

Cabinet

Agenda

Date

Tuesday 18 December 2018

Members of the Cabinet

Mr S A Vincent
Chairman (Leader) Policy

Mrs T M Mancini-Boyle
(Deputy Leader) Finance

Portfolio holders

Mrs J K Coplestone Economic Development

Mr J F Fisher Environmental Excellence

Mr R R Foulger Housing and Wellbeing

Mr I N Moncur Planning

Mr G Peck Transformation and
Organisational Development

Time

9.00 am

Place

Council Chamber
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

Contact

James Overy tel (01603) 430540

Broadland District Council
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich NR7 0DU

E-mail: james.overy@broadland.gov.uk



If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Head of Service.



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**The Chairman will ask if anyone wishes to
film / record this meeting**

A G E N D A

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|-----------|--|------------------|
| 1 | To receive declarations of interest under Procedural Rule no 8 | |
| 2 | Apologies for absence | |
| 3 | <u>Minutes of meeting held on 20 November 2018</u> | 4 – 9 |
| 4 | Matters arising therefrom (if any) | |
| 5 | Public Speaking | |
| | <p>To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.</p> <p>In accordance with the Constitution a period of 3 minutes is allowed per member of the public.</p> | |
| 6 | Representations from Non-Cabinet Members | |
| | <p>To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.</p> <p>In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.</p> | |
| 7 | Overview and Scrutiny Committee | |
| | <p>The Cabinet will be advised of views expressed by the Committee at its meeting on 11 December 2018 in relation to items on this Agenda.</p> | |
| 8 | <u>Economic Success Panel</u> | 98 – 102 |
| | <p>To receive the Minutes of the meeting held on 27 November 2018.</p> | |
| 9 | <u>Place Shaping Panel</u> | 103 – 104 |
| | <p>To receive the Minutes of the meeting held on 4 December 2018.</p> | |
| 10 | <u>Council Performance – Broadland Business Plan</u> | 10 – 48 |
| | <p>To receive a report that provides a comprehensive view of the Council's performance for the last six months.</p> | |

- 11 **[Additional Discretionary Housing Payments Funding](#)** **49 – 54**
To receive a report from the Head of Finance and Revenue Services.
- 12 **[Annual Audit Inspection Letter – Year Ended 31 March 2018](#)** **55 – 80**
To receive a report from the External Auditors.
- 13 **Exclusion of Press and Public**
The Chairman will move 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.
- 14 **[Land at Salhouse Road Panxworth](#)** **81 – 89**
To receive a report setting out options for the disposal of land in the ownership of the Council.
- 15 **[NEWS Joint Venture Company – Update Report](#)** **90 – 96**
To receive a report providing a summary of the performance of the Joint Venture Company over the last year.

P C Kirby
Chief Executive

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 20 November 2018** at **9.00 am** when there were present:

Mr S A Vincent – Policy (Chairman)

Portfolio holders:

Mrs J K Coplestone	Economic Development
Mr J F Fisher	Environmental Excellence
Mrs T M Mancini-Boyle	Finance
Mr I N Moncur	Planning
Mr G Peck	Transformation and Organisational Development

Mrs C Bannock, Mr J Emsell and Mr D Harrison also attended the meeting for its duration.

Also in attendance were the Chief Executive, Deputy Chief Executive, Head of Democratic Services and Monitoring Officer, Interim Head of Housing and Environmental Services, Corporate Finance Manager, Capital Accountant, Local Taxation Manager, Projects and Training Officer, Environmental Protection Manager (Special Projects) and the Committee Officer (JO).

57 APOLOGY FOR ABSENCE

An apology for absence was received from Mr Foulger.

58 MINUTES

The Minutes of the meeting held on 23 October 2018 were confirmed as a correct record and signed by the Chairman.

59 OVERVIEW AND SCRUTINY COMMITTEE

Cabinet received the Minutes of the meeting of the Overview and Scrutiny Committee held on 6 November 2018.

Minute no: 68 – Budget Questions

The questions that the Overview and Scrutiny Committee wished to raise with Cabinet at their Joint Budget meeting on 11 December 2018 were noted and a number of areas where further clarification was required were raised.

The Chairman of the Overview and Scrutiny Committee noted these points and confirmed that the questions would be amended accordingly.

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 13 November 2018, as each item was considered.

60 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Cabinet received the Minutes of the meeting held on 29 October 2018.

The Portfolio Holder for Transformation and Organisational Development informed Members that the meeting had looked at collaboration in some depth.

61 ENVIRONMENTAL EXCELLENCE PANEL

Cabinet received the Minutes of the meeting held on 8 November 2018.

The Portfolio Holder for Environmental Excellence advised the meeting that the Council had secured funding for the installation of up to 60 oil fired boilers for residents in fuel poverty in off-gas areas.

The Council had also carried out a recycling bin monitoring project over the summer, which had been a very effective means of targeting and educating residents about what could and could not be placed in recycling bins.

62 CAPITAL STRATEGY

The report presented a revised Capital Strategy, which had been amended to reflect the current financial environment and take account of procedural changes. In future, the Capital Strategy would be included as part of the 2019/20 budget setting process and would also reflect collaboration with South Norfolk Council.

The Capital Accountant confirmed that the changes to the Capital Strategy were procedural and no material amendments had been proposed.

In response to a query, it was confirmed that Street Lighting was listed as a priority for capital expenditure in the Capital Strategy as it was included in the Capital Programme. However, it would only continue to be listed for as long as the Council remained a Lighting Authority.

Cabinet was advised that the Capital Strategy covered the period to 2020, whilst Treasury Management focused on the current year, which was why in the longer term the maximum operational and authorised external debt for the Council was set at £4m and £6m respectively, and in the shorter term it was set at £3m and £5m.

The Chairman requested that the Risk Management section of the Capital Strategy be expanded to show what capital projects had been assessed. He also asked that the Community Need section be extended to show how capital projects could be developed by a local community.

The Chairman also noted that the Capital Strategy suggested a possible need to borrow in order to fund the capital programme in the Medium Term Financial Plan, whilst the Treasury Management report contradicted this by indicating that external debt was unlikely to be required in the foreseeable future.

The Capital Accountant confirmed that he would amend the Capital Strategy to reflect the points raised above.

RESOLVED

to

- (1) support the amendments to the procedural arrangements in the Capital Strategy (attached at Appendix 1 to the signed copy of these Minutes);
- (2) agree amendments to clarify some further points in the Capital Strategy;
- (3) support the plan to review the current Capital Strategy as part of the budget setting process;
- (4) agree that major revisions to the Capital Strategy be brought back to Cabinet, but minor amendments be agreed by the Head of Finance and Revenue Services in conjunction with the Portfolio Holder for Finance and
- (5) note the equalities impacts.

Reasons for decision

The report was a factual account.

63 TREASURY MANAGEMENT REPORT TO 30 SEPTEMBER 2018

The report summarised treasury management activity during the first half of 2018/19 and included an update on the Prudential Indicators.

The Council's investments as at 30 September 2018 were the following:

Counterparty	£million	Interest Rates
Investec	10.33	Return varies, dependent on the performance of the underlying fund
Payden & Rygel	3.13	
Public Sector Deposit Fund	1.00	
Certificates of Deposit	1.00	0.81%
Banks	12.00	0.72% to 0.975%
Instant access deposits with banks (interest bearing accounts)	7.79	0.40% to 0.65%
Total	35.25	

The Payden Global investment was in an AAA rated Sterling Reserve Fund. From 1 April to 24 May 2018 the Investec Asset Management funds were invested with an 80:20 split over the Short Dated Bonds Fund and the Target Return Fund. Due to poor performance of the Short Dated Fund Investec closed the fund and from 25 May 2018 the 20 percent previously invested in the Short Dated Fund was transferred into Investec's Diversified Income Fund.

During the first six months of 2018/19, the in-house team arranged 21 fixed term deposits; these ranged from a minimum of £15.63m to a maximum of £29.86m during the six month period, with an average investment of £20.83m per day.

The Prudential Indicators set for 2018/19 had not been breached as at 30 September and none had reached a level that indicated any cause for concern.

The Portfolio Holder for Finance advised the meeting that achieving a better rate of return for the Council was a priority and alternative investments should be considered.

RESOLVED

to note the report on activity undertaken in the first half of 2018/19 in respect of treasury management activities.

Reasons for decision

The report was a factual account.

64 COUNCIL TAX REDUCTION SCHEME 2019/20

The report proposed that Cabinet recommended to Council adopting a revised Council Tax Reduction Scheme.

The Council was required by law to design, operate and review annually a discount scheme, which helped people on low income to meet their Council Tax charge.

The proposed scheme was unchanged from last year, save for one administrative change, which would allow the formal notification received from the Department of Work and Pensions to be treated as a valid claim for Council Tax Reduction. This would reduce paperwork and maximise claims for Council Tax Reduction when people were applying for Universal Credit.

Members were informed that as Universal Credit has only been in place for one month in the majority of the Broadland area, there was insufficient data available to draw conclusions on how it was affecting residents. Officers from across Norfolk were working to analyse a streamlined county-wide Council Tax Reduction Scheme, which should be ready for 2020/21.

The Portfolio Holder for Finance requested that in future the rate of Council Tax Reduction be included in the report. This was currently based on 83 percent of the Council Tax liability of a working age customer.

RESOLVED

to note the work that will be undertaken to review the impact of Universal Credit on the Council Tax Reduction Scheme; and

RECOMMENDED TO COUNCIL

to approve the proposed amendment to the Scheme (attached at Appendix 2 to the signed copy these Minutes) and that the Council Tax Reduction Scheme for 2019/20 is updated.

Reasons for decision

To meet legislative requirements.

65 FOOTWAY LIGHTING ON NEW DEVELOPMENTS

The report recommended that the Council no longer adopt any further lighting on new developments within the five parishes for which it was currently the Lighting Authority as it was not considered to be in the Council's interest to take on the management of Footway Lighting.

This followed a decision by Norfolk County Council to no longer adopt Footway Lighting on new developments, unless there was a clear highway reason to adopt.

The Council was currently discussing with Norfolk County Council its intention to cease being a Lighting Authority and to agree to not take on any further lighting would assist with this process.

The Portfolio Holder for Environmental Excellence advised the meeting that the provision of Footway Lighting should be decided locally and provided either by the parish or through a management company established by the developer. He also confirmed that Broadland had no legal duty to adopt new lighting.

RECOMMENDED TO COUNCIL

not to take on the management and maintenance of any new lighting in the five parishes in which it currently acts as the Lighting Authority.

Reasons for decision

To relinquish the Council's duty as a Lighting Authority.

The meeting closed at 9.39 am

COUNCIL PERFORMANCE – BROADLAND BUSINESS PLAN

Portfolio Holders: All

Wards Affected: All

1 SUMMARY

1.1 This report provides an update on delivery of the Business Plan objectives for the period 1 April 2018 to 30 September 2018 (Appendix 1) and details of the Local Government Ombudsman (LGO) decisions received and Formal Complaints we have received in the same time period (Appendix 2).

1.2 Therefore it provides a comprehensive view of the Council's performance for the last six months.

2 KEY DECISION

2.1 This is not a key decision but has been published in the Forward Plan.

3 BUSINESS PLAN DELIVERY

3.1 Appendix 1 sets out in detail how we have delivered against the 17 objectives that support the six ambitions within the Business Plan – our ambitions are shown below:

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

3.2 It shows the measures that are being used to evidence how we are delivering against the Business Plan and these are a mix of numerical and narrative data, there is also a section on risk which explains the risks to not achieving the objective and what mitigations are in place.

3.3 Stakeholder and resident engagement activities are currently being undertaken to inform the content for a revised Business Plan to cover the

period May 2019 to 2023. An updated Business Plan based on feedback from the engagement activities will be presented to Cabinet in February 2019.

4 COMPLAINTS

- 4.1 Details of the Local Government Ombudsman decisions received over the past six months and Formal Complaints received can be seen in Appendix 2. As previously reported the format of reporting has changed to a more narrative approach.

5 RESOURCE IMPLICATIONS

- 5.1 There are no specific resource implications from this report as it is a factual account of how well the Council has performed.

6 LEGAL IMPLICATIONS

- 6.1 There are no legal implications.

7 RISK IMPLICATIONS

- 7.1 The major risk to the Council delivering its ambitions continues to be the need to find significant savings and efficiencies.
- 7.2 The Business Plan highlights other specific potential risks and appropriate mitigations.

8 EQUALITIES IMPLICATIONS

- 8.1 There are no equalities implications as the report is a factual account of how the Council is performing.

9 OPTIONS

- 9.1 The Cabinet has the following options:
- (1) to note and consider the progress made against the objectives outlined in the Appendices:
 - (2) any other action the Cabinet agrees.

Stephen Fennell
Head of Corporate Resources

Background Papers

None

For further information on this report call Helen Cowles on 01603 430615 or by e-mail helen.cowles@broadland.gov.uk

<u>Objective 1</u>	
To back Broadland businesses by providing information, help, advice and guidance to help them grow and prosper (Hamish Melville)	
Supporting ambitions:	
<ul style="list-style-type: none"> • <i>Delivering Economic Success in our area</i> • <i>To increase levels of health and wellbeing</i> 	
Measures:	
1. Numbers and support given to businesses approaching the Council directly and through the New Anglia Better Business for All initiative.	194 business of which 97 were new contacts
2. Number of businesses referred to other support organisations to include:- LEP Growth Hub, Norfolk Knowledge, LEADER Programme	3
3. Resulting support from those referrals (to include support and financial help).	1
Contextual narrative:	
<p>Two Broadland Business Breakfasts have been held during the period. On 18th April at Sprowston Manor Hotel in Sprowston the speakers were Karl Gessner and Grant Rudgley from Price Bailey who spoke about choosing the right way to grow and designing a business strategy that fits and Ben Gaskins from Poultec who gave an update on Apprenticeships. In July at the newly relaunched Roarr Dinosaur Adventure in Lenwade, the theme was Tourism with speakers including Pete Waters from Visit Norfolk, Chris Scargill who publishes the Larking Gowen Tourism and Leisure Survey, BDC Tourism Officer Chloe Griffin and Adam Goymour, Park Manager of Roarr. The April breakfasts was attended by 67 people representing 53 businesses and the July meeting was attended by 63 people representing 44 businesses.</p> <p>The 2018-19 'Buy in Broadland' voucher booklet continues to be used widely by residents utilising the offers from over 90 local businesses who have agreed to take part in the scheme by offering a discount. A further 5 vouchers were distributed in the summer edition of the Broadland News. The scheme has been well received and through the launch other businesses have stepped forward who would like to be included in the future.</p> <p>On Saturday 16th June the Economic Development team were asked to support the "Join in with Reedham" Community event hosted by the Village Team. 17 community groups exhibited at the event alongside two performances from the Zumba group and the local Primary School. Whilst there were initial issues with contacting groups and attendance was low the feedback was very positive with several groups recruiting new members/participants.</p> <p>The Choices group has continued to meet weekly at Carrowbreck. The Choices programme tackles long term unemployment and barriers to work, often relating to low level maths and</p>	

English skills, lack of confidence and low self-esteem. After building trust we are able to suggest a range of potential volunteering and work experience options (through our contacts with local businesses) that can gradually ease residents back into work.

