbourhood Board Chairmen.

2. **Current Position and Issues**

2.1. Characteristics of the Programme:

2.2. This year’s consultation resulted in 2000 responses and a good coverage of all five neighbourhood areas resulting in a reasonably representative sample. Some clear priorities have been identified including “Improve public facilities and the visual appearance of your area so they are attractive and residents feel proud to live there” as a top priority in four of the five Neighbourhood Board areas.

2.3. The Programme of Proposals, presented in Appendix 1, reflects the priorities identified in the YNYC consultation as well as the importance of the Council’s Market Town initiative and has also drawn heavily on qualitative information derived from our **Needs Assessment Toolkit** which provides local evidence for developing proposals. It utilises data and intelligence from a range of sources on a wide range of indicators (sports participation, health, deprivation, crime, transport, and demographics etc) and shows at a very local level what the issues affecting those geographical areas are.

2.4. The YNYC 2 Programme should be seen as a rolling programme of proposals to be implemented over the next 18 months. It is anticipated that new proposals will be developed with local communities and with strategic partners over the lifetime of the programme. Some of the proposals may not prove feasible and may be replaced by alternatives. All changes will be transparent and reported. Neighbourhood Boards will be aware of their current financial position, and the status of each initiative, at any given time.

2.5. The Programme currently uses a “traffic light” system to identify the readiness of each initiative. Those coded Green are ready to seek approval and be implemented.

2.6. Communities Officers are working with colleagues to determine how we might best work with partners to achieve better outcomes for South Norfolk. Strengthening partnerships enables SNC to influence the delivery of services to its residents. Key partners include the South Norfolk Clinical Commission Group, Norfolk Police, Norfolk County Council, Active Norfolk and Apprenticeships Norfolk.
2.7. **Market Towns Initiative** – In addition to YNYC the market towns initiative takes localism at an economic level by focusing on growth within market towns – our service hubs. Through working in partnership with the local community (town councils, businesses and community leaders) we are utilising our many strengths. We are leading the way in developing and delivering a shared vision for all four market towns. Key stakeholders will work together to build the economic and social vibrancy of South Norfolk’s market towns – for the benefit of the District, by making them:

- Vibrant and full of vitality - We want our market towns to play a major role in our local economy and be a significant driver in the creation of jobs.

- Distinct communities - We want to retain and enhance the character of our market towns, emphasising the aspects that make them unique

- Self-sufficient - We want to give the maximum opportunity for residents and businesses to meet their day-to-day needs within the town they are located.

- Strong shopping and service centres - We want to revitalise and re-energise the retail and service industries in our market towns

- Destinations of choice – We want to make the most of the visitor economy (both locally, nationally and internationally) by effectively promoting what’s special about our market towns.

3. **Proposal**

3.1. Currently authorisation to implement proposals requires a decision by Cabinet. However, if proposals are clearly urgent then delegated authority has been devolved to the Director of Growth and Localism, in consultation with the Cabinet Member for Communities and Localism and the relevant Neighbourhood Chairmen.

3.2. It is proposed that an update report be presented to cabinet on a quarterly basis. The report will provide information on current activity and present new initiatives for approval.

3.3. On certain occasions initiatives may not be urgent enough to require exercising the delegated authority however would need to be approved before the next quarterly report is due. On those occasions individual proposals will be presented to the next scheduled Cabinet for approval.

3.4. The purpose of this proposal is to streamline the approval process, ensuring greater efficiency and so increasing the pace at which proposals can be implemented.

3.5. Cabinet are asked to consider the programme of proposals and the £686,000 budget allocation in Appendix 1 and recommend them for approval and implementation.
4. **Other Options**

4.1. In order to deliver the Programme as a series of individual proposals to be rolled out as they are developed Cabinet could choose to delegate authority to the Director of Growth and Localism in conjunction with the Cabinet Member for Communities & Localism, and the relevant Neighbourhood Chairmen for all proposals under £100,000. This option is not recommended.

5. **Relevant Corporate Priorities**

5.1. YNYC meets three of the Councils four Corporate Priorities.

5.2. Enhancing our quality of life and the environment we live in – by providing residents and communities with enhanced services that improve their quality of life.

5.3. Promoting a thriving local economy - by supporting communities and businesses through service enhancements such as the Market Town Initiative.

5.4. Supporting communities to realise their potential – by implementing services that build capacity within communities.

