

Overview & Scrutiny Committee Review of Cabinet Agenda

Agenda

Date

Tuesday 30 July 2019

Members of the Overview & Scrutiny Committee

Mr S Riley (Chairman) Mr A D Adams (Vice Chairman)

Mr S C Beadle Mr D King
Mr N J Brennan Mr M L Murrell
Mr P E Bulman Mr G K Nurden
Ms S J Catchpole Mrs S M Prutton
Ms N J Harpley Mrs C E Ryman-Tubb
Ms S I Holland Mr N C Shaw
Mr K S Kelly

Substitutes Conservative

Mr A D Crotch
Mr J F Fisher
Mr R R Foulger
Ms R M Grattan
Mr K G Leggett
Mr I J Mackie
Mr G F Peck
Miss J L Thomas
Mrs K A Vincent
Mr J M Ward

Substitutes Liberal Democrat

Mr D G Harrison
Mrs C Karimi-Ghovanlou
Dr K E Lawrence
Mr D Roper

Substitute Labour Mrs B Cook

Time

10.00 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



@BCCDemServices

If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Director / Assistant Director

The Openness of Local Government Bodies Regulations 2014

Under the above Regulations, any person may take photographs, film and audio-record the proceedings and report on all public meetings. If you do not wish to be filmed / recorded, please notify an officer prior to the start of the meeting. The Council has a protocol, a copy of which will be displayed outside of each meeting room and is available on request.

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

A G E N D A

Page No

- 1 To receive declarations of interest under Procedural Rule no 8
- 2 Apologies for absence
- 3 [Minutes of meeting held on 2 July 2019](#) 6 – 13
- 4 Matters arising therefrom (if any)
- 5 Chairman's Announcements
- 6 Public Speaking

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

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

- 7 [Member Grant Scheme - Call in of Portfolio Holder Decision](#) 17 – 18

The Chairman of the Overview and Scrutiny Committee has called-in the decision of the Portfolio Holder for Policy relating to the Member Grant Scheme, for the following reasons:

(a) It requires further scrutiny and consideration in the light of additional information obtained at and following the Overview and Scrutiny meeting convened to scrutinise the Council's Performance Report.

(b) Further scrutiny is required due to risk as outlined in form PH1 and in the light of further information in assessing the risk.

Part Four of the Constitution states:

- 16.7 If, having considered the decision, the Overview and Scrutiny Committee is still concerned about it, then it may:
 - (1) refer it back to the decision making person or body for reconsideration; or
 - (2) refer the matter to the next available meeting of the full Council provided that the Committee consider that the decision is contrary to the policy framework or contrary to or not wholly in accordance with the budget, setting out in either case the nature of its concerns and the reason for them.
- 16.8 If the matter is referred to the decision maker, they shall then consider amending the decision or not, before adopting a final decision.

8 Cabinet Reports

To follow

To consider the Cabinet reports in respect of the 6 August 2019 meeting.

9 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.

10 [Exempt Minutes](#)

14 – 16

To receive the exempt Minutes of the meeting held on 2 July 2019

Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

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

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. Affect yours, or your spouse / partner's financial position?
2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