After a positive news article about the programme the April course was completed by 8 attendees who, alongside building their confidence and CV and interview skills also gained training in areas such as Basic Computer Skills, Face to Face Communication and Level 2 Food safety. The latest group, which finished in August, was attended and completed by 8 people and the outcomes of this will be reported in due course.

Previous attendees have also set up their own follow on group to continue the support and camaraderie that the programme has offered.

The last meeting of the Greater Norwich Manufacturing Group was on 30th July at the UEA. There were 41 attendees and the theme for the meeting was 'Productivity in Manufacturing'. Speakers included Professor Fiona Lettice from the UEA, Will Taitt and Jordan Sharman from Hethel Innovation and Jamie Thums from Lintott.

Through the group, to date there have been 6 examples of businesses making contact and exploring potential business opportunities. These have included examples of collaborative control systems projects and shared staff resources. There have also been 3 examples of firms learning from each other and implementing changes to their production environments and time-keeping systems.

Three members of the GNMG group have established contact with education providers and local authorities regarding apprenticeships.

The Financial Industries Group (FIG), of which we have officer representation on the Board, will hold its 3rd Annual Conference at the UEA in November 18. FIG has also launched its new website <https://fignorwich.org/> which includes a trade directory, job vacancies pages and has started quarterly business breakfasts to grow the network.

Two further Broadland businesses have had LEADER funding approved grants of £40,825.60 and £4,580.40. There are also another 5 Broadland applications totalling £335,132 in the pipeline however deadlines are rapidly approaching for final applications to be decided over the next 2-3 months. All businesses that could be eligible that we work with are supported to apply so that we can make sure all of this European funding is allocated before the March 2019 deadline!

The Repton 200 Season, a nationwide celebration of the bicentenary of the death of Humphry Repton, was very successful. The launch night in Aylsham welcomed approx. 130 guests ranging from local professionals and volunteers, to guests from as far afield as Gloucester. The festival included over 50 widely varying events from community engagement to visitor focusses, plus concerts, children's events, walks, lectures and workshops. It is estimated that around 1,000 people visited the exhibition about Repton's life from all corners of the world. Broadland received new visitors to the area and extremely positive PR coverage throughout the campaign.

We have again participated in Heritage Open Days, encouraging historic properties and groups to take part, and sponsoring the Norfolk Heritage Open Days brochure. This year we had 15 events in the district including new events including exhibitions at Blofield Church, a viewing of Oulton Chapel and the Family Culture Day at Catton Park. Broadland was also able to secure the launch of the Norfolk Heritage Open Days brochure within Catton Park for

additional PR. The Family Culture Day was organised by Broadland District Council and Catton Park Trust, and was very successful in attracting new visitors into the district and into the park, that were not aware of it previously. Approximately 500 visitors attended the day, with representation from a variety of different cultures providing activities for people to engage with.

The World War One Exhibition is currently being planned and will be a weeklong event to include histories from the war by a variety of different Broadland parishes, as well as pop up events throughout the week, such as lectures, stories and poetry. The event will take place at Whitwell and Reepham Railway, with the exhibition opening on 9th November and activities taking place during the following week.

Total funding accessed through the New Anglia Local Enterprise Partnership (LEP):
Growing Business Fund - £1,752,275 in grants to 17 businesses providing 195 jobs (£7,723,930 private investment).

Small Grants - £120,839 in grants to 15 businesses providing 2 jobs (£493,273 private investment).

Risk:

General state of the economy, should there be a downturn this will act as an impediment to business growth and confidence will be lacking amongst business owners. This can make it difficult for people to take the first steps into self-employment. Business start-ups less likely to receive the financial support from banks required and therefore stall the local economy.

GDPR compliance could mean that the collection of appropriate data measures becomes more difficult. This will be mitigated by the introduction of new data collection protocols and raising customer/client awareness of our reporting duties.

Lack of available funding and support from us due to reductions in service as discretionary provision. This will impact negatively on small businesses and those looking to start up and could mean that businesses do not start or fail due to lack of support. Also impact on small businesses who wish to grow as lack of information and advice could prove stifling. As a non-statutory service it is vulnerable to funding cuts. If businesses are not aware of the support we can provide it could mean that they are missing opportunities for support, funding and potential growth. We must continue to promote the services of the department widely to ensure maximum benefit is gained by the business community which will reflect in business rates income.

Objective 2

To support the people of Broadland and their communities by offering a range of opportunities, skills and/or employment prospects. (Hamish Melville)

Supporting ambitions:

- ***To deliver economic success in our area***
- ***To increase levels of health and wellbeing***

Measures:

1. Number of Broadland businesses offering apprenticeships and the Apprenticeship Frameworks being offered.	89 separate businesses. See narrative for Framework detail below.
2. Additional support offered to Broadland residents to engage in training programmes provided by the Council and in partnership with other organisations.	Business Courses Level 2 Health & Safety = 7. 71% pass rate. Level 3 Emergency First Aid at Work = 43. 100% pass rate. Level 2 Food Safety = 10. 100% pass rate. Level 3 First Aid = 5. 100% pass rate. Plus an additional 5 on the +F (Forestry) Unit. First Response in Emergency Care = 4. 100% pass rate.
3. Number of Broadly Active clients and those showing an improvement after 12 weeks	32 completed with 30 showing a positive improvement. See objective 15 for full details.
4. Number of spaces taken on Tots2Teens sessions and percentage of those with Special Education Needs or from low income families.	1,615 spaces taken. Approx. 50% of spaces taken are from low income families or have special needs. See narrative for details.
5. Range of support given to communities.	5 groups supported with funding applications, general advice and running community events.

Contextual narrative:

Over the Easter and Summer (May) half-term school holidays 401 and 75 respectively Tots2Teens places were filled by Broadland residents with a total income of £7,939.20. The Summer holidays saw 1139 places booked, 79% of the places available, with a total income of £18,376.80 and total of £26,316.

Over the three holiday periods 819 sessions were booked for children from low income families at a reduced rate, and 20 children with disabilities such as ADHD, Autism and other behavioural issues attended 170 sessions.

Sessions were well distributed with 16 different urban venues and 35 different rural venues across the district used.

Costs up to the end of September which include the above holidays were approximately £39,000. Therefore a net cost of approximately £12,684 or £7.85 per child per session.

TRAINING AND YOUTH EMPLOYMENT

Broadland Council Training Service has delivered 52 courses since the publication of the new training brochure in April 2018, welcoming 268 learners up to mid-Sept. New additions to the brochure include Cloud Accounting with Price Bailey and Basic Computer studies. An additional course, How to think like a Journalist, has also been delivered with much interest.

Of the 52 courses, 39 were paid for courses and 13 were free for Broadland businesses.

Income for these courses was £14,303 with costs amounting to £14,599.

Since the introduction of the Apprenticeship levy in May 2017 there has been some reported decline in recruitment nationally. However Broadland does not yet seem to have been affected. During August 2018 27 employers in Broadland posted 49 Apprenticeship Vacancies on the government website comprising of 10 at Advanced level and 39 at Intermediate level. This compares to August 2017 when there were 27 employers advertising 44 vacancies 10 of which were at advanced level and 34 at Intermediate level. A broad range of sectors are represented over both years including digital, manufacturing engineering, hospitality, business & finance, agriculture retail and health. There has been a national move towards delivery of the new employer created standards from the traditional framework approach. During 2017 only 15% of vacancies were for Standards related Apprenticeship. In 2018 this proportion has now increased to 55%.

Broadland District Council currently employs 4 Apprentices, 3 of these are new recruits and 1 is an existing employee.

The Local Investment in Future Talent (LIFT) project is now approximately half way through its delivery period. So far there have been no Broadland Based Projects which have attracted match funding from Broadland District Council. The Council continues to support the programme by attending meetings and promoting the project. It now has 16 approved projects underway and more in the pipeline for approval. There are 3 funding strands; Jobs, Skills and Trials. Should all currently approved and pipeline projects be successful the jobs strand funding will be 93% allocated, the skills strand 19% allocated and the trials strand 80% allocated. An awareness event was hosted at Barnham Broom on 26 September which was attended by around 30 people interested in the programme so we are hoping

that some good quality bids will emerge from this.

The Norfolk Community College Project is part of the Building Better Opportunities programme which has received funding from the National Lottery through the Big Lottery Fund, the European Social Fund and Big Lottery Fund to support long term unemployed people facing complex and multiple barriers across rural areas of Norfolk. Their 'Information and Advice Bus' has visited Spixworth, Acle, and Brundall with plans to visit Aylsham and Hellesdon during the autumn. The project has recently formed partnerships with a range of local learning providers to deliver first step into employment programmes. This involves participants learning about specific areas of work whilst gaining a work-based level one qualification along the way.

Grants awarded in the period:

Group	Project	Grant
Aylsham Town Council	Netball Festival	£500
All Saints, Freethorpe	Village compost toilet	£5,000
Aylsham & District Care Trust	Norfolk Day tea dance	£500
Freethorpe Village Hall	Village Fete	£500
Old Catton Parish Council	Norfolk Day Health and Wellbeing event	£500
Sprowston Youth Engagement Project	Intergenerational greenhouse project	£2,000
Acle War Memorial Recreation Centre	WWI Community Event	£500
Blofield Heath Community Centre	Major refurbishment	£5,000
Limpenhoe Village Hall	Refurbishment	£3,259
Rackheath PC	Extension and refurbishment of pavilion	£5,000
House of Genesis	Extension	£5,000
Aylsham Old Peoples Association	Refurbishment of Friendship Hall	£5,000

The total project costs for the above were £846,377 with a Broadland contribution of £32,759.

Risk:

As a discretionary service the biggest risk is that the Council will cease to fund services.

GDPR compliance could mean that the collection of appropriate data measures becomes more difficult. This will be mitigated by the introduction of new data collection protocols and raising customer/client awareness of our reporting duties to maintain funding for programmes.

Lack of skilled trainers to deliver programmes, lack of engagement from businesses and the public and poor communication links will all impact on the service. Should NHS funding be removed the Council could decide that the Broadly Active service was not viable. Long term health impacts would have a detriment to the district health and potentially increase demand on other service areas – if people are not fit to work resources needed in benefits could increase.

The provision of community grants will cease at the end of the 18/19 financial year unless an alternative source of funding is found.

Objective 3

To minimise waste and maximise recycling (Leigh Booth)

Supporting ambition:

- ***To achieve Environmental Excellence in everything we do***

Measures:

1. Recycling rate

Apr 2016 – Mar 2017 = 50.9%
Apr 2017 – Mar 2018 = **50%**

2. kg of residual waste collected per household

Apr 2016 – Mar 2017 = 440.64kg
Apr 2017 – Mar 2018 = **427.29kg**

3. Number of Brown bins

Sep 2017 = 28328
Sep 2018 = **29318**

4. Food Waste tonnage

April – June 2017 = 470.24t
April – June 2018 = **494.02t**

Contextual narrative

Measures 1 and 2 are only available for the first quarter of the year so far, in line with waste data flow (WDF) submissions. This information is subject to change depending on any year adjustments required on the data in Q4. The recycling rate has dropped slightly when compared to the last twelve months. This is likely to be as a result of the very hot weather experienced this summer, leading to drier garden waste along with residents carrying out less garden maintenance. The rate is also affected by the recyclate markets being weaker leading to more reject material at the Material Recycling Facility (MRF) being sent for energy recovery. Residual waste per household has dropped slightly, which could be attributed to the expanded food waste service resulting in less food being thrown away. Further work was carried out in the summer focussing on households that are not putting the correct items into their grey recycling bin, with positive results. This work is important in reinforcing the message about what can and cannot be recycled, and bringing contamination down.

Brown bins: Another 1000 customers have joined the scheme up to the end of September, and the service continues to grow. Prices for the service in 2019/20 have been frozen to encourage further uptake next year.

Food waste: The amount of food waste collected from households has increased when compared to the same period last year. In addition to this, 3000 properties were added to the scheme in June 2018 and so this figure will continue to rise as the scheme is promoted and used by more households.

Risk: The onward sale of paper and other recyclates produced by the MRF continues to be a challenge due to restrictions placed by China on paper, and the drop in demand for

certain types of plastic. Contamination of recyclates from households remains a key issue, therefore driving up the quality of the products being produced by the MRF continues to be a priority.

It is important that the Norfolk Waste Partnership (NWP) is supported through their Communications Officer and all eight partners, to look at ways to broaden the scope of recyclate demand and securing new markets for recyclable materials, whilst promoting the contamination message and appealing to residents for clean, dry recycling.

Objective 4

To improve energy efficiency and increase the uptake of renewable energy throughout the district (Leigh Booth)

Supporting ambitions:

- ***To achieve Environmental Excellence in everything we do***
- ***To increase levels of Health and Well Being***

Measures:

1. Energy efficiency improvements in homes (improvement in energy efficiency rating as measured by Energy Performance Certificate)	a) Energy Company Obligation – 116 in first quarter (51 in first quarter of 2017/8) b) Health Improvement Grants – 17 (special project) c) Warm Homes Fund – 1 (special project)
2. Energy efficiency improvements in commercial premises (measured as above)	Community Green Grants – 0

Contextual narrative:

The Council's Private Sector Housing team continue to promote the availability of Energy Company Obligation funding to residents. This offers grants towards the cost of insulation and heating improvements. Installation numbers are released on a quarterly basis and 116 homes in Broadland received measures in the first quarter of 2018/19. This is a considerable increase on the same period in 2017/18 however the ECO transition period only commenced in April 2017 and it took a while for the scheme to be finalised.

In addition to this the Council's Energy Team have initiated works associated with the Better Care Fund locality plan. During the first half of 2018/9 officers have assisted with the replacement of 17 broken, or inefficient heating systems, for residents at risk of fuel poverty with a health condition directly related to the cold.

The Council successfully secured £3.1m of funding from the National Grid's Warm Homes Fund to support households across Norfolk. The project aims to help more than 1,000 people, including homeowners and renters. The funding will be used to provide insulation and first-time central heating systems such as renewable heating, mains gas, oil, or LPG. The aim is to increase comfort in fuel-poor households that do not have any central heating, as well as to provide energy advice and support. The first installation in Broadland has been completed with further funding committed.

Risk:

The next phase of ECO commenced in October 2018 with increased emphasis on assisting those at risk of fuel poverty. The funding for carbon emissions reduction obligation and the rural element of ECO has been removed. The changes have expanded the criteria for eligibility and 25% of ECO is now specifically for flexible eligibility.

