

# Overview and Scrutiny Committee

## Review of Cabinet Agenda

### Members of the Committee

Cllr M Murrell (Chairman)

Cllr S Riley (Vice Chairman)

Cllr N Brennan

Cllr P Bulman

Cllr S Catchpole

Cllr S Clancy

Cllr J Davis

Cllr N Harpley

Cllr S Holland

Cllr C Karimi-Ghovanlou

Cllr K Kelly

Cllr K Leggett MBE

Cllr G Nurden

Cllr R Potter

### Date & Time:

Tuesday 3 January 2023 at 10.00am

### Place:

Council Chamber Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich

### Contact:

Leah Arthurton tel (01508) 533610

Email: [Leah.arthurton@southnorfolkandbroadland.gov.uk](mailto:Leah.arthurton@southnorfolkandbroadland.gov.uk)

Website: [www.southnorfolkandbroadland.gov.uk](http://www.southnorfolkandbroadland.gov.uk)

**This meeting will be live streamed for public viewing via the following link:**

<https://www.youtube.com/channel/UCZciRgwo84-iPyRlmsTCIng>

### PUBLIC ATTENDANCE:

If a member of the public would like to attend to speak on an agenda item, please email your request to [committee.bdc@southnorfolkandbroadland.gov.uk](mailto:committee.bdc@southnorfolkandbroadland.gov.uk), no later than 5.00pm on Wednesday 28 December 2022.

# AGENDA

1. To receive declarations of interest under Procedural Rule no 8 3
2. Apologies for absence
3. Minutes of meetings held on 15 November 2022 and 22 November 2022 5 & 15
4. Matters arising therefrom (if any)
5. Chairman's Announcements
6. Public Speaking

To consider representation from the members of the public who have expressed the wish to convey their views on items on this agenda.

In accordance with the Constitution a period of 3 minutes is allowed per member of the public.

## 7. Cabinet Reports

To consider the Cabinet reports in respect of the 10 January 2023 meeting.

Members are asked to refer to the Cabinet Agenda, which will be published on the Council's website no later than Friday 23 December 2022.

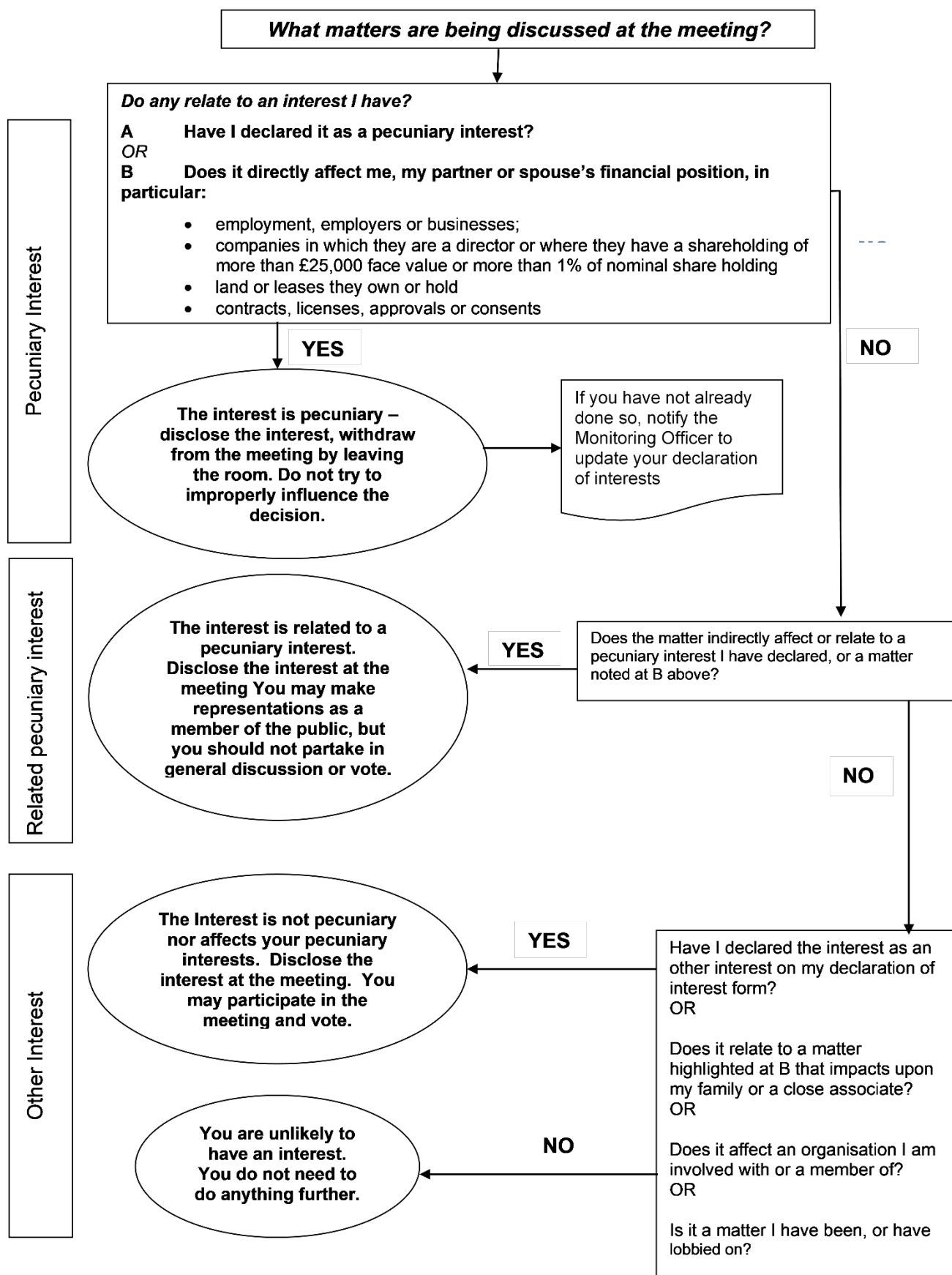
## DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