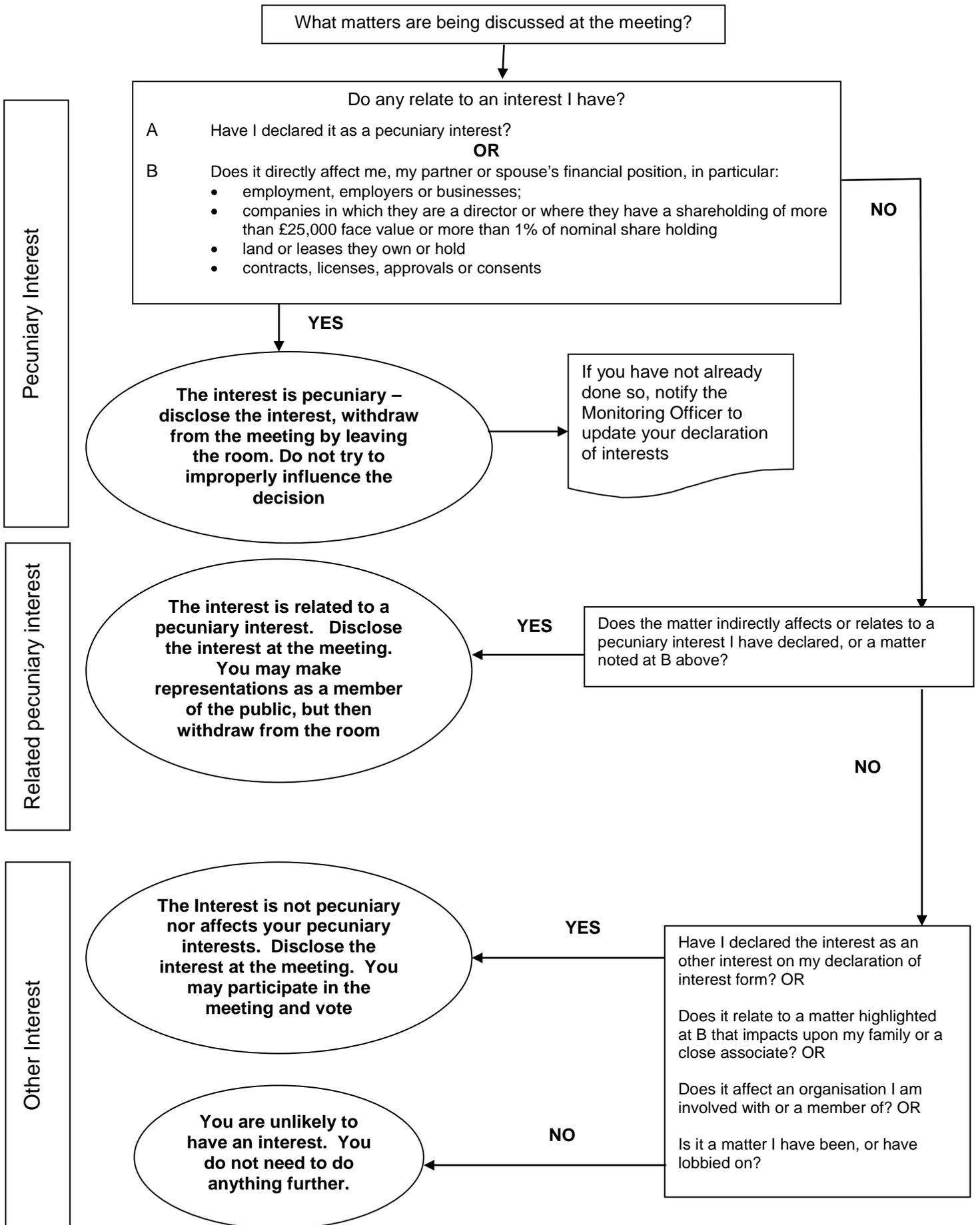
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Minutes of a meeting of the **Overview & Scrutiny Committee – Review of Cabinet Agenda** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 2 July 2019 2019** at **10.00 am** when there were present:

Mr S Riley – Chairman

Mr A D Adams
Mr S C Beadle
Mr N J Brennan
Mr P E Bulman
Ms S J Catchpole

Ms N J Harpley
Ms S I Holland
Mr D King
Mr M L Murrell
Mr G K Nurden

Mrs S M Prutton
Mrs C E Ryman-Tubb
Mr N C Shaw

Mrs Karimi-Ghovanlou was also in attendance for part of the meeting.

Also in attendance were the Director Place, Director Resources, Director People and Communities, Assistant Director Economic Growth, Assistant Director Governance and Business Support (Monitoring Officer), Assistant Director Individuals and Families, Interim Head of Housing and Environmental Services, Development Manager, Economic Development Manager, Environmental Protection Manager, Private Sector Housing Manager, HR and Customer Services Manager, Business Improvement Lead, Principal Planning Officer, Service Improvement Officer, Housing Enabler, Green Infrastructure and Woodlands Officer and the Committee Officer (JO).

16 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

| Member | Minute No & Heading | Nature of Interest |
|----------|----------------------------------------------|---------------------------------------------------------------------------------------------------|
| Mr Adams | 28 – North-West Woodlands – Land Acquisition | Local Choice Non Pecuniary Interest, Member of Norfolk County Council for Horsford and Felthorpe. |

17 APOLOGY FOR ABSENCE

An apology for absence was received from Mr Kelly.

18 MINUTES

The Minutes of the meeting held on 18 June 2019 were confirmed and signed by the Chairman as a correct record, save for the following amendment:

Mr D King was removed from the list of those in attendance.

