

Overview & Scrutiny Committee

Agenda

Date

Tuesday 17 November 2020

Time

10.00 am

Place

Virtual meeting

Members of the Overview & Scrutiny Committee

Cllr S Riley
(Chairman)

Cllr A D Adams
(Vice Chairman)

Cllr N J Brennan
Cllr P E Bulman
Cllr S J Catchpole
Cllr N J Harpley
Cllr S I Holland
Cllr C Karimi-Ghovanlou
Cllr K S Kelly

Cllr D King
Cllr M L Murrell
Cllr G K Nurden
Cllr S M Prutton
Cllr C E Ryman-Tubb
Cllr N C Shaw

Substitutes

Conservative

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

Substitutes

Liberal Democrat

Cllr S C Beadle
Cllr D G Harrison
Cllr K E Lawrence
Cllr D Roper

Substitute Labour

Cllr B Cook

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



@BDCDemServices

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

Public Attendance

This meeting will be live streamed for public viewing via the following link:
<https://www.youtube.com/channel/UCZciRgwo84-iPyRlmsTCIng>.

If a member of the public would like to attend to ask a question, or make a statement on an agenda item, please email your request to committee.services@broadland.gov.uk no later than 5.00pm on DATE.

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| 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.

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| 7 | Future of Community Grants – Call-in of Cabinet Decision | 23 |
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The Chairman of the Overview and Scrutiny Committee has called-in the Cabinet decision relating to the Future of Community Grants, for the following reasons:

- a) *The Members grant scheme is not supported in line with Officers recommendations and the Overview and Scrutiny recommendation to Cabinet following a review of operating experience and Members feedback for community support.*
- b) *The recommended mechanism for ensuring no underspend would allow it to be used where need is greatest.*
- c) *More accessibility for community groups to input to the application process, including bank details given direct.*
- d) *The introduction of a more formalised branding and promotion of the scheme.*
- e) *The Members Grant Scheme is not supported in line with the Overview and Scrutiny recommendation to increase the grant funding. The total funding of just £23,500 represents just 0.1 of one percent on budget or available resurveys, is not adequate to support self-help groups and community needs and undermines current Council policies in respect of Wellbeing and the Council's policy statement on Community at Heart and community support.*
- f) *The original risk as outlined in the portfolio holders PH1 decision submitted and subject to the previous call-in, was still of concern regarding Council policy.*

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.

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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.

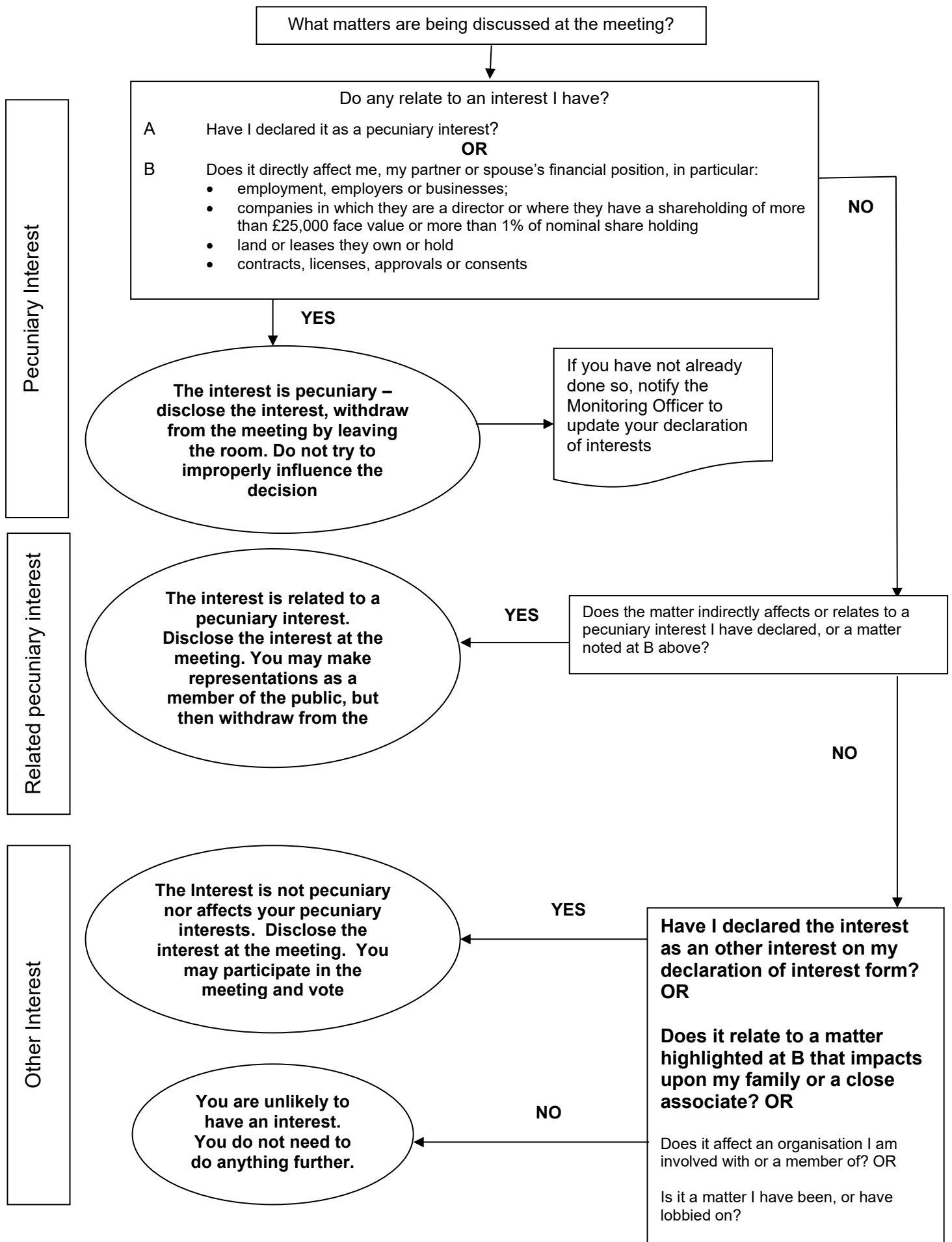
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

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 by video link on **Tuesday 27 October 2020 at 10.00 am** when there were present:

	Cllr S Riley – Chairman	
Cllr A D Adams	Cllr S I Holland	Cllr G K Nurden
Cllr N J Brennan	Cllr C Karimi-Ghovanlou	Cllr S M Prutton
Cllr P E Bulman	Cllr K S Kelly	
Cllr S J Catchpole	Cllr D King	

Cllr J Emsell, Cllr L Hemsall, Cllr J Leggett, Cllr T Mancini-Boyle and Cllr F Whymark also attended the meeting.

