Our vision for a strong and vibrant Broadland
Our vision for a strong and vibrant Broadland
...more jobs
...more homes
...more opportunities
Introduction

Broadland is a great place to live and work - it is picturesque and peaceful with a growing economy. There is a need to expand, but also to remain recognisable as Broadland, retaining the unique qualities of our district.

Our vision for the future is to grow a strong and vibrant Broadland, with more jobs, more homes and more opportunities for all. Broadland District Council’s Business Plan for 2015 to 2019 sets out our ambitions and what we plan to achieve in the next four years to realise this vision.

This new, ambitious business plan underlines our commitment to investment and development in our area as well as maintaining high quality services.

For the next four years our key ambitions are:

- To deliver economic success in our area.
- To achieve environmental excellence in everything we do.
- To plan and provide well housed communities.
- To increase levels of health and wellbeing.
- To keep people safe and secure.
- To continue to provide high quality, value for money services on our own or as a trusted partner.

We know that our financial capacity will be smaller than it has been in the past which means we will need to change the way we do things for the benefit of Broadlands residents.

Therefore, as a council, we will need to become more innovative than ever before and collaboration with others, formally and informally, will be critical to our success.

Our vision, values, ambitions, objectives and expected long term outcomes are all detailed within this document.
**Background**

Our business plan is a concise, strategic document setting out our vision, values and ambitions and explaining how we will use our resources to best deliver services.

The previous Business Plan ran until 2015 and was therefore in need of a review.

We took the opportunity to consult widely for the new 2015 to 2019 plan, engaging with the community and gaining important feedback which helped shape the plan.

Our consultation included the Chief Executive and Leader of the Council holding 15 face-to-face meetings with major stakeholders across the district – both in the public and private sector.

The Council also ran a series of workshops in September 2014, which were attended by 35 stakeholders.

The workshops were intended to assess how well we had performed against the previous Business Plan and identify priorities for the future, as well as asking for views on options by which Broadland could meet its financial challenge of saving a total of £3 million or equivalent to £750,000 in each of the next four years.

An Ipsos MORI questionnaire was issued to 2,600 randomly selected Broadland residents, aimed at gathering the same information as the workshops.

As a result of the consultation, we have revised our ambitions to make them more distinctive and more identifiably ‘Broadland’.

We have also taken steps to better evidence how well we meet our ambitions and placed effective partnership working at the core of what we do.
Our Vision

- Growing a strong and vibrant Broadland with more jobs, more homes and more opportunities for all.

Our Values

- We are customer focused, treating everyone equally and with respect.
- We are a caring and engaging employer.
- We are committed to innovative and effective public service delivery.

Our Ambitions

- To deliver economic success in our area.
- To achieve environmental excellence in everything we do.
- To plan and provide well housed communities.
- To increase levels of health and wellbeing.
- To keep people safe and secure.
- To continue to provide high quality, value for money services on our own or as a trusted partner.
Our primary ambition is to have a high level of inward investment and business growth, as a strong economy is essential in order to deliver services to residents and businesses.

Delivering economic success is about creating vibrant, engaged communities that want to work together. We will help businesses, residents and communities celebrate what is good about the area and offer a broad range of services that impact on and enhance people’s daily lives in a number of ways.

We support businesses of all sizes in the district to start and grow, through training and ongoing advice. This is turn supports the people of Broadland to learn and develop their employment prospects. The district must continue to offer a high quality of life, good facilities, good community relations and training opportunities to ensure people are skilled for employment.

We are also making sure that new investment is encouraged in the area through the development of new commercial sites in Broadland such as the expansion of the business parks at Postwick and Rackheath Industrial Estate, and we offer an attractive package for anyone looking to relocate their business here.

Our aim is to foster a growing economy by taking a joined up approach to service delivery. We also recognise that many services across the council can help deliver this ambition and encourage a joined up approach to be taken at all times.

Achieving environmental excellence is about striving for the area, our residents and our businesses to be environmentally sustainable in terms of waste and energy efficiency. Whilst environmental sustainability can be perceived as a costly process, it can also stimulate the economy and provide jobs, creating opportunities for economic success.