Objective 5

To keep Broadland clean and tidy (Leigh Booth)

Supporting ambitions:

- ***To achieve Environmental Excellence in everything we do***

Measures:

1. Number of fly tips

Apr-Sep 2017 = 203
Apr-Sep 2018 = **252**

2. Time taken to collect fly tips

Apr-Sep 2017 = 2.7 days
Apr-Sep 2018 = **1.77 days**

Contextual narrative: The number of fly tips has increased when directly compared to the same period last year. Fly tipping across England and Wales has increased and Broadland is no different in this respect. There is no clear indication from the details of the type of waste deposited as to why this increase has occurred. It has been agreed with the Portfolio Holder for Environmental Excellence that the level of fine levied for fly tipping and littering offences be increased from £200 to £300 for flytipping, and from £80 to £150 for littering to increase the level of deterrent for these offences.

Risk: Norfolk County Council introduced charges for DIY waste to be disposed of at Household Waste Recycling Centres from April, and there has been speculation that these new charges are responsible for this rise locally. When looking at the specific types of waste deposited, it continues to be made up of a broad range of waste including household, DIY waste and commercial waste. It is not clear that the increase has been a direct result of the new charges but fly tipping data will be reviewed again once the charges have been in place for a longer period.

Objective 6

To generate and commit investment to ensure development provides the necessary infrastructure, homes and opportunities for Broadland residents (Phil Courtier)

Supporting ambitions:

- *To plan and provide well housed communities*
- *To deliver Economic Success in our area*

Long term outcome we will be recognised for: Its distinctive character with high standards of design

Measures:	2015/16	2016/17	2017/18	2018/19
1. Income from New Homes Bonus (NHB)	£1,494,700	£1,999,568	£2,066,444	£2,008,142
2. Amount of Community Infrastructure Levy (CIL) collected.	£2,130,824	£1,648,176	£1,778,525	£1,272,891*
3. S106 Income ¹	£253,281	£398,413	£271,324	£158,194* *qtr 1&2 only

Contextual narrative:

The level of NHB received remains stable and continues to reflect the fact that the period for which the Government calculates NHB is now 5 years rather than 6 years.

CIL and s.106 income remain relatively stable but it is anticipated that the year-end CIL income will be higher compared to 17/18. The pooled CIL arrangements between Broadland DC, South Norfolk DC and Norwich CC are continuing under the oversight of the Greater Norwich Growth Board. The annual growth programme for Greater Norwich was fully committed for this year and so no new projects have been funded for 18/19. Work has now commenced on the programme for 19/20.

An Expression of Interest for circa £57m to the Housing Infrastructure Fund has successfully progressed to the final appraisal stage and the final bid is currently being prepared in conjunction with Norfolk County Council. If successful it will provide infrastructure funding for key elements of the Broadland Growth Triangle. Norfolk CC has committed £100k to the current stage of bid writing and it is anticipated that the final bid will be submitted in March 2019.

A bid submitted by Norfolk CC to the Transforming Cities Fund has also been successful. The geographical scope of this bid extends into Broadland's growth areas and in the short-term schemes that are ready 'to go' and can be put forward for funding from an initial £60m

¹ Relates to S.106 contributions for Open Space only. S.106 contributions for schools and transport are monitored by Norfolk County Council.

pot are being identified.

Alongside this and working with Broadland and South Norfolk and other partners, further feasibility work is being carried out to develop schemes that will deliver the strategic objectives identified in the bid. This will lead to applying for funding for specific projects from the main tranche of funding, which was increased in the autumn budget by £680m to £1.2bn.

In terms of the final list of projects and detailed proposals, the outline timescale is an application deadline in summer 2019, with an announcement of the allocation of funds in the late autumn.

Other local income streams such as pooled Business Rates are also relevant but they are not captured above. LEP and Government Initiative income streams such as Local Growth Fund and City Cycle Ambition Grant are also significant sources of funding at the Sub-Regional level.

Consultation regarding the preferred route for the Western Link road is being carried out and officers are engaged in this process.

Risk:

The greatest risk is the ongoing gap between the cost of delivering infrastructure to support growth and the income which can be secured by this Council and its partners. Therefore, it is crucial that every opportunity to secure and maximise infrastructure funding is taken. In order to enhance our effectiveness at securing funding and investment in the area the establishment of a Growth Delivery Team has been agreed and a team manager is due to be appointed soon.

It is also important to continue to work proactively and positively with partners to ensure the appropriate prioritisation and timely delivery of infrastructure. This includes ongoing engagement with the Greater Norwich partnership. It also includes working with Parish and Town Councils to ensure CIL receipts passed to local communities are used effectively.

Objective 7

To maximise the delivery of homes people can afford (Phil Courtier)

Supporting ambition:

- ***To plan and provide well housed communities***

Long term outcome we will be recognised for:

- ***Fit for purpose housing that meets individual needs that people can afford***

Measures:	2016/2017	2017/2018	2018/2019
1. Number of new homes delivered	644	693	150 (Q1&2 only)
2. Number of Empty Homes (CTB1) ²	322	265	222

Contextual narrative:

1. Due to challenges associated with monitoring the delivery of homes mid-year the figure for Q1&2 is consistently low and it is anticipated that by year end the figure will be similar to 17/18. It is anticipated that the supply of new homes will continue to remain strong unless there is a significant economic downturn and/or a loss of confidence in the market due to external factors such as Brexit. Notwithstanding this assumption it is anticipated that there will be a growing need for the public sector to support housing delivery to continue to accelerate growth and add qualitative value to new communities.
2. The empty homes figure has reduced further. A property in Halvergate has recently entered a compulsory purchase procedure and Nplaw are preparing notices for posting. Three further properties are at the beginning of Empty Dwelling Management Order procedures. The further reduction in the number of empty homes provides a further increase in New Homes Bonus income for the Council

Risk:

1. New homes: The number of new homes in Broadland granted by outstanding planning permissions but not yet built is in excess of 9000. It is therefore reasonable to conclude that the key risks to the delivery of homes people can afford are external factors such as the rising cost of construction (currently approx. 7% pa), high land values, the high cost of upfront infrastructure, uncertainty regarding the future housing market, the limited number of active developers in the area, etc. To mitigate some of these external factors this Council continues to explore a more proactive role to expedite housing delivery. This includes the Housing Infrastructure Fund and the establishment of the Growth Delivery Team referred to under Objective 6.
2. The main risk to the success of the empty homes procedure is the market demand for properties that underlines the enforcement procedure. To mitigate this, the Council provides a variety of options including financial assistance for empty property owners.

² Figures as of October of the relevant financial year

Objective 8

To raise the quality of existing homes (Leigh Booth)

Supporting ambitions:

- *To plan and provide well housed communities*
- *To increase the levels of Health and Well Being*

Measures:

1. Number of homes improved through advice and enforcement

20, this is the same as for this period last year.

There was a total spend of £344,103. This compares to £399,281 for the same period last year.

2. Number and amount of Improvement Grants/Loans

115 compared to 85 for the same period last year.

3. Number of Homes in Multiple Occupation (HMOs) to legislative standards

48, compared to 44 at the same time last year.

Contextual narrative:

44 tenant complaint procedures were completed in this period compared to the 33 for the same period last year. Houses in multiple occupancy work has increased as result of the new legislation regarding licences. 17 visits have been initiated. This is an increase on the 14 last year. The team have completed 3 new licences and are processing 20 enquiries.

115 dwellings had financial assistance from the Council during the period. The figure includes, 30 Lower Level Grants delivered by the Handyperson + service demonstrating the continuing popularity of this scheme. 58 disabled facilities grants have also been completed. This is one more than the 57 for the same period last year. However the commitment rate has dropped to 47 from a figure of 65 last year for the same period. This decrease is reflective of the considerable resource issues within the team during the period. However, the team have managed demand and residents are not waiting extended periods to access the service. 17 Home Improvement Grants updating heating in vulnerable residents properties have also been completed, as has 2 Healthy Homes Loans, 6 Boiler Servicing Grants, 1 empty Property loan and the first Warm Homes Fund grant has also been completed

Risk:

The key risk to the service relates to the ongoing availability of external funding. However, the team continues to actively seek funding and has been rewarded with the successful bid for £3.1m from the Warm Homes Fund. This bid is to provide services across Norfolk, and the team will ensure that Broadland residents will also be beneficiaries of the Fund.

There continues to be the risk that the growth in the private rental sector could lead to increased demand for enforcement services. In addition there has been a considerable increase in traveller illegal encampments. To try and address this the skill set is stretched as far as reasonably practicable within the team.

<u>Objective 9</u>	
To understand people’s housing problem and help them solve it (Leigh Booth)	
Supporting ambition:	
<ul style="list-style-type: none"> <i>To plan and provide well housed communities</i> 	
Measures:	
Demand on the service Recorded Demand	2018/19 = 740 for half year 2017/18 = 1466 2016/17 = 1447 2015/16 = 1259 2014/15 = 1447
Use of temporary Accommodation	2018/19 = 53 Households of which 46 in PSLS 2017/18 = 54 Households of which 44 in PSLS 2016/17 = 47 Households of which 37 in PSLS 2015/16 = 78 Households of which 41 in PSLS 2014/15 = 58 Households of which 22 in PSLS
New Affordable Homes	2018/19 = 60 for half year 2017/18 = 177 2016/17 = 237 2015/16 = 121 2014/15 = 155
Nominations	2018/19 = 161 for half year 2017/18 = 483 2016/17 = 460 2015/16 = 376 2014/15 = 445
Effectiveness of Housing Options	Leeway Women’s Aid were commissioned again in 2018/19 to provide advice and support, drop in sessions and the Power to Change training course to victims of domestic abuse. At the time of reporting the half year activity report has not been received. Data for the whole of the year will be reported in the year-end report.
Contextual narrative: <i>Demand on the Housing Options Service</i> – The number of people approaching the service seeking assistance with their housing problem and who receive more than basic advice over the telephone increased slightly in the first half of the year. This is not entirely surprising as activity fluctuates from month to month and in all likelihood the demand trend will follow a similar pattern to last year with more activity in the second half of the period. In addition, the introduction of the Homelessness Reduction Act in April 2018 is expected to further increase demand on the Councils Housing Options service but as yet no real pattern of demand can be discerned. <i>Use of Temporary Accommodation</i> – Overall there has been a small decrease in the use of Temporary Accommodation in the first half of the year. As was the case last year the	

balance between the use of the Councils Private Sector Leasing Scheme and traditional temporary accommodation (both Bed and Breakfast and Self-contained) has shifted considerably in favour of the better quality and more sustainable Council PSL Scheme. This means that even though the Council has lost income from central government in the form of the £60 per week per household in Temporary Accommodation (formerly known as the Management Fee), the overall cost to the Council of Temporary Accommodation thus far in 2018/19 is lower than in previous years. It is also worth noting that the notional 'loss' to the Council in 2018/19 will be partially met by income from central government in the form of the Flexible Homelessness Support Grant.

Affordable Housing – Following the 15 year high in affordable housing delivery in 2016/17 we are again seeing a year on year reduction in delivery of affordable homes. So far in 2018/19 we have seen 60 new affordable homes completed.

Nominations – The Accommodation Team processed fewer nominations in the first half of the year than in the same period last year. If activity remains at the same level for the rest of 2018/19 overall activity will be reduced by up to 25%. There is no obvious explanation for this reduced activity within our housing association stock other than the further reduction in lettings linked to fewer new affordable homes becoming available.

Domestic Abuse – Support, Drop Ins and Power to Change -The Council re-commissioned Leeway Women's Aid again during 2018/19 and continues to receive an excellent service for the investment made. The Support Worker role is embedded in the Help Hub for Broadland and is accessed by Council and partner representatives in equal measure

Risk:

Affordable Housing Delivery – Worryingly we have seen a significant decrease in the proportion of affordable homes as a % of the total number of new homes completed in the district. In 2017/18, 678 new homes were built, this means that overall affordable housing delivery reduced to just 26.1%. This is woefully below the JCS Policy requirement of 33%. With just 60 new affordable homes delivered in the first half of the year there are concerns that the proportion of overall delivery may be even lower than last year.

Homelessness Reduction Act 2017 – Most of the provisions of this new legislation were implemented on 1/4/18. A radical re-design of the service was undertaken to meet the new duties placed on the Council and additional resources have been brought in to address the additional demand on Council services. Those additional resources have been funded from Homelessness Prevention Grant and Flexible Homelessness Support Grant. It is too early to say if the re-design and additional resources will be sufficient to enable the Council to meet its statutory duties, however the single greatest risk currently is the failure, thus far, by the Councils software provider to provide the system upgrades needed to demonstrate how effective the service is. This could, in turn, impact upon future grants to the Council. Staff continue to work hard to encourage the software provider to meet the demands of the Ministry of Housing, Communities and Local Government.

<p><u>Objective 10</u></p> <p>To address the needs of the older population to ensure they can continue to live independently (Leigh Booth)</p>	
<p>Supporting ambitions:</p> <ul style="list-style-type: none"> • <i>To plan and provide well housed communities</i> • <i>To increase levels of health and wellbeing</i> • <i>To keep people safe and secure</i> 	
<p>Measures:</p> <p>1. Number of Disabled Facilities Grants (DFGs) completed for older people (age 60+)</p>	<p>34 compared to 44 in the same period last year.</p>
<p>2. Housing options available for older people</p>	<p>There was 1 nomination to Housing with Care in the first half of the year and 23 into sheltered housing.</p>
<p>3. Number of interventions to assist vulnerable people in their own homes (Home Improvement Agency/Handyperson)</p>	<p>363 Requests for service have been received compared to 279 at the same point last year. 30 low level adaption grants have been completed, compared to 1 at this point last year (this is a new service).</p> <p>37 referrals for the Home Improvement Agency Service, this is a decrease on the 58 at the same period last year and 29 DFG interventions have been completed compared to 34 at the same point last year.</p>
<p>Contextual narrative:</p> <p>34 completions for Disabled Facilities Grants (for those aged over 65 years). This is a reduction on the 44 for the same period last year. Total commitments are also lower for the period but this is related to the previously mentioned staff issues. The 34 for this cohort compared to a total completions rate of 58 adaptations, is a smaller proportion than normally would be expected.</p> <p>363 requests for the handy person service have been received and 324 jobs have been completed. This demonstrates an increase in demand on last year when 260 jobs were completed over the same period. This demonstrates on the ongoing need for and popularity of this valuable service.</p> <p>37 direct referrals have been completed by home improvement agency staff at Broadland and 29 interventions for disabled facilities grants. Outputs from the interventions include</p>	

referral for correct benefits, obtaining charitable funding to provide home improvements and securing the appropriate equipment in order to enable independent living. The apparent reduction in referrals relates to the fact that the externally funded direct intervention of a Home Improvement Agency officer at the Aylsham and Drayton Surgeries has come to an end. An evaluation of the project by Public Health is currently in draft format.

Risk: The Risk to the service relates to funding streams and resource to meet demand. At current level demand can be met. However as the number of referral routes increases there may be a need to review the Councils capacity in this area.