<p>Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> <li>1. affect yours, or your spouse / partner's financial position?</li> <li>2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?</li> <li>3. Relate to a contract you, or your spouse / partner have with the Council</li> <li>4. Affect land you or your spouse / partner own</li> <li>5. Affect a company that you or your partner own, or have a shareholding in</li> </ol> <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.  
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST  
INSTANCE**

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



## OVERVIEW AND SCRUTINY COMMITTEE

**Minutes of a meeting of the Overview and Scrutiny Committee of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Tuesday 15 November 2022 at 10.00 am when there were present:**

**Committee Members Present:** Councillors: S Riley (Chairman), N Brennan, P Bulman, S Catchpole, S Clancy, J Davis, N Harpley, S Holland, C Karimi-Ghovanlou, K Kelly, G Nurden and S Prutton

**Cabinet Members Present:** Councillors: J Leggett and F Whymark

**Officers in Attendance:** The Director of Place ( P Courtier), the Chief of Staff (Monitoring Officer) (E Hodds), the Assistant Director for Regulatory (N Howard), the Assistant Director for Economic Growth (G Denton) the Assistant Director for Finance (R Fincham) the Senior Environmental Health Officer (Community Protection) (T Garland), the Food Safety and Licensing Team Manager (L Chant) and the Democratic Services Officer (L Arthurton)

### 62 DECLARATIONS OF INTEREST

No declarations of interest were made.

### 63 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs K Leggett (with Cllr Clancy appointed substitute) and M Murrell.

### 64 MINUTES

The minutes of the meeting held on 25 October 2022 were agreed as a correct record.

The Chairman informed Committee that the item on the Frettenham Depot award of the redevelopment had been withdrawn from the Cabinet meeting.

He further explained that Cabinet requested further information. Members noted that the item would be heard at the next Cabinet meeting.

Members noted that the additional recommendation proposed by Overview and Scrutiny regarding minute no.60: Findings of the Peer Review Team was not accepted by Cabinet. The Chairman informed members that the Managing Director had confirmed that a member workshop would be arranged to discuss the report further. The Monitoring Officer confirmed that this would take place before the end of the year and would provide members with the opportunity to ask further questions and review the action plan.

### **65 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman noted that the annual budget workshop had taken place and the proposed questions from the discussions would be review in the Work Programme section later in the meeting.

### **66 PUBLIC SPEAKING**

There was no public speaking

### **67 REVIEW OF EARLY INTERVENTION ANTI-SOCIAL BEHAVIOUR OFFICER PILOT SERVICE – REVIEW OF PROGRESS**

The Assistant Director for Regulatory introduced the report, which presented a review of the progress of the Early Intervention Anti-Social Behaviour Officer pilot service following its introduction in April 2022.

The Early Intervention Anti-Social Behaviour Officer pilot service was started in April 2022 with the planned project outcomes to:

- Gather more early intelligence, identify and tackle root causes of anti-social behaviour in the Council's Regulatory services, in order to produce long-term improvements in neighbour relations and community safety.
- Increase the capacity and drive, speed and impact of the Council's service by taking an early intervention approach to anti-social behaviour and environmental offending.
- Offer stronger visibility and community reassurance.
- Detect better and earlier any wider victimisation, vulnerability and support needs, and safeguarding issues.
- Optimise the deterrence, investigation and enforcement of anti-social behaviour (within the Council's remit) where offences have been committed causing harassment, alarm, distress or environmental harm.
- Test the scope for stronger coordination of responses and tactics for dealing with significant ongoing anti-social behaviour issues and incidents, operating (within the Council's remit) closely alongside Norfolk Constabulary as a key regulatory partner.

The early intervention operating model had proven effective and efficient, as indicated by the results against its success measures. The indications were that this service remodelling and transformation would offer significant benefits to the Council and to local communities.

The added value overall of the early intervention pilot service could be summarised within the following two key benefits:

- Hundreds of cases had been quickly resolved, with sound and accurate background information enabling proportionate responses and quickly completed service delivery meeting the expectations agreed in advance with service users.
- The Community Protection Team was able to focus more time on those cases that needed more in-depth investigation and more formal interventions and enforcement. As a result, the Council could demonstrate a growing body of successful outcomes and – where informal interventions were not complied with – robust enforcement action ranging from written warnings and formal notices to fixed penalty notices and, where necessary, prosecutions.

Strong support for the service had been expressed from several partner agencies. Officers were exploring whether partnership funding could be found to sustain the early intervention service going forwards in an extension of the pilot service through 2023-24, enabling a further period of evaluation to focus on the longer-term outcomes.

