



# AGENDA

**NOTE: In the case of non-members, this agenda is for information only**

- Committee** - **CABINET**
- Date & Time** - TUESDAY, 25TH APRIL, 2017 AT 9.30 AM
- Venue** - ANGLIA ROOM, THE CONFERENCE SUITE, ELIZABETH HOUSE, DEREHAM

**Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.**

## The Cabinet

Mr J.W. Nunn (Chairman)	Mr J.P. Cowen
Mr S. H. Chapman-Allen (Vice-Chairman)	Mr P. M. M. Dimoglou
Mr S.G. Bambridge	Mr M. S. Robinson
Mr P.D. Claussen	Mrs A. M. Webb

**PERSONS ATTENDING THE MEETING ARE REQUESTED TO TURN OFF MOBILE TELEPHONES**

Democratic Services  
Elizabeth House, Walpole Loke,  
Dereham Norfolk, NR19 1EE

Date: Thursday, 13 April 2017



**PART A - ITEMS OPEN TO THE PUBLIC**

	<u>Page(s) herewith</u>
<b>1. <u>MINUTES</u></b> To confirm the Minutes of the meeting held on 21 March 2017.	5 - 9
<b>2. <u>APOLOGIES</u></b> To receive apologies for absence.	
<b>3. <u>URGENT BUSINESS</u></b> To note whether the Chairman proposes to accept any item as urgent business, pursuant to Section 100(B)(4)(b) of the Local Government Act 1972.	
<b>4. <u>DECLARATION OF INTERESTS</u></b> The duties to register, disclose and not to participate for the entire consideration of the matter, in respect of any matter in which a Member has a disclosable pecuniary interest are set out in Chapter 7 of the Localism Act 2011. Members are also required to withdraw from the meeting room as stated in the Standing Orders of this Council.	
<b>5. <u>NON-MEMBERS WISHING TO ADDRESS THE MEETING</u></b> To note the names of any non-members who wish to address the meeting.	
<b>6. <u>CHAIRMAN'S ANNOUNCEMENTS (IF ANY)</u></b>	
<b>7. <u>BRECKLAND COMMUNITY FUNDING APPLICATIONS (STANDING ITEM)</u></b> To consider the grants put forward:  a) <u>Match funding for Lyng &amp; District Community Hall</u> Report of Executive Member Place, Paul Claussen.	10 - 27
<b>8. <u>CORPORATE DEBT MANAGEMENT &amp; RECOVERY POLICY</u></b> Report of Executive Member for Finance, Pablo Dimoglou.	28 - 36
<b>9. <u>NEXT MEETING</u></b> To note that the date of the next meeting of Cabinet will be held on 30 May 2017 and will be held in the Norfolk Room, Elizabeth House, Dereham.	
<b>10. <u>EXCLUSION OF PRESS AND PUBLIC</u></b> To consider passing the following resolution:  "That under Section 100(A)(4) of the Local Government Act 1972, the press	

and the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Schedule 12A to the Act”.

**PART B – ITEM FROM WHICH THE PRESS AND THE PUBLIC ARE EXCLUDED**

**11. ESTABLISHMENT OF CENTRAL CONTRACTS TEAM ( SHARED WITH SOUTH HOLLAND COUNCIL)**

Report of Deputy Leader and Executive Member for Strategy, Governance and Transformation, Sam Chapman-Allen.

Page(s)  
herewith

37 - 51

**BRECKLAND COUNCIL**

**At a Meeting of the**

**CABINET**

**Held on Tuesday, 21 March 2017 at 9.30 am in  
Norfolk & Dereham Rooms, The Conference Suite, Elizabeth House, Dereham**

**PRESENT**

Mr J.W. Nunn (Chairman)	Mr J.P. Cowen
Mr S H Chapman-Allen (Vice-Chairman)	Mr P. M. M. Dimoglou
Mr S.G. Bambridge	Mrs A M Webb
Mr P.D. Claussen	

**Also Present**

Mr W.P. Borrett	Mrs S.M. Matthews
Mr D M Crawford	Mr J Newton
Mr P. R. W. Darby	Mr P S Wilkinson
Mrs J. Hollis	

**In Attendance**

Maxine O'Mahony	- Executive Director of Strategy & Governance
Anna Graves	- Chief Executive
Rob Walker	- Executive Director Place
Richard Boole	- Environmental Protection Manager (shared)
Susan Heinrich	- Neighbourhood Planning Coordinator
Stephen James	- Communities Manager
Tim Mills	- Executive Manager Growth
Teresa Smith	- Democratic Services Team Leader

**Action By**

**30/17 MINUTES**

The minutes of the meeting held on 7 February 2017 were confirmed and signed by the Chairman.

**31/17 APOLOGIES**

An apology was received from Councillor Robinson.

**32/17 URGENT BUSINESS**

None.

**33/17 DECLARATION OF INTERESTS**

None.

**Action By**

**34/17 NON-MEMBERS WISHING TO ADDRESS THE MEETING**

Councillors Borrett, Crawford, Darby, Hollis, Matthews, Newton, Wilkinson.

**35/17 CHAIRMAN'S ANNOUNCEMENTS (IF ANY)**

The Chairman requested to move Agenda item 12 to Item 7 due to the public in attendance.

**36/17 BRECKLAND COMMUNITY FUNDING APPLICATIONS (STANDING ITEM)**

None.

**37/17 UNSIGHTLY SITES REPORT**

The Executive Member for Place presented the report informing Members that they would be invited to bring forward specific sites for consideration. He explained that this had been discussed at Overview and Scrutiny, and an example of the type of site that would be considered was the garage site in Necton.

Councillor Dimoglou welcomed the report but expressed concern on the delivery of the project, and it should focus on a small number to enable successful delivery.

Councillor Cowen said it was an important initiative and it would also encourage land owners to do something under their own volition.

Councillor S Chapman-Allen asked if the Town and Parish Councils would be involved in this initiative. Councillor Claussen agreed that ward Members would be consulted and added that it would also enable the council to work across the portfolios.

The Chief Executive advised Members that the programme of work should remain tight to enable successful delivery. The Executive Director of Place would consider a programme that would be affordable for the Council.

The Executive Director Place added that there would be a number of powers that the council could use, and that sites would be prioritised with the portfolio holder to focus on the biggest impact.

**Options**

Do nothing – this option would result in no, or limited and uncoordinated, action being taken on unsightly and derelict sites and land, with these sites therefore remaining in a state that continues to significantly and adversely impact on the communities within which they are set. This option is not recommended.

Agree with the recommendation – This option would enable officers to focus their efforts in securing, through a variety of negotiated and punitive measures, significant improvements to sites that currently adversely affect the communities within which they are set.

**Reasons**

To promote a co-ordinated approach to positive intervention on those sites which have a major detrimental effect upon the character, appearance and

**Action By**

well-being of the communities within which they are set.

It was **RESOLVED** that Cabinet agree to undertake a programme of work to address unsightly and derelict sites and land in the district.

**38/17 Q3 PERFORMANCE REPORT**

The Deputy Leader and Executive Member for Strategy, Governance and Transformation highlighted to Members that one indicator had been reported as red which related to the short term investment forecast. He added that following feedback from the Overview and Scrutiny Commission, the report format would be changed to make it easier to understand.