6. **Implications and Risks**

6.1. There is a risk that certain initiatives do not come to fruition. However the rolling programme approach allows other initiatives to be brought forward to ensure that available resources are maximised. Furthermore, risks will be mitigated by ensuring effective performance management and financial reporting, to Neighbourhood Boards, Growth & Localism Committee and Scrutiny Committee if required.

7. **Conclusion**

7.1. YNYC is still continuing to evolve as an approach to localism delivery in South Norfolk. Year one led to a number of improvements being made for year two including improvements to the style and content of consultation, the time allowed for interpretation of the results and running it as a rolling programme.

7.2. There is a continuing need for the Neighbourhood Boards to play a greater role in identifying and prioritising local initiatives. We will develop more robust business cases for new initiatives, and monitoring mechanisms to ensure that the budget is allocated effectively and in a way that demonstrates to local communities the benefits of local growth. Proposals will be submitted on a rolling basis as they are developed

7.3. This approach is aimed at increasing the efficiency and “pace” with which proposals can be implemented. It also ensures transparency and accountability.
8. **Recommendations**

8.1. Cabinet are asked to approve the programme of proposals and £686,000 budget allocation recommended in Appendix 1 and agrees to YNYC being administered as a rolling programme moving forward.

8.2. It is recommended that Cabinet agree to receive quarterly reports and individual proposals as appropriate for approval.
Your Neighbourhood Your Choice Year 2 Proposals

Themes:
- **Health and Wellbeing:** activity that encourages residents to lead active and healthy lives.
- **Place:** activity connected to spatial issues that make South Norfolk an attractive, thriving and economically-advantageous place to live and work in.
- **People:** activity that contributes to improving the lives of residents and communities better through working together and the generation of community spirit.
- **Community Safety:** Activities that make residents feel safer about living and working where they do.

Key:

<table>
<thead>
<tr>
<th>Initiatives ready to start planning and/or delivery phase</th>
<th>Initiatives still requiring some development</th>
<th>Initiatives requiring substantial development</th>
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**Section One**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Key Activity</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>1.1 Place</td>
<td>Enhance resident and visitor experience through the use of culture and events to create theatre and experience within with the four market towns of South Norfolk and the rest of the district. - Collaboration with Norfolk and Norwich Festival to programme activity in South Norfolk. - Added value to existing market town festivals through collaboration with Seachange Arts. - Christmas trails and events in market towns with the market towns partnership via <strong>Festive Fusions</strong>. - SNoS roadshow - Workshops to develop event management skill and creativity.</td>
<td>• Increase visitors and footfall by providing more activity resulting in vibrant towns • Visitor no.s contribute to economic growth via spend within local business • Learning &amp; development for communities to improve their activity offer (customer service, marketing etc.) • Visually pleasing towns through street scene and visual merchandising • Programme of events to allow visitors to plan in advance, visits to the district • Improve social wellbeing and community cohesion • PR for the district</td>
</tr>
<tr>
<td>1.2 Place</td>
<td>Provide local businesses, particularly in our market towns, with the skills and tools to sustain and develop their business to ensure the district is an economically vibrant place via a <strong>Market Towns Retail Academy</strong> - South Norfolk SME Academy in partnership with City College Retail Academy</td>
<td>• Learning &amp; development for businesses to improve their business offer to help make them attractive, relevant and well marketed resulting in sustainability and growth. Programme to include: o market towns marketing • Branding • Using social media • Effective window displays and visual merchandise • There online offer (websites, apps etc) o Business planning o Selling and negotiation skills o your customers journey (customer service and buying-in the right products)</td>
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| 1.3 People | **Your Handyperson Scheme** offers the potential to reduce demand for health and social care services include:  
- Small repairs and minor adaptations that reduce the risk of falls and enable independent living;  
- Home security measures that prevent burglaries and increase people’s sense of security in their own homes;  
- Hospital discharge schemes where a swift response to requests for the installation of key safes, grab rails, temporary ramps, or moving a bed or other furniture can reduce the length of hospital stay;  
- Energy efficiency checks and measures which lead to improvements in health and wellbeing, safety, comfort and expenditure on fuel. | Improved individual health and wellbeing.  
Reduced social isolation.  
Reduced fear of crime.  
Reduced risk of falls and accidents.  
Reduced risk of injury from fire.  
Warmer homes.  
Improved confidence enabling choice and control.  
Residents enabled to live independently and remain in their own homes. |
| 1.4 Safety | **Safe & Well** increases the proactive response to keeping people safe and improve the way we targeted resources to assist vulnerable residents by:  
- Purchasing sensors which can be placed close to vulnerable residents’ property and raises an alarm to identify when someone enters/leaves which will provide an earlier response.  
- Work collaboratively with Police and Housing Providers to identify vulnerable residents and potential vulnerable areas to target those areas proactively rather than reactively to prevent crime.  
- Enhance the existing assistive technology scheme in South Norfolk that targets vulnerable users and provides them with a range of electronic equipment to keep them safe. | Further support the reduction in anti-social behaviour and crime through early intervention  
Assist older residents to remain independent for longer.  
Key partner identified and delivery of the programme is through a commercial venture. |
| 1.5 People | **Young entrepreneurs scheme** - Provide a residency in a retail space in one Market Town for young people to interact with. It will inspire creativity, motivate ambition and develop skills such as entrepreneurship. This space will allow young people to:  
- Showcase young talent through musical and visual art.  
- Enhance a disused shop within a Market Town and to create a community space.  
- Build confidence and raise aspirations of young people through positive activities. | Young people gain confidence and raise their aspirations having learnt new skills.  
Young people empowered to run their own business. |
| 1.6 People | **South Norfolk Community Awards** - To run a second year of South Norfolk Community Awards building on the South Norfolk QDJ Awards. We will:  
- Launch the Community Awards enabling communities to nominate true community champions.  
- Hold a celebratory event recognising all those nominated and choosing overall winners. | Volunteering and the importance of it is both celebrated and promoted.  
Community Champions are recognised by their communities for the contributions they have made.  
The range of opportunities available through volunteering are made clearer to re3sidents of South Norfolk. |
<p>| 1.7 | People | South Norfolk 'Archive Afternoons' - work with volunteer promoting groups via the successful Village Screen community-cinema scheme to deliver a series of 'Archive Afternoon' events which will feature archive films, vintage scene-setting, reminiscence/audience interaction and talks from key speakers. | Increased number of volunteers at existing Village Screen groups. Further opportunities to reduce social isolation made available to vulnerable residents within Village screen communities. |
| 1.8 | Place | e-ngagement – digital inclusion project working with Better Broadband to develop an approach to support residents access to services and help with business development: - equipment access for community groups to access services online (particularly isolated rural residents) - business access workshops - internet sessions for residents - marketing campaign - enhanced broadband access - Potentially contribute investment to further reach pylons to allow businesses not getting broadband to access it | - A strong and dynamic jobs market - broadband coverage identified as a key deliverable - Transform learning and skills – improved educational attainment and skills for jobs - Protect vulnerable people and reduce inequalities – providing services tailored to the needs of local communities, and personalised budgets to offer people choice and more control over their own lives - Be more environmentally friendly – supporting the reduction of carbon footprints - Deliver great services at exceptional value – innovation in service delivery, and maximising the benefits of new technologies (including broadband). - avoiding a ‘digital divide’. |
| 1.9 | People | Young Apprenticeship Scheme -To support and influence the take up of Apprenticeships in South Norfolk by: - Promoting the Apprenticeships Norfolk programme using a localised SNC brand. - Working with local businesses to encourage and help them to take on apprentices. Working with training providers to appoint apprentices directly and sub-contract them to local businesses. - Provide real opportunities for employment in the sectors young people initially engage with through ours and partners programmes. | Young people have an increased opportunity to find employment. Enhanced Apprenticeship Support Programme in place in South Norfolk. More Apprenticeships and work based training opportunities available to young people. Businesses encouraged to employ on Apprentices. Improving mental and physical health through giving a sense of self-purpose to young people. Reducing the cost of exclusion by reducing the cost to the economy of a young person being disengaged with employment, education and training. |
| Section Two | 2.1 | Delivery of ‘Pedal Up’ cycle hire scheme and associated cycling development initiatives - Automated Cycle Hire Scheme - 2014 Women’s Tour of Britain investment - Cycling development activities - Wymondham 50/100 Sponsorship - Signage, mapping and routes | Increased number of visitors to South Norfolk Market Towns Increased number of residents cycling for business and pleasure. |</p>
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<tr>
<th>Section</th>
<th>Title</th>
<th>Description</th>
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| 2.2 | **Place** | **Community Enterprise Scheme** - To support our approach to localism by assisting communities to identify and manage community assets and develop their neighbourhoods through:  
- Mapping community assets  
- Training and support for community groups to sustainably develop and run asset(s)  
- Community support through neighbourhood planning  
- Business planning so that ventures are sustainable |
| 2.3 | **Health & People** | Delivery of **Mobile Gym** initiative across rural areas of South Norfolk.  
- 22 locations visited by mobile gym staff over course of 12 months.  
- 1 fte member of staff to deliver, supported by a new apprentice.  
- Includes lease of van, fuel, equipment purchase, facility hire and marketing.  
- Enhancement managed by Rob Adams, and linked to other Rural Sports Development enhancement (see above)  
- Involves 6 months of delivery at locations, setting up community groups to oversee delivery past that point and then moving onto further venues. |
| 2.4 | **People** | **Youth provision programme** - Support the sustainability of existing youth provision and the start-up of new provision through providing professional guidance to build skills and confidence amongst volunteers.  
- The support will be for a maximum of one school term.  
- Bringing together the community and young people, to improve their own provision.  
- Professional workers will support, train and build skills and confidence of local volunteers and groups to run their own provision. |
| 2.5 | **People** | **Family Champion Scheme** - Coordinate support for children and families in South Norfolk. This will be done by improving the links between key partners and the community.  
- Provide funding for early family support to support the family to increase their aspirations and integrate them back into the community.  
- Establish links between the family and their local community  
- The scheme will provide individual family support for a twelve week period.  
- The scheme will encourage successful users to become family champions and train them to become volunteers to support other families. |
| 3.1 | **Sport & WB** | Delivery of enhanced **Community Coach Bursary Scheme**  
- Use of Norfolk Community Foundation to administer scheme.  
- Sign-off by SNC member and officer |