One member queried the increase in cases and asked officers for further information on the reasons. Officers explained that the COVID pandemic had an impact on the rise of cases, with more people spending time at home and working from home. Officers further reassured members that any issues were being addressed earlier and faster to minimise disruption.

In answer to a query the Assistant Director for Regulatory informed the meeting that the Community Protection Team had received 1,801 anti-social behaviour complaints in 2018, 1,054 in 2019 and 2021/22 2,700, which showed the uplift that the Council had seen. The report highlighted that during the service's peak month of August this year demand had been 70 percent higher than it was four years ago. On an annual basis there remained a continuing increase in service demand of around 32 percent above pre-Covid levels.

In response to a query about the Team's ability to cope with any further increase in demand on the Service, the Assistant Director for Regulatory informed the meeting that one aim of the pilot service was to enable little and often contact for the lower risk anti-social behaviour cases. This was an adaptable model that would allow for less or more work to be undertaken as was necessary. In 80 percent of cases the issues were resolved with one contact which demonstrated that this model of intervention worked. Overall,

the Team had the capacity to manage any further increase in demand by taking a flexible approach within existing resources.

The Director of Place drew members' attention to paragraph 6.1 of the report, which showed that there was no budget for the service beyond the pilot period, but there was the possibility that the Police and Crime Commissioner might be able to contribute to the service. Also as much of the demand involved fly-tipping Veolia or other waste services might be able to offer support to extend the service. He was, therefore, optimistic about attracting funding for this service going forward, without drawing from the Council's base budget.

In answer to a query, the Assistant Director for Regulatory informed the Committee that from 1 April to 31 October this year 811 cases had been dealt with, by the two Anti-Social Behaviour officers. More senior officers, with enforcement powers, dealt with the more complex cases and those that could not be resolved by a single visit. The percentages quoted in the report were against the case load as a whole, which totalled 2,600 on an annual basis.

In reply to a query from the Chairman regarding complaints that had escalated to action from the police, the Assistant Director for Regulatory informed the Committee that the Council and the police each had roles in relation to anti-social behaviour under the Crime and Disorder Act and joint powers under the Anti-Social Behaviour Policing and Crime Act 2014. Officers worked on a daily basis with colleagues at Norfolk Constabulary, in respect of nuisance related activity, but only a very small percentage of these cases were referred to the police for criminal investigation.

The meeting was informed that officers had daily access to the previous 24 hours of call volumes from the police control room and could select those that were more appropriate for the Council to deal with.

In answer to a query, the Senior Environmental Health Officer (Community Protection) confirmed that there was a direct dial telephone number for the Business Support Team, although it was preferred that residents contact the Team via the web form, as they were then triaged and progressed according to their priority. The Council received 80 percent of calls for the service through this channel.

A member noted that some residents had limited access to the internet and that it was essential that services remained available via the telephone. Officers confirmed that the direct dial number for the Team would be placed on the Council's website. It would also be ensured that numbers for other essential services would be forwarded to members

Members were informed that around 40 percent of the cases received were in Broadland and the other 60 percent were in South Norfolk. Most complaints were about noise, such as dogs barking, amplified music and building work. The County Council did not take a significant operational role in respect of anti-social behaviour and most of the work by Broadland was in partnership



with the police, the Council took the lead in anti-social behaviour, whilst the police led on more serious criminal matters.

The Chairman requested that the Committee's Work Programme be updated to include a further review of the Early Intervention Anti-Social Behaviour Officer pilot service to evaluate how successful the scheme had been in 12 Months.

In answer to a question about the success criteria of the pilot, the Assistant Director for Regulatory confirmed that officers were satisfied that the measures in place were sufficient to assess the pilot scheme and that these would be monitored closely, as it progressed.

The Chairman proposed, and it was agreed, to amend recommendation three to make a more robust affirmation of the Committee's support for the scheme.

Following a show of hands, it was;

### **AGREED**

1. To receive the review of the Early Intervention Anti-Social Behaviour Officer pilot service to date, and to note that this matter will be brought back to the Committee once further information is available to evaluate the success of the pilot.
2. To consider the success criteria and progress to achieve them in section 3 of this report.
3. To commend the service provided to date and propose that the proposed extension of the Early Intervention Anti-Social Behaviour Officer pilot service to March 2024 subject to funding being secured.

*The Committee adjourned at 10.49am and reconvened at 11.02am, when all the Committee members listed above were present.*

## **68 REVIEW OF BUSINESS REGULATORY SUPPORT HUB PILOT SERVICE – REVIEW OF PROGRESS**

The Assistant Director for Regulatory presented the report, which reviewed the progress of the Business Regulatory Support Hub pilot service following its introduction in January 2022.

Members were informed that the Council's Regulatory Service was responsible for inspecting business compliance and providing support and guidance, as well as enforcement.

The aim of the Business Regulatory Support Hub pilot service was to ensure that businesses had strong pro-active and balanced support for those businesses that the Council had a regulatory relationship with.

One of the planned outcomes of the pilot was to provide a shop window for Council services, including enhanced compliance services such as business start-up support and pre-inspection support.

The pilot tested the potential for the following two elements of service transformation:

- Extending the information and advice offer from the Council's Regulatory services to help businesses to maximise compliance with legal requirements and, as a result, protect the public and consumers.
- Connecting more closely a range of Council services with which businesses engage, so that when businesses contact one of them officers can help those businesses ensure they are fully informed about, and engaging with, others.