Councillor Dimoglou explained that the short term investment income forecast was shown as a variance which was within a target.

The content of the report was noted.

**39/17 SWAFFHAM AIR QUALITY REPORT**

The Executive Member People and Information presented the report informing Members that the Local Authority has a duty for local air management and to undertake annual air quality reviews.

Councillor Darby said he had received comments from residents and asked if London Street could be included in the assessment. The Environmental Protection Manager confirmed that a detailed assessment would take place, and it had extended to the roundabout at the bottom of London Street.

Councillor Matthews asked what could actually be done about the air pollution within the Town. The Environmental Protection Manager explained how the action plan would be produced and submitted to Defra, which would open conversations and formalise processes. It was hoped that the action plan could be developed within 12 months and the Overview and Scrutiny Commission would also be involved in developing the plan.

Councillor Cowen highlighted that air pollution was a national issue and the Council had been looking at issues for the last five years, however Swaffham had become a priority.

Councillor Borrett asked if the dualling of the A11 had altered the traffic flow in Swaffham. There had been no evidence of this.

Councillor Darby hoped that the action plan would consider the future development due to take place in the north east of the town.

The Chairman added that there needed to be a balance struck between the developing the town and managing the air quality.

**Options**

1. Declare an AQMA as recommended by Bureau Veritas in the most recent detailed assessment and subsequently develop and submit, in consultation, an air quality action plan for the AQMA area.
2. Do Nothing.

Action By

Reasons

To meet the duty imposed on the Council by S.83 Environment Act to manage air quality objectives are met, through the declaration of an AQMA, development of an action plan and subsequent further assessment; and avoid possible action against the authority.

It was **RESOLVED** that option 1 be approved and that an Air Quality Management Area be declared for the geographical area described in detail in the draft order appended to the report.

**40/17 PUBLIC SPACE PROTECTION ORDERS**

The Executive Member for Place reported to Members that the Designate Public Protection Order (DPPO) would be ceasing, and would become a Public Space Protection Orders (PSPO) with effect from October 2017. However, a consultation would allow for broader areas to be considered.

Councillor Crawford was pleased to see the report and that Thetford had been considered. He asked if Thetford Town Council would be included in the consultation. The Communities Manager confirmed that as well as using social media, hard copies, and the Thetford Contact Centre, the Town Council would also be included in the consultation.

Councillor Newton appreciated the item being brought to Cabinet and stated that a PSPO would give additional powers to the Police as there was only so much power they could use under the DPPO. He added that this had become a priority for the Safer Thetford Action Group over the last two years, and that PSPOs had been successful within South Holland area who had used warning letters which would help the Police.

Councillor Webb asked if the Neighbourhood watch communities would be involved in the consultation, and it was confirmed that the consultation would engage with as many people as possible. Officers would also set up meetings with the Town Council, and include the Chief Inspector to help inform the detail of the final report.

Councillor Newton said that he had provided 216 individually signed letters and asked that they were considered during the consultation phase.

Councillor S Chapman-Allen said he was pleased to see the Council were being the leading light with this project.

Options

1. Do nothing. This will mean that the existing DPPOs in the market towns will remain in place until 20<sup>th</sup> October 2017. At this point they will automatically transfer to a PSPO. This is not a recommended option as the council should demonstrate good practice and consider all available powers including its discretionary responsibility to respond to anti-social behaviour using the powers under the Act.
2. Carry out the consultation process as required by statute to enable the council to ascertain and understand the types of complaints and issues that are being experienced by residents and visitors to our market towns and to gather evidence to support any future implementation of PSPOs. Best practice from other areas that have implemented PSPOs suggests that the consultation period should last

**Action By**

for four weeks and allow online and written submissions.

**Reasons**

1. The consultation exercise will assist the Council in considering:
  - a) If there are specific problems caused by particular ongoing activities, for example street drinking, urination and defecation in the street;
  - b) What action needs to be taken by agencies to address the problem.
2. As Thetford is the town with the highest incidence of anti-social behaviour it is recommended that this be the first area for consultation.

It was **RESOLVED** that:

- 1) That the Council proceed with the necessary consultation on the introduction of Public Space Protection Orders for the five market towns of Breckland;
- 2) That the first round of consultation be in respect of Thetford town centre.

**41/17 YAXHAM NEIGHBOURHOOD PLAN**

The Executive Member Growth was pleased to bring the report to Members for information and congratulated the community in being the first to submit a Neighbourhood Plan.

The Chairman asked for it to be noted that due to the tight timescale he had signed the report off before the Cabinet meeting, hence it being for information only.

Maggie Oeschle, the Chairman of the Neighbourhood Plan Group spoke to members and said it was excellent news that there would be a Neighbourhood Plan referendum for Yaxham on the 4 May 2017, and thanked everyone that had been involved. She went on to say that it was a substantial task with major expense involved in preparing the neighbourhood plan and greatly appreciated the support of the Neighbourhood Planning Co-ordinator, Susan Heinrich. She said it was a landmark day and the Neighbourhood plan group were delighted and had learnt a lot including the sense of the community spirit.

Councillors Matthews and Webb congratulated the Neighbourhood Plan Group.

The contents of the report were noted.

**42/17 NEXT MEETING**

The arrangements for the next meeting held on 25 April 2017 in the Anglia Room, Elizabeth House, Dereham, were noted.

The meeting closed at 10.15 am

CHAIRMAN

**BRECKLAND DISTRICT COUNCIL**

**Report of:** Executive Member for Place, Paul Claussen  
**To:** Cabinet, 12 April 2017  
**Author:** Clive Rayner, Grant Officer, Norfolk Community Foundation  
**Subject:** Match Funding (large) application  
**Purpose:** To consider the decision to award funding to Lyng & District Community Hall

**Recommendation:**

- 1) That the Executive Member for Place approves the following grant award:
  - £20,000 (or 2.26% of the project costs, whichever is the lower amount) to Lyng & District Community Hall towards the costs of constructing a replacement village hall.

**BACKGROUND – Lyng & District Community Hall**

- 1.1 Lyng & District Community Hall is seeking the maximum grant of £20,000 to contribute towards the cost of building a replacement village hall. The new building will provide community, social and fitness activities, a meeting place with activities such as over 60's club reducing isolation and improving well being, educational and social support for young people, pre-school activities and services to support new parents and families. The building will have a main hall, meeting room, foyer, kitchen, toilets, store room and plant room. The existing hall will be demolished and the replacement will occupy a similar footprint to the original. The hall will be designed to minimise running costs by incorporating features including air source heating, low energy lighting, double glazing and rainwater harvesting. The hall will serve the communities of Lyng (population 807) and Sparham (population 341).
- 1.2 The existing hall dates from 1953 and is a pre-fabricated brick and concrete army hut. It has a range of issues including a lack of disabled access, minimal kitchen and toilet facilities and a deteriorating structure. Repair and renovation options have been examined and following expert advice have been ruled out.
- 1.3 The application demonstrates that extensive consultation has taken place. Three resident surveys since 2008 have shown overwhelming (90%+) support for a new hall. Open public meetings have also been held, a specific focus group has sought the views of local young people aged 12 to 19 and the views of 9 to 11 year olds were sought via a session in the primary school. The project team itself is representative of many sections of the local community ensuring that there is wide user input at every stage of the process. Consultation has also identified a range of potential new activities that people would like to see in the hall. The project team has visited and researched similar new village halls across Norfolk to inform their work.
- 1.4 The project has progressed through stages one and two of the Big Lottery Fund's Reaching Communities (Buildings) programme and has attracted a project development grant of £23,000 to help develop the project to the final stage of the

Lottery process. This third stage application was submitted to the Big Lottery Fund on 20 January 2017 with a decision timeframe of around six months. If successful the project would aim to start on site at the end of 2017 or early 2018 with a final completion target of September 2018.