<p><u>Objective 11</u></p> <p>To reduce incidence of crime and anti-social behaviour (ASB) by targeted actions (Leigh Booth)</p>	
<p>Supporting ambitions:</p> <ul style="list-style-type: none"> • <i>To keep people safe and secure</i> • <i>To increase levels of health and wellbeing</i> 	
<p>Measures:</p> <p>1. Demand for service within the Help Hub</p>	<p>As cases are brought into the Help Hub via different agencies, there is currently no central register which keeps track of how many cases are being handled by individual or collective agencies.</p> <p>There are a wide range of partners and agencies from the statutory and third sectors regularly attending the weekly collaboration meeting. Many more are engaged and communicated with via the twice weekly e-bulletin which provides information on a wide range of services, issues and opportunities for accessing funding and newly emerging services.</p> <p>There is an increasing demand for hot-desking opportunities by a wider range of partners, particularly from services commissioned by County Council.</p>
<p>2. Impact and outcomes of interventions</p>	<p>Due to the low incidents reported to the Council, there have been few direct interventions taking place.</p> <p>The Root Causes Project is still active but with only 1 case currently in progress which should be completed by the end of November 2018.</p> <p>The most common issue reported to the Early Intervention and Community Safety Manager relates to issues of parking or neighbour complaints relating to boundaries.</p>
<p>Contextual Narrative</p> <p>The Help Hub continues to grow its presence and representation from a wide variety of organisations, covering children, young people and adults. We have recently welcomed Officers from:</p> <ul style="list-style-type: none"> a) The Department of Work and Pensions (DWP); b) Wonder+ and Footsteps Project (female offender support) c) Tackling Loneliness and Social Isolation workers d) Social Prescribing Teams; 	

The Employment Officers from the DWP have settled into the Help Hub very well and have already been able to assist in individual cases working with the Housing Options advisors and Benefits staff. Their assistance includes making home visits, identifying additional benefits and fast-tracking claims to assist individuals.

The Wonder+ and Footsteps projects are offering support to females who are at risk of offending or who are already involved in offending, with Footsteps providing extra support to those with complex needs. These services have funded by the Norfolk Police and Crime Commissioners office. Whilst the latter two teams are still shaping their services, they are already regular attendees in the Help Hub and at the Collaboration Meeting to offer advice and build rapport with other agencies.

The Early Intervention and Community Safety Manager (EICSM) has developed an e-bulletin which is sent to over 50 individuals in various organisations and agencies. Such is its' popularity and reach, it is now sent twice weekly and there continues to be positive feedback from partners on how useful it is.

In September, Superintendent Harvey and Chief Inspector Hornigold attended Council and presented the information below to give Members an overview on the demands made on the police in the District. Within that briefing, a clear message was given that individuals who have mental ill-health were having an impact on the Police. Neighbours and members of the community are calling the Police reporting 'anti-social behaviour' and during the investigation it becomes evident that the behaviour is not malicious but is driven by some form of mental ill health. Often the behaviour is not criminal and is the manifestation of a compulsive behaviour.

Between April and August 2018, the Police call data for Broadland was:

2017	Daily	Type	2018	Daily	% Change
960	7.9	Suspicious Circumstances	945	7.7	-1.6
762	6.2	Domestic Abuse	754	6.2	-1.0
676	5.5	Concern for safety	674	5.5	-0.3
479	4.1	Violence & Public Order	561	4.6	+12.9
479	4.1	Highway Disruption	496	4.1	-0.2
491	4.0	Road related incidents	470	3.9	-4.3
511	4.2	Anti-social behaviour	425	3.5	-16.8
285	2.3	Missing persons	334	2.7	-17.2
204	1.7	Non-injury road collisions	271	2.2	+32.8
165	1.4	Injury road collisions	204	1.7	+23.6

Parking issues continue to be the most common complaint made to the Council via community safety. This ranges from vehicles being parked on pavements, across dropped kerbs (obstruction) or in a dangerous position.

A leaflet has been made available both in hardcopy and via the website; however, it would seem that this is not necessarily being accessed.

The Council has very few powers in relation to these issues. Vehicles causing an obstruction or parked dangerously are an issue that the Police have powers to tackle however in some cases it would seem callers to the Police are being re-directed to call the Council.

Risk

It is evident that delivering 'early' intervention with people who are suffering from mental ill-health is becoming increasingly difficult. There is a lack of mental health support and intervention services across the County. Those that are available are supporting those with significant mental health issues, often at, or just below crisis level. For others there are long lead-in times for accessing treatment leaving them to struggle without support or being relied on to self-medicate. Often, in cases being handled by the Operational Partnership Team (OPT) and Environmental Health Pollution Control Team, this lack of support results in neighbours having their lives disrupted by the behaviour of the individual. Often the behaviour is civil rather than criminal or it does not meet the thresholds of statutory nuisance, the only option available to the Council is to take formal enforcement action (where possible) against the individual using the powers under the Anti-social Behaviour, Crime and Policing Act 2014.

This is not considered to be a particularly helpful solution as often the behaviour is not deliberate but is due to the individual's mental ill health and thus, this type of intervention fails to deliver resolution. However, those affected by the behaviour expect the Council to take some form of action, which given the vulnerability of the individual displaying the behaviour, is often not appropriate or proportionate.

There are issues relating to the parking within existing and new developments on District and this is further corroborated by the feedback within the Councils New Homes Survey

Objective 12

To effectively manage our finances (Jill Penn)

Supporting ambition:

- *To continue to provide high quality, value for money services on our own or as a trusted partner*

Measures:

1. Current year spend against budgeted revenue/capital

At 30 September 2018

	Budgeted	Actual
Revenue	157,983	(327,598)
Capital	967,800	519,710

2. Collection rates for current year Council Tax and Non Domestic Rates

At 30 September 2018

Council Tax collection rate - 56% (56% at 30.9.17)

Non-Domestic Rate collection rate – 57% (59% at 30.9.17)

3. Movement on the recovery of Housing Benefit overpayments in the current year.

Debt outstanding at 1.4.18	£1,297,399
Debts recovered/written off	£ 354,918
Debt non recoverable (full subsidy rec'd)	£ 3,894
New overpayments identified	£ 314,783
Balance at 30.9.18	£1,253,370

Contextual narrative:

Risk:

1. Current Year Spend

Revenue: Current revenue income/expenditure is approximately £485K better than budget.

Garden Waste: The budgeted figure for the half year includes the annual income from the garden waste service which is all received in April. The actual income received from the scheme is around £105K better than budget due mainly to the Authority receiving around an additional £21K from the payments from residents for brown bins and an additional £75K from the recycling of the garden waste.

Support Services: Support service costs are £87K better than budget, mainly due to savings in salaries, IT equipment and licence fees.

Environmental Health: Licence Fee income is around £20K better than budget, and salary costs are £35K better than budget.

Other areas better than budget: Communications £41K, Legal Services £19K, Chief Exec's £22K

Revenue expenditure is currently being affected by the Collaboration process which was not predicted when the budget was set, e.g. vacancies are being covered either by temporary workers or additional working etc. and this is expected to continue as the

process evolves, and although this cannot be accurately predicted, it will be closely monitored.

Capital: Capital expenditure was just over 50% of budget, an underspend of £448,090. The main reason for this variance was budgets for bridge maintenance, IT projects and street lighting had yet to be utilised at the six month point (commitments for the IT projects had been made, however). There is an inherent risk in the capital programme that actual costs will exceed budgeted costs due to unforeseen circumstances – this applies to both expenditure on assets (such as enhancement/restructuring costs on tangible assets that upon commencement lead to the discovery of additional underlying problems that need to be resolved) and expenditure in relation to grants (increasing or decreasing demand in year causing over/underspends). These risks are mitigated in part by monitoring of capital expenditure against budget on a monthly basis and by ongoing scrutiny of capital carry forwards (to ensure capital projects subject to slippage are provided for).

2. Collection rates

Council Tax collection rates have remained buoyant. The team deal with customer changes and queries quickly in order to ensure bills are issued correctly and on time. Courts are held each month to ensure we are able to take recovery action against non-payers without delay. Our close links with the Council's Debt Advisors and Early Help Hub ensure that we are able to refer vulnerable cases for help and assistance. However collection rates may be impacted by any downturn in the economy going forwards.

Non-Domestic rates collection is slightly lower than at this time last year. There are continuing challenges for the team including Rates Avoidance and the effect on collection of the wider economy. More businesses are suffering financial stress due to pressure on traditional retail. The Council does what it can to mitigate this risk by identifying businesses that may be eligible for relief and by flexibility in payment arrangements.

3. Housing Benefit Overpayments

Housing Benefit overpayment movement continues to improve. Contributory factors to this include new data matching initiatives, commenced in previous years, now enabling more accurate up to date information to keep claims right. We continue to utilise the IT and data match options available to us as fully as we can, within available resources.

There is a risk that recovery of HB overpayments may be impacted by Universal Credit (UC) as the legislation does not permit HB overpayment deductions from UC.

Objective 13

To use system thinking principles to improve services, maximise new income streams and deliver savings and efficiencies (Stephen Fennell)

Supporting ambition:

- ***To continue to provide high quality, value for money services on our own or as a trusted partner***

Measures:

1. Numbers and progress of service interventions

No further review work has taken place due to officer commitments to the Collaborative Working project.

2. Summary of key improvement in services

See above.

Contextual narrative:

The programme of systems interventions to date (over the past six years) has resulted in significant improvements to the quality of service delivery to our residents, whilst also accruing approximately £447,000 pa ongoing revenue budget savings for the council. Following the Vanguard supported review of the programme during 2016/17, a new programme of work was drawn up as a consequence, and additional funding made available to support the programme. The programme of improvement work has however had to be deferred due to service review officers' commitments to the Collaborative Working project.

Risk:

Competing work priorities and limited central resource to support interventions have historically impacted on the scale and speed of implementation of interventions. Options for external support to the intervention programme were considered and approved by Cabinet in response. The recent decision to explore collaborative working opportunities with South Norfolk Council, has impacted on our ability to extend the improvement programme in the short term, and its long term development within a future collaborative environment will need to be the subject of joint discussions at an appropriate point in time.

Objective 14

To maximise staff engagement (Stephen Fennell)

Supporting ambition:

- ***To continue to provide high quality, value for money services on our own or as a trusted partner***

Measures:	
1. Level of staff engagement as evidenced through surveys	Our 2018 overall engagement score as measured using the “Best Companies” staff survey undertaken in October 2018 totalled 622 points, 27 down on the score in 2016. In 2014 our score had been 651. Our highest score since using this engagement measure was 677, achieved in 2008.
2. Staff turnover	<p>1 April 2018-30 September 2018 = 15 employees in the period, equivalent to 11.5% annualised.</p> <p>2017/2018 = 25 employees (10.6%)</p> <p>2016/2017 = 18 employees (6.5%)</p> <p>2015/2016 = 27 employees (10.1%)</p> <p>2014/2015 = 30 employees (10%)</p> <p>2013/2014 = 15 employees (5.6%)</p> <p>EELGA Eastern Region Turnover Survey 2014/15. 14.68% median rate of turnover, ranging between 8% and 24%.</p>
3. Staff attendance (sickness absence)	<p>1 April 2018-30 September 2018 = 6.1 days per employee annualised.</p> <p>2017/2018 = 6.7 days per employee</p> <p>2016/2017 = 5.4 days per employee</p> <p>2015/2016 = 5.6 days per employee</p> <p>2014/2015 = 6.33 days per employee</p> <p>2013/2014 = 6.85 days per employee</p> <p>CIPD absence management survey 2016</p>

	<p>Overall average 6.3 days Public Services average 8.6 days Local Govt average 9.9 days Private Sector Services average 5.3 days</p> <p>Local Government Workforce Survey 2016/17 = 8.7 days pa average per fte.</p>
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Contextual narrative:

Staff engagement continues to be a primary focus of the organisation, promoted through service based “systems” interventions, and as part of day to day management decision making. The results from this year’s engagement survey are very encouraging given the inevitable uncertainties for staff arising from the announcement of our collaborative venture with South Norfolk Council, with the council also retaining its “one to watch” status. Voluntary staff turnover for the half year has increased slightly from last year. 2 staff retired during the 6 month period, a further 9 moved to other public sector employers in Norfolk for career advancement including 1 who joined South Norfolk Council.

Absence statistics for the half year evidence continuing low levels of absence across the council and compare very favourably with performance across the public and private sectors.

Risk:

The difficult economic environment in local government continues to be a major risk factor for this objective and will be for the foreseeable future. More recently, the decision to enter into a collaborative arrangement with South Norfolk Council could have (though not evidenced to date) a further dampening effect over the short term, with mitigation possible through ongoing effective internal communications/engagement with staff. General levels of staff engagement are substantially within our direct control, and it will be important to develop further mitigating actions to maintain/increase levels of engagement across the council based on feedback from this year’s staff survey. Similarly, we continue to operate our absence management procedures across the council to ensure early intervention and effective action in relation to sickness absence. Staff turnover is however subject to a number of potential external factors beyond the council’s control. Mitigation currently in place centres on a) maintaining the competitiveness of individual pay and benefits, and b) maintaining our market lead in flexible working practises. Looking to the medium term, one of the aspirations from our collaboration project with South Norfolk Council, is to position the 2 councils as an “employer of choice” in the locality, offering improved opportunities for staff development and career progression.

As regards pay levels, 2018 saw a 2% market related increase to salaries, with another 1% of the pay bill being made available for PRP. The MTFP models a 2% annual salary budget increase for each of the next 4 years, to fund both cost of living and PRP awards. This model may come under increasing pressure as a result of market pressures over the short term.

Objective 15

To promote healthy lifestyles and encourage behaviour change (Matthew Cross)

Supporting ambition:

- ***To increase levels of health and wellbeing***

Measures:

1. Broadly Active/Active Norfolk participation/success rates, New Weight management course, parkrun, Marriott's Way, Activity clubs.

- **Broadly Active:** 32 completed, 30 showing positive improvement (94%)
- **Norwich Referral scheme:** now included in Broadly Active (see narrative)
- **South Norfolk Referral scheme:** Not currently delivered but will be included in Broadly Active (see narrative)
- **Why Weight** No programmes delivered in the early part of this financial year. One programme currently taking place with 8 participants.
- **parkrun:** Average number of runners across Blickling, Brundall and Catton remains around 740 each week. Over 11,000 Broadland residents are registered with parkrun (an increase of over 2000 since Oct. 2017)
- **Marriott's Way:** 403 runners completed the race from a sell-out 500. 39 children enjoyed a 1 mile fancy dress Fun Run before the main race.

Contextual narrative

Due to staffing issues and new funding avenues, there have been some significant changes taking place over the last 6 months. Two staff going on maternity leave and another retiring has caused a change in personnel and a shortage. This has affected delivery of the programmes particularly whilst preparations have been underway to migrate to a new online data system for Broadly Active. This system will greatly reduce the administrative burden of the project and allow further follow ups and contacts to be made. This is expected to increase completion and success rates. Broadly Active has also been successful in securing funding from North and South Norfolk Clinical Commissioning Groups to complement The Norwich CCG funding. Negotiations have been continuing over how this increased provision will actually operate and the full launch of Broadly Active across North Norfolk, Broadland, Norwich, South Norfolk (and parts of Breckland) District Councils will take place in January. This funding is secured for one year only to begin with though talks are already progressing on the possibility of an officially procured contract.