Section three of the report included nine success measures for the pilot scheme against which it could be assessed.

Members attention' was drawn to Appendix One to the report, which illustrated the range of contact points that were available to businesses, including licensing, planning, commercial waste, business rates, economic growth and training. The Business Regulatory Support Hub would act as a link to all these services when a start-up business first contacted the Council.

It was intended to seek £32,000 in external funding from the Shared Prosperity Fund, to allow an extension of the pilot to March 2024, in order to evaluate the scheme against the planned outcomes.

In response to a query about any areas that could be improved, the Food Safety and Licensing Team Manager advised members that raising awareness of the service was an area that could be improved to encourage further start-ups and existing businesses to take advantage of the service.

A member suggested that the report did not have enough hard data, with which to judge the success of the pilot so far.

In response, the Assistant Director for Regulatory confirmed that a set of success criteria had been used to design the pilot and it had taken from January to May this year to gather all the existing advice and information for the Regulatory Services for the launch of the pilot. The scheme was, therefore, at an early stage and it was anticipated that more hard data would be available as the scheme progressed.

A member commended the initiative which would be a valuable source of information for small businesses starting out. The Food Safety and Licensing Team Manager added that the advantage of this scheme was that it was a dedicated service for providing advice, instead of being a supplementary element of the enforcement work of the Environmental Health Officers. This

scheme would, therefore, reach businesses faster and more consistently than had previously been possible by operational services.

In answer to a question about advising businesses about reducing carbon emissions and success measures to demonstrate this the Assistant Director for Economic Growth informed the meeting that businesses would be signposted to the Economic Development Team and the Business Builder programme, which provided funding and advice to businesses in Broadland. As part of this businesses were encouraged to consider the green agenda in all of their planning and applications for funding. For example, pollution prevention, zero waste to landfill targets, car-pooling and cycling to work etc.

The answer to some queries from the Chairman, the Director for Place informed members that external funding would be sought to extend the period of the scheme, rather than drawing on the Council's base budget. Of the 187 enquiries for information, support and advice provided by the Business Regulatory Support Hub 61 percent of these were in South Norfolk and 39 percent in Broadland. These figures broadly equated to the number of businesses in each District.

The Chairman noted that most of the enquiries appeared to be from one person start-up businesses.

A member suggested that business continuity should be added as a stream of advice for new businesses. The Assistant Director for Regulatory confirmed that this information could be added to the list of connections cultivated by the Hub and that this would be taken forward as an action.

Another member asked about the format that information was made available in, and if disabilities were taken into account when providing advice.

In response, the Food Safety and Licensing Team Manager informed members that the first point of contact was in English, but translated material was available on a needs basis. The Assistant Director for Regulatory confirmed that the Hub was designed to be an accessible point of contact for businesses and to have the time available to meet individual needs. Firstly to identify what information would be useful and secondly to identify any information that the Council did not hold that could then be located and provided for the caller. Different formats could be provided and a lot of testing to ensure that the information delivered was accessible.

The Chairman proposed amending recommendation two to better reflect the level of support expressed by the Committee for the scheme. He suggested deleting 'To note' and replacing it with 'To support'.

The Chairman's proposal was agreed and following a show of hands it was unanimously:

**AGREED**

1. To receive the review on progress of the Business Regulatory Support Hub pilot service and make recommendations as appropriate, and to note that this matter will be brought back to the Committee once further information is available to evaluate the success of the pilot.
2. To support the proposed extension of the Business Regulatory Support Hub pilot up to March 2024 subject to confirmation of temporary Shared Prosperity Fund funding, or alternative external funding sources, to enable longer pilot delivery, testing and evaluation.

### 69 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

The Chief of Staff (Monitoring Officer) updated the Committee on its Work Programme.

The progress reviews of the following two items would be added to the Work Programme for November 2023:

- Review of the Early Intervention Anti-Social Behaviour Officer Pilot Service
- Review of Business Regulatory Support Hub Pilot Service

The items scheduled for the 24 January 2023 meeting were: the Joint Budget meeting with Cabinet, the Housing Allocations Policy and the Community Safety Police and Crime Plan. It was hoped that a representative from the Police and Crime Commissioner would be in attendance for the last item.

In April the Committee would receive a presentation on Digital Connectivity – Better Broadband for Norfolk, as well as a report on the Council Partnership Register Review and the Annual Report of the Overview and Scrutiny Committee.

In respect of the Water-supply, management and climate change item that was scheduled for updates, as and when appropriate, members were informed that a £268,000 precept, was paid to the Broads Authority and Norfolk Rivers Internal Drainage Board and they were proposing a ten percent increase over four years. It was suggested that the Chief Executive of the Water Management Alliance be asked to attend a meeting of the Committee to explain why they were seeking this increase and to set out the proposed measures for ensuring water security for Norfolk residents in the future. Cllr Kelly suggested that an invitation to the January meeting, ahead of the budget, would be most appropriate. Members agreed with this as an action.

It was confirmed that normal business could continue during the pre-election period, so there were no restrictions on the Committee considering the items on the Work Programme scheduled for the 4 April 2023 meeting.

A Review of the move to the Horizon building would be placed on the Work Programme, with a date to be confirmed. The date of the move would be

confirmed following the procurement process and associated works were finalised.