- 1.5 Capital costs are based on quantity surveyor estimates and the project will be subject to a formal tendering process. Current capital costs are estimated at £886,016 which includes allowances for inflation and contingencies and professional fees totalling £28,285. The grant application also covers estimated annual running costs as well as a marketing budget for the first two years. The Lottery grant application is for £821,801. Community fundraising has generated over £30,000 and the parish council has contributed £12,500. A Breckland Match funding grant would contribute towards the capital costs.
- 1.6 The project obtained planning permission from Breckland Council in June 2014 and hence this will expire before the planned start on site date and will therefore need to be renewed in the near future. The charity expect to have submitted this during March 2017.
- 1.7 This is a very strong application based on effective consultation. It is being effectively led by a strong team which appears to have planned appropriately for delivery of the capital build as well the ongoing management and operation of the new hall. A comprehensive business plan has been provided as part of the application. The success of the project is depended on gaining Lottery support and so any grant offer from Breckland should be conditional on the hall being successful with the current stage 3 application to the Big Lottery Fund.

## 2) **OPTIONS**

- 2.1 Fully fund the application set out in the report
- 2.2 Part fund the application set out in the report
- 2.3 Do nothing

## 3) **REASONS FOR RECOMMENDATION(S)**

- 3.1 The grant application meets the criteria of the scheme.

## 4) **EXPECTED BENEFITS**

- 4.1 Provide a suitable venue for a range of social, fitness, educational and recreational activities for residents of all ages.

## 5) **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

### 5.1 **Financial**

5.1.1 The Match Funding reserves held by the NCF for 2016/17 have a current balance of £55,145 meaning there are sufficient funds to cover this grant expenditure of £20,000 as well as the further £7,655 of match funding (small) applications being considered in April.

## 5.2 Corporate Priorities

5.2.1 The project aligns with the Breckland Council objectives of: 'supporting Breckland to develop and thrive' and 'enabling stronger and more independent communities.' The new building will provide a venue for a wide range of community activity such as fitness classes, a village cinema, dances, concerts, coffee mornings, an over 60's lunch club plus other activities for older residents. Younger residents will have youth groups and educational opportunities. Parents will have parent & toddler groups and the hall will aim to develop other services such as health visitor drop in clinics.

## 5.3 Stakeholders / Consultation / Timescales

5.3.1 Breckland Councillor Gordon Bambridge has written in support of the project as follows: "The present village hall is in such condition that it is now losing bookings. There are a large number of organisations which are in need of space. These cover the whole range of activities, clubs and societies for all ages and abilities. The clear and pressing need of the many groups is underlined by the way in which the community has rallied to support the project with fundraising activities. There has been a considerable amount of hard cash raised and in addition the time and expertise of residents has been harnessed in support of the project saving many pounds in consultants and other fees. The project is being driven by a dedicated committee from within the two communities of Lyng and Sparham with the support of both parish councils and other community groups, clubs and societies."

## 6.0 WARDS/COMMUNITIES AFFECTED

6.1 Lyng, Sparham and neighbouring parishes.

## 7.0 ACRONYMS

7.1 NCF – Norfolk Community Foundation

### Lead Contact Officer

Name and Post: Clive Rayner, Grant Officer,  
Norfolk Community Foundation  
Telephone Number: 01603 623958  
Email: [cliverayner@norfolkfoundation.com](mailto:cliverayner@norfolkfoundation.com)

**Key Decision:** No

**Exempt Decision:** No

**This report refers to a Discretionary Service**

### Appendices attached to this report:

Appendix A – Grant Application



# Breckland Community Funding Application Form

## Section 1 - About the organisation applying

### Organisation name and address details

Name of the organisation applying

Lyng and District Community Hall

Address of your organisation

Street

Richmond Place, Lyng

Town/City

Norwich

County

Norfolk

Postcode

NR9 5RF

Website

[www.lyngonline.org.uk/community-hall.html](http://www.lyngonline.org.uk/community-hall.html)

Telephone

Email address

### Main Contact Person

These are the details that will be used for correspondence purposes.

Title

Mr

Surname

Chapman

Forename(s)

Alan Edward

Position in organisation

Funding Group Chair

## Daytime Phone

01603 872312

## Home Phone

01603 872312

## Mobile Phone

07884355222

## Email

happy.chappie801@gmail.com

 Use organisation's address for correspondence

## Street

## Town/City

## County

## Postcode

## Organisation Start Date

Please estimate if exact date is not known - please select earliest date if your organisation predates the options given.

Month

09

Year

1951

## What type of organisation are you?

Please select as many as appropriate. For companies, CICs and Social Enterprises, please note your constitution/ articles should show a clear social purpose, and information about how you distribute profit to fulfil these aims.

 A registered charity Company limited by guarantees Unincorporated club or association Community interest company Other

## Purpose of organisation

Please briefly describe the overall aims and objectives of your organisation and the activities or services your organisation provides

From 25 March 2014 - reconstituted as a Charitable Incorporated Organisation (CIO).  
 The object of the CIO is the provision and maintenance of a non-sectarian and non-political village and community hall for the benefit of the inhabitants of the parishes of Lyng and Sparham (and in so far as the Trustees may determine, of adjoining parishes) in the county of Norfolk, without distinction of religious beliefs or political opinions for meetings, lectures and classes, and other forms of recreation and leisure occupation, reading, social intercourse and physical training.

## Staffing and volunteers

How many of each of the following are involved in the organisation?

Full time staff / workers	0	Part time staff / workers	0
Volunteers (excluding management committee)	10		

Management committee

4

Members (excluding management committee)

0

## Income of your organisation

Total income in the most recent accounting year

2167.57

What are your organisation's current unrestricted reserves?

288.45

## Banking details

Please provide details of the organisation's bank account

Bank account name

Barclays Business Current Account (Development Fund)

Bank account number

60675857

Bank sort code

20-28-20

How many signatures are required to authorise payments from the organisation's account?

2

Names of signatories, and their roles in the organisation

Michael John Sayer - Chair of Trustees

Sheila Bird - Trustee

Peter William Lambley - Trustee

Andrew Jeremy Blencowe - Trustee

Keith Salmon - Treasurer

## Second contact

Please provide details for a second contact who is willing to be contacted regarding this application if the main contact cannot be reached.

Title

Mr

Forename/s

Andrew Jeremy

Surname

Blencowe

Position in organisation

Trustee and Project Team Chair

Daytime phone

01603 871933

Email

andrewjblencowe@hotmail.co.uk

## Section 2 - About the project

### Which Fund are you applying to?

Tell us which Breckland Fund you are applying to (Match Funding Large grant, Match Funding Small grant or Pride Funding) - please make sure you have read the guidance for the Fund you have chosen.