Also in attendance were the Director Resources, Director People & Communities, Chief of Staff, Assistant Director Regulatory, Assistant Director Planning, Assistant Director Finance, Senior Finance Business Partner, Strategy and Programme Manager, Housing Standards Senior Manager, Housing and Wellbeing Senior Manager, Business Improvement Team Manager, Governance Manager, Policy and Partnerships Officer, Communities Senior Manager, Senior Governance Officer (SW) and the Democratic Services Officer (JO).

181 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Cllr J Leggett	192 – Housing Standards Enforcement Policy	Pecuniary Interest, owner of a rental property.

182 APOLOGY FOR ABSENCE

An apology for absence was received from Cllr Harpley.

183 MINUTES

The Minutes of the meeting held on 22 September 2020 were confirmed as a correct record,

184 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised the meeting that he had agreed to bring forward item 19 – Planning Enforcement Plan and Strategy, as the Portfolio Holder had another appointment later in the day.

CABINET REPORTS

185 PLANNING ENFORCEMENT PLAN AND STRATEGY

The Business Improvement Team Manager introduced the report, which presented an updated Enforcement Plan and Strategy, following an audit of the Planning Enforcement Service in early 2020.

He advised the meeting that the report had been considered and recommended for approval by the Place Shaping Panel yesterday, subject to the inclusion of headings for the legislative tools that were available to the Council (pre formal, formal and compliance) and to also include a flowchart to outline the enforcement process. The Panel had also asked that enforcement training be provided for parish and town councils. The Committee welcomed and endorsed these suggestions.

The Panel had also asked if the Plan and Strategy needed to go to Council for approval, but following consultation with the Governance Manager it had been confirmed that they covered operational matters and could be approved by Cabinet.

The Plan would now include a more proactive approach towards the monitoring of the commencement of developments with planning permission to ensure compliance with associated conditions. However, the Council would seek to negotiate over breaches of planning in the first instance.

To ensure that Members had an overview of current cases it was also proposed that a monthly report be provided to all Members, which would highlight work being undertaken. Training would also be provided to allow Members to make best use of this information.

In response to a query, it was confirmed that the Strategy had not been updated since 2015, so was thought to be in need of a refresh.

In answer to a query from the Chairman regarding planning permission containing conditions which were later found to be unenforceable, the Assistant Director Planning confirmed that training with officers has taken place and standard conditions have been reviewed and updated. Senior Officers also check all decisions prior to being issued. Planning Officers also kept in close dialogue with Enforcement Officers to ensure that they avoided this type of condition and sought a test of compliance when assessing them. She also reminded the Committee that landowners could apply to vary planning conditions.

In answer to question regarding the Planning Department, it was confirmed that the main office location would be South Norfolk House, although there would be a presence at Thorpe Lodge and Officers would be available to

meet Members in person at the Council offices when the Covid-19 restrictions were relaxed.

It was confirmed that an email had been sent to all Members on 4 September 2020 regarding the relocation of some Council departments. The rationale around this had come from staff, who had expressed a preference for being based as a department on one site, as part of the New Ways of Working programme. The move had also been discussed with the Service Improvement and Efficiency Committee.

The Vice-Chairman suggested that the move would be detrimental to Broadland Members and residents and should be looked at again.

The Portfolio Holder for Transformation and Organisational Development advised the meeting that he did not think the physical location of staff was an issue, as Officers would be providing the same service for Broadland that they had always done and he commended Officers for continuing to provide an excellent service under difficult circumstances.

However, Member of the Committee considered that this was a strategic matter that should be debated by Members and it was:

AGREED

That the relocation of the Planning Department to South Norfolk House be placed as an Agenda item for consideration at the 17 November 2020 meeting of the Overview and Scrutiny Committee.

RECOMMENDED TO CABINET

Options 1 and 2

1. To agree the use of the Enforcement Plan at Appendix 1 for the Planning Enforcement Service at Broadland Council.
2. To agree the use of the Enforcement Strategy at Appendix 2 for the Planning Enforcement Service at Broadland Council, *subject to the inclusion of the headings and flowchart, as suggested by the Place Shaping Panel, as well as offering enforcement training to parish and town councils.*

186 BUDGET UPDATE REPORT

The Assistant Director Finance introduced the report, which provided an additional update on the budgetary position at the Council, which was considered appropriate due to the exceptional circumstance caused by the pandemic.

As part of the response to COVID-19 and the New Ways of Working programme, staff had now been categorised as either: a permanent home worker (80 staff), a home enabled worker (396 staff working both at home and in the office) and 70 dedicated office workers. However, at present only 327 officers had laptops.

This left 219 laptops short and, therefore, to complete a roll out of laptops plus peripherals a further £256,000 (including 20% contingency) split BDC 45%, SNC 55% was required.

Member approval was, therefore, requested to increase the BDC 2020/21 Information Technology Capital Budget by £115,000 to fund the rollout of additional laptops to better facilitate the New Ways of Working.

The Council had some unallocated COVID-19 grant monies and it was proposed to allocate funds from this budget in order to fund the extra cost.

The Committee expressed concern that the arrangements did not cover laptops for Members. It was noted that iPads were not suitable for looking at large documents or for using with Zoom. The Chairman also reminded the Committee that an IT Members Working Group had been suggested for a long time, but had never been convened.

The Vice-Chairman proposed amending recommendation 1 to:

To increase the BDC 20/21 Information Technology Capital Budget by ~~£115,000~~ *the amount required*, to fund the rollout of additional laptops, *for staff and all 47 Members* to better facilitate the New Ways of Working.

The proposal was duly seconded.

In response to a question from the Chairman, the Assistant Director Finance confirmed that the unallocated COVID-19 grant could cover the additional cost of the laptops for Members.

The Assistant Director Finance then took Members through further sections of the report.