A member expressed disappointment that the Horizon building was not going to have a changing place facility. The Monitoring Officer suggested that the member email the concern directly to her and the Managing Director for a response.

The date for the Peer Review Action Plan would be confirmed following the all-member workshop.

The Assistant Director for Individuals and Families had confirmed that the proposal for the Task and Finish Group Review of Housing Providers throughout Broadland had been scoped out. Once this was agreed by the Task and Finish Group in December a meeting would be arranged for early January 2023.

The Assistant Director for Finance reminded members that a Finance Workshop was held last week, which allowed for suitable questions to be formulated to ensure Cabinet were making appropriate decisions and drawing valid assumptions when setting next year's budget.

Members had been sent copies of the questions that were drafted as a result of the Workshop, which the Committee were requested to consider and agree for submission to Cabinet.

*The Committee adjourned at 11.45am and reconvened at 11.49am, when all the Committee members listed above were present, except for Cllr J Davis and Cllr Karimi-Ghovanlou.*

Members were informed that the Medium Term Financial Plan (MTFP) would be published along with the Budget.

The current budget figures had been based on the assumption that the Council's settlement from the Government would be the same as last year, but this would not be confirmed until the settlement was announced.

The following questions were agreed by the Committee.

1. What budget assumptions have been made regarding the disposal of Thorpe Lodge? And what would be the impact on the budget if the disposal is delayed, or the value achieved is less than anticipated, or if it was not sold?
2. What are the costs, risks and opportunities arising from the Council decision, on 13 October 22, to adopt an organisational 2030 target for achieving net zero carbon emissions? And how have these been factored into the 23/24 budgets?

3. The Council has seen a significant increase in homeless presentations and associated temporary accommodation costs. What assumptions are included in the 23/24 budget regarding these pressures? And what actions are being taken to mitigate these pressures?
4. The Capital Programme includes £7m for investment in Broadland Growth. How likely is this spend?  
Will nutrient neutrality affect this investment?  
Will the current economic climate affect this investment?  
What return is anticipated on this spend?  
If an investment is made in Broadland Growth how will the investment be overseen by Members?  
If the return on this investment is intended to help fill the £1m funding gap in the MTFP, what if it fails to do so?
5. The capital budgets tend to be fixed amounts for each year i.e. £220,000 a year for the server and PC replacement programme. Should future year's budgets be increased to take account of future inflationary pressures?
6. First Class Customer Service is a key Council priority. What changes are being made to the 23/24 budgets to help improve our customer service?
7. The Capital Budget includes a provisional allowance for investment in a Taverham hub. Will this amount be sufficient? And if successful, is their provision for expansion of this model to other locations?
8. It is understood that we are still in discussion with the waste contractor on the 'true up' provisions in contract. What assumptions are being made regarding the Waste Contract cost in the budget? And what risks are there if agreement is not reached prior to the budget being agreed?
9. The Council is looking to upgrade the Frettenham Depot. This is likely to include energy efficiency measures which will benefit the contractor as they will benefit from lower running costs. How will the Council ensure that it receives the benefit from the lower running costs?
10. How will nutrient neutrality effect planning income? And what assumptions have been made in the 23/24 budget relating to this?
11. What safeguards had been put in place to address the Council's financial position in the event that the financial settlement is less than anticipated?

(The meeting concluded at 12.03pm)

---

Chairman

## OVERVIEW AND SCRUTINY COMMITTEE

**Minutes of a meeting of the Overview and Scrutiny Committee of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Tuesday 22 November 2022 at 10.00am when there were present:**

**Committee Members Present:** Councillors: M Murrell (Chairman), N Brennan, P Bulman, S Catchpole, J Davis, N Harpley, S Holland, C Karimi-Ghovanlou, K Leggett and S Prutton.

**Apologies:** Councillors: G Nurden and S Riley.

**Cabinet Members in Attendance:** Councillors: J Emsell, J Leggett, T Mancini-Boyle and F Whymark.

**Officers in Attendance:** The Director for Resources (D Lorimer), Chief of Staff (Monitoring Officer) (E Hodds), the Assistant Director for Finance (R Fincham), the Assistant Director for Planning (H Mellors), the Assistant Director for Individuals and Families (M Pursehouse), the Assistant Director for Economic Growth (G Denton), the Assistant Director for Community Services (S Phelan), the Strategy and Intelligence Manager (S Carey), the Capital and Treasury Accountant (D Slowther), the Senior Housing and Wellbeing Manager (R Dunsire), the Help Hub and Communities Senior Manager (K Gallagher), the National Management Trainee (E Howman), the Strategic Growth Projects Manager (N Cunningham), the Programme Manager (D Baillie-Murden), the Clean Growth and Sustainability Manager (A Sommazzi), the Environmental Coordinator (K Burns) and the Democratic Services Officer (L Arthurton).

### 70 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr G Nurden and S Riley.

### **71 DECLARATIONS OF INTEREST**

In respect of item 78 (Electric Vehicle Charging Point Installation on Council Owned Land) and in the interest of openness and transparency Cllr J Davis declared that he was the Company Secretary, Norwich Community Solar.

### **CABINET REPORTS**

### **72 STRATEGIC PERFORMANCE AND FINANCE REPORT FOR QUARTER 2 2022/23**

The Strategy and Intelligence Manager introduced the report, which provided an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2022/24. In order to improve future performance reporting it was proposed to bring forward an additional performance and finance report in Quarter 3 each year.