As a result of these factors, a limited service has been provided between April and September. Broadly Active has continued to operate in Broadland and Norwich with over

300 referrals having been received. 175 residents are currently classed as 'active' on the scheme.

No Why Weight courses were delivered in the early part of the year due to a lack of capacity and a need to consider the future delivery of the programme. A less labour intensive provision that still provides high level support to those wishing to lose weight will be launching in the new year. Broadly Active and bespoke Why Weight sessions have been available to Weight Intervention Norwich (WIN) patients as part of a contract to deliver services to the Tier 3 weight intervention programme provided by Norwich CCG.

Parkrun continues to prove a major success at attracting people to be active. There are now 13 regular parkruns across Norfolk and three Junior parkruns. A fourth parkrun in Broadland is scheduled to begin in early 2019. parkrun is a clear attraction to new and returning runners, this is evidenced by the fact that the average finish time has been steadily increasing over the last few years as the number of participants has grown. This demonstrates the run is more community driven and not aimed at elite or club runners.

The Marriott's Way 10k race celebrated its 10th anniversary with a bigger event than previous years. 403 runners completed the race and enjoyed a much larger event at the Finish in Reepham marketplace. Feedback continues to improve and the race continues to appeal to non-club runners who are new to races.

Objective 16

To help support and protect vulnerable residents (Matthew Cross)

Supporting ambitions:

- ***To increase levels of Health and Well Being***
- ***To plan and provide well housed communities***
- ***To keep people safe and secure***

Measures:

1. Early Help/Family Focus

There have been some changes within the Family Focus Team over the summer months, with a temporary manager being in post and some staff leaving.

2. Increase in thermal capacity of homes for those at risk of fuel poverty

- a) Energy Company Obligation (HHCRO) - 132 to end of Dec 2017 (65 PY)
- b) Discretionary Funding – 6 (2 PY)
- c) British Gas Energy Trust – 23 (special project)

3. Reduction in fuel costs to those likely to be at risk of fuel poverty

- a) Collective Switching – 197 (231 PY)
- b) Increase in disposable income -52 (31 PY)
- c) British Gas Energy Trust - 6 (82 PY)
- d) Boiler Servicing – 57 approved with 42 completed by 31 March 2018 (79 approved in PY)

Contextual narrative:

Due to the changes and reductions within the Family Practitioner element of the Family Focus Team, there has (over the summer), been delays in processing new applications for assistance. The backlog has now been reduced and a recruitment drive is now underway for Family Practitioners to bring the team back up to maximum numbers. The Early Intervention and Community Safety Manager has been invited to participate in the selection process alongside representatives from Children's Services.

There is more information available on the wider development of the Help Hub under Objective 11.

During the ECO transition period there has been an increased emphasis on supporting those at risk of fuel poverty. The number of installations receiving HHCRO funding, the stream specifically aimed at those at risk of fuel poverty, has increased when compared to the same period last year. Part of this funding is flexible eligibility; local authorities are able to set their own criteria for assessing those at risk of fuel poverty. Broadland has published their Statement of Intent which includes the qualifying criteria. During 2017/8 the Energy Team completed 24 declarations for residents allowing them to access this funding. These

installs would be included within the total HHCRO statistics.

In addition to this the Energy Team were successful in securing funding from Smart Energy GB to increase awareness of the smart meter roll out with vulnerable residents. The team used this as an opportunity to engage with residents to encourage them to switch energy tariffs or providers. Over the last year there have been three auctions with a total of 197 residents switching onto a new fixed tariff. The average realised savings in the most recent auction were £127.35 which is lower than in previous years.

This winter the team were able to offer subsidised boiler services with assistance from the local public health offer. Grants of up to £40 were available for those in receipt of a means tested benefit; a typical boiler service costs in the region of £65. Keeping boilers regularly serviced increases their efficiency and can often notice potential issues with a heating system before they become a problem.

The team have also trailed a new Health Improvement Grant. This funding is to support those who meet the HHCRO or flexible eligibility criteria and have a long term health condition. Grants of up to £4,500 are available for improvements to heating systems including replacement boilers and complete new systems. A total of 16 grants were approved towards the end of 2017/8 with work due to be completed within six months.

Risk: The ECO transition period will come to an end during 2018/9 and a consultation has been released to develop ECO3. It is likely that the emphasis on those at risk of fuel poverty will continue and it is proposed that there will be no funding towards the installation or replacement of oil boilers.

Objective 17

To broaden the scope, impact and significance of joint working through partnerships (Phil Kirby)

Supporting ambitions:

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

Measures:

Outcomes from partnerships e.g. Greater Norwich Growth Board, Health and Well Being Board, Joint Venture Company - Broadland Growth

Contextual narrative:

Greater Norwich Growth Board/Team

The Leader represents the Council on the Board, and the Head of Planning is the Council's lead on the officer working groups. Activity over this period has included:

Activities between April 2018 and Sept 2018

- In September, the team appointed the Project Managers to roles on a permanent basis to replace the outgoing original staff members. The Project Managers had been on a secondment set to end on the 5th of October.
- Project Management of the Infrastructure Investment Fund – which has included a full review of projects within the Fund, reviewing the finances of both the Greater Norwich Partnership and those of the IIF, and outlining ways in which to overcome the issues identified by the above. This has also fed in to the processes review below.
- Review and rationalisation of the processes within the Infrastructure Investment Fund – The processes have been reviewed and are to be discussed at the next Infrastructure Delivery Board. The team have discussed the outline processes with the Delivery Officers Group and have taken those ideas forward. It is anticipated that the processes will be agreed by the end of December.
- Preparation and publication of the Greater Norwich Infrastructure Plan in partnership with each of the Local Authorities, which included identifying schemes, setting out priorities, identifying all potential sources of funding (including CIL contributions), analysing risk and ensuring commitment to borrowing repayments.
- Preparation and publication of the next 5-year investment plan, which details the financial outlay over the next 5 years for the Infrastructure Investment Fund. The document has

undergone a full re-write and has removed a lot of excess information to ensure that only appropriate projects and priorities are detailed. Also included continued rationalisation of projects and their costs.

- Management of the Local Infrastructure Fund – including the assessment and documenting of new applications to the fund, monitoring and evaluating claims for loans already agreed, working with partners such as NPLaw to create loan agreements and undertaking work to map the current financial status of each of the agreed and agreed in principle LIF projects. The team have also confirmed to the board that all charges relating to the loans have been registered correctly.
- Management of the process for financial reporting, recording project costs, project spend, project progress, project tracking and project risk and issue management for the schemes included in Infrastructure Investment Fund and the Local Infrastructure Fund. Reports are required for Local Authorities, the Accountable Body, Greater Norwich Infrastructure Delivery Board and Greater Norwich Growth Board.
- Preparation of agendas, papers, notes of meetings and supporting documents including analysis, research and development activities with Members on behalf of the Greater Norwich Growth Board, Greater Norwich Infrastructure Delivery Board, the Delivery Officers Group, the Green Infrastructure Projects Team, the Sports Strategy Implementation Group and Norfolk County Council's Childrens Services department relating to the Education need. The team also manages the governance for each of these groups.
- Liaison with Communications colleagues in the districts to discuss the Communications Strategy which had been created. It was decided that prior to a Communications Strategy being agreed, the GNGB would have to clarify a few points in terms of direction and what should be advertised.
- Continue to explore funding and finance options to meet the anticipated growth funding gaps – by understanding other funding and finance streams and agency support, working closely with all the relevant bodies.
- Project management of the implementation plan for the City Deal including reporting on each element of the Deal. For example, quarterly reporting as well as liaison with Cabinet Office and BEIS on delivery and twice yearly financial profile and spend to date report to HM Treasury on the City Deal reduced rate PWLB agreement.

The GNDB has been preparing for the second Reg 18 consultation on the Greater Norwich Local Plan.

Broadland Growth Ltd

The Leader, another member of the council, and the Chief Executive make up three of the directors of the board, in a joint venture with NPS group. Work is progressing on the development of 22 new homes at the council owned site off Rosebery Road, Great Plumstead, with commencement on-site due this autumn. Discussions continue to be held with other landowners/organisations in exploring future development opportunities.

Norfolk Waste Partnership

Members and staff continue to play a leading role within the Norfolk Waste Partnership. Cllr John Fisher is the current Board Chairman. The agreed programme is progressing well, with new campaigns being developed to support the overall objectives of reducing waste and increasing recycling across the county.

County Community Safety Partnership (CCSP)

Broadland continues to attend this key strategic partnership and is generally represented by either the Head of Housing and Environmental Services or the Early Intervention & Community Safety Manager.

During 2018, the County Community Safety Partnership Plan was updated and refreshed. Whilst domestic abuse and sexual offences remained a priority for the next three years, there was recognition that the impact of drug distribution via County Lines was bringing challenges to the County that needed a more robust and collective response from all relevant agencies.

The CCSP also maintains oversight of the countywide response to PREVENT which includes strategy, training competency and co-ordinated action planning.

For each priority, there is a sponsor agency whose role is to coordinate multi-agency problem-solving and delivery of a coordinated response.

The priorities for the next three years are:

- Domestic Abuse & Sexual Offences – lead by Public Health
- Preventing Extremism and Radicalisation – lead by Children’s Services
- County Lines – Lead by Norfolk County Council
- Anti-social Behaviour – Lead by Norfolk & Suffolk Constabulary

Norfolk Safeguarding Children Board

Broadland continues to play an active role in the District Council Safeguarding group which is in effect a sub/working group of the Board.

Norfolk Resilience Forum

The Chief Executive represents the Norfolk Districts on the NRF, and the Emergency Planning Officer is proactive in supporting initiatives on behalf of the Forum, contributing to Broadland’s role in preparing the county for times of emergency.

Collaborative Working

At its meeting on 12th July Council agreed to continue its collaborative work with South Norfolk Council and appointed Trevor Holder as the new Joint Managing Director who takes up his duties from 2 January 2019.

New Anglia Local Enterprise Partnership

The Chief Executive and officers within the Economic Development department continue to engage with their colleagues in NALEP to further the interests of the district in LEP activity.

Norfolk Health and Wellbeing Board

The Board consists of members from the County, District/Borough and City Councils and the Clinical Commissioning Groups with a duty to encourage integrated working. The Leader is the Council’s representative on the Board, although he delegates this function to the Housing and wellbeing portfolio Holder. A District Councillors Sub-Group was established in July 2018. The sub groups acts as a forum to review the good practice already taking place across the County, explore the issues further and identify actions that would deliver improvements. The Portfolio Holder for Housing and Wellbeing also represents the Council’s representative on this Sub-Group.

On 31 October, the Board received a report submitted by the Districts Sub-Group setting out three priority work streams under the theme of *Homes and Health*. The three work streams are: Warm and Healthy Homes, Integration with Multi-Disciplinary Teams (MDTs) and Discharge from Hospital. Broadland has been asked to act as lead on the Warm and Healthy Homes work stream due to the role we have with the Warm Homes Fund. However, we also have a keen interest in the other two work streams and will contribute accordingly. Progress will be reported to the District Sub-Group and the main Health & Wellbeing Board as well as to the Sustainable Transformation Partnership (STP) through its Prevention Work Stream Board, on which the Deputy Chief Executive represents all Norfolk's district councils.

Local Organised Crime Groups Partnership Board

The Chief Executive has attended scheduled meetings of this partnership board as the Council's representative. The Board receives regular updates on local organised crime group activity across the county, reviews good practice and agrees partnership activities in order to reduce crime. During this period there continues to be no organised crime groups operating in Broadland, which is still one of the safest districts in the country. Attendance at this meeting has been temporarily delegated to the Head of Housing and Environmental Services.

Cambridge Norwich Tech Corridor

The Cambridge Norwich Tech Corridor is a private-public partnership initiated by Breckland District Council, Broadland District Council, Cambridgeshire County Council, East Cambridgeshire District Council, Forest Heath District Council, New Anglia Local Enterprise Partnership, Norfolk County Council, Norwich City Council, South Norfolk Council, St Edmundsbury Borough Council and Suffolk County Council.

The initiative was set up to support a strategic approach to investment and growth throughout the Tech Corridor area and to work alongside other public and private sector initiatives.

The initiative is managed by a Delivery Board with private and public sector representatives from the different parts of the wider Tech Corridor area.

Risk:

The main risk to partnership working is the reputation of the Council in the event that it fails to fully contribute to a partnership function, or under delivers on its commitments and obligations. The likelihood of this occurring is mitigated by member and senior officer representation on the respective partnership boards and by taking a 'lead' role when appropriate.

Local Government Ombudsman (LGO) Complaints – decisions received

For the period 1 April 2018 to 30 September 2018 we received **5** LGO decisions

- 18 01 - Complaint about a neighbour who is noisy and this severely affects his family. **Not upheld – no maladministration.**
- 18 02 -- Complaint about the noise of a nearby level crossing alarm. **Not upheld – no maladministration**
- 18 03 – Complaint that we refused to accept her housing application due to the fact that she did not live within the district. **Closed after initial enquires – no further action.**
- 18 04 – This related to a planning application approved for a neighbour and dissatisfaction with our actions. **Closed after initial enquires – no further action.**
- 18 05 – Related to our process to request unpaid council tax and accusations that we have not taken the complainants circumstances into consideration. **Not upheld – no maladministration**

Formal Complaints

For the period 1 April 2018 to 30 September 2018, **8** formal complaints were received, a breakdown of these received by area is shown below:

Planning – 4 formal complaints

- 18/PLN/01 – Unhappy with representations made at planning committee. Was found to be **unjustified.**
- 18/PLN/02 – Complaint about our planning files not being on line and various other issues. Was found to be **unjustified**
- 18/PLN/03 – Complaint that a development was not built as per approved plans Was found to be **unjustified**
- 18/PLN/04 – Various issues regarding an application that was refused. Was found to be **unjustified**

Environmental Services - 1 formal complaint

- 18/ENV/01 – Complaint from a private landlord in relation to a complaint made by their tenant and how we corresponded with them. Was found to be **unjustified.** This case is now with the LGO

Housing Options – 3 formal complaints

- 18/HOU/01 – Complaint alleging discrimination whilst awaiting a smaller property. Was found to be **unjustified**
- 18/HOU/02 – Complaint about length of time spent on the housing list. Was found to be **unjustified.**
- 18/HOU/03 – Complaint about housing process and our request for additional information. Was found to be **unjustified.**

Revenues – 0 formal complaints

ADDITIONAL DISCRETIONARY HOUSING PAYMENTS FUNDING

Portfolio Holder: Finance
Wards Affected: All

1 SUMMARY

- 1.1 Discretionary Housing Payments (DHPs) are used by local authorities to provide financial assistance to claimants in receipt of Housing Benefit or Universal Credit where the local authority considers that additional help with housing costs is required.
- 1.2 The Government provides funding to local authorities towards DHPs. Authorities in England and Wales are then permitted to contribute up to two and a half times the Government contribution.
- 1.3 Cabinet is asked to consider approving a contribution from Council funds to top up the central Government funding received for the financial year 2018/19.