Match Funding Large Grant

### Ownership and permissions

Please complete this section if you are applying for funds to carry out building or ground works, including repairs and improvements, or installing permanent fixtures such as play equipment.

Does your organisation own the building/ land in question?

Yes

If NO, please tell us who owns the site, and how your organisation has responsibility for it - for example if you hold a lease please tell us how long is remaining on the agreement

Does your project need any permissions to proceed? For example planning or change of use permissions, a faculty or similar - if YES please provide details below and send evidence that this is in place along with your completed application.

Planning Permission received 16 June 2014.

Variation of Permission 2 December 2016

Breckland District Council Planning Reference: 3PL/2014/0404/F

### Project Details

Project name

Lyng Hall for All

Project / funding start date    Project / funding end date

07/06/2017

07/06/2018

What area will your project benefit?

Breckland

Which area (estate, town, village, borough) do most of the people who benefit come from?

Lyng and surrounding parishes

Please provide a postcode which best represents the geographical area you will benefit.

NR95RF

What is the grant required for? Please describe your planned project/ activity.

The replacement of a dilapidated village hall with a new community hall, which will achieve the following key outcomes: 1. Community, social and fitness activities will integrate the school, families and other residents, creating a stronger, healthier and more active community. 2. Older residents will have a meeting place with activities such as over 60's club reducing isolation and improving well being. 3. Educational and social support for the 5-11 yrs and 12-19 yrs group will reduce boredom, improve skills and confidence and raise aspirations. 4. Pre-school activities and services will support new parents and families, improve well being and provide an opportunity to meet others. A new hall will provide a venue for vital activities and services which will strengthen the community, by promoting integration between young people, families, older members of the community and all other residents, such as: drop in café/coffee mornings; lunch/breakfast clubs; daytime and evening events (fun days, village quizzes, suppers, etc.); village cinema; music, drama and dance classes/performances; drop-in health services; sports and exercise classes; and educational/training opportunities. This will improve residents' wellbeing, give people the opportunity to become more active, and provide social opportunities to reduce isolation (Breckland Council 'Community Buildings Toolkit', part of the Sustainable Community Strategy for Breckland). It will also provide a venue for activities benefitting specific community groups, such as preschool activities, youth groups, over 60s clubs, etc. Groups that currently restrict their membership as they have no option but to meet in private homes, such as the book club, women's friendly hour and history group, will have a place to meet, in a central location, enabling wider participation. It will increase local activities available for all age, gender and ability groups, and will provide a flexible and usable community space for current and future users. The Hall will be managed by a committee drawn from local residents, service providers and users, and activities will be organised by the Parish Council, Management Committee and community groups (such as Lyng Activities Group, which already organises some events in the village), and other local organisations such as the church, primary school and preschool. These organisations represent different aspects of our community, and we are working - and will continue to work - with them to make sure that the activities provided at the new Community Hall will meet the needs of the whole community, enabling the community to come together.

Who will benefit from this project and how?

Residents of Lyng, the neighbouring parish of Sparham and all other adjacent communities, both present and future and of all ages and abilities, will benefit from the activities and services which will be available at the new Lyng & District Community Hall. Lyng residents will particularly benefit from the provision of activities and services within the community; teenagers will have opportunities to be actively engaged, improving their wellbeing and life skills, over 60s will have regular, accessible activities, reducing isolation and loneliness, families will be able to access more preschool help and support which will improve wellbeing and reduce isolation, those without transport will have regular access to activities and services, the health and wellbeing of all ages will benefit from more sport and exercise, and the whole community will benefit from, and be connected by, integrated activities such as those organised by the School and Preschool. Lyng Church will also be able to organise events which aren't currently possible as there is no church hall. The new Community Hall will mean that residents whose paths would not currently cross will have a chance to get to know and understand each other. Lyng is an isolated rural village in a valley. There is no public transport, and more than 10% of households have no car (OCSI/NRCC Parish Profiles). With nowhere to come together, the community is fragmented. Problems include: -a lack of recreational, fitness and development opportunities for young people. No indoor activities/youth groups are within reasonable walking/cycling distance; e.g.the nearest Cubs/Brownies are c4 miles on unlit country roads. Young people complain of boredom and isolation from friends, and hang around the village. This can be intimidating for other residents; - no social opportunities for older residents, leading to loneliness and isolation. Many residents complain of isolation, but older residents express particular concern. Loneliness and isolation lead to poor emotional and physical well being; - limited space at School/Preschool means nowhere for families to socialise, or for pupils, families and teachers to interact with the community. The 'school gate' community has disconnected from other residents, leading to a lack of understanding and missed opportunities to reduce isolation. Preschool and after School activities are restricted by a lack of facilities; - limited access to health and fitness activities, leading to inactivity and increasing the risk of obesity and associated health problems.

#### How do you know this project is needed, and that people want it?

This project is driven by community involvement, encouraged through newsletters, personal and online contact. Many have participated in public meetings, including April 2014 when an outline building design was agreed.

During May-July 2015 local organisations, including Lyng Primary and Preschool, local Churches and Lyng United Football Club, responded positively when asked whether Lyng needs a new Community Hall. Parish/District Councillors, Local Authorities and Norfolk Rural Community Council have been very supportive. We have examined OCSI/Norfolk RCC, nomis, PHE and ONS data, and researched neighbouring projects' success. Extensive surveys were undertaken (Nov2008, Jun2013, Jun2015). The Jun2013 door-to-door survey reached 506 Lyng/Sparham households, with 68% responding. Over 90% considered a new Hall important/very important. The Jun2015 survey reached c200 households and was available online; 49% responded. Respondents felt "[the community] is fragmented", and when asked what a new Hall would mean typically said it would "[bring] 'our' community together", "help reduce my feeling of isolation" and mean "a new heart to the village". Demonstrating strong support for the new Hall, Lyng Activities Group's 2015 events raised £1,500+. 88% of Jun2015 respondents attended, saying they were "a good way to get to know people" and "a breath of fresh air". Lacking indoor facilities mean events can currently only be held in good weather. Local community groups have, through events and activities raised up to £43,000.00 towards the project, £17,000.00 of which has been spent thus far in project development, including arboreal and environmental surveys, professional fees associated with building design and technical support.