The Committee was advised that 18 measures had met the green year-end success criteria. Nine measures had not met the year-end target and were rated amber. No measures had been rated red (not meeting their target by a significant amount).

In response to a query about delays in some project delivery timescales, members were directed to the column in the Delivery Plan, which explained the rationale for any delays for individual projects. For example, the review process of Freedom of Information Requests, which had been paused as this was likely to be implemented as part of the Customer Relationship Management software.

In answer to a question about a possible reduction in planning income caused by nutrient neutrality, the Assistant Director for Planning advised members that there were some undetermined Planning Applications that were delayed subject to nutrient neutrality mitigation measures. Overall, this should not adversely affect Planning income, but could delay the receipt of some fees until the following Financial Year. A report on a Programme of Mitigation for Nutrient Neutrality would be brought to Cabinet in the New Year.

In respect of the measure for progress towards delivery of the predicted £8.6m savings through collaboration, which was rated amber, the Assistant Director for Finance informed members that some of the savings had been delayed due to the impact of the pandemic. The forecast was currently for around £8.4m in savings for the five year period, but it was expected that this savings gap could be closed by year five. Members were referred to the papers of the Collaboration Working Group for details of the individual savings.



In answer to a question about the adverse variance against budget of £311,000, in Community Services the Assistant Director for Finance informed the meeting that this gap was mainly due to a saving made when the Waste Contract was re-tendered which reduced the cost baseline and inflationary pressures that had arisen since the contract was agreed. Discussions with the contractor in respect of this issue were ongoing.

In reference to the £3m allocated to Broadland Growth Ltd to fund development, members were advised that this sum would be carried forward, until a suitable scheme was agreed.

In answer to a query about staff retention, which was rated amber, the Committee was informed that recruitment was proving difficult, which reflected the national picture. To address this a more targeted advertising approach was being taken. To complement this a new and improved induction process had been rolled out across the Council to encourage better staff retention. Work was also currently underway to benchmark against the Council's local government family and local authority neighbours. This information would be reported back in the Quarter 3 performance report.

The Committee was informed that it was proposed that Land Charge fees be increased to better reflect the level of work required. Previously this had not been covered by the fees and a significant proportion of the cost had fallen on Council Tax payers.

In response to a query about ongoing support for infrastructure once it had been delivered through the Greater Norwich Growth Board, members were informed that this was a question that would be better put forward when the Greater Norwich Five Year Infrastructure Investment Plan was considered in the New Year.

In answer to a question about the £135,000 capital budget for remote working being brought forward to 2022/23; members were informed that an upgrade had always been scheduled, but with the move to the Horizon building it was considered that it was an appropriate time to bring it forward.

Following a show of hands it was unanimously:

### **RECOMMENDED TO CABINET**

1. Note the revenue and capital position for Quarter 2 (variance details in Appendix 1).
2. Note the 2022/23 performance for Quarter 2 (detail in Appendix 2).
3. Note the mid-year update of the 2022/24 Delivery Plan (detail in appendix 3).

4. Approve the proposed change in reporting frequency which will bring forward an additional performance and finance report to Cabinet in Quarter 3 each year.
5. Recommend to Council the land charge fees and charges as detailed in paragraph 3.28
6. Recommend to Council that the 23/24 Remote working Capital Budget of £135,000 is brought forward to 22/23.

### **73 TREASURY MANAGEMENT QUARTER 2 REPORT 2022/23**

The Capital and Treasury Accountant introduced the report, which reviewed the treasury management activity during the first six months of the financial year 2022/23 and reported on the prudential indicators.

The Committee was informed that interest rates had increased significantly since the budget was agreed in February and the Council had taken advantage of this by the use of fixed term investments, some of which had reached five percent.

Members were informed that income received on investments during the financial year was forecast to be around £1,109,600, which is £706,900 above the budget of £403,700. There had been no need to externally borrow so far this financial year and there had been no breaches of the Council's Prudential Indicators.

In response to a query about investments made with countries that had subsequently been removed from the list of countries that met the Council's ethical investment criteria, it was confirmed that this information would be provided to the Committee following the meeting. Currently the majority of the Council's investments were in the UK.

It was emphasised that the main aim of the Council's investment strategy was to maximise the security of its investments, which could be at the expense of yield if necessary.

Members were advised that the return on investments was countered by inflationary pressures, but overall the Council remained in a positive financial position due to its prudent level of reserves.

Following a show of hands, it was unanimously:

#### **RECOMMENDED TO CABINET**

1. Endorse the treasury activity for the first half of the year and that it complies with the agreed strategy.
2. Note the 2022/23 prudential indicators for the first six months of the year.

### 74 BEST IN CLASS HOUSING – TEMPORARY ACCOMMODATION

The Assistant Director for Individuals and Families introduced the report, which set out a plan to address the anticipated increase in demand for temporary accommodation in the District.

The Committee was advised that the Council had a strong track record of delivering housing services and was highly rated by its partner organisations. However, due to the worsening economic climate, the Council was facing a significant increase in homelessness, caused by the pandemic, the cost of living crisis and pressures on housing stock.

To address this issue it was proposed to increase the amount of temporary accommodation stock that the Council directly owned and managed, by 43 units. This investment would help mitigate the increasing costs of funding bed and breakfast accommodation, which had risen from £35 to £50 per night since 2020.