2 KEY DECISION

- 2.1 This is not a key decision and has been published in the Forward Plan.

3 BACKGROUND

- 3.1 From the introduction of the DHP scheme in 2001 until 2011/12, the total budget provided by central Government was £20 million per year, distributed across local authorities in Great Britain.
- 3.2 From 2011/12 onwards, additional funding has been provided in order to mitigate the impact of some of the reductions to Housing Benefit entitlement arising from national welfare reforms. These included the under-occupation deduction in social housing (also referred to as the bedroom tax), the household Benefit Cap and reforms to the Local Housing Allowance (for claimants in private rented housing).
- 3.3 Alongside the announcement of further cuts to Housing Benefit entitlement as part of Summer Budget 2015, the Chancellor said that £800 million would be made available for DHPs over the next five years.
- 3.4 The intention of providing additional funding for DHPs has never been to mitigate the full impact of reductions in Housing Benefit entitlement.

- 3.5 Authorities are required to return any unspent DHP allocation to the Government at the end of each financial year.
- 3.6 Individual local authority funding is announced annually between January and March of the preceding financial year.
- 3.7 The annual breakdown of the funding since 2016 is provided in Table A below, alongside Broadland's allocation.

Table A: DHP National and Local Funding since 2016

DHP Funding announced at autumn Budget 2015 for Great Britain (£ million)		DHP Allocation for Broadland (£)	Total amount spent (£)
2016-17	150	103,183	98,493
2017-18	185	150,031	142,045
2018-19	170	129,145	Final amount to be confirmed at year end
2019-20	155	TBC	TBC
2020-21	140	TBC	TBC

4 THE ISSUES

4.1 While many local authorities have seen an increase in their DHP allocation in the current financial year, Broadland's has decreased by £20,886. At the same time the Housing Benefit caseload has remained relatively static and expenditure to date has been on par with 2017/18 spend.

4.2 The concern is that during the current financial year we will be in a position where customers have proven financial hardship, but we do not have the funds to help them. This contradicts the DHP Policy which states:

'Broadland District Council will consider awarding a Discretionary Housing Payment to applicants who meet the qualifying criteria as specified in this policy. All applications will be considered on their individual merits and treated fairly and equally in accessibility to the fund and decisions made.'

4.3 On this basis an exercise was undertaken to compare the DHP caseload for 2018/19 with 2017/18 to understand how claimants are being supported and if extra funding might be required. The findings are shown in Table B.

Table B: DHP Caseload Comparison up to 11 October 2017/18 and 2018/19

	2018/19	2017/18
Total number of applications	207	323
Number of successful applications	190	270
Average length of claim	22 weeks 6 days	19 weeks 6 days
Total amount paid	£105,731.59	£92,336.70
Average award	£556.48	£341.99
Daily average award	£3.48	£2.46
% of working age claims	97.9%	97.8%
Number of claims lasting 52 weeks	33	38
(a) Of which are HA tenants	26	31
(b) Of which are Private tenants	7	7
(c) Of which are receiving a disability related benefit	25	20
(d) Are because of the LHA shortfall	27	33
Total expenditure on (a) to (d)	£31,072.95	£26,564.17

- 4.4 The analysis shows that the average award has increased in length of time and amount in the year to date comparison. It is important to acknowledge that the table provides a snapshot of expenditure; however there are some key factors influencing this.
- 4.5 The Team has changed their approach to applicants with a clear long term need for support and awarded DHP for the full financial year, rather than instigating a six month review. This provides financial stability to the most vulnerable claimants and reduces the potential anxiety of applying again.
- 4.6 The shortfall in rent that claimants have to meet from their own budgets is increasing because Local Housing Allowance rates remain unchanged since April 2015, while market rents continue to increase.
- 4.7 There have been more awards to claimants where they are under-occupying their property by two or more bedrooms and their Housing Benefit entitlement is consequently cut by 25 percent each week.
- 4.8 Eleven claimants have received continuous support since at least April 2017. In each of these cases the barrier to moving is either because their home has been specifically adapted for disabilities and / or the lack of one bedroom properties available which would remove the shortfall created by the under occupancy rules in the social sector.

5 DISCUSSION

- 5.1 DHPs have proven to be a vital tool in preventing homelessness. Working closely with our colleagues in Housing, we have found that short term DHP awards have reduced tenants' rent arrears, prevented evictions and allowed officers to work with tenants to improve their financial and housing situations.
- 5.2 Applications for DHP can be made by Universal Credit (UC) claimants who are receiving an element to cover their rent, known as the 'Housing Cost Contribution'. As UC rollout commenced at Norwich Job Centre on 17 October 2018 there is the potential that more applications will be seen from UC claimants. It is not anticipated that this will increase the caseload as these claimants would previously have been entitled to apply based on their entitlement to Housing Benefit.
- 5.3 While the Council does not know its DHP funding allocation from central Government for 2019/20, Table A shows that the overall funding for Great Britain will decrease by £15 million to £155 million.

6 PROPOSED ACTION

- 6.1 It is proposed that the Council contributes £12,900 to the DHP fund for the current financial year. This would top up the funding received from Central Government to £142,045 which is the total amount spent on DHP applications in 2017/18.
- 6.2 Any funding that is not spent would not be ring-fenced for the future and would be returned to the general budget.
- 6.3 As central DHP funding is reducing over the future financial years the DHP policy will be reviewed to ensure it is fit for purpose from April 2019 and this will be presented to Council if amendments are required.
- 6.4 The department will also look at South Norfolk Council's DHP Policy and process with a view to delivering a consistent approach across the two authorities where practicable.

7 RESOURCE IMPLICATIONS

- 7.1 The proposed additional resources will require a draw on general reserves of £12,900.

8 LEGAL IMPLICATIONS

- 8.1 The Council does not have a legal duty to approve any additional DHP funding.

9 RISK IMPLICATIONS

- 9.1 If additional funding is not agreed then claimants, who may otherwise be entitled to financial support according to the DHP policy, will not receive help with their rent.
- 9.2 This could result in vulnerable claimants accruing significant rent arrears and potentially facing homelessness.
- 9.3 The majority of DHP awards help claimants work towards financial stability with the help of debt advisors at the Council. Without the ability to offer additional support, some claimants may struggle to meet other financial commitments such as Council Tax, utilities and food.

10 EQUALITIES IMPLICATIONS

- 10.1 Access to DHP funding is considered equally for all applicants, with due regard to the protected characteristic groups identified in the Equalities Act 2010 and those identified by the Council (low income, health and rurality).
- 10.2 Table B shows that of the 33 long term recipients of a DHP award, 25 of these are receiving a disability related benefit; a figure which has increased from 20 the previous year. This shows that DHP awards are enabling disabled people to live independently and prevent potential homelessness.
- 10.3 If additional funding is not approved, due consideration will be given to those applications where a protected characteristic is identified.

11 CONCLUSION

- 11.1 That additional funding of £12,900 is approved by Cabinet to provide DHP support through the remainder of 2018/19.
- 11.2 That work will be undertaken to review the DHP Policy from April 2019 in light of decreasing central Government funding.

12 OPTIONS

- 12.1 The Cabinet has the following options:

- (1) approve the additional in year funding of £12,900;

- or

- (2) not approve the additional funding;
or
- (3) approve any other proposals that Cabinet considers appropriate;
and
- (4) to note the equalities implications.

Jill Penn
Head of Finance and Revenue Services

Background Papers

All background papers are held within Finance and Revenue Services.

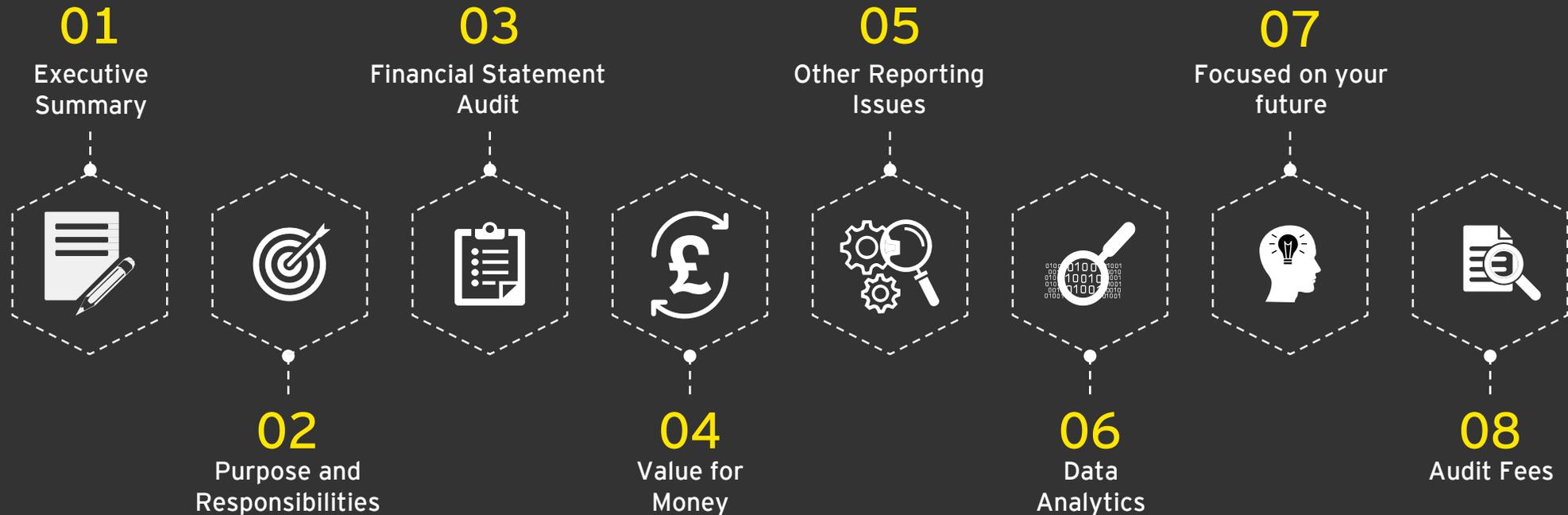
For further information on this report call Jill Penn on (01603) 460486 or e-mail jill.penn@broadland.gov.uk or Becky Tye on (01603) 430589 or email becky.tye@broadland.gov.uk.

Broadland District Council

Annual Audit Letter for the year
ended 31 March 2018

28 August 2018

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Public Sector Audit Appointments Ltd (PSAA) have issued a 'Statement of responsibilities of auditors and audited bodies'. It is available from the Chief Executive of each audited body and via the PSAA website (www.psaa.co.uk)

The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.

The 'Terms of Appointment (updated 23 February 2017)' issued by PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code) and statute, and covers matters of practice and procedure which are of a recurring nature.

This Annual Audit Letter is prepared in the context of the Statement of responsibilities. It is addressed to the Members of the audited body, and is prepared for their sole use. We, as appointed auditor, take no responsibility to any third party.

Our Complaints Procedure - If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, you may take the issue up with your usual partner or director contact. If you prefer an alternative route, please contact Steve Varley, our Managing Partner, 1 More London Place, London SE1 2AF. We undertake to look into any complaint carefully and promptly and to do all we can to explain the position to you. Should you remain dissatisfied with any aspect of our service, you may of course take matters up with our professional institute. We can provide further information on how you may contact our professional institute.



01 Executive Summary

Executive Summary

We are required to issue an annual audit letter to Broadland District Council (the Council) following completion of our audit procedures for the year ended 31 March 2018.

Below are the results and conclusions on the significant areas of the audit process.

Area of Work	Conclusion
Opinion on the Council's:	Unqualified - the financial statements give a true and fair view of the financial position of the Council as at 31 March 2018 and of its expenditure and income for the year then ended.
▶ Financial statements	
▶ Consistency of other information published with the financial statements	Other information published with the financial statements was consistent with the Annual Accounts.
Concluding on the Council's arrangements for securing economy, efficiency and effectiveness	We concluded that you have put in place proper arrangements to secure value for money in your use of resources.

Area of Work	Conclusion
Reports by exception:	
▶ Consistency of Governance Statement	The Governance Statement was consistent with our understanding of the Council.
▶ Public interest report	We had no matters to report in the public interest.
▶ Written recommendations to the Council, which should be copied to the Secretary of State	We had no matters to report.
▶ Other actions taken in relation to our responsibilities under the Local Audit and Accountability Act 2014	We had no matters to report.

Area of Work	Conclusion
Reporting to the National Audit Office (NAO) on our review of the Council's Whole of Government Accounts return (WGA).	The Council is below the specified audit threshold of £500 million. Therefore, we did not perform any audit procedures on the consolidation pack.

Executive Summary (cont'd)

As a result of the above we have also:

Area of Work	Conclusion
Issued a report to those charged with governance of the Council communicating significant findings resulting from our audit.	Our Audit Results Report was issued on 10 July 2018.
Issued a certificate that we have completed the audit in accordance with the requirements of the Local Audit and Accountability Act 2014 and the National Audit Office's 2015 Code of Audit Practice.	Our certificate was issued on 26 July 2018.

In January 2019 we will also issue a report to those charged with governance of the Council summarising the certification work we have undertaken.

We would like to take this opportunity to thank the Council's staff for their assistance during the course of our work.

MARK HODGSON

Mark Hodgson

Associate Partner

For and on behalf of Ernst & Young LLP



02 Purpose and Responsibilities

Purpose and Responsibilities

The Purpose of this Letter

The purpose of this annual audit letter is to communicate to Members and external stakeholders, including members of the public, the key issues arising from our work, which we consider should be brought to the attention of the Council.

We have already reported the detailed findings from our audit work in our 2017/18 Audit Results Report to the 26 July 2018 Audit Committee, representing those charged with governance. We do not repeat those detailed findings in this letter. The matters reported here are the most significant for the Council.

Responsibilities of the Appointed Auditor

Our 2017/18 audit work has been undertaken in accordance with the Audit Plan that we issued on 8 February 2018 and is conducted in accordance with the National Audit Office's 2015 Code of Audit Practice, International Standards on Auditing (UK and Ireland), and other guidance issued by the National Audit Office.

As auditors we are responsible for:

- ▶ Expressing an opinion:
 - ▶ On the 2017/18 financial statements; and
 - ▶ On the consistency of other information published with the financial statements.
- ▶ Forming a conclusion on the arrangements the Council has to secure economy, efficiency and effectiveness in its use of resources.
- ▶ Reporting by exception:
 - ▶ If the annual governance statement is misleading or not consistent with our understanding of the Council;
 - ▶ Any significant matters that are in the public interest;
 - ▶ Any written recommendations to the Council, which should be copied to the Secretary of State; and
 - ▶ If we have discharged our duties and responsibilities as established by the Local Audit and Accountability Act 2014 and Code of Audit Practice.

Alongside our work on the financial statements, we also review and report to the National Audit Office (NAO) on you Whole of Government Accounts return. The Council is below the specified audit threshold of £500 million. Therefore, we did not perform any audit procedures on the return.

Responsibilities of the Council

The Council is responsible for preparing and publishing its statement of accounts accompanied by an Annual Governance Statement. In the AGS, the Council reports publicly each year on how far it complies with its own code of governance, including how it has monitored and evaluated the effectiveness of its governance arrangements in year, and any changes planned in the coming period.