We have a reputation for being a green council and a beautiful district and this ambition is about making further improvements in those areas to improve the quality of life in the district. Keeping Broadland beautiful through maintaining a clean and tidy district is a continuing priority.
This ambition is not just about building houses, but creating great places for people to live and work in the community that will make up Broadlands future.

These places will offer a mixture of community facilities and recreational opportunities and people will have a choice regarding how they get about. They will be able to drive their car, cycle, walk or get the bus. They will be well connected.

By planning for these new and sustainable communities, we are seeking to meet the increasing demand for housing but underpinned by more jobs. We will also ensure that a range of homes which people can afford are built.

We recognise there might be a natural resistance to growth, so to overcome that we need to bring people along with us and give them a stake in the area’s future. Neighbourhood Plans are a good example of communities helping shape their own future. Broadland currently has the highest number of adopted plans in the East of England and we want to be known as a district where people can contribute to and help shape their own environment.

This ambition is also about ensuring there is sufficient investment to provide and deliver the right infrastructure, in the right places, at the right time with the help of the Community Infrastructure Levy and other funds.
This new ambition for the Business Plan focuses on ensuring that people in Broadland live healthy, happy lives.

The health and wellbeing levels of people in Broadland stand above the national average, but we still have issues to address, such as obesity, dementia and the needs of an increasing elderly population.

Since the responsibility for public health moved from the NHS to local government in April 2014, there has been a renewed focus on the contribution that we as a district council make to the health and wellbeing of our residents both directly through our own services and the support we can provide to other health bodies.

A number of our services directly impact on this. Areas such as housing, economic development, planning and a host of environmental health services all have an important impact on the health and wellbeing of our residents.

We run our own programmes for physical exercise and weight management, such as Broadly Active, which also help with participants’ overall mental wellbeing. As well as our own services we recognise the importance of working in partnership with other bodies, such as our two Clinical Commissioning Groups, Public Health and other County Council services, along with voluntary and community groups. By working with others, including local communities themselves, to identify health needs and to design services that meet those needs we can increase the levels of health and wellbeing in the district.
Broadland has low levels of crime and anti-social behaviour and in 2013 was recognised as the most peaceful place in the country. This ambition is about continuing to keep people safe and secure.

We take a preventative approach in a lot of what we do, including designing out potential crime areas in new developments. Other examples of this include the Tots2Teens scheme, which is not just about childcare but preventing anti-social behaviour by giving young people something to do and offering support through a range of targeted health programmes.

We also deal with issues such as domestic abuse and protecting vulnerable communities, who are more likely to be the victims of crime. Taking this preventative approach helps keep Broadland safe and peaceful.

While focusing on our corporate priorities, we also need to ensure that our wide range of day-to-day operational services continue to be delivered efficiently and effectively.

We have an active programme of service review and improvement, designed to both increase the quality of services we deliver while also reducing their cost, maximising the limited resources we have in the best possible way.

Our services continue to be delivered through a mix of direct provision, contracted services and partnerships with other agencies and our priority at all times is to be seen by residents, customers and partners as a trusted organisation which delivers on its commitments.

We will continue to scrutinise and improve that way we operate, look at increased collaborative working to maximise benefits for all and base our decisions on sound business cases.
To deliver our Ambitions we need a sound financial base. We know there will be challenges over the life of this plan. In February 2015 we agreed a Medium Term Financial Plan which covers the period 2015-19. Among the challenges we face are:

- The possibility of the New Homes Bonus (money we receive when new homes are built) disappearing.
- A likelihood that Central Government financial support will continue to reduce.
- A possible review of the Business Rate retention scheme, which currently sees the council retain 50 per cent of business rates, with the other 50 per cent going to central government.
- The gradual reduction in our financial reserves.
- The need for new income generation schemes.
How will we achieve this?

There is significant uncertainty about the future of local government finances but we will have less money to deliver our services, so we will need to be more creative in the way we deliver them.

This will include looking at alternatives to our existing business model. While services will continue to be delivered by in-house teams, we also need to consider new and more creative approaches.

One option is to consider a collaborative and/or partnership approach including joint working with other local and public authorities thus making more effective and better use of public money.

Since April 2014 responsibility for Public Health moved to Councils and this has seen the health agenda taking a higher profile hence our introduction of a specific health and wellbeing ambition.