It was confirmed that the Council sought to ensure that people fleeing domestic violence were housed in secure properties at a safe distance away from their original dwelling. This was an advantage of having One Team working over two Districts. The Housing Team was also working towards Domestic Abuse Housing Alliance accreditation for its work.

The Portfolio Holder for Communities, Housing and Planning emphasised that the proposal would help support the Council's most vulnerable residents, through a well-considered investment that could be sold in the future if the need for temporary accommodation receded. He commended the report and asked members to give it their support

In answer to a final question, it was confirmed that the Council had a number of grants and funds available to help residents stay in their own homes and that temporary accommodation was only used as a last resort.

Following a show of hands, it was unanimously

#### **RECOMMENDED TO CABINET**

1. Delegate authority to the Assistant Director of Individuals and Families, in consultation with the Section 151 Officer, the Portfolio Holder for Communities, Housing and Planning Policy and the Portfolio Holder for Finance to purchase individual properties up to £750,000.

#### **Cabinet is asked to recommend to Council to:**

2. Create an additional capital budget of £1,356,000, to purchase additional temporary accommodation and to capitalise the staff costs of any purchases.

3. To increase the current allocated opportunities reserve from £900,000 to £1,000,000, to facilitate the purchase of a property and pay for the renovation works to make the property ready for use.
4. To agree to the increase in establishment of 1 x FTE officer for every additional purchase of 10 units of temporary accommodation, which will be paid for by the additional income received from those properties.

*The Committee adjourned at 11.00am and reconvened at 11.12am, when all the Committee members listed above were present.*

### 75 REPORT ON BROADLAND DISTRICT COUNCIL'S COST OF LIVING RESPONSE

The Help Hub and Communities Senior Manager introduced the report, which set out the Council's response to the cost of living crisis.

Members were reminded that key areas of high inflation were currently transport, food and energy and it was anticipated that 33 percent of people in the UK would be in fuel poverty after April 2023. Vulnerable groups included those on benefits and low income, the elderly and lone parents.

To help support vulnerable residents a programme had been developed with the following four work streams:

- **Living Well** – ensuring residents had necessities such as energy, housing, food, and household items.
- **Participating in Daily Life** – reducing isolation and ensuring residents were able to be part of their local communities and carry on with their daily life.
- **Our Businesses** – support for businesses through targeted grant provision and regulatory advice.
- **Our Staff** – support and training to help staff deal with the rising demand on services, alongside the personal impacts of the crisis.

Work currently being undertaken included, the funding of community warm spaces across the District and an Energy Rebate Scheme to support residents across Broadland who were on a low income and needed help with increases to their energy bills. The Council also offered debt, welfare, and budgeting support through the Help Hub and a Household Support Fund to provide grant support to help cover the costs of household bills or essential items for those in need.

It was emphasised that in order to ensure that this support reach those in need the Help Hub was being promoted as the key point of contact.

To identify households that might be in need a new LIFT (Low Income Family Tracker) tool would also be used, so that support could be targeted and prioritised.

In answer to a query it was confirmed that the Energy Rebate Scheme was flexible and could provide support on a case by case basis.

Members were informed that their suggestions were welcomed and would be followed up to improve the support offered by the Council. The Committee was also advised that to support staff a series of internal workshops would be held to share best practices and referral pathways to help frontline workers manage the expected increase in demand from residents.

The Committee was also informed that part of the Living Well work stream included access to food through foodbanks, social supermarkets and community fridges.

It was reiterated that the first point of contact for residents in need of support was the Help Hub. A fact sheet summarising the services available would be forwarded to members following the meeting.

Following a show of hands, it was unanimously

### **RECOMMENDED TO CABINET**

1. Endorse the current programme and direction of travel of the council to support the rise in cost-of-living, as set out in this report, and
2. Comment on other potential areas to explore.

## **76 ANTI-SOCIAL BEHAVIOUR POLICY**

The Assistant Director for Individuals and Families introduced the report, which proposed a new Anti-Social Behaviour Policy for adoption.

The Committee was advised that it was proposed that a common Anti-social Behaviour Policy approach be adopted with South Norfolk Council as a collaborating partner, to reflect common geographic and community concerns across both districts.

Members were informed that the policy was very much about early intervention to prevent problems escalating.

Following a show of hands, it was unanimously

### **RECOMMENDED TO CABINET**

1. Cabinet to recommend to Council to agree the adoption of the proposed Anti-social Behaviour Policy at Appendix 1.

## **77 RURAL ENGLAND PROSPERITY FUND**

The Strategic Growth Projects Manager introduced the report, which sought approval for Broadland's Rural England Prosperity Fund (REPF) proposal.

The REPF funded capital projects to support business development, farm business diversification and community infrastructure with the aim of improving productivity generating growth to strengthen the rural economies and communities.

The Council had been allocated £569,552, subject to the receipt of a compliant proposal. The report proposed that the funding should focus on the Supporting Business Investment Priority comprising £319,552 for business grants and up to £250,000 to purchase a key piece of food processing equipment to be located at the Broadland Food Innovation Centre, which could actively support the growth plans of a number of micro and small food and drink businesses.