To resource the delivery of the ambitions and objectives in the Environmental

Strategy, as requested by the Portfolio Holder for Environmental Excellence, it was proposed to increase the BDC annual Revenue Budget by £44,000 (with a pro-rata adjustment for 2020/21, as only a part year effect) in order to allow for a new permanent role of Environmental Strategy Coordinator.

The Portfolio Holder for Environmental Excellence advised the meeting that she was delighted with the proposed funding to deliver the Economic Strategy.

In order to cover the costs of the waste procurement contract and depot projects it was proposed to transfer the unspent 'joint waste budget' for this purpose.

Due to the COVID-19 pandemic, the food and workplace safety and licensing regulatory services had been seriously impacted and faced a range of demands beyond the capacity of existing staffing resources.

Three additional posts had been approved by management at a cost of £100,000. Members were now requested to retrospectively approve the allocation of COVID-19 grant funding to cover these costs.

Cabinet on 16 June 2020, had endorsed a provision of £100,000 to cover direct hardship payments to residents during the COVID-19 pandemic. As at end September £13,000 had been paid out in direct hardship payments to residents. Members were therefore requested to reduce the top slice to £23,000. This would allow £77,000 to be returned to help cover the cost of the £150 Council Tax discounts, which were currently standing at £573,000.

Cabinet on 16 June 2020 had agreed to reduce the 2020/21 income budgets by £431,000 to reflect estimated lost income due to the COVID-19 pandemic. However, £215,000 of this should be recoverable from the Government through a one-off income loss scheme.

Members were also requested to agree the proposed changes to the 2020/21 income budgets, which had been due to unavoidable losses from sales, fees and charges.

On 9th September 2020, Government had announced a new Local Restrictions Support Grant to support businesses that were required to close during localised COVID-19 restrictions. Although the District had avoided any localised restrictions so far, preparatory work was taking place just in case.

Members were, therefore, asked to note that in due course the Portfolio Holder for Economic Development would be asked to approve the criteria for the distribution of discretionary local lockdown grants, in line with the Council's Constitution.

The Council had been allocated £49,421, from the Government to spend on COVID-19 related compliance and enforcement activities. Measures suggested in the Government guidance were aimed at helping the public and businesses to understand the latest regulations and funding the cost of dedicated staff to encourage compliance with the rules, including marshals.

Members were, therefore, asked to agree that the Assistant Director Regulatory be authorised to spend the new Coronavirus Enforcement Grant of £49,421, to help the public and businesses understand the latest COVID-19 regulation, and increase compliance work and enforcement checks on businesses.

The post of Assistant Director Consultancy Team, had only briefly been filled. The post was currently vacant, and was not budgeted for. Key responsibilities of this role had been picked up and absorbed into the Transformation Team under the leadership of the Chief of Staff.

Members were therefore requested to agree that the post of Assistant Director Consultancy Team be removed from the senior management establishment.

The report also asked Cabinet to note the update to the Council's Medium Term Financial Strategy as a result of the proposed changes.

RECOMMENDED TO CABINET

Options (1, as amended -10)

Cabinet to recommend to Council the following:

1. To increase the BDC 20/21 Information Technology Capital Budget by ~~£115,000~~ *the amount required*, to fund the rollout of additional laptops, *for staff and all 47 Members* to better facilitate the New Ways of Working.
2. To increase the BDC annual Revenue Budget by £44,000 (with a pro-rata adjustment for 20/21 as only a part year effect) to fund an additional resource to help implement the actions set out in the recently agreed Environmental Strategy.
3. To agree that the unspent 'joint waste budget' can be applied to cover the costs of the waste procurement and depot projects.
4. To increase the budgetary provision for COVID-19 expenditure from £250,000 to £295,000 to cover the additional £45,000 regulatory expenditure.

5. To reduce the budgetary provision for COVID-19 direct hardship payments by £77,000 and return the money to the main Council Tax Support hardship allocation.
6. To agree the proposed changes to the 20/21 income budgets as set out in paragraph 4.17.
7. To agree that the Assistant Director Regulatory is authorised to spend the new Coronavirus Enforcement grant of £49,421, to help the public and businesses understand the latest COVID-19 regulation, and increase compliance work and enforcement checks on businesses.
8. To remove the post of Assistant Director Consultancy Team from the establishment.

Cabinet to note:

9. The updated Medium Term Financial Strategy.
10. That the Portfolio Holder for Economic Development will be asked to approve the criteria for the distribution of discretionary local lockdown grants, in line with Part 3 of the Constitution Para 16.5 (1) Delegation of powers to Portfolio Holders, and Para 19.18 (22) Oversight of the Council's Grants Policy.

The Committee adjourned at 11.44am and reconvened at 11.51am, when all of the Committee Members listed above were present.

187 REVIEW OF EARMARKED RESERVES

The Assistant Director Finance introduced the report, which reviewed the Council's earmarked reserves and proposed that three reserves be closed, two merged and the two reserves created.

Earmarked Reserves were amounts that had been set aside to provide financing for specific future events. The Council's Earmarked Reserves as at 31 March 2020, were £8.733m.

The proposed changes were:

- The External Funding Reserve be closed.
- The Community Right to Challenge Reserve be closed.
- The Systems Thinking Reserve be closed.
- The reduction in the Business Rates Reserve of £703,000.

- That the Economic Success Fund and the Broadland Growth Fund be merged into a new 'Economic Growth Fund'.
- A Refuse Services Reserve of £7m is created.
- A New Ways of Working Reserve of £4m be created.

The proposed changes would result in the earmarked reserves being increased to £18.692m. This would reduce the General Fund to £5.387m, which was still significantly above the minimum recommended level of £2m.

It was noted that the Council could borrow at a cheaper rate than was commercially available, so it could be advantageous for it to purchase a fleet of new refuse vehicles and lease them to the waste contractor.

RECOMMENDED TO CABINET

Options (1, 2, 3 and 4)

Cabinet to **recommend to Council** to agree the following changes to the Council's Reserves:

1. The closure of the following reserves:
 - a. External Funding Reserve.
 - b. Community Right to Challenge Reserve.
 - c. Systems Thinking Reserve.
2. The reduction in the Business Rates Reserve by £703,000.
3. The merging of the Economic Success Fund and the Broadland Growth Reserve.
4. The creation of the following Reserves:
 - a. Refuse Services - £7m.
 - b. New Ways of Working - £4m.

188 TREASURY MANAGEMENT QUARTER 2 REPORT 2020/21

The Assistant Director Finance introduced the report, which reviewed treasury management activity during the first six months of the financial year 2020/21.