The Council is also responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.



03

Financial Statement Audit

Key Issues

The Council's Statement of Accounts is an important tool for the Council to show how it has used public money and how it can demonstrate its financial management and financial health.

We audited the Council's Statement of Accounts in line with the National Audit Office's 2015 Code of Audit Practice, International Standards on Auditing (UK and Ireland), and other guidance issued by the National Audit Office and issued an unqualified audit report on 26 July 2018.

Our detailed findings were reported to the 26 July 2018 Audit Committee.

The key issues identified as part of our audit were as follows:

Significant Risk	Conclusion
<p>Management override of control</p> <p>The financial statements as a whole are not free of material misstatements whether caused by fraud or error.</p> <p>As identified in ISA (UK and Ireland) 240, management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records directly or indirectly and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. We identify and respond to this fraud risk on every audit engagement.</p>	<p>We obtained a full list of journals posted to the general ledger during the year, and analysed these journals using criteria we set to identify any unusual journal types or amounts. We then tested a sample of journals that met our criteria and tested these to supporting documentation.</p> <p>We considered the following accounting estimates most susceptible to bias Non Domestic Rates Appeals provision and we did not identify any issues with the assumptions and calculations used.</p> <p>We reviewed accounting estimates for evidence of management bias.</p> <p>We have not identified any material weaknesses in controls or evidence of material management override.</p> <p>We have not identified any instances of inappropriate judgements being applied.</p> <p>We did not identify any other transactions during our audit which appeared unusual or outside the Council's normal course of business.</p>

Financial Statement Audit (cont'd)

Other Key Findings	Conclusion
<p>Valuation of Land and Buildings</p> <p>Property, Plant and Equipment represents a material balance in the Council's accounts and are subject to valuation changes, impairment reviews and depreciation charges.</p> <p>Material judgemental inputs and estimation techniques are required to calculate the year-end fixed assets balances held in the balance sheet. This is carried out by an expert valuer and is based on a number of complex assumptions.</p> <p>ISAs (UK and Ireland) 500 and 540 require us to undertake procedures on the use of management experts and the assumptions underlying fair value estimates.</p>	<p>We have not identified any material misstatements from the work undertaken to date.</p> <p>Our consideration of the annual cycle of valuations did not identify any issues with the implemented plan or with the movement on assets not revalued in year.</p> <p>We have identified a weakness in the Council's process for assessing the expert's report and the impact on the valuations of those assessments. This is considered further in section 5.</p> <p>Our audit work did not identify any issues with the accounting treatment for valuations.</p>
<p>Pension Liability Valuation</p> <p>The Local Authority Accounting Code of Practice (the code) and IAS 19 require the Council to make extensive disclosures within its financial statements regarding the Local Government Pension Scheme (LGPS) in which it is an admitted body.</p> <p>Accounting for this scheme involves significant estimation and judgement.</p> <p>ISAs (UK and Ireland) 500 and 540 require us to undertake procedures on the use of management experts and the assumptions underlying fair value estimates.</p>	<p>We have reviewed the assessment of the pension fund actuary by PWC and EY pensions and have undertaken the work required.</p> <p>A movement on the total fund asset between the estimated year end balance and the actual was identified by the pension fund auditor. The impact of this was an understatement of the Council's pension assets by £0.515 millions. This was corrected by management during the course of our audit.</p> <p>We have not identified any issues with the accounting entries and disclosures made within the financial statements.</p>
<p>Disclosure Adjustments</p> <p>Significant number of disclosure audit findings identified during the audit</p>	<p>The audit identified a significant number of adjustments required to the accounts in respect of disclosures. A number of these audit adjustments were consistent with findings in the prior year. Management adjusted for all the findings identified.</p> <p>The Council should ensure that it has a robust quality review process in place prior to the authorisation of the draft financial statements ahead of the statutory deadline.</p>

The Council's Statement of Accounts is an important tool for the Council to show how it has used public money and how it can demonstrate its financial management and financial health.

Financial Statement Audit (cont'd)

Our application of materiality

When establishing our overall audit strategy, we determined a magnitude of uncorrected misstatements that we judged would be material for the financial statements as a whole.

Item	Thresholds applied
Planning materiality	<p>We determined planning materiality to be £0.9 million (2017: £0.9 million), which is 2% of gross expenditure on provision of services reported in the accounts of £46.9 million adjusted for parish precepts, precepts paid to internal drainage boards, gains/losses on the disposal of fixed assets, and interest charges.</p> <p>We consider gross expenditure on provision of services to be one of the principal considerations for stakeholders in assessing the financial performance of the Council.</p>
Reporting threshold	<p>We agreed with the Audit Committee that we would report to the Committee all audit differences in excess of £46,000 (2017: £46,800)</p>

We also identified the following areas where misstatement at a level lower than our overall materiality level might influence the reader. For these areas we developed an audit strategy specific to these areas. The areas identified and audit strategy applied include:

- ▶ Remuneration disclosures including any severance payments, exit packages and termination benefits: reduced materiality level of £5,000 applied in line with bandings disclosed.
- ▶ Related party transactions and members allowances: reduced materiality level applied equal to the reporting threshold.

We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations.

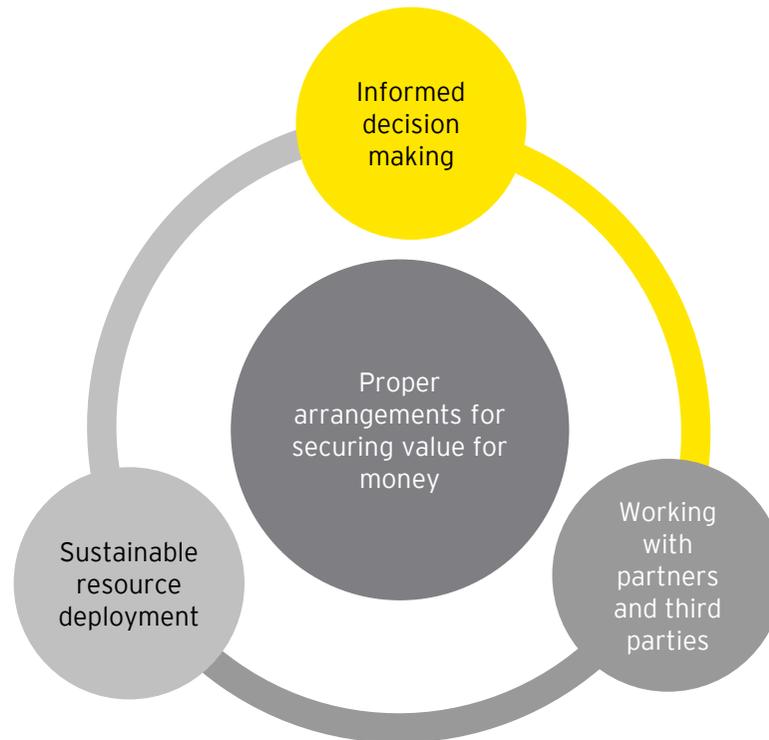


04 Value for Money

We are required to consider whether the Council has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources. This is known as our value for money conclusion.

Proper arrangements are defined by statutory guidance issued by the National Audit Office. They comprise your arrangements to:

- ▶ Take informed decisions;
- ▶ Deploy resources in a sustainable manner; and
- ▶ Work with partners and other third parties.



We did not identify any significant risks in relation to these criteria.

We did not identify any significant weaknesses in the Council's arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.

We therefore issued an unqualified value for money conclusion on 26 July 2018.



05 Other Reporting Issues



Other Reporting Issues

Whole of Government Accounts

The Council is below the specified audit threshold of £500 million. Therefore, we did not perform any audit procedures on the consolidation pack.

Annual Governance Statement

We are required to consider the completeness of disclosures in the Council's annual governance statement, identify any inconsistencies with the other information of which we are aware from our work, and consider whether it is misleading.

We completed this work and did not identify any areas of concern.

Report in the Public Interest

We have a duty under the Local Audit and Accountability Act 2014 to consider whether, in the public interest, to report on any matter that comes to our attention in the course of the audit in order for it to be considered by the Council or brought to the attention of the public.

We did not identify any issues which required us to issue a report in the public interest.

Written Recommendations

We have a duty under the Local Audit and Accountability Act 2014 to designate any audit recommendation as one that requires the Council to consider it at a public meeting and to decide what action to take in response.

We did not identify any issues which required us to issue a written recommendation.

Objections Received

We did not receive any objections to the 2017/18 financial statements from members of the public.

Other Powers and Duties

We identified no issues during our audit that required us to use our additional powers under the Local Audit and Accountability Act 2014.

Other Reporting Issues (cont'd)

Independence

We communicated our assessment of independence in our Audit Results Report to Audit Committee on 24 July 2018. In our professional judgement the firm is independent and the objectivity of the audit engagement partner and audit staff has not been compromised within the meaning regulatory and professional requirements.

Control Themes and Observations

As part of our work, we obtained an understanding of internal control sufficient to plan our audit and determine the nature, timing and extent of testing performed. Although our audit was not designed to express an opinion on the effectiveness of internal control, we are required to communicate to you significant deficiencies in internal control identified during our audit.

We have adopted a fully substantive approach and have therefore not tested the operation of controls.

The matters reported are shown below and are limited to those deficiencies that we identified during the audit and that we concluded are of sufficient importance to merit being reported.

Description	Impact
Related Party Transactions	<p>At the time of our audit 7 Members had not returned their declarations of interest form in respect of 2017/18. It has also been identified that one Member had not disclosed a known related party within their form, Broadland Growth Limited, although this had already been disclosed within the relevant note (Note 35). This therefore cast doubt over the completeness of that note. We have undertaken extended procedures to ensure there is enough evidence to support the disclosures made in Note 35. The accuracy and completeness of this note is a fundamental cornerstone of public reporting.</p> <p>The Council should ensure that it has a robust process in place to collect all Member declarations in a timely manner and reinforce the importance of accurate disclosures by Members and key staff through appropriate training.</p>
Property, Plant and Equipment Valuations	<p>The Council's Expert Valuers' report for the Bure Valley Railway was prepared on the wrong basis, as an 'Investment Property' instead of an 'Asset held for sale'. This oversight was not identified during the Council's closedown process. We identified the error as part of our audit procedures. Whilst there was no impact on the valuation of this asset, it does highlight a weakness in control, as it could have a material impact.</p> <p>The Council should ensure that it has a robust quality review process in place prior to the authorisation of the draft financial statements ahead of the statutory deadline.</p>



06 Data Analytics



Use of Data Analytics in the Audit

Analytics Driven Audit

Data analytics

We used our data analysers to enable us to capture entire populations of your financial data. These analysers:

- ▶ Help identify specific exceptions and anomalies which can then be the focus of our substantive audit tests; and
- ▶ Give greater likelihood of identifying errors than traditional, random sampling techniques.

In 2017/18, our use of these analysers in the authority's audit included testing journal entries to identify and focus our testing on those entries we deem to have the highest inherent risk to the audit.

We capture the data through our formal data requests and the data transfer takes place on a secured EY website. These are in line with our EY data protection policies which are designed to protect the confidentiality, integrity and availability of business and personal information.

Journal Entry Analysis

We obtain downloads of all financial ledger transactions posted in the year. We perform completeness analysis over the data, reconciling the sum of transactions to the movement in the trial balances and financial statements to ensure we have captured all data. Our analysers then review and sort transactions, allowing us to more effectively identify and test journals that we consider to be higher risk, as identified in our Audit Plan.

Journal Entry Data Insights

The graphic outlined below summarises the Council's journal population for 2017/18. We review journals by certain risk based criteria to focus on higher risk transactions, such as journals posted manually by management, those posted around the year-end, those with unusual debit and credit relationships, and those posted by individuals we would not expect to be entering transactions.

The purpose of this approach is to provide a more effective, risk focused approach to auditing journal entries, minimising the burden of compliance on management by minimising randomly selected samples.

EY Helix - GLASS: Journal Entry Data Insights - 18 Broadland District-GL Analyser-P1-P14 - 31/03/2018



Journal Entry Testing

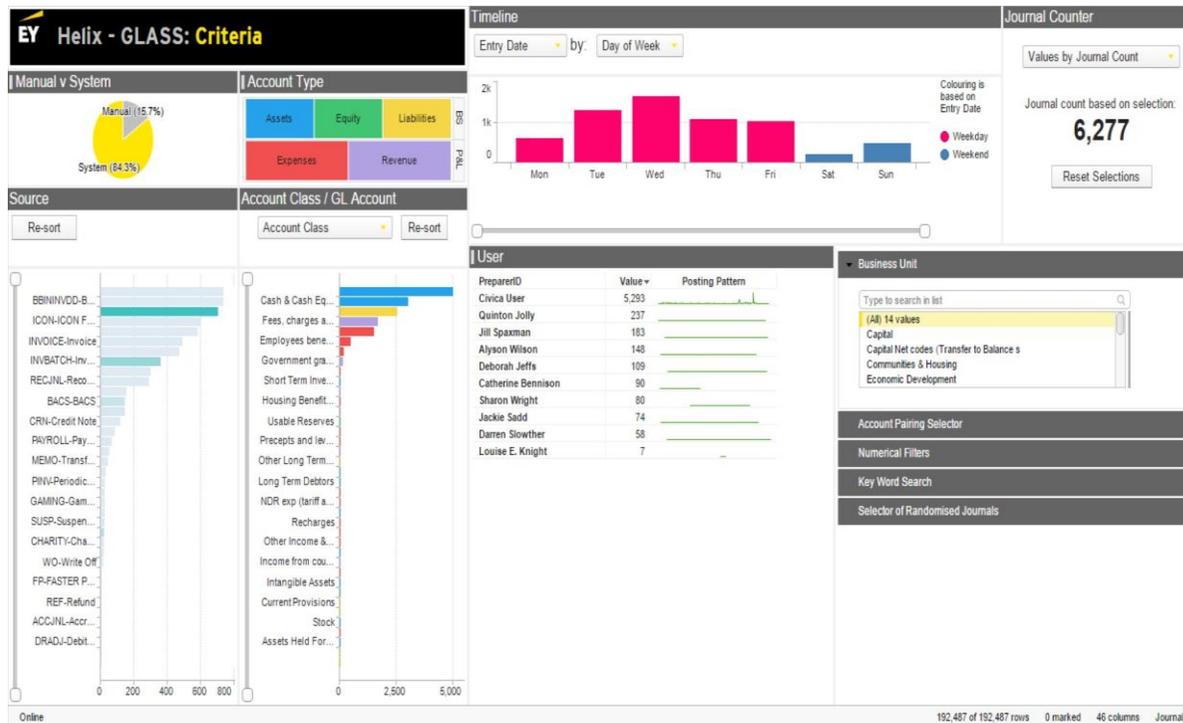
What is the risk?

In line with ISA 240 we are required to test the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements.

What judgements are we focused on?

Using our analysers we are able to take a risk based approach to identify journals with a higher risk of management override, as outlined in our audit planning report.