A member suggested that the proposed allocation for the equipment should be spread across a number of projects across the District, instead of purchasing one piece of equipment. In response, the meeting was informed that the project would benefit a large number of micro and small businesses over the course of its life and would more enable locally grown food to be processed locally.

Another member suggested that farmers should be supported through the fund, instead of the proposed project. In response, the meeting was informed that eligible County Farms would be allowed to bid for grant funding.

The Committee was advised that although there was a deadline of 30 November 2022 to inform central Government of the proposed two year investment plan, a detailed piece of work would be undertaken to identify and specify the most useful piece of equipment to deliver the maximum levels of growth. It was also confirmed that any substantive changes to the principal areas of investment would be brought back to Cabinet for approval.

Following a show of hands, with five in favour, four against and one abstention it was:

### **RECOMMENDED TO CABINET**

1. Approve the principal areas of investment as set out in section 4 of this report.
2. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the sign off and submission of an addendum to the UKSPF investment plan to meet the requirements of the funding.
3. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, to make any non-substantive changes to the principal areas of investment as required by the Department for Environmental, Food and Rural Affairs.
4. Recommend a mid-point review of the Rural Business Builder grant programme in March 2024.

### **78 ELECTRIC VEHICLE CHARGING POINT INSTALLATION ON COUNCIL OWNED LAND**

The Clean Growth and Sustainability Manager introduced the report, which sought approval for the installation of Public Electric Vehicle Charging Points (EVCP) infrastructure within Council carparks.

The report proposed that the Council awarded a contract to a third-party supplier for an end-to-end delivery solution. This meant that the supplier would pay the Council an annual licence fee for any EVCPs and be responsible for funding and delivering the necessary civil engineering works, as well as the ongoing management, maintenance and operation of EVCPs on Council owned and managed carparks.

The licences would be for a ten year period, with an option for a further five year extension.

It was confirmed that tenderers for the contract would be required to ensure that their charges were competitive.

Following a show of hands, it was unanimously:

#### **RECOMMENDED TO CABINET**

1. Agree to the principle that EVCPs should be installed at council owned and managed carparks.
2. Delegate to the Assistant Director of Economic Growth, in consultation with the Portfolio Holder for Economic Development, decisions regarding an award of contract to a third-party supplier
3. Agree to explore, as per Economic Success Policy Members recommendation, solar canopy carports and the role they may play in

supporting with a phase two roll out of EVCP infrastructure as an additional project.

### **79 ENVIRONMENTAL STRATEGY & DELIVERY PLAN**

The Clean Growth and Sustainability Manager introduced the report, which recommended the approval and adoption of an updated Environmental Strategy and the associated Delivery Plan.

The report also proposed amending the scheme of delegation to agree that the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Environmental Excellence, had the authority to agree additional environmental projects to be funded from the Environmental Projects Reserve.

Members were advised that the revised Strategy has been drafted to replace the one agreed in 2020 and to demonstrate the Council's achievements to date and to set more ambitious environmental targets.

The revised Strategy included the following two new key commitments:

- 2030 net-zero target for organisational emissions; and
- A commitment to align to the Government's 2050 target for wider District decarbonisation.

The Environmental Strategy and Delivery Plan would continue to be living documents, updated regularly to ensure they continued to address local priorities and opportunities. Progress against activities would be presented to Members as part of existing performance management reports.

In answer to a question about community projects, the meeting was informed that there were a number of schemes embedded in the Strategy, such as tree planting and that one of the outcomes of this was to engage with community groups to meet tree planting targets. There were also events at Broadland Country Park, to promote biodiversity and engage people with the projects taking place there.

The Council also provided support for the development of neighbourhood and community led plans, which encouraged a proactive approach to mitigating and adapting to climate change by considering issues such as, flooding, water supply and biodiversity.

The Portfolio Holder for Environmental Excellence commended the revised Strategy and Delivery Plan and informed the meeting that the Council could also provide community tree grants of up to £1,000. Green loans were also available and would be subject to a publicity campaign in the New Year.



It was emphasised that the Strategy aimed to meet the main ambitions of the Council and move quickly to the 2030 net-zero target for emissions. At the same time the Council would welcome suggestions for smaller community led projects that it could support, as part of the green agenda.

A member suggested that the Council should draft a Planning Policy Statement to ensure that new developments met minimum environmental standards, as had been done at other Planning Authorities.

The Assistant Director for Economic Growth confirmed that he would pass on this suggestion to his colleagues in the Planning department.

Following a show of hands, it was unanimously

### **RECOMMENDED TO CABINET**

1. Approve and adopt an updated Environmental Strategy (Appendix 1)
2. Approve and adopt the Delivery Plan (Appendix 2)
3. Amend the delegation agreed by Cabinet in December 2021 and agree that the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Environmental Excellence, has the authority to agree additional environmental projects to be funded from the Environmental Projects Reserve, each project to be no more than £100,000 in value.

### **80 EXCLUSION OF THE PRESS AND PUBLIC RESOLVED**

that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

### **81 FRETtenham DEPOT - AWARD OF REDEVELOPMENT CONTRACT**

The Assistant Director for Community Services introduced the exempt report, which sought approval for capital funding for the redevelopment of the Frettenham depot.

Following consideration of the report and a show of hands, it was

### **RECOMMENDED TO CABINET**

To agree the recommendations as set out in the report.

(The meeting concluded at 12.17pm)

-----  
Chairman