**Section Three**

- Increased participation in sport and physical activity.  
- Improved access to services in rural areas.  
- Reduced isolation of older people in rural areas.  
- Increased community involvement in supporting young people.  
- Safe and more sustainable provision for young people.  
- Short term interventions ensure volunteer led organisations continue to run (no provision of this sort currently in place).  
- Improve support for families in life skills to help them with independence.  
- Improve access to services so that rural families can access them in their locality.  
- Further support the reduction in anti-social behaviour and crime through early intervention.  
- Increased number of volunteers working within sport and physical activity settings in South Norfolk.
| 3.2 Sport & WB | Delivery of Fundamental Movement training to individuals living and working with young children  
- Use of SAQ International, a movement training company to deliver courses.  
- Administration by SNC.  
- Open to parents, grandparents, siblings, sports club volunteers, Early Years Foundation Stage education staff, teachers. | Reduced numbers of obese children  
| 3.3 Sport & WB | **Rural Sports Development in South Norfolk**, in partnership with Active Norfolk.  
- Enhancement of Village Games programme in South Norfolk.  
- Dedicated 0.6 fte post covering the district, employed by Active Norfolk.  
- Revenue funding to support enhanced delivery of e.g. Get Into courses in rural areas. | Increased participation in sport and physical activity.  
Increased number of volunteers delivering sport and physical activity in their community | 3.5 Safety | **Street Scene Scheme** – Improve the visual appearance of the district and reduce related anti-social behaviour through giving greater control to the community and reducing public spend:  
- Providing **graffiti removal kits** - Currently SNC removes offensive graffiti, this scheme allows communities to take on this function when appropriate in a timely fashion and to reduce costs.  
- **Young Farmers group display competition** - will use rural skills to develop and maintain (with the community) picturesque town centres  
- Cleaning & maintenance – a programme of refurbishments for public toilets and street cleaning and enable market towns to take over/participate in the running | Further support the reduction in anti-social behaviour and crime through early intervention  
Increased community involvement in community safety | 3.8 Safety | **Community Mediation Programme** - Develop effective problem solving is key to reducing antisocial behaviour (ASB) and community tension. Using restorative approaches (RA) can assist this problem solving. We will aim to increase the use of RA by:  
- Focusing on education our communities on the benefits of using RA to resolve community tension issues.  
- We will do this by training and supporting parish councils and community groups in the use of RA to provide them with the knowledge, skills and confidence to use RA. | Further support the reduction in anti-social behaviour and crime through early intervention  
Encourage community involvement in problem solving. | Total Spend | £686,000 |