If this is a large match funding application (over £5,000) please describe how your project will be financially and environmentally sustainable and maintained in the future

The Charitable Incorporated Organisation Trustees (CIO) will have a duty to ensure the building is used and maintained effectively. The legal responsibility associated with CIO status imposes regulation to ensure accountability, probity and sustainability in financial management. Day-to-day running and monitoring is the responsibility of the Management Committee, to comprise at least eleven members who will ensure that the outcomes and aim of the project - to enhance the recreational and social needs of the community, promoting health and well-being and providing activities to improve interaction and integration between families and all other age groups is delivered. On-going evaluation will ensure the Management Committee remains responsive to user's needs and aspirations, enabling the benefits of the project to continue. It will encourage innovation in activities and a wider appeal for the project into the future. The building will be maintained from receipts generated by its use. It will initially be run by volunteers, and apart from a part-time cleaner there will be no paid staff. If opportunities evolve in such a way as to require and sustain paid staff (e.g. crèche, café) then this will be considered appropriately. It is therefore intended that the project will be self-sustaining, without additional funding once the building is complete. We believe the activities will achieve our outcomes so that the project will be self-perpetuating, and as progress is monitored and, for instance, greater social cohesion and less individual isolation is observed, the commitment of the community will grow. Thus it will be the community that underpins the project with its own willing participation. The management committee and trustees are from a varied backgrounds, incorporating extensive skills acquired in professional, managerial, financial, public service and commercial careers; some being actively engaged in their own businesses related to the construction industry and financial and legal services. All have experience of delivering projects in the management of those businesses or within their employment. A project manager will be appointed from within this team to manage our building and the activities within it. That manager will be in place before construction is completed, and will lead the management committee in commissioning the building and delivering the outcomes we intend to achieve. The committee will remain answerable to the charity trustees, who will ensure that the project creates and preserves a lasting legacy for its beneficiaries. (See Business Plan S.5 Financial Planning Pages 28-30 & Appendix A Financial Plan)

What, if any safety issues are related to your project or activity? If your project is working with children, young people under the age of 18 or vulnerable adult, how will they be kept safe?

Our stated outcomes encompass the provision of activities for all age and social groups within our community and beyond, and it is therefore essential that the building and activities within it are safe and readily accessible to everyone. Regular monitoring and evaluation will ensure that we provide for the safety of all who wish to use the facilities, aiming for equality of opportunity for everyone without any distinction. The new building is designed without steps affording easy access for those with physical disability to all spaces inside; including toilet facilities and parking near the main entrance with paved access. It is our intention to arrange transport, where it is required, for those otherwise unable to attend events. We will comply with all safety and equality legislation, adopting and adhering to relevant policies such as those relating to child protection and health and safety.

A risk management exercise will be carried out by the management committee and a register of risks will be prepared. This will enable the team to identify triggers and implement preventive actions. This exercise will apply to the building project and a similar exercise will cover the activities. It is our understanding that all current residents speak English and can readily access information. We will, however, keep this under review to ensure that we will cater for any language or other special needs should they arise. (See Business Plan Appendix B Risk Register/SWOT Analysis and Appendix C Draft Policies and Terms and Conditions of Hire)

## Alignment with Breckland Council Objectives

Please explain how the project contributes towards the Breckland Council objectives you have identified

Breckland Council Objective; 'Supporting Breckland to develop and thrive'  
 Breckland Council's 'Community Buildings Toolkit' describes community buildings as important hubs for community activity, and as the heart of their local communities bringing individuals and groups together. The Toolkit also suggests that organised activities improve the well being of local residents and the building may help to generate trade for the community and local businesses. Residents of Lyng, the neighbouring parish of Sparham and all other adjacent communities, both present and future and of all ages, will benefit from the provision of facilities, activities and services which will be available in the new Community Hall. Lyng residents particularly will have opportunities to develop and thrive; young people with opportunities to improve well being and life skills, over 60's with regular and accessible activities reducing isolation and loneliness and families will be able to access more preschool help and support, which will improve wellbeing and reduce isolation and those without transport will have regular access to activities and services. The health and wellbeing of all ages will benefit from more sport and exercise, and the whole community will benefit from, and be connected by, integrated activities such as those organised by the School and Preschool. Suggestions for activities have been regularly invited and received. We have also received suggestions for other specific groups, which could benefit from the new Hall. For example, one respondent to the Jun2015 survey has suggested that Lyng would be a good location for a support group for families coping with Autism Spectrum Disorder, as it is centrally located between Dereham and Reepham and would be a convenient venue for other communities with available private transport, and has volunteered to organise it. This and other similar groups could be of great value in improving the wellbeing of residents of Lyng, Sparham and other communities within a wider radius. Our project fits in with Norfolk CC Health & Wellbeing Strategy, Breckland DC's 'Fit Families' Rural Sports Activities and 'Fitness in Later Life' Scheme, along with well publicised national initiatives to improve health and wellbeing/reduce obesity, e.g. Change4Life, Live Well.

Breckland Council Objective; 'Enabling stronger and more independent communities'  
 We have researched the results of similar projects in other rural areas of Norfolk. Communities have been reborn, creating a positive impact on the stresses of family life and isolated living. Our extensive community consultation demonstrates that our isolated, rural community wants and needs just such a 'hub' and that a new community building is the solution for us too. This project will strengthen our community by bringing it together, which will encourage mutual understanding between differing age groups, abilities and interests, and will reduce the isolation felt by many residents. It will reduce boredom, increase prospects and raise the aspirations of young people by giving them somewhere to meet and develop their skills and confidence. It will provide valuable support to new families with young children, and integrate the preschool, primary school and 'school gate' community with other residents. Older residents will have regular access to activities in a central and accessible location, not only with their own age group but also the rest of the community. More than 30 local current or potential user groups will have a modern, properly equipped meeting place. This project will have a positive impact for residents of Lyng and neighbouring Sparham (with only a small Reading Room), a total of c500 households/1,200 residents, and will benefit an even wider area; adding adjacent parishes increases the number of potential beneficiaries in the area to 6,475 and more with current new housing. Our project fits in with Breckland Council's Sustainable Community Strategy.

## Project Budget

How much money are you applying for?

20000

What is the total cost of the project?

821801

Have you already secured other funding for this project?

Yes

If YES, how much has been raised so far?

43244.94

Please provide details of this other funding and/or details of applications to other grant schemes yet to be confirmed

Of the funds raised so far:

£30744.94 has been raised from within the parishes of Lyng and Sparham. (This is the residue, an additional £17000 raised has been spent in project development - surveys, permissions and professional fees, both architectural and legal).

£12500 grant from Lyng Parish Council.

#### APPLICATIONS

BIG Lottery Reaching Communities (Buildings) England Fund applications:

STAGE ONE Submitted 16.11.2015 (followed by face to face project assessment) - successful.

STAGE TWO Submitted 18.3.2016 - successful.

(Over and above total project cost a £23,000 Project Development and £15,000 Building Capabilities Grants awarded to the project on 7 June 2016) Note: Building Capabilities is to cover training costs for Community Hall Management Committee members.

STAGE THREE Submitted 20.1.2017 for grant of £821,801 - result awaited 6 months to decision.

Funding applications being prepared for submission to Geoffrey Watling Charity

£10,000, Garfield Weston Foundation £10,000.

Our six member Fundraising Team are running a community and corporate 'Buy a Brick Scheme'.

and are continuing to research, prepare and submit ongoing funding applications, as well as running frequent community fundraising events.

Lyng Parish Council have accepted the potential of a Publics Works Loan in principle should one be needed.