Minute no: 11 – Minutes

The Chairman informed Members that he had held a further meeting with the Leader and Managing Director to discuss the Overview and Scrutiny Research Officer post and as a temporary arrangement the Senior Governance Officer and Deputy Monitoring Officer would be providing the Committee with some support. The arrangement should be resolved permanently in September.

The Chairman advised the meeting that he had received a letter from the Assistant Director of Governance and Business Support (Monitoring Officer) regarding this issue and he would forward the letter to the Committee after the meeting.

Minute no: 15 – Overview and Scrutiny Committee Work Programme

A Member suggested that the reference to the Assistant Director of Governance and Business Support (Monitoring Officer) bringing the Collaboration Report back at the appropriate time, did not reflect the Committee's request that it be brought to the September meeting.

However, another Member recalled that it had been decided to bring the item to an earlier meeting and divide it into the future vision for collaboration and the future staffing structure.

It was confirmed that the Assistant Director of Governance and Business Support (Monitoring Officer) would endeavour to bring the item to the 24 September 2019 meeting.

19 CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced that a meeting of the EcoCube Time and Task Limited Panel would be reconvened in order to agree its final report. A review of the relinquishment EcoCube lease was being conducted and this would be cross referenced with the Panel's final report.

CABINET REPORTS

20 COUNCIL PERFORMANCE 2018/19 – BROADLAND BUSINESS PLAN

The report provided an update on delivery of the Business Plan objectives for the period 1 April 2018 to 31 March 2019 as well as details of the Local Government Ombudsman decisions received and formal complaints received in the same time period.

It was intended to align Broadland's and South Norfolk's Performance Reports more closely in future and to publish them on a quarterly basis.

The Committee went through the Objectives appended to the report and they noted the following issues:

- The bid by the Reedham Village Team for LEADER programme funding to improve the quayside had been unsuccessful. The Council was working closely with the Team to access funding from alternative sources.
- The Council's waste collection contractors would be adding a further 1,500 properties to the Food Waste collection scheme in July 2019 at no extra cost.
- Although fly tipping was a national problem there was no discernible trend between DIY was being dumped and the charges introduced by Norfolk County Council at Household Waste Recycling Centres.
- Homes in Multiple Occupation had increased on the urban fringe of the District.
- The vast majority of residents in Temporary Accommodation in the District were in the Council's Private Sector Leasing Scheme properties.
- A new Housing with Care scheme would be rolled out shortly.

The provision of community grants had ceased and would be replaced by a Member Grants scheme, which would allow Members to allocate up to £500 to fund local projects. Members noted that South Norfolk Council had a similar scheme, but had been allocated £1,000 per annum.

The Committee requested that Cabinet increase the sum to £1,000 per Member for the Broadland scheme. It was also noted that the grants provided by the Council had been reduced, in recent years. The importance of grants in attracting match funding for community projects was also emphasised.

RECOMMENDED TO CABINET

Option (1)

To note and consider the progress made against the objectives outlined in the Appendices.

21 TREASURY MANAGEMENT PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2019

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

The Council had £33.46m invested at 31 March 2019 in various financial instruments. The Council also held £481,300 for a number of parish councils. The Treasury Management Policy set an operational boundary for external debt. However, borrowing had not been required over the last year and was unlikely to be needed in the foreseeable future.

RECOMMENDED TO CABINET

Option (1)

To note the outcome in respect of 2018/19 Treasury Management activities.

22 JOINT HR INFORMATION SYSTEM

The report proposed adopting a HR Information System, to replace the current paper based in-house system used by the Council.

South Norfolk Council currently utilised a formal HR Information system (ITRENT) and it was proposed that Broadland adopt this system, which had been found to have the following system improvements and benefits:

- Streamlined systems
- Reduction in manual paperwork
- Reduction in duplication entry
- Improved data accuracy
- Quicker processing times – eliminate manual calculations and checking
- Reduced ‘touch points’
- Removal of paper based processes
- Improved reporting and data accuracy
- Self-service access to personal data
- Self-service access for managers to team data
- Identify ownership within processes

- E-enabled HR processes
- Access to employee information regardless of location
- Release HR expertise to focus on the strategic and complex HR issues

It was considered that moving to a consistent IT platform would improve efficiency by making it easier for both managers and staff to access and use their data.