As at 30 September 2020 the Council's investments totalled £43,770m. Around £400,000 investment income was forecast at year end, which was £160,000 above budget.

The Council had exceeded its counterparty limit for Barclays PLC, by £2.5m, due to a requirement to keep funds short to make money available for relief to residents and businesses during the pandemic.

In response to a query regarding loans on facility agreements for two parish councils, the Assistant Director Finance confirmed that he would clarify this matter and respond to the query after the meeting.

In answer to a query about Broadland Growth Ltd, it was confirmed that the Council had the option of increasing its investment in the Joint Venture Company as it expanded its construction programme.

RECOMMENDED TO CABINET

Options (a and b)

Cabinet is recommended to request that Council:

- a) Note the report on treasury activity undertaken in the first half of the year and that it complies with the agreed strategy.
- b) Note the 2020/21 prudential indicators for the first six months of the year.

189 STRATEGIC PERFORMANCE AND FINANCE REPORT FOR QUARTERS 1 and 2 2020/21

The Chief of Staff introduced the report, which was the first iteration of the new format Strategic Performance and Finance Report for Quarters 1 and 2.

The purpose of the report was to provide an overview of the performance of the Council against key outcomes set out in the Delivery Plan for 2020/21.

Quarter 3 would also cover Strategic Risk and the draft Strategic Risk Register, which had been taken to the Audit Committee, was being developed further following the Committee's feedback and would be going back to the Audit Committee in November for final review.

The Strategy and Programmes Manager took the Committee through the key elements of the report.

In the Delivery Plan for 2020/21 not all delivery measures had been given targets. Where targets were provided a red, amber, green (RAG) status had been used to provide an update on progress. The majority of those measured under the RAG system were either baselined this year or had year-end targets which would be updated to Members as part of the Quarter four reports. For those with targets, seven measures were on target and green and four were currently red this Quarter.

Highlights in the report were:

- Over £5m of external funding was secured during Q1 and Q2. £2.7m through Government's 'Getting Building Fund' to support the delivery of the Food Innovation Centre. £521,976 has been secured from MHCLG to deliver the 'Next Steps Accommodation' programme and £428,572 has been secured from the Norfolk Strategic Fund to support with COVID-19 economic recovery initiatives.
- Supporting vulnerable residents was a focus area for Q1 and Q2 with 2,160 residents receiving support from the discretionary prevention services since April this year.
- The amount of collected waste being recycled had increased by 3 percent to 52.5 percent, which significantly outperformed the national recycling average of 44 percent.

Areas where improvements could be made were:

- The number of missed bins, (40 bins per 100,000) which was higher than the year-end target of no more than 30 bins per 100,000. This had been partly attributed to staff sickness.
- Homelessness prevention measures, which suffered a drop in performance due to a doubling of people being housed in temporary accommodation and the resultant impact on resources. It was highlighted that a programme of work named 'best in class housing' was currently being progressed to ensure the Council provided the best housing services for residents.

In response to a request from a Member, Officers confirmed that labels would be put on pie charts in future reports, as they were unclear if printed in black and white.

In response to some questions, the Assistant Director Finance advised the Committee that the £1.3m unspent COVID-19 Government funding was to cover any expenses arising from the pandemic. The plan for supporting residents and businesses was also set out in the Council's COVID-19

Recovery Plan.

It was noted that the Warm Homes Fund was £230,000 over budget, but it was confirmed that this would be claimed back from the Government in due course.

The Chief of Staff also confirmed that the reason for the high staff retention level of 97.5 percent was likely to be due to the economic climate generated by the pandemic.

In respect of the Staff Survey, Members were advised that there had been a 60 percent response rate. A Member asked that surveys be dated in future to provide some context.

In response to a query about the drop in Disabled Facilities Grants being provided, it was confirmed that this was a supply chain issue created by the pandemic. Staff had also not been allowed to enter the homes of residents, which had made this service very difficult to deliver. However, a prioritisation procedure was in place for the most vulnerable residents.

In answer to a question about the £1.9m reduction in the Housing Benefit payment, it was explained that the budget was set at the beginning of the year as an estimate and that this was subject to variance. It was emphasised that all those people entitled to Housing Benefit received it.

In response to a query about refurbishment at Thorpe Lodge being put on hold, the Committee was advised that as part of the New Ways of Working all options were being looked at regarding office accommodation and a report on this would be brought to Members, when it had been scoped out.

It was confirmed that it was anticipated that current year Business Rates arrears were likely to be between 3-5 percent by the end of the year, although this could only be an estimate at this stage

In respect of Council Tax collection through the courts, it was confirmed that the Council only took legal action as a last resort; and this was usually with residents who refused to engage with the Council regarding their debt.

In answer to a final question, Members were informed that the Council would normally collect around £30m in Business Rates a year. The Business Grants awarded in response to COVID-19 meant that this figure had now been reduced to £20m. The anticipated arrears for 2020/21 would be from this reduced figure.

RECOMMENDED TO CABINET

Options (1 and 2)

to:

1. Note the revenue and capital position (variance details in Appendix 1).
2. Note the 2020/21 performance for Q1 and Q2 (detail in Appendix 2).

190 APPROVAL OF UK MUNICIPAL BOND AGENCY'S FRAMEWORK AGREEMENT

The Director of Resources introduced the report, which sought approval for the Council to enter into a Framework Agreement with the UK Municipal Bonds Agency, which would be a potential source of borrowing for the Council, if required.

The Council was required to sign up to the Framework prior to borrowing and the Committee was advised that loans provided by the Agency were pooled and guaranteed by the borrowers. However, to date no UK local authority had ever defaulted on a loan.

It was confirmed that the Council would not become a shareholder in the Agency, if it took out a loan.

RECOMMENDED TO CABINET

Option (1a)

To recommended to Council:

- a) to approve the Council's entry into a Framework Agreement and its accompanying schedules

191 THE VISION FOR A BEST IN CLASS HOUSING OFFER AND DRAFT ALLOCATIONS SCHEME

The Policy & Partnerships Officer presented the report, which had been drawn up following a number of workshops and considerable work to develop an efficient and consistent working approach. The review had been undertaken before and during the pandemic, which had created an opportunity to be mindful of the likely demand on the service from the crisis.