Overall, any reduction in funding will affect our ability to invest in capital improvements. We may need to consider limiting our capital expenditure to focus on new infrastructure, maintain our existing assets and introduce schemes which could generate revenue for the Council.

We will need to make use of whatever external funding streams are available including borrowing where appropriate but only if the business cases show it is right for the schemes. We will remain risk aware rather than risk adverse.

Adopting a more commercial approach and working with partners who want to fund projects with the Council may be a way forward to bring in more revenue and create value for the Council.

The Council will continue to carefully manage its finances, as it has always done, and will consider all opportunities to keep the delivery of services to a consistently high standard.
This section of the business plan sets out in more detail how we intend to deliver on our ambitions and how we will assess our performance. It contains a number of specific objectives together with the measures we will use to evidence how successfully we are delivering on the plan. The measures will be a mixture of numerical and narrative data, designed to promote learning and improvement. In addition this section shows which objectives contribute to the long term outcomes of the business plan.

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<tr>
<th>Objective</th>
<th>Measures</th>
<th>Supporting ambition(s)</th>
<th>Long term outcomes</th>
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</table>
| 1. To back Broadland businesses by providing information, help advice and guidance to help them grow and prosper. | 1. Number and value of funding for Broadland businesses we helped to obtain by a grant from external sources.  
2. The number of businesses we provided help and guidance to, the nature of the help and resultant benefits.  
3. Number of Broadland businesses taking on Apprentices.  
4. Numbers of cases where Environmental Health Enforcement assisted/helped/promoted businesses rather than taking formal enforcement action.  
5. Number of referrals to Economic Development from other departments.  
6. Business Development planning applicants encouraged/helped to apply to Broadland. | To deliver economic success in our area.  
To increase levels of health and well being. | A mix of businesses that give a thriving and resilient economy.  
A high level of inward investment and business growth.  
Support that ensures businesses and residents benefit from a strong local economy. |
| 2. To support the people of Broadland and their communities by increasing their skills and/or employment prospects.  | 1. Qualification success rate of courses run by Broadland Council Training Services.  
2. Numbers progressing into further education (training) and/or employment.  
3. Numbers of referrals from Benefits to Economic Development who we helped into employment. | To deliver economic success in our area.  
To increase levels of health and well being. | Excellent opportunities to access training and improve skills.  
High levels of employment. |
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<th>Long term outcomes Broadland will be recognised for</th>
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| 3. To minimise waste and maximise recycling. | 1. Recycling rate.  
2. Tonnage of waste collected per head disposed of via landfill.  
3. Number of brown bins.  
4. Food Waste tonnage. | To achieve environmental excellence in everything we do. | High levels of recycling and minimisation of waste. |
| 4. To improve energy efficiency and increase the uptake of renewable energy throughout the district. | 1. Energy efficiency improvements in homes (improvement in energy efficiency rating as measured by Energy Performance Certificate).  
2. Energy efficiency improvements in commercial premises (measured as above). | To achieve environmental excellence in everything we do. | Commitment to a low carbon agenda. |
| 5. To keep Broadland clean and tidy. | 1. Number of fly tips.  
2. Time taken to collect fly tips.  
3. Clean Britain Awards.  
4. Number of cleansing reports (excluding fly tips). | To achieve environmental excellence in everything we do. | Cleanliness and a high quality environment. |
| 6. To generate and commit investment to ensure development provides the necessary infrastructure, homes and opportunities for Broadland residents. | 1. Income from New Homes Bonus.  
2. Amount of Community Infrastructure Levy (CIL) collected.  
3. Total committed expenditure (from all sources).  
4. What has been delivered – roads, green infrastructure etc. (Greater Norwich Growth Board Growth Plan). | To plan and provide well housed communities.  
To deliver economic success in our area. | Its distinctive character with high standards of design. |
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<td>7. To maximise the delivery of homes people can afford.</td>
<td>1. Number of new affordable homes delivered.</td>
<td>To plan and provide well housed communities.</td>
<td>Fit for purpose housing that meets individual needs and that people can afford.</td>
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<td>2. Number of new homes delivered.</td>
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<td></td>
<td>3. Number of Empty Homes (CTB1).</td>