It was estimated that the new system would save a minimum of five weeks in HR officer time spent on administration, which would free up HR staff to concentrate on delivering more value-added work. Full training would be provided for the new system.

A Member expressed concern that the Council was being asked to adopt a system used by South Norfolk that might not necessary be appropriate for Broadland. Concerns were also expressed about the additional cost of the system.

In response, Members were advised that investing in the system would allow for a more efficient service for managers across both Councils as well as a more professional HR service. It was also emphasised that there was no procurement costs associated with the proposal.

A Member noted that the Council should have a modern HR system in order for both managers and staff to handle their data efficiently.

RECOMMENDED TO CABINET

Options (1 and 2)

- (1) To agree that Broadland District Council transfers its HR information (including payroll) on to a commercial HR Information System (iTrent); and
- (2) To adopt a two-stage approach, transferring HR employee data on to the system in the first phase and transferring employee and Member payroll data in the second phase.

23 AFFORDABLE HOME OWNERSHIP IN BROADLAND AND SOUTH NORFOLK

The report proposed taking a common approach to affordable home ownership eligibility in Broadland and South Norfolk.

Broadland has seen a large supply of affordable home ownership products on sites across the District and analysis of Broadland and South Norfolk affordable home ownership data had shown that the largest proportion of purchasers already lived within the local authority area in which they purchased. It was, therefore, felt that it was unnecessary to restrict home ownership eligibility to local people. It was emphasised that properties built under exceptions policy would continue to be for local needs only.

Members raised concerns that changing the policy would lead to local residents losing out to people from areas where housing was more expensive.

It was also suggested that the Council was being asked to implement South Norfolk policies, rather than to develop its own as a sovereign Council.

In response, Members were advised that affordable home ownership was a market product and opening up the criteria would allow for more people in need to access housing. It was also emphasised that the proposal had been developed jointly and was not the adoption of an existing South Norfolk policy.

RECOMMENDED TO CABINET

Options (8.1 and 9.2)

- (1) To retain a local connection priority for affordable home ownership;
- (2) all applicants for affordable home ownership must register with the regional Help to Buy agency (or any successor body).

24 JOINT WORKING GROUP

Cabinet were asked to appoint a Member Working Group to take oversight and make recommendation on the waste services review, which would consider a collaborative model of waste collection, grounds maintenance and street cleansing.

The Working Group would include four members, (three Conservatives and one Liberal Democrat) and would operate for the duration of the project until April 2022. The Working Group would work jointly with South Norfolk Council Members to agree any joint recommendations.

The Committee was informed that the Portfolio Holder for Environmental Excellence, would sit on the Working Group.

25 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I 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.

26 NORTH RACKHEATH OUTLINE PLANNING APPLICATION

The report proposed making an investment from the Broadland Growth Fund for the submission of an outline Planning Application in North Rackheath.

It was confirmed that there was no conflict of interest in making a recommendation on this matter for Members of the Committee who were also Members of the Planning Committee.

Following consideration of the report, as detailed in the exempt Minutes, it was:

RECOMMENDED TO CABINET

Options (1 and 2, as amended)

- (1) To commit funding from the Broadland Growth Fund to the preparation and submission of an outline planning application for North Rackheath subject to securing the necessary commitments and legal agreements with the landowner; and
- (2) To delegate authority to the Director of Place in consultation with the Planning Portfolio Holder to negotiate the necessary commitments, *mitigation of financial risk* and legal agreements *through the Portfolio Holder decision making process*.

27 DISPOSAL OF LAND IN BROADLAND DISTRICT COUNCIL OWNERSHIP

The report proposed the sale of Council owned land to a property developer.

Following consideration of the report, as detailed in the exempt Minutes it was:

RECOMMENDED TO CABINET

Option (1)

To recommend to Council the sale of the land, subject to the Heads of Terms for sale of the site.

28 NORTH-WEST WOODLANDS – LAND ACQUISITION

The report proposed purchasing land to provide green infrastructure in the District.

Following consideration of the report, as detailed in the exempt Minutes it was:

RECOMMENDED TO CABINET

Option (1)

To recommend to Council front funding the initial sum required to purchase the woodland.

The meeting closed at 1.53 pm.