Journal entry data criteria – Broadland District Council – 31 March 2018



What did we do?

We obtained general ledger journal data for the period and have used our analysers to identify characteristics typically associated with inappropriate journal entries or adjustments, and journals entries that are subject to a higher risk of management override.

We then performed tests on the journals identified to determine if they were appropriate and reasonable.

What are our conclusions?

We isolated a sub set of journals for further investigation and obtained supporting evidence to verify the posting of these transactions and concluded that they were appropriately stated.



07

Focused on your future



Focused on your future

The Code of Practice on Local Authority Accounting in the United Kingdom introduces the application of new accounting standards in future years. The impact on the Council is summarised in the table below.

Standard	Issue	Impact
IFRS 9 Financial Instruments	<p>Applicable for local authority accounts from the 2018/19 financial year and will change:</p> <ul style="list-style-type: none"> ▶ How financial assets are classified and measured; ▶ How the impairment of financial assets are calculated; and ▶ The disclosure requirements for financial assets. <p>There are transitional arrangements within the standard and the 2018/19 Accounting Code of Practice for Local Authorities has now been issued, providing guidance on the application of IFRS 9. In advance of the Guidance Notes being issued, CIPFA have issued some provisional information providing detail on the impact on local authority accounting of IFRS 9, however the key outstanding issue is whether any accounting statutory overrides will be introduced to mitigate any impact.</p>	<p>Although the Code has now been issued, providing guidance on the application of the standard, along with other provisional information issued by CIPFA on the approach to adopting IFRS 9, until the Guidance Notes are issued and any statutory overrides are confirmed there remains some uncertainty. However, what is clear is that the Council will have to:</p> <ul style="list-style-type: none"> ▶ Reclassify existing financial instrument assets ▶ Re-measure and recalculate potential impairments of those assets; and ▶ Prepare additional disclosure notes for material items.
IFRS 15 Revenue from Contracts with Customers	<p>Applicable for local authority accounts from the 2018/19 financial year. This new standard deals with accounting for all contracts with customers except:</p> <ul style="list-style-type: none"> ▶ Leases; ▶ Financial instruments; ▶ Insurance contracts; and ▶ For local authorities; Council Tax and NDR income. <p>The key requirements of the standard cover the identification of performance obligations under customer contracts and the linking of income to the meeting of those performance obligations.</p> <p>Now that the 2018/19 Accounting Code of Practice for Local Authorities has been issued it is becoming clear what the impact on local authority accounting will be. As the vast majority of revenue streams of Local Authorities fall outside the scope of IFRS 15, the impact of this standard is likely to be limited.</p>	<p>As with IFRS 9, some provisional information on the approach to adopting IFRS 15 has been issued by CIPFA in advance of the Guidance Notes. Now that the Code has been issued, initial views have been confirmed; that due to the revenue streams of Local Authorities the impact of this standard is likely to be limited.</p> <p>The standard is far more likely to impact on Local Authority Trading Companies who will have material revenue streams arising from contracts with customers. The Council will need to consider the impact of this on their own group accounts if Broadland Growth Limited is to be consolidated in the future.</p>



Focused on your future (cont'd)

Standard	Issue	Impact
IFRS 16 Leases	<p>It is currently proposed that IFRS 16 will be applicable for local authority accounts from the 2019/20 financial year.</p> <p>Whilst the definition of a lease remains similar to the current leasing standard; IAS 17, for local authorities who lease a large number of assets the new standard will have a significant impact, with nearly all current leases being included on the balance sheet.</p> <p>There are transitional arrangements within the standard and although the 2019/20 Accounting Code of Practice for Local Authorities has yet to be issued, CIPFA have issued some limited provisional information which begins to clarify what the impact on local authority accounting will be. Whether any accounting statutory overrides will be introduced to mitigate any impact remains an outstanding issue.</p>	<p>Until the 2019/20 Accounting Code is issued and any statutory overrides are confirmed there remains some uncertainty in this area.</p> <p>However, what is clear is that the Council will need to undertake a detailed exercise to identify all of its leases and capture the relevant information for them. The Council must therefore ensure that all lease arrangements are fully documented.</p>



08 Audit Fees

Audit Fees

Our fee for 2017/18 is higher than the scale fee set by the PSAA and reported in our 10 July 2018 Annual Results Report.

Description	Final Fee 2017/18 £'s	Planned Fee 2017/18 £'s	Scale Fee 2017/18 £'s	Final Fee 2016/17 £'s
Total Audit Fee - Code work	TBC (Note 1)	41,587	41,587	41,587
Total Audit Fee - Certification of claims and returns	TBC (Note 2)	11,022	11,022	14,495

Note 1 - We have assessed the impact of the significant number of disclosure errors and control weaknesses on the quantum of our audit work. This will lead to a variation to the Scale Fee being levied. An additional fee has been discussed and agreed with management but is still subject to approval by the Public Sector Audit Appointments. We will formally report the final fee once the approval process is complete.

Note 2 - The final fee for the certification of claims and returns will be confirmed upon completion by the 30 November deadline. We will report the final fee in our Annual Certification Report.

We confirm we have not undertaken any non-audit work outside of the PSAA's requirements.

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ED None

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Pages 81 to 96 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person

CABINET

18 December 2018

Final Papers

Item	Details	Page No
8	<u>Economic Success Panel</u> To receive the Minutes of the meeting held on 27 November 2018.	98 – 102
9	<u>Place Shaping Panel</u> To receive the Minutes of the meeting held on 4 December 2018.	103 – 104

DEMOCRATIC SERVICES

Broadland District Council
Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU
Tel: 01603 430428
Email: cst@broadland.gov.uk

Minutes of a meeting of the **Economic Success Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **27 November 2018** at **10.00am** when there were present:

Mrs J K Coplestone – Chairman

Mrs C H Bannock
Mr G Peck

Mr J J Emsell
Mr S Riley

Mr G K Nurden
Mrs K A Vincent

Also in attendance were Mr Everett, Mrs Leggett and Mr D Ward

In attendance were the Head of Economic Development, Economic Development Manager, Economic Development (Partnerships & Growth) Manager, Communications and Engagement Manager, Economic Development Project Officer, Community Project Officer and the Committee Officer (JO).

21 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Mr Peck	24 – Norwich Western Link Public Consultation – Discussion to Inform Broadland District Council Response	County Council Member of the Norwich Western Link Member Group

22 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Carrick and Mr Clancy.

23 MINUTES

The Minutes of the meeting held on 2 October 2018 were confirmed as a correct record and signed by the Chairman.

Minute no: 16 – Minutes - Minute no: 10 Minutes – (Eco Cube)

Members were advised that some additional documents and information were awaited before a second meeting of the EcoCube Time and Task Panel could be held.

Minute no: 17 – Broadland Economy Update – Report for Overview and Scrutiny

It was noted that the requested amendments by the Panel had been included in the report, which had been considered by the Overview and Scrutiny Committee at its meeting on 16 October 2018.

One of the Members who attended the Financial Industries Group event on 6 November 2018 confirmed that it had been very successful.

24 NORWICH WESTERN LINK PUBLIC CONSULTATION – DISCUSSION TO INFORM BROADLAND DISTRICT COUNCIL RESPONSE

In response to strong support for a Western Link between the A47 and the A1067 Fakenham Road in a public consultation by Norfolk County Council in June 2018, four possible route options were proposed. A consultation on these options would take place between 26 November 2018 and 18 January 2019.

The Economic Development Officer explained that Norfolk County Council were seeking comments in a prescribed format and the Panel was invited to comment on the options, which would be used to inform a report that would be considered by Cabinet on this matter in January 2019.

Option A: was a single carriageway upgrade to A1067 to Lenwade and B1535 to A47 Wood Lane junction at Honingham, using the existing bridge at Attlebridge, at a cost of £60m.

Option B: was a new dual carriageway and A1067 upgrade. This had a new route east of Weston Longville linked to the A47 at Wood Lane junction and two alternatives to link to A1067. A new junction at Attlebridge, using the current bridge or a viaduct over the Wensum, joining the A1067 east of Attlebridge. This would cost between £129m and £155m.

Option C: was a new dual carriageway and A1067 upgrade. It would link to the A47 at Wood Lane. A new junction would take a route between Weston Longville and Ringland, crossing the Wensum by means of a 2,362ft long viaduct at a cost of £153m.

Option D: was a new dual carriageway and A1067 upgrade. It would take a new route west of Ringland, linked to A47 either at Taverham Road junction or closer to the current Easton roundabout junction, crossing the Wensum on a viaduct with a second viaduct over the Tud. This Option would cost £161m.

Each option was considered and rated against the following ten issues that were highlighted in the June 2018 consultation: reducing congestion; improving emergency response times; reducing rat-running; better access to Norfolk and Norwich Hospital; better journey reliability; shortening journey times; protection of the environment; road safety and boosting the economy.

The Panel considered Option A to be too far away from the junction with Broadland Northway to encourage maximum use and thereby along other routes reduce traffic. It was also the longest route option at 7.2 miles and being single carriageway, which was not considered acceptable for a new road.

Concerns were similarly expressed about the distance from Broadland Northway of Option B, which had two alternatives for crossing the river. It was noted that using the existing bridge could have a detrimental impact on wildlife in the Wensum Valley Special Area of Conservation. A viaduct, however, could be designed to minimise environmental impacts and it was understood that Natural England had expressed a preference for a viaduct.

It was also noted that this route passed very close to Western Longville, Morton on the Hill and Weston Green. Furthermore, it would impact on a County Wildlife Site and would not connect with the Food Enterprise Park, Norfolk and Norwich Hospital, Norwich Research Park or the UEA.

Most Members did not consider that Option C had good enough access to the UEA Norwich Research Park, Norfolk and Norwich Hospital or the Food Enterprise Park and would connect to the A47 too far away from the City. The Chairman noted, however, that Option C would have the least damaging environmental impact; would be completely dualled and would be the most resilient option as it would carry around 32,000 vehicles a day. Option C would also avoid crossing the Bacton high pressure gas line. Whilst it would help to reduce rat running, it was not considered that this option would achieve this sufficiently.

Option D was the most popular option with the Panel; having the closest junction to Broadland Northway. Although this option would cross two rivers, it was considered that if well-constructed viaducts were used it should not be detrimental to the environment. The meeting was informed that a preference for the connection closer to the Easton roundabout had been expressed at the County Council Western Link Member Group. This option was considered to provide the best connectivity via the shortest possible route. It would, therefore, deliver maximum benefit. However, the impacts on listed buildings would need to be carefully considered.

Following their assessment of the options the Panel confirmed a preference for Option D for the Western Link route; with Option C being considered an acceptable alternative.

25 COMMUNITY AT HEART MEMBER GRANT SCHEME – DRAFT GUIDANCE AND APPLICATION FORM FOR DISCUSSION

Members considered the draft guidance and proposed application form relating to the new Community at Heart Member Grant Scheme.

The Scheme, which would be implemented from June 2019, had been designed to be as straightforward as possible and would be reviewed in January 2020, to ensure that it was meeting the needs of residents and encouraging Members to engage with their communities. The Scheme would feature in the Member training programme for the next municipal year and the

allocation of awards would appear on the Council website, as part of a Members' profile page.

The Scheme was intended to fund projects that demonstrated their contribution to the Broadland Business Plan and as this was currently under review could be subject to some slight amendment.

It was noted that the Council would usually encourage support for community projects that had already attracted some funding. However, the Member Grant Scheme would support the aim of Members being 'first funders' who could kick start a local initiative and help local groups who would not usually have access to grant funding. Members were also assured that officers would provide them with guidance and assistance throughout the process. A review after the Scheme had been running for six months would also allow it to be amended to make any necessary changes.

Members were asked to note that the grants were not allowed to be given to precepting authorities, as they could raise their own funds. However, parish or town councils could hold funds for groups and organisations that did not have their own bank account. Assistance could also be given by the Council to community groups, to help them meet the qualifying criteria for receipt of an award.

The grants were required to be used within 12 months of being awarded and any unallocated grant funds would become a general Community at Heart small grant fund administered by the Norfolk Community Foundation.

The Panel was advised that the awards were at the discretion of each Member and it would be for them to decide whom to make an award to and for what amount, up to a total of £500. Members could also request communities in their Ward to suggest worthwhile projects.

In response to a query, the Panel was informed that Members would be expected to check that the grant had been spent in accordance with the award criteria, but would not be expected to inspect receipts or act as an auditor, as an element of trust would be assumed between the Council and communities in the district.

The Panel noted that the Scheme was modelled on a similar one in South Norfolk, which provided £1,000 to each Member. However, this sum was being reduced to £500 for the next municipal year.

The Panel noted the scheme.

26 WORK PROGRAMME

- MIPIM Update
- Car Parks and Electric Charging Points
- Broadland Gate Update
- Collaboration Progress Report

27 DATE OF NEXT MEETING

22 January 2019 (possibly to be held at Carrowbreck)

The meeting closed at 11.52 am

DRAFT

Minutes of an **informal** meeting of **Place Shaping Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 4 December 2018** at **6.00 pm** when there were present:

Mr I N Moncur – Chairman

Mr G Everett

Mrs J Leggett

Mr G K Nurden

Mr Kular also attended the meeting for its duration.

Also in attendance were the Spatial Planning Manager and Committee Officer (JO).

There being less than five Members of the Panel in attendance the meeting was declared inquorate. However, the Chairman agreed to proceed with an informal meeting of the Panel.

34 APOLOGY FOR ABSENCE

An apology for absence was received from Mr Foulger.

35 MINUTES

The Minutes of the meeting held on 9 October 2018 were confirmed as a correct record and signed by the Chairman.

Minute no: 29 West Broadland Green Infrastructure Project Plan

The Panel was advised that the planning application for Thorpe Marriott Greenway had been approved by the Planning Committee at its meeting on 24 October 2018.

In response to a query, it was confirmed that green infrastructure for Old Catton, Sprowston, Rackheath and Thorpe St Andrew had been identified separately from the east and west plans and had been set out in the Growth Triangle Area Action Plan.

36 DRAFT RESPONSE TO THE NATIONAL PARKS REVIEW CALL FOR EVIDENCE CONSULTATION

The report proposed a draft response to the National Parks Review call for evidence consultation, which objected to a proposal from the Broads Authority to extend its boundary to include the full extent of the parishes that the Broads Area were within.

The response recognised the good relationship that the Council had with the Broads Authority, but argued that such an extension was not appropriate, as it would include areas that had no close relationship to the defining characteristics of the Broads Area. This would dilute and devalue the importance of the Broads Area to no great purpose.

Members noted that if the boundary was extended, the Broads Authority would have planning authority over areas in Broadland such as Thorpe St Andrew.

The Panel was advised that the Broads Authority was a member of the Greater Norwich Development Partnership, so there was already a lot of cooperation on planning issues between it and the Greater Norwich authorities.

South Norfolk Council would be considering the submission of the same response and their views would be taken into account in forming the final comments.

The Panel Members in attendance endorsed the response to the consultation.

The meeting closed at 6.21 pm