## Staff Costs - people who will be paid to help deliver your project

Requested amount	Breakdown
------------------	-----------

0

Total cost

0

## Volunteer Costs

For example, volunteer expenses and training

Requested amount	Breakdown
------------------	-----------

0

Total cost

0

## Operational/activity costs

For example, hiring a venue or providing transport for participants

Requested amount	Breakdown
------------------	-----------

0

Total cost

0

### Office, overhead, premises costs

For example, paying for utilities or a contribution to administration / management support

Requested amount	Breakdown
0	
Total cost	
0	

### Capital costs

Things you will buy, for example materials or equipment, or cost of building works - please note quotes/ estimates should be provided

Requested amount	Breakdown
20000	Breakdown is based on Professional Quantity Surveyors estimates. Project will be subject of a formal tendering process towards the awarding of a JCT contract to the preferred contractor.
Total cost	
821801	CAPITAL BUILDING COSTS Construction 667026 Furniture, Fittings and Equipment 53550 Professional Fees 47482 Inflation 34840 Contingency 83118 Fundraising -92500 SUB TOTAL 793516 Architectural including revised planning and planning fee 10734 CDM 1680 Structural Engineer 3528 Mechanical & Electrical Engineer 7800 Incoming Services Investigation 3000 Quantity Surveyor Revised Cost Plan 1543 SUB TOTAL 28285 GRAND TOTAL 821801 Total 886016

**Publicity costs**  
 Costs of promoting your project, for example printing

### leaflets or posters

Requested amount	Breakdown
0	A Marketing and Communications Programme has been developed, which is phased over two years. For details see Business Plan S.4 Pages 22 to 28.
Total cost	
0	

## Other costs

Please specify any costs that have not been included under any of the headings above

Requested amount      Breakdown

0

Total cost

0

## Section 3 - Impact: How your project will make a difference

Select a category from the drop down list below that best describes the impact that your project will have (the difference it will make).

Maximise ability to strengthen community cohesion and build social capacity

Select the primary outcome for your project or activity - you may choose up to 3 if you wish using the boxes below

Improve community cohesion

## Beneficiaries

How many people will benefit from this funding?

1030

Please tell us how you have estimated this figure - for example, it may be based on bookings, memberships, audiences or visitors to date

This figure is based on research conducted in May 2016, as part of the community consultation and information gathering element of project development towards the preparation and submission of the STAGE Three BIG Lottery Reaching Communities (Buildings) England Fund application. (See attached document LYNG & DISTRICT COMMUNITY HALL USER GROUPS – MAY 2016)

Primary Beneficiary - Select a single option to represent the primary beneficiary group for this grant

Local residents

Please list any other beneficiary groups who will benefit from your grant

- |  |  |
|--|--|
| <input type="checkbox"/> Black, Asian and minority ethnic                | <input type="checkbox"/> Carers  |
| <input checked="" type="checkbox"/> Children and young people            | <input type="checkbox"/> Ex-offenders/offenders/At risk of offending         |
| <input checked="" type="checkbox"/> Families/Parents/Lone parents        | <input type="checkbox"/> Homeless people                                     |
| <input type="checkbox"/> Lesbian, gay, bisexual and transgendered groups | <input type="checkbox"/> Long-term unemployed                                |
| <input checked="" type="checkbox"/> Men                                  | <input type="checkbox"/> Not in education, employment and training (NEET 16) |
| <input checked="" type="checkbox"/> Older people                         | <input type="checkbox"/> People in care or suffering serious illness         |
| <input type="checkbox"/> People living in poverty                        | <input type="checkbox"/> People with alcohol/drug addictions                 |
| <input type="checkbox"/> People with learning difficulties               | <input type="checkbox"/> People with low skill levels                        |
| <input checked="" type="checkbox"/> People with mental health issues     | <input type="checkbox"/> People with multiple disabilities                   |
| <input checked="" type="checkbox"/> People with physical difficulties    | <input type="checkbox"/> Refugees/asylum seekers /immigrants                 |
| <input type="checkbox"/> Victims of crime/violence/abuse                 | <input checked="" type="checkbox"/> Women                                    |

### Ethnicity

Primary ethnic group - select a single option to represent the primary ethnic group for this grant

White British

Please list any other ethnic groups who will benefit from your grant:

- |   |   |
|---|---|
| <input type="checkbox"/> African                            | <input type="checkbox"/> All ethnicities              |
| <input type="checkbox"/> Any other                          | <input type="checkbox"/> Asian and Asian British      |
| <input type="checkbox"/> Asian and White                    | <input type="checkbox"/> Bangladeshi                  |
| <input type="checkbox"/> Black African and White            | <input type="checkbox"/> Black Caribbean and White    |
| <input checked="" type="checkbox"/> Black and Black British | <input type="checkbox"/> Caribbean                    |
| <input type="checkbox"/> Chinese                            | <input type="checkbox"/> Chinese or other group       |
| <input type="checkbox"/> Indian                             | <input type="checkbox"/> Mixed                        |
| <input type="checkbox"/> Other Asian                        | <input type="checkbox"/> Other Black                  |
| <input type="checkbox"/> Other Mixed Ethnicity              | <input checked="" type="checkbox"/> Other White       |
| <input type="checkbox"/> Pakistani                          | <input type="checkbox"/> White                        |
| <input type="checkbox"/> White East European                | <input type="checkbox"/> White Gypsies and Travellers |
| <input type="checkbox"/> White Irish                        |   |

### Issues

Primary issue - select a single option to represent the primary issue that will be addressed by this grant

Rural issues

Please list any other issues that will be addressed by this grant

- |  |  |
|--|--|
| <input type="checkbox"/> Anti-social behaviour                             | <input type="checkbox"/> Arts, culture and heritage                                  |
| <input type="checkbox"/> Bullying  | <input type="checkbox"/> Caring responsibilities                                     |
| <input type="checkbox"/> Counselling/Advice/Mentoring                      | <input type="checkbox"/> Crime and safety  |
| <input type="checkbox"/> Disability and access issues                      | <input type="checkbox"/> Domestic violence   |
| <input type="checkbox"/> Economy   | <input type="checkbox"/> Education, learning and training                            |
| <input type="checkbox"/> Emergency/Rescue services                         | <input type="checkbox"/> Employment and labour                                       |
| <input checked="" type="checkbox"/> Environment and improving surroundings | <input type="checkbox"/> Financial exclusion and financial illiteracy                |
| <input type="checkbox"/> Gangs   | <input type="checkbox"/> Harmful practice  |
| <input checked="" type="checkbox"/> Health, wellbeing and serious illness  | <input type="checkbox"/> Homelessness  |
| <input type="checkbox"/> Housing   | <input type="checkbox"/> IT / Technology   |
| <input type="checkbox"/> Language, culture and racial integration          | <input type="checkbox"/> Mental health   |
| <input type="checkbox"/> Offending/At risk of offending                    | <input checked="" type="checkbox"/> Poverty and disadvantage                         |
| <input type="checkbox"/> Refugees/Asylum/Immigration                       | <input type="checkbox"/> Religion  |
| <input checked="" type="checkbox"/> Renewable energies and recycling       | <input type="checkbox"/> Sexual abuse  |
| <input checked="" type="checkbox"/> Social inclusion and fairness          | <input checked="" type="checkbox"/> Sport and recreation                             |
| <input type="checkbox"/> Stigma/Discrimination                             | <input checked="" type="checkbox"/> Stronger communities/Community support and devel |
| <input type="checkbox"/> Substance abuse and addiction                     | <input checked="" type="checkbox"/> Supporting family life                           |
| <input type="checkbox"/> Violence and Exploitation                         |  |

## Age Groups

Please indicate the primary age group that will benefit from this grant

All ages

Please list any other applicable age groups for your grant.