DRAFT

NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1 PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information))

Pages 14 - 16 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

OVERVIEW & SCRUTINY COMMITTEE

30 July 2019

Final Papers and Supplementary Agenda

| Item | Details | Page No |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 7 | <p><u>Member Grant Scheme – Call in of Portfolio Holder Decision</u></p> <p>PH1 form attached for information.</p> | 18 – 19 |
| 11 | <p><u>Procurement of new grounds maintenance contract with South Norfolk depot – Call in of Portfolio Holder Decision</u></p> <p>The Chairman has agreed to the following being considered as Urgent Business, in accordance with section 100 B(4) of the Local Government Act 1972 as a decision on the attached is required prior to the next meeting of the Committee.</p> <p>The above decision has been called in by the Chairman of the Overview and Scrutiny Committee for the following reasons:</p> <p><i>(A) The risk section of the PH1 reads N/A, however the supporting document indicates some risk. It requires scrutiny to quantify, assess and mitigate the risk, if necessary.</i></p> <p><i>(B) Is the proposal a like for like service? Has a Service Level Agreement been produced?</i></p> <p><i>(C) What is the quality of the existing service versus the proposed service?</i></p> <p><i>(E) Employee considerations as stated in supporting document require scrutiny for further clarity.</i></p> <p>PH1 form and report attached for information.</p> | 20 – 23 |

DEMOCRATIC SERVICES

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

Record of a decision made by Portfolio Holder under delegated powers

This form records a decision made by a Portfolio Holder under delegated powers. The draft record of decision, any report and/or background papers must be approved by CMLT before the decision is made. Once made, the decision cannot be actioned until the period for the Overview & Scrutiny Committee to call it in has elapsed without call in, or the call-in process has taken place and the Portfolio Holder has confirmed his/her decision.

EXEMPT INFORMATION (delete if not applicable)
(print on pink paper and state reason)

Portfolio Holder exercising delegated power Cllr Shaun Vincent

Delegated Power Part Three 15.6 (6), (10) and (11)

(enter power being exercised from Part 3 of the Constitution)

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Decision taken | |
| State if key decision | Yes / No |
| Date of publication in Forward Plan | |
| If the decision is a key decision that has not been published in the Forward Plan and which needs to be taken urgently, please contact Democratic Services for advice how to proceed. | |
| If the decision is a key decision the Portfolio Holder cannot make the decision until 5 clear working days after receiving the Officer report. A copy of the report must be given to the Chairman of the Overview & Scrutiny Committee, at the same time. In the event of urgency, please contact Democratic Services for advice how to proceed. | |
| Date given to Overview & Scrutiny Chairman | |
| Consultation undertaken | |
| The recommendation to create a member-led grant programme was brought to Overview and Scrutiny in September 2018 and the Economic Success Panel in November 2018. | |
| The decision to have a member-led grant scheme has been taken, this is to make the decision on the process. This scheme provides an opportunity for the council to drive forward community capacity building, using members in their important role as community champions to support local projects to develop. | |
| The Council has allocated £23,500 to the scheme which is in budget. This is based on £500 per member, to spend in their Ward. The scheme will run from April 1 st to 1 st March each year, with the exception of an election year when it will start after the election. | |
| This scheme enables members to be their own budget manager and will be the responsible person for their own budget. Each member, with the support of officers when required will promote their Ward budget to community groups. Member will submit applications, which can be between £100 and £500, which officers will check to ensure meet the ground rules and advise if other monies could be used. However members will make the final decision, which will be reported periodically to ONS. | |
| Ground rules have been created and training has been arranged, with support from officers to enable members to meet the aims of the scheme and provide support, particularly to new members. | |
| This PH1 forms enables members to sign off their grant allocation which provides an efficient model and reduces the time taken from decision to payment. | |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Risk implications | |
| Clearly, ceasing to deliver a community grants programme could lead to negative publicity for Broadland District Council. Our current strapline 'Community at Heart;' could be seen to be adversely affected if the Council ceases to fund any community projects. | |
| A member grant scheme means we will still provide funding to local groups, involving our members in directing funds specifically to the heart of local communities. Clear guidance for members and training will be given to ensure we limit any reputation risks associated with inappropriate funding. | |
| Equalities implications | |
| Completed and is appendix 3 of the 25 th September 2018 Cabinet Report. The new updated guidance includes the requirement that members give regard to our equality duties, mention of this will be included in training for members on the scheme and guidance. | |
| Advice/reports received from Officers | |
| None | |
| Reason for decision | |
| To provide members with the ability to authorise their own member-led grant in conjunction with Officers. | |
| Alternative options considered or rejected | |
| A process could be put in place which would mean the AD for Individuals and Families authorised the spend, but this would put in additional delay and would require additional process for Officers. | |
| Declaration of interest: (The Portfolio Holder must state the details of any personal interest in the matter and whether prejudicial, if prejudicial the decision must be taken by the Leader or the Cabinet) | |