Following a successful bid to the LGA Housing Advisor programme, officers had been working in conjunction with external consultants Campbell Tickell and had developed a 'best in class housing offer'. A fundamental part of the

offer was the proposed allocations scheme and a four-stage accommodation model, which sought to provide a universal service open to all with a housing need and which included a range of housing solutions.

Key to the service was the proposed Allocations Scheme, which set out the process for determining priorities, and for defining the procedures to be followed in allocating housing accommodation, to ensure the Council provided the most effective housing service through an up-to-date and legally compliant scheme.

It was proposed that the current banding system be changed from three bands to four to allow for a band to accommodate those in most urgent need.

Over the proposed four bands there was likely to be approximately 1000 people registered for accommodation. Whilst those in high bands were more likely to be allocated a property, difficult to let properties and S106 restrictions on the allocation of properties offered to those with a local connection helped to secure offers to those in lower bands. A willingness to move outside a specific area was also an option to help increase the likelihood of securing a property.

The new combined system would provide residents with a single point of access to bid for properties across both Councils with properties being allocated to those residing within the District where the property was located in the first instance, but ultimately offered to a bidder in the other District if the property was not taken, thereby helping to reduce the incidence of empty properties and facilitating mobility. The bidding process would be explicit about priority being given to the allocation of properties to bidders within the same District as the property.

In response to query from the Chairman, the Housing and Wellbeing Senior Manager confirmed that if a property was refused the applicant would not have their banding reduced. As part of the process the Housing Team would work with applicants to try to ensure that the property that they were bidding for would be suitable for them.

In answer to a query about child bedroom allocation not being allowed on more than one application where parents lived apart. Members were advised that this was a complex matter, as there was very high housing demand and to meet this a restriction had to be made that the parent deemed the main carer would be allocated the family property. Moreover, having a spare bedroom that was not permanently occupied might make the resident liable to the under-occupancy charge.

A Member requested that this issue should be set out in the Equalities Impact Assessment form, as it would mostly affect men. Officers confirmed that they would address this issue.

RECOMMENDED TO CABINET

Options (1 and 2)

1. Cabinet to note and comment on the findings of the final project report and recommend full Council endorse that Officers work towards the Best in Class Housing Offer.
2. Cabinet to **recommend to Council** adoption of the Allocations Scheme

192 HOUSING STANDARDS ENFORCEMENT POLICY

The Housing Standards Senior Manager introduced the report, which proposed the adoption of a revised Housing Standards Enforcement Policy.

He explained that The Housing Act 2004 was the primary Act for ensuring standards in the rental sector, detailing 29 specific hazards that may be assessed by local authorities to address defects identified in people's homes.

In addition various regulations had been introduced to amend the Act and provide bespoke procedures, for example the inclusion of a Civil Penalty procedure for breach of The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020.

The new Policy would ensure that all statutory obligations and procedures that Housing Standard Officers initiated on behalf of the Council were up-to-date and in a single document.

RECOMMENDED TO CABINET

Option (1)

1. Consider and approve the Council's new Housing Standards Enforcement Policy;

193 FUTURE OF COMMUNITY GRANTS

The Communities Senior Manager introduced the report, which reviewed the Member Grant Scheme and Community funding sources and put forward proposals for consideration.

It was proposed that the Member Grant Scheme would open at the beginning of the financial year, with £500 ring-fenced for each Member until January 31. Between 1 February and 1 March any remaining budget that had not been spent would be offered out to all Members on a first come, first served basis.

This would allow Members to access funding in areas of high demand from areas where demand was lower.

An application form could be jointly populated by the community group and the Ward Member and the community group could provide their bank details, reducing the potential for duplication or error in the current system.

More emphasis would be placed on the naming and branding of the scheme to support its promotion and applications could also be made via the Council website.

Another proposal was to introduce start-up grants to kick start worthwhile community activity. Grants of up to £300 could be offered to informal groups (of 3 or more people) who were proposing a community project. A potential budget of £5,000 for the first year would allow this concept to be tested.

It was also proposed that by working closely with the planning and economic development teams, there was an opportunity to create a whole Council approach to funding, by linking together Community Grants, Community Lottery and CIL to provide the appropriate funding stream and support for local infrastructure projects.

A Member expressed concern about the deadline for spending being January 31. He suggested that instead the scheme should be linked to the financial year. He also suggested that the branding of the scheme should be undertaken by the Communications Team and advertised in *Broadland News*.

The Chairman noted that even if a Member missed the funding deadline they could then apply to the pooled pot.

A Member also pointed out that CIL was not a grant, so should not be included in the proposals. However, in response the Communities Senior Manager advised Members that the idea was that CIL funding would be one component along with Community Grants and the Community Lottery to bring forward local infrastructure projects

The Chairman noted that some Members of Economic Success Panel had suggested increasing Member Ward Grants to £1,000, the same sum that South Norfolk Council Members received, as the Overview and Scrutiny Committee had recommended last year. He reiterated that recommendation and also recommended that Community Action Grants be introduced in Broadland as well.

The Communities Senior Manager advised the meeting that the amount of discretionary funding the Council put into the community could be increased if Members chose to do so, although with the saving targets currently in place this would mean taking funding from elsewhere

RECOMMENDED TO CABINET

Option (1 as amended)

1. Cabinet is asked to agree to the new approach to community grants which includes:

- Changes to the Member-led ward grant system to utilise underspend in February each year.
- *Increasing the Member-led ward grant to £1,000 per Member and introducing a Community Action Grant Scheme, along the same lines as the scheme in South Norfolk.*
- More accessibility for community groups to input to the application process.
- The introduction of more formalised branding and promotion of the scheme.
- The introduction of a start-up grant; linked to the new Community at Heart Lottery.
- Development of a whole Council approach to community funding.

194 TEMPORARY CHANGE TO HOUSING ALLOCATIONS POLICY-UPDATE

The Housing and Wellbeing Senior Manager introduced his report, which requested a three month extension to the temporary amendment to the criteria within the Council's Housing Policy, which had been agreed in June 2020. This would allow officers discretion to place eligible, and suitable, individuals currently living in supported accommodation within the 'High' category for allocation.

The Chairman noted that this item had been debated by the Committee in full in June and that this was to extend the change in criteria for a further three months due to the pandemic.