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Adults (26-65)       | <input checked="" type="checkbox"/> Children (5-12)      |
| <input type="checkbox"/> Early years (0-4)               | <input checked="" type="checkbox"/> Seniors (65+)        |
| <input checked="" type="checkbox"/> Young adults (19-25) | <input checked="" type="checkbox"/> Young people (13-18) |

## Section 4 - Supporting information and Declaration

### Supporting Documents

**To complete your application, you are required to submit supporting information that provides evidence of how your organisation is set up, and details of your project.**

**Along with your online application we also require you to submit copies of the following:**

A copy of your constitution of governing document

A copy of your most recent annual accounts (or current financial statement if your organisation has been operating for less than 1 year)

A copy of a recent bank statement

Evidence that you have consulted with the community

Evidence of match funding

A copy of relevant safeguarding policies if your project involves work with children or vulnerable adults

Copies of quotes, estimates or other evidence of costs if applying for funds to pay for equipment, building works, services or similar (preferably three for each service/product)

For projects involving building works or installations of e.g. of sports/play equipment - evidence that planning permission/ other relevant permissions are in place or that they are not required

A location map (for projects involving building works or installations of e.g. of sports/play equipment)

A business plan (for projects with a total cost of over £50,000)

A copy of your equal opportunities policy/statement

**If you have electronic copies available, these documents can be uploaded by following the 'Add Document' link below which will guide you to the Attachments upload function at the end of this form. Please then upload the documents as prompted.**

**If you prefer to send some or all of these documents separately by post or email, please check the box below, and ensure that all the information required is submitted to Norfolk Community Foundation clearly stating the name of the organisation and the Fund you are applying for.**

**If you do not have all of the documents listed above, or are able to provide a link to view some of your evidence online, please provide details in the box below.**

**If you have provided documents such as the constitution and policies to Norfolk Community Foundation with previous applications and no changes have been made, there is no need to provide further copies - where this is the case please also note in the box below. Please note this only applies to documents that are not updated regularly.**

**If you have any questions about the supporting information required, please contact the Grants Team on 01603 623958 or email [grants@norfolkfoundation.com](mailto:grants@norfolkfoundation.com)**

Documents to follow in post to Norfolk Community Foundation, St James Mill, Whitefriars, Norwich NR3 1TN or by email to [grants@norfolkfoundation.com](mailto:grants@norfolkfoundation.com)

Yes

[Add document](#)

You can use this space to provide links to items you wish to purchase with your grant, or to enable us to view documents online. Also tell us if you believe we hold current copies of your organisation's constitution and policies.

## Declaration

**Please enter your name and position below to confirm that you accept the following conditions:**

1. I am authorised to make the application on behalf of the above organisation.
2. I certify that the information in this application is correct.
3. If the information in the application changes in any way I will inform Norfolk Community Foundation immediately.

4. I give permission for Norfolk Community Foundation to record the information in this form electronically and to contact my organisation by phone, mail or email with information about its activities and about funding opportunities.
5. I agree to participate in monitoring, auditing and evaluation related to these funds - you can find out more about how Norfolk Community Foundation monitors grants at [www.norfolkfoundation.com/apply/funding-for-non-profits/monitoring/](http://www.norfolkfoundation.com/apply/funding-for-non-profits/monitoring/)

Norfolk Community Foundation would like to follow up on successful applicants and potentially feature them in our publicity. Please tick this box to confirm that, if your application is successful, you are willing to take part in publicity activities.

Yes

Declaration - Please enter your name

Alan Chapman

Position in organisation

Chair of Project

Funding Team

**BRECKLAND DISTRICT COUNCIL**

**Report of:** Pablo Dimoglou, Executive Member Finance  
**To:** Cabinet, 25 April 2017  
**(Author:** Christine Marshall, Executive Director Commercialisation)  
**Subject** Corporate Debt Management Recovery Policy  
**Purpose:** To update the Corporate Debt Management Recovery Policy

**Recommendation(s):**

- 1) That the Corporate Debt Management Recovery Policy be approved.

**1.0 BACKGROUND**

- 1.1 Effective debt management is crucial to the success of any organisation. It is essential that this Council has clear policies and procedures to manage the recovery of debt. If the Council is to achieve its aim of effective income management, then it must seek to recover all debts due and sustain collection rates. This policy has therefore been designed to address these aims.
- 1.2 The policy is formally reviewed every three years to ensure that it remains up to date and appropriate for the Council and reflects latest working practices. The Anglia Revenues Partnership (ARP) have their own policy for the recovery of their areas of debt; Council Tax, Business Rates (NNDR), Discretionary Housing Payments, Enforcement Fees and Housing Benefit Overpayments.
- 1.3 In reviewing and updating this policy we have consulted with ARP and also the Commercial Property department, who undertake their own debt recovery, and incorporated their responses where necessary.

**2.0 OPTIONS**

- 2.1 That the corporate debt management recovery policy be approved.
- 2.2 That the corporate debt management recovery policy be amended before being approved.

**3.0 REASONS FOR RECOMMENDATION(S)**

- 3.1 To provide a clear policy and procedure to manage the recovery of Council debt.

**4.0 EXPECTED BENEFITS**

- 4.1 To ensure effective income management enabling recovery of debts due and sustaining collection rates for the Council.

4.2 To maximise the amount of income received by the Council.

## 5.0 IMPLICATIONS

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

### 5.1 Equality and Diversity / Human Rights

5.1.1 The policy aims include an aim to; *treat individuals consistently and fairly regardless of age, gender, ethnicity, disability and sexual orientation and to ensure that individuals' rights under Data Protection and Human Rights legislation are protected.*

### 5.2 Financial

5.2.1 Effective debt recovery will maximise the income collected and retained by the Council.

### 5.3 Reputation

5.3.1 Poor debt recovery procedures could have a negative impact on the Council's reputation.

### 5.4 Stakeholders / Consultation / Timescales

5.4.1 Consultation has been carried out with Finance, Anglia Revenues Partnership and Commercial Property before finalising this policy.

## 6.0 WARDS/COMMUNITIES AFFECTED

6.1 All

## 7.0 ACRONYMS

7.1 ARP – Anglia Revenues Partnership

7.2 NNDR – National Non Domestic Rates (Business Rates)

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Background papers:- [See The Committee Report Guide for guidance on how to complete this section](#)

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### Lead Contact Officer

Name and Post: Alison Chubbock, Chief Accountant  
Telephone Number 01362 656865  
Email: alison.chubbock@breckland.gov.uk

**Key Decision:** No

**Exempt Decision:** No

**This report refers to a Discretionary Service**



Breckland District Council

# **Corporate Debt Management and Recovery Policy**

**2017/18**

**Financial Services**

# <sup>1</sup>Document Control and History

Version Control			
Issue No.	Author	Issue Date	Reasons for Issue
<sup>2</sup>			
V1	M Bailey	8/3/2017	Update for review by A Chubbock

Approval of draft and final approval process		
Issue No.	Approval Process	Date

<sup>3</sup> Revision Schedule			
Issue No.	Cycle	Job Title	Next Due

<sup>4</sup> Added to Policy Register		
Yes/No	Policy Officer Signature and Date	Authors Signature and Date

<sup>1</sup> Track changes are to be used at all times.