Signed _____ Name _____

Portfolio Holder Policy

Date of decision 9.7.19 Assistant Director Mike Pursehouse

Note:
When completed please give this form to the Senior Committee Officer



Record of a decision made by Portfolio Holder under delegated powers

This form records a decision made by a Portfolio Holder under delegated powers. The draft record of decision, any report and/or background papers must be approved by CMLT before the decision is made. Once made, the decision cannot be actioned until the period for the Overview & Scrutiny Committee to call it in has elapsed without call in, or the call in process has taken place and the Portfolio Holder has confirmed his/her decision.

Portfolio Holder exercising delegated power Jo Copplestone – Economic Development

Delegated Power 15.18 (12) & 15.6 (9) letting of contracts exceeding £50k but not exceeding £500k
(enter power being exercised from Part 3 of the Constitution)

| | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--------------------------------------------------------------------------|
| Decision taken | | Procure new grounds maintenance contract with South Norfolk depot |
| State if key decision | No | |
| Date of publication in Forward Plan N/A | | |
| If the decision is a key decision that has not been published in the Forward Plan and which needs to be taken urgently please contact Democratic Services for advice how to proceed. | | |
| If the decision is a key decision the Portfolio Holder cannot make the decision until 5 clear working days after receiving the Officer report. A copy of the report must be given to the Chairman of the Overview & Scrutiny Committee, at the same time. In the event of urgency, please contact Democratic Services for advice how to proceed. | | |
| Date given to Overview & Scrutiny Chairman N/A | | |
| Consultation undertaken Portfolio Holder for Economic Development, Portfolio Holder for Planning, Portfolio Holder for Environmental Excellence, Director of People and Communities, Director of Place | | |
| Risk implications N/A | | |
| Equalities implications N/A | | |
| Advice/reports received from Officers See attached report to CMLT | | |
| Reason for decision See attached report to CMLT | | |
| Alternative options considered or rejected See attached report to CMLT | | |
| Declaration of interest: (The Portfolio Holder must state the details of any personal interest in the matter and whether or not prejudicial, if prejudicial the decision must be taken by the Leader or the Cabinet) | | |

Signed _____

Name _____

Portfolio Holder Economic Development

Date of decision 15/7/19 Assistant Director W. U.

Note:

When completed please give this form to the Senior Committee Officer

Grounds Maintenance Options

1. Introduction

- 1.1 SNC and BDC currently operate different models to provide the Grounds Maintenance (GM) service over 160 (331787 m² of grass) and 121 (152078 m² of grass) sites and areas of grass land respectively. The SNC model utilises an in-house service, provided from the Depot, whilst the BDC model contracts this requirement out to a third-party provider; Norse. The BDC contract is due for renewal in Nov 19 leading to the opportunity to consider harmonising both services into a single model.

2. Discussion

2.1 Background

- 2.1.1 The Depot currently operates 3 teams (of 2 people) and a supervisor, over a 10-working day schedule, to complete the standard GM work. To offset the cost of this service, SNC also generates additional income by taking on GM work above the baseline. The BDC service is outsourced to Norse where two individuals deliver the service supplemented by an additional team member (0.65 of a person) from the nearest regional Depot with a part-time supervisor. The service also has a contract monitoring function conducted by a BDC member of staff.
- 2.1.2 A recent optimisation of the Depot's GM service highlighted that by moving to a re-organised schedule, a 20% efficiency could be achieved. This provided the opportunity to consider taking on additional GM work, to increase the cost offset of the service or offer BDC the opportunity to utilise this spare capacity to deliver a joint cost saving.
- 2.1.3 If BDC opted to utilise the Depot's GM service a 3 or 4 team model was considered (10-working day schedule). This highlighted that although the complete portfolio of SNC and BDC sites could be covered by the 3-team system, there was no capacity to deal with anomalies such as Bank holidays, sickness or training. This would then raise the level of risk to deliver the service and provides no opportunities to generate additional income. If a 4-team model was utilised to deliver the service assured delivery could be achieved with a surplus of 1.75 days of spare capacity across the entire GM teams. This capacity would then be marketed to develop a greater cost offset for the service. An example of additional work contracted above the baseline in FY 19/20 is Hethersett Church, where work has been undertaken on behalf of the Parish Council

2.2 Service Standards

- 2.2.1 An analysis of the service standards of Grounds Maintenance highlighted that both providers have the very similar standards and operate on a summer and winter time system to accommodate for the extra workload in the growing season.