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<td>8. To raise the quality of existing homes.</td>
<td>1. Number of homes improved through advice and enforcement.</td>
<td>To plan and provide well housed communities.</td>
<td>Fit for purpose housing that meets individual needs and that people can afford.</td>
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<td>2. Number and amount of Improvement Grants Loans.</td>
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<td>3. Number of home improvements through the Handyperson scheme.</td>
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<td>4. Number of Homes in Multiple Occupation to legislative standards.</td>
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<td>9. To understand people’s housing problems and help solve them.</td>
<td>1. Overall demand on the service.</td>
<td>To plan and provide well housed communities.</td>
<td>Fit for purpose housing that meets individual needs and that people can afford.</td>
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<td></td>
<td>2. Effectiveness of Housing Options (help, complaints, reviews).</td>
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<td></td>
<td>3. Sustainability of housing/tenancy.</td>
<td></td>
<td>People enjoying happy and fulfilled lives.</td>
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<tr>
<td>10. To address the needs of the older population to ensure they can continue to live independently.</td>
<td>1. Number of Disabled Facilities Grants (DFGs) completed for older people (age 60+).</td>
<td>To plan and provide well housed communities.</td>
<td>People enjoying happy and fulfilled lives.</td>
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<td>2. Housing options available for older people.</td>
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<td></td>
<td>3. Number of interventions to assist vulnerable people in their own homes (Home Improvement Agency/Handyperson).</td>
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| 11. To reduce the incidence of crime and anti-social behaviour (ASB) by targeted action. | 1. Overall ASB rate.  
2. Rates of prevalent types of ASB.  
3. Overall level of Crime.  
4. Sustainability of targeted actions (DIP sampling). | To keep people safe and secure.  
To increase levels of health and well being. | Broadland will be recognised for low levels of crime and anti-social behaviour. |
| 12. To effectively manage our finances. | 1. Spend against revenue/capital.  
5. Number and value of new income streams. | To continue to provide high quality, value for money services on our own or as a trusted partner. | An efficient and effective council delivering continuous improvement, ongoing transformation and value for money services. |
| 13. To use system thinking principles to improve services, maximise new income streams, and deliver savings and efficiencies. | 1. Numbers and progress of service interventions.  
2. Summary of key improvement in services. | To continue to provide high quality, value for money services on our own or as a trusted partner. | An efficient and effective council delivering continuous improvement, ongoing transformation and value for money services. Its high level of resident satisfaction with their local area as a place to live. |
| Objective | Measures | Supporting ambition(s) | Long term outcomes
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<tr>
<td>14. To maximise staff engagement.</td>
<td>1. Level of staff engagement as evidenced through surveys. 2. Staff turnover. 3. Staff attendance (sickness absence).</td>
<td>To continue to provide high quality, value for money services on our own or as a trusted partner.</td>
<td>Broadland will be recognised for an efficient and effective council delivering continuous improvement, ongoing transformation and value for money services.</td>
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<td>15. To promote healthy lifestyles and encourage behaviour change.</td>
<td>1. Broadly Active/Active Norfolk participation success rates, New Weight management course, Park run, Marriott’s Way, Activity clubs.</td>
<td>To increase levels of health and well being.</td>
<td>People enjoying happy and fulfilled lives. Good levels of health and a sense of wellbeing.</td>
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<tr>
<td>16. To help support and protect vulnerable residents.</td>
<td>1. Early Help/Family Focus – advice/cases? 2. Increase in thermal capacity of homes for those at risk of fuel poverty. 3. Reduction in fuel costs to those likely to be at risk of fuel poverty. 4. Reports of domestic abuse. 5. Reports of hate crime.</td>
<td>To increase levels of health and well being. To plan and provide well housed communities. To keep people safe and secure.</td>
<td>People enjoying happy and fulfilled lives.</td>
</tr>
<tr>
<td>17. To broaden the scope, impact and significance of joint working through partnerships.</td>
<td>1. Outcomes from partnerships eg. Greater Norwich Growth Board, Health and Well Being Board, Joint Venture Company - Broadland Growth.</td>
<td>All of them.</td>
<td>Being an exemplar in working with and for our communities.</td>
</tr>
</tbody>
</table>
Thank you for taking the time to read our vision for a strong and vibrant Broadland

If you require this information in audio, Braille, alternative format or in a different language please tel: (01603) 431133 and we will do our best to help.