<sup>2</sup> Should these be referenced by Service Area?

<sup>3</sup> This section should be completed if policy needs to be revised before next approval process, e.g. LJCC wish to have some words amended

<sup>4</sup> Once this section has all been signed this then needs to be pdf and forwarded onto the Policy Officer

<b><sup>5</sup>Removed from Policy Register</b>		
<b>Yes</b>	<b>Policy Officer Signature and Date</b>	<b>Signature and Date</b>

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<sup>5</sup> Date of when policy has been removed from Policy Register – a good practice guide will be put in place whereby when a Policy is no longer deemed acceptable or required it will be presented at the original board just for reference.

## **<sup>6</sup>CONTENTS**

<b>Introduction .....</b>	<b>5</b>
<b>Scope – Policy Aim.....</b>	<b>5</b>
<b>Legislation or Executive Summary .....</b>	<b>5</b>
<b>Policy Consultation and Consideration.....</b>	<b>6</b>
<b>Policy Statement.....</b>	<b>6</b>
<b>Implementation .....</b>	<b>7</b>
<b>Management Control and Organisation .....</b>	<b>7</b>
<b>Monitoring .....</b>	<b>7</b>
<b>Related Policies and Strategies .....</b>	<b>7</b>
<b>Appendices .....</b>	<b>7</b>

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<sup>6</sup> The contents are field updated so that when the document is complete you simply right click on the table above click on Update Field and click on numbers only.

## Introduction

Effective debt management is crucial to the success of any organisation. In the current economic climate, it is essential that this authority has clear policies and procedures to manage the recovery of debt. If the Council is to achieve its aim of effective income management, then it must seek to recover all debts due, and sustain collection rates.

The policy has therefore been designed to address these aims.

## Scope – Policy Aim

The key aims of this policy are as follows:

- ◆ To consider fully the debtor's circumstances in the light of their ability to pay and so endeavour to distinguish from the outset between the debtor who won't pay and the debtor who genuinely can't pay.
- ◆ To work with the client to clear the debt as soon as possible. To ensure a professional, consistent and timely approach to recovery action.
- ◆ To cost effectively pursue all debts owed to the Council, seeking to maintain and improve on the levels of income collected by the authority.
- ◆ To promote a co-ordinated approach towards sharing debtor information and managing multiple debts owed to the Council. To actively work with approved advice agencies to seek resolution where clients are failing to meet multiple debt liabilities.
- ◆ To only write debt off in accordance with the Council's write-off procedures.
- ◆ To treat individuals consistently and fairly regardless of age, gender, ethnicity, disability and sexual orientation and to ensure that individuals' rights under Data Protection and Human Rights legislation are protected.
- ◆ To ensure organisational effectiveness through good management, optimising external income and listening to local people.

This policy will be available to all internal and external stakeholders and will be on the Council's website [www.breckland.gov.uk](http://www.breckland.gov.uk).

The main sections involved in debt recovery are Finance and Revenue Services. The debts involved are primarily:

- Council Tax
- National Non Domestic Rates (NNDR)
- Overpaid Housing Benefit
- Discretionary Housing Payments
- Enforcement Fees
- Sundry Debts

Revenue Services maintain their own debt management and recovery policy within the Anglia Revenues Partnership (ARP) and therefore this policy covers only sundry debts.

## Legislation or Executive Summary

The council has a legal duty to ensure cost effective billing, collection and recovery of all sums due to the Council.

### Local Taxation

Please refer to the ARP debt management and recovery policy.

### **Housing Benefits**

Please refer to the ARP debt management and recovery policy.

### **Discretionary Housing Payments**

Please refer to the ARP debt management and recovery policy.

### **Enforcement Fees**

Please refer to the ARP debt management and recovery policy.

### **Sundry Debt**

Sundry Debt arrears are collected within a well-established framework. On certain debts, interest may be charged for late payment. The debtor will be made aware of any additional costs in advance so that they have the opportunity to avoid this wherever possible. Customers will also be made aware of legal fees and costs that will be incurred for non-payment. Bailiff services may be utilised (via the ARP Enforcement service) as part of the established framework. Where possible and appropriate a charge against property may be made to safeguard collection of a debt in the future. In addition where it is cost effective the debt may be referred for legal action either internally or externally.

## **<sup>7</sup>Policy Consultation and Consideration**

The Finance service, Commercial Property service and Anglia Revenues Partnership (ARP) are consulted with prior to any changes to this policy.

## **<sup>8</sup>Policy Statement**

Full names, contact address and a phone number will be established wherever possible prior to service provision or invoicing/billing.

- All Council bills and invoices will be raised as soon as reasonably practicable and will include clear and relevant information as to:
  - What the bill is for;
  - When payment is due;
  - How to pay;
  - How to contact us if there is a query in relation to the bill or in relation to making payment.
- All letters and reminders will:
  - Explain what has been agreed and the consequences of non-payment;
  - Include appropriate contact details.
- Debtors will be encouraged to make prompt contact if they disagree with a bill or have difficulty in making payment on time. Contact can be made by:
  - Telephone
  - Letter
  - Email
  - Fax
  - In person at the Council Offices or customer service centres.
- Problems and bill discrepancies raised will be resolved as quickly as possible to prevent unnecessary delays in payment and incorrect accounting entries.

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<sup>7</sup> Consultation – Unison

Consideration – Equalities, Carbon Management, Health & Safety Legal and Financial

<sup>8</sup> Please use ‘numbering’ for all bullet point sections.

- Debtors seeking help due to exceptional financial difficulties will:
  - Be given the opportunity to have their ability to pay assessed by the relevant collection officers;
  - Be invited to use the money and debt advice services available from the Citizens Advice Bureau (CAB);
  - Be asked if they have other debts owing to the Council that they also wish to be considered;
  - Be given access to the Council’s interpreter service if required.
- Payment Arrangements will always endeavour to collect on going liability by due dates, and make arrangements for arrears, as this will aid the debtor by reducing costs which may otherwise be incurred every year.
- Debtors given time to pay should be advised to contact the Council immediately if they experience a change of circumstances affecting their ability to pay.
- No minimum value is set for whether a debt will be pursued for collection, but the cost effectiveness of collection will be considered before instigating any action

## Implementation

This policy will be made available to all staff dealing with income collection and recovery. This will be reinforced with training and management supervision of all staff involved in collecting debt.

## Management Control and Organisation

The Executive Director Commercialisation (S151) has control over this policy and the Revenues & Benefits Manager (ARP) has control over their policy.

## Monitoring

This policy will be managed and reviewed every three years and, from time to time, updates and re-issues will be circulated. However, the policy will be reviewed sooner if a weakness in the policy is highlighted, in the case of new risks, and/or changes in legislation.

Each department will be responsible for ensuring that this policy is adhered to and effective.

## <sup>9</sup>Related Policies and Strategies

- ARP Debt management and recovery policy
- ARP Discretionary Housing Payment Policy and Overpayment Policy
- Write Off Procedures

## <sup>10</sup>Appendices

None

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<sup>9</sup> Please ensure that all Policies and Strategies are current and have been approved do not make reference to any which are not, this will be the author’s responsibility. Include year of approval.

<sup>10</sup> Appendices are to be attached at the end and only if relevant.

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