RECOMMENDED TO CABINET

Option (1)

Cabinet is asked to agree an extension to the temporary amendment to the criteria within the Council's Housing Policy, agreed in June 2020, for three months, to allow officers discretion to place eligible, and suitable, individuals currently living in supported accommodation within the 'High' category for

allocation. This extension will cease on the 31 January 2021 subject to further review by Cabinet if still required.

195 EXCLUSION OF 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.

196 EXEMPT MINUTES OF THE MEETING HELD ON 22 SEPTEMBER 2020

The exempt Minutes of the meeting held on 22 September 2020 were confirmed as a correct record,

The meeting closed at 1.50 pm.



**Cabinet
3 November 2020**

FUTURE OF COMMUNITY GRANTS

Report Author: Kerrie Gallagher
Communities Senior Manager
kerrie.gallagher@broadland.gov.uk

Portfolio: Economic Development

Wards Affected: All

Purpose of the Report:

The purpose of this report is to review the first year of member ward grants and other community funding sources, and to put forward proposals for review.

Recommendation:

Cabinet is asked to agree to the new approach to community grants which includes:

- Changes to the member-led ward grant system to utilise underspend in February each year.
- More accessibility for community groups to input to the application process
- The introduction of more formalised branding and promotion of the scheme.
- The introduction of a start-up grant; linked to the new Community at Heart Lottery
- Development of a whole council approach to community funding

1 SUMMARY

- 1.1 The Council has delivered several community grant schemes in the past which have been predominantly funded through external sources. Only the member ward grant is now left, which is £23,500 per year, and funded internally. This is provided to the community, based on building capacity and infrastructure.
- 1.2 The member ward grant is discretionary, there is no statutory requirement for this work. At a time when Councils budgets (and other funding bodies) are under pressure, we need to ensure that the future member ward grant has a clearly defined role in supporting the prevention agenda to reduce demand on current and

future council services by building capacity and infrastructure within the community to allow our residents to help themselves and each other.

- 1.3 Due to the current pandemic many community groups have been placed on hold, which has resulted in a loss of income. However, many of our community groups have really stepped up and out of their comfort zones to support those impacted by the COVID crisis, by providing volunteers and support to residents in need. It is an appropriate time to review our grants to ensure we are best meeting the needs of our communities.
- 1.4 This report outlines proposals to review the current member ward grant scheme; to look at some of the challenges currently faced in its effective delivery and its impact on our communities.

2 BACKGROUND

- 2.1 Building community capacity is much bigger than simply providing the community with funding for projects. We utilise an asset-based approach to community development which seeks to build on what is already present in our communities; mobilising individuals and groups to come together in order to realise and develop their strengths. Quite often groups and residents who contact the Councils are looking for support to gain the skills and tools needed to be able to run their own schemes and are not looking for funding. The communities team dealt with 107 contacts last year to support with a wide range of issues.
- 2.2 There are a wide range of potential funding sources for communities to tap into, beyond what the Council can offer. One of the key functions of the communities team is to look for other funding sources to make the Councils money go further. It is easy to look at using our funds first as a 'quick win' and whilst this is popular, it is not always the most appropriate. Where members actively engage with the communities team, we often see better outcomes for the community group and are able to maximise the funding available.
- 2.3 The current member members ward grant is £500 allocated per member to support projects which benefit ward residents. This can be spent on up to 10 individual projects per ward member. Total budget is £23,500.

2019/20

- 2.4 Fifty-two projects were supported last year, with the average spend on a project being £392.08. £20,388 out of the £23,500 was spent from the fund. As well as a member ward grant underspend, five members did not spend any of their budget at all this year, and 10 members spent less than 75% of their ward budget. The member ward grant fund ended on 1st March.
- 2.5 We saw an increase in applications in February as members tried to reach the deadline. This proved challenging to process payments as Officers reported that we saw a reduction in the quality of applications and incomplete applications during this last month.

- 2.6 All the projects funded met the ground rules, although achieving this required intervention and support from Officers to some members. These tended to be members who did not attend training.
- 2.7 There were a range of payments made, with around 75% of spend going on equipment /materials. Just under 20% was spent on buildings / infrastructure. In terms of themes, youth was by far the biggest theme with around 55% of the budget, building maintenance was second with around 15%, and wellbeing, environment and social isolation all around 10%.
- 2.8 Around 80% of the projects can be described as core funding for community groups, i.e. grants have been for ongoing funding to replace materials or equipment. Around 20% of projects could be considered 'place shaping' projects, where the funding from the council has been used to fill a gap in provision where the needs of local residents have not been met, or enable a project to continue, that would otherwise would have folded.
- 2.9 On some occasions the provision of core funding has meant that we are replicating that provided by a range of other funding providers, and we would also expect that the community group or local parish could provide funding for this type of project in many cases.

2020/21

- 2.10 This year so far there has been very little spend, with only one application processed and two in progress. This is to be expected because of the attention which has been focussed on dealing with COVID and community groups have not been meeting. There is a need in our communities for funding however, and we would expect that spend will increase significantly before the deadline in March.
- 2.11 This year, the social isolation funding provided by Norfolk County Council was used to create the 'keep it going grant' which can be used to help existing groups grow and become more sustainable. It can be utilised for day to day running costs or expansion of the project and could include equipment purchase/hire or venue hire. The grant is up to the value of £300, and to date the Council has awarded nine grants that equate to a total spend of £2,700.
- 2.12 Feedback has been received about members ward grant which tells us that several councillors struggle to spend the money, whilst others feel they need more available to them. As previous mentioned, underspend last year was 13%.
- 2.13 We have a clear purpose in the ground rules for member ward grants, in terms of reducing demand on services, supporting inclusive growth and promoting health and wellbeing. However, this is interpreted in many different ways by the community and members, it is also challenging to track the impact that grants have.
- 2.14 Evaluation of the impact of community grants is incredibly difficult. The more preventative a grant is, the less precise an evaluation as to its effectiveness can be. This difficulty can lend itself to grant bodies in general awarding funding to

projects that are dealing with demand management, rather than true prevention and long-term capacity building. However, whilst future evaluation shouldn't be led by 'bean counting', officers are working to tighten up the evaluation process to ensure we can demonstrate the effectiveness of a community grant programme.