2.3 Cost

- 2.3.1 SNC expenditure across the GM teams is circa £235K (not including management costs and based upon the last FY over 3 teams) resulting in an individual team cost of £78.3K. This cost is then offset against a generated level of income, £107K with a resultant cost of £128K (individual team cost of circa £43K excluding management costs). The BDC cost for the Norse GM service is £96K (for one team) with an additional £10K of work contracted during FY 18/19. This is in addition to the cost of the BDC member of staff undertaking a contract monitoring role.
- 2.3.2 To expand the Depot's GM service to 4 teams a small number of start-up costs would have to be considered. This has been assessed at £11K which would provide an additional trailer for equipment transfer, an upgrade of a Mower to provide greater capacity and some additional hand tools. The Depot could also re-allocate an existing vehicle from within its portfolio to negate any further increase in cost.
- 2.3.3 The project would also require mobilisation to ensure the handover between Norse and the Depot staff. In addition, consideration of TUPE implications for the Norse member of staff may have to be negotiated and this would take place during the mobilisation part of the project. With respect to cost associated with any transfer of a member of staff, it is likely that the SNC terms and conditions exceed Norse hence any costs would be minimal.

3. Options

3.1 The Depot's GM service caters for the complete SNC and BDC portfolio

- 3.1.1 This option would require a service level agreement between SNC and BDC and is likely to cost BDC £81K (team plus management cost) pro-rata cost (Nov 19 to Mar 20) plus £11K fixed start-up cost (to purchase the additional equipment). The cost of £81K (pro-rata) is set, as the surplus capacity of the team has yet to be marketed to generate the respective cost offset. In addition, the member of the BDC staff previously utilised for contract monitoring would assist with project mobilisation and any TUPE discussions with Norse.
- 3.1.2 If this option was taken, the Depot would then market the additional capacity (1.75 days) within the GM service as this would deliver joint savings in FY 20/21. It is envisaged that these measures would deliver an initial saving of circa £15K pro-rata (offset against an £11K start-up cost) for BDC in FY 19/20 and would negate any increase in costs associated with extending the Norse contract (estimated to be circa 10% or £9K). Furthermore, the cost of the staff member undertaking the contract monitoring role would be reduced, post project mobilisation, as the supervision function for the GM service would be conducted by the Depot. The Depot would also deal with any complaints associated with the service, something that is currently quite time consuming for BDC.

3.2 Contract out both SNC and BDC GM activities

- 3.2.1 Given that SNC has GM responsibilities for an additional circa 39 sites and 180000 m² of land above the BDC baseline. If SNC wish to move to a contracted service, it must be recognised that there would be a significant increase in cost from the annual figure of circa £128K to a figure in the region of £235K as there would be no ability to offset the overall cost by income generation. BDC would also be affected by the circa 10% increase associated with contract renewal costs.

4. Savings

- 4.1 Initial savings for BDC in FY19/20 are estimated to be £15K (pro-rata), off set against the start-up cost of £11K and any costs associated with extending the current arrangements with Norse. Savings in FY 20/21 are estimated to be the cost of the BDC staff member undertaking contract monitoring and complaints. Joint cost savings for both BDC and SNC in FY20/21 will directly correlate to how much of the spare capacity can be successfully marketed within the GM service.

5. Conclusion

- 5.1 The Depot GM service offers the ability to deliver joint cost savings in FY20/21 once the spare capacity (1.75 days) in the GM service has been marketed. Furthermore, the predicted cost increase of contract renewal with Norse could be negated as well as the cost of the contract monitoring role would be reduced post project mobilisation. From an SNC point of view there is additional sustainable work for the GM team with Environmental Services (tree work) that could be considered. This venture also underpins the one team two councils approach, to work together and achieve joint efficiencies and cost saving.