- 2.15 Incomplete applications can take time to process; often additional information must be sought by officers to enable effective decision making.
- 2.16 Currently there is little interconnection between community grants and CIL (community infrastructure levy). CIL funding can provide communities with funding related to growth to provide community infrastructure.
- 2.17 On 5 November, the Council will be launching the Community at Heart Lottery; the first ticket goes on sale on 12 January 2021 and the first draw takes place on 27 February. This is a weekly online lottery created to support local good causes across the district.
- 2.18 Tickets cost £1, and when supporters buy a ticket they will be able to choose where they want their money to go – 50% of the ticket cost will go to the persons nominated good cause and 10% will go into a community fund run by the council. The remaining 40% will go towards prize money and the operation of the lottery.
- 2.19 Final agreement has not yet been made about how the funds raised from the 10% will be utilised – until we have a clearer idea about what level of income we can expect it is not possible to make a firm decision.

3 PROPOSED ACTION

- 3.1 Members are asked to consider the following proposals to revise our community grants package. The proposals look to implement changes to our member-led grant system, following feedback from members and our communities, which will also support our community groups post COVID.
- 3.2 These proposals will look to address the underspend that we saw last year, providing a more flexible approach and ensuring we have the right mechanisms in place to work closely with communities to target our resources where they are needed the most. This proposal will also address the issues of multi-member Wards having to complete individual applications.
- 3.3 The approach needs to ensure we don't follow a money centred approach but focus on a problem-solving approach. Members and officers need to work together more, within our communities, to identifying what the problem is we are trying to address with each allocation of funding. By identifying what the problem and solution is, we will be more likely to effectively measure the impact of our intervention. Officers will work to review how we measure the impact of community grants for future recommendations.
- 3.4 The new approach should embed itself within the health and wellbeing strategy which will help support a revised evaluation process, enabling us to track the aim

of the funding request, with strategic goals, to support reporting of the added value our funding provides.

3.5 Member led funding:

- 3.5.1 The fund opens at the beginning of the financial year and £500 is ringfenced for each member until January 31. Between 1 February and 1 March any remaining budget that has not been spent is offered out to all members on a first come, first served basis. This means that where some members may not utilise all their funding because there is little requirement for it in their Wards, others can access more if the demand is there.
- 3.5.2 The total amount of grant funding available does not change. It is hoped this will reduce the amount of overall underspend in the member-led funding budget.
- 3.5.3 Funds are accessed by completing a form which can be jointly populated by the community group and the Ward member. This format encourages greater partnership working between the community and the member, placing greater emphasis on the community helping themselves. It also ensures that the community who are potentially benefiting from funds can fill in details such as bank details, reducing the amount of duplication and room for error in the current system.
- 3.5.4 Authorisation to allocate funding remains unchanged with the Member who has authority to sign off budget spend in their own ward. Where multi-member application, only one application would be required, with a system of each member approving the single application.
- 3.5.5 More emphasis on the naming and branding of the scheme to support promotion of its existence, and to encourage the community in being proactive in applying for it - thus supporting the work members currently undertake to promote the grants available.
- 3.5.6 This promotion could particularly work well in areas where local intelligence or data suggests we have issues that need addressing, encouraging awareness of the issue and applications from community groups who can address these issues. This way we can ensure our funding supports 'need' and not 'want'.
- 3.5.7 This is all based upon the existing ground rules for accessing member-led funds. The purpose of these changes would be reinforced to make the funds more accessible in areas where they are needed, to meet the council's objectives to reduce demand on long term services and encourage inclusive growth and health and wellbeing in our communities.
- 3.5.8 Where funding is required by a project, the Council needs to reinforce an approach to seek other funding sources first, before using our own limited funds. This approach does not diminish the Council's role in funding but enhances our role as a place shaping organisation and not a funding body.

- 3.5.9 Overview and Scrutiny Committee last year asked that the amount of funding for member ward grants be reviewed as South Norfolk Council currently have £1000 per member. These comments were also reflected in the recent Wellbeing Panel. The amount of discretionary funding the Council chooses to put into the community can be increased if members choose to do so, although with the saving targets currently in place this will mean taking funding from elsewhere. It is useful to note however, last year there was an underspend in the existing budget.
- 3.5.10 The community at heart lottery, once opened, is likely to enable community groups to raise additional funding themselves with some groups in other areas of the country who benefit from a community lottery raising several thousand pounds a year.

Start-up grant

- 3.6 To build on the success of the keep it going grant, a similar light touch approach could be used to kick start worthwhile community activity. Grants of up to £300 could be offered to informal groups (of 3 or more people) looking to try out an idea for a community project. This is an area where projects currently struggle the most to get funding, which prevents some ideas even getting off the ground. By adopting this approach, we would be supporting real innovation at a grassroots level for very little expenditure.
- 3.7 A potential budget of £5,000 for the first year would allow testing this concept to see how it works, and there is scope to utilise the money raised from the lottery to fund this in the future if it is successful.

3.8 Infrastructure projects

- 3.9 Working closely with the planning and economic development teams, there is opportunity to create a whole council approach to funding, by linking together community grants, community lottery and CIL to provide the appropriate funding stream and support. Communities see themselves as one, therefore the Council needs to work together as one team to identify the right route for funding applications.
- 3.10 It is proposed that officers work together to identify opportunities to create a flexible whole Council approach to community grants and CIL funding.

4 OTHER OPTIONS

- 4.1 The current arrangements could be kept in place. Whilst this would still ensure money goes out to communities, we have the chance to review in year one and develop our model using learning from last year.

5 ISSUES AND RISKS

- 6.1 Resource Implications: there is no requirement for extra resources to implement changes.
- 6.3 Legal Implications: None

6.4 Equality Implications: None

6.5 Environmental Impact: None

6.6 Crime and Disorder: Community capacity building and cohesion contributes to safer communities.

6.7 Risks: None

7 CONCLUSION

7.3 The Council's member ward grant scheme has supported a wide range of projects, building on the council's strong reputation for community support. By reviewing how we deliver the grants function for the Council we can more effectively support the work within the community to support local community projects

8 RECOMMENDATION

8.1 Cabinet is asked to agree to the new approach to community grants which includes:

- Changes to the member-led ward grant system to utilise underspend in February each year.
- More accessibility for community groups to input to the application process
- The introduction of more formalised branding and promotion of the scheme.
- The introduction of a start-up grant; linked to the new Community at Heart Lottery
- Development of a whole council approach to community funding

AFFORDABLE HOUSING DELIVERY UPDATE

Report Author: Kay Oglieve-Chan
Housing Enabling Officer
Telephone 01603 430639
kay.oglieve-chan@broadland.gov.uk

Portfolio: Housing and Wellbeing
Planning

Wards Affected: All

Purpose of the Report:

To provide an Affordable Housing update for Broadland District Council including:

- Recent delivery of Affordable Housing across the district.
- The impact of Covid-19 on projected completions for Broadland
- An update on Registered Providers' activity.

Recommendations:

That the Committee evaluates the delivery of affordable housing in the District and makes any recommendations or suggestions, as appropriate.

1 SUMMARY

- 1.1 This report provides an overview of recent Affordable Housing delivery within Broadland and explores the projected future Affordable Housing delivery. This includes reference to and the capacity of the Registered Providers' (RPs) forward delivery programmes (where in the public domain).
- 1.2 We acknowledge the impact that Covid-19 has had on the current year's housing delivery, but anticipate that the RP's are still actively looking to secure sites within the district.
- 1.3 There is additional information relating to those RP's most active within Broadland, with reference to sites where the RPs are providing additional affordable (non S106) units.

2 BACKGROUND

- 2.1 Members requested an Affordable Housing delivery update. This report should also include an update for Members on Clarion Housing's future plans for building Affordable Housing within Broadland.
- 2.2 Clarion Housing (formerly Wherry Housing Association) is the Council's Stock Holding Registered Provider. Wherry Housing was formed following the transfer of 3,716 Broadland District Council houses through Large Scale Voluntary Transfer (LSVT) in 1990.
- 2.3 By way of context the number of Affordable Homes required as evidenced by the Strategic Housing Market Assessment (SHMA) noted the following findings. The 2017 Central Norfolk Strategic Housing Market Assessment shows the annual need for additional Affordable Homes within the district to be:- Broadland: 96

3 CURRENT POSITION/FINDINGS

- 3.1 The Tables contained in the attached Appendices have been previously presented at the Joint Member Working Group - Housing workshops (May-July 2020). These show the Broadland DC specific delivery and projected delivery figures.

Recent Delivery in Broadland

- 3.2 Appendix 1 shows the Affordable Housing completions for Broadland from April 2013 to March 2020. It can be noted that in recent years the Council has been delivering Affordable Housing approaching or exceeding the JCS Policy-compliant target of 33%. So in the majority of recent years Broadland has achieved Affordable Housing delivery above 30% of the total new build dwellings.
- 3.3 The Table in Appendix 2 breaks down the Affordable Housing delivery by tenure and summarizes the total number of property types completed. Therefore it can be seen that there has been delivery of a good range of new build homes. This includes flats, houses and bungalows (suitable for wheelchair adaptation) for affordable rent and houses for Affordable Home Ownership (AHO).
- 3.4 Obviously, delivery of affordable homes for rent assist applicants on the Council's housing list by reducing waiting times and allowing access to new build accommodation. High levels of delivery of Affordable Home Ownership (AHO) products assists first time buyers and/or those requiring home ownership but who may not be able to afford to move from the private rented sector, or for other reasons.

Future Delivery and the Impact of Covid-19

- 3.5 Within the district the source of most affordable homes will continue to be through planning obligations (S106 agreements with developers).
- 3.6 Appendix 3 shows the projected Affordable Housing delivery (post Covid-19) for Broadland and provides estimated figures for potential Affordable Housing delivery. Based on recent Affordable Housing delivery for Q1 and Q2 and a further slowdown of delivery in Q3 it is anticipated that these projected figures may be further reduced for the current year. This is to be expected due to the lack of any housing delivery (April – June) and the

longer recovery times required by some of the Small and Medium-sized Builders (SME) for returning to pre Covid levels of building.

- 3.7 At present the half-yearly figure for Affordable Housing delivery within Broadland is 36 units and which have been predominately delivered as AHO products. The current impact of Covid-19 on (Affordable) Housing delivery can be indicated by comparing with the delivery figures for the same period last year. For 2019-2020 at the end of Q2 the half year total for Affordable Housing delivery was 154 (102 delivered in Q1).
- 3.8 The next part of this report concentrates on RP updates and projects forthcoming delivery. It cannot be underestimated how important the Registered Providers will be in assisting with recovery for the Affordable Housing delivery. This is because there has already been indication from the developers that the projected on-site delivery of established sites (sites that were delivering pre-Covid) may need to slip delivery by 3-6 months or more.
- 3.9 However, we are seeing a number of Registered Providers exploring sites where they would be talking additional open market units and converting them to affordables. This could ultimately result in provision of above policy delivery of Affordable Housing on site.
- 3.10 It is important to note that this approach is predominantly being considered on sites where the open-market units meet acceptable Space Standards. This then ensures that the converted affordable units will meet the relevant Registered Provider's design and code standards. This observation reinforces the need to ensure that all new build housing is built to minimum space standards.
- 3.11 Where RPs are considering taking open market units to convert to affordables these would be classed as non-S106 units and could significantly increase the on-site Affordable Housing delivery within the district.
- 3.12 Obviously this approach is to be encouraged, as many of the sites being investigated were proposed to deliver low percentage Affordable Housing (often less than 20%). So if the RPs are able to deliver additional non-S106 units via Homes England funding, this may provide Affordable Housing in parishes that would have seen minimal delivery.
- 3.13 RPs are also showing more interest in acquiring sites and developing them with high proportions (even up to 100%) of Affordable Housing. Working with the RPs, the Councils' officers can ensure that the homes built meet identified needs through a suitable mix of property types and tenures.

Registered Providers' Activity in Broadland

- 3.14 Clarion Housing, in particular, are at the forefront of the enhanced Affordable Housing delivery approach. They are exploring this approach for several larger sites across the district. Most discussions are at pre-contract stages and so not in the public domain. But we can report that Clarion will be taking additional non-S106 units at Newton St Faith to increase the on-site Affordable Housing delivery from 10% up to 49%. This will include delivery of houses and bungalows for Affordable Rent and up to a third of the rental units will be for local lettings.
- 3.15 In addition, Clarion is to complete new Affordable Housing units at the Station Road redevelopment site in Swannington from early 2021. As this is an exception policy site all of the homes will be for local lettings and will be delivered for Social Rent.

- 3.16 In recent years Flagship (now combined with Victory Housing) is the RP which has delivered most new affordable homes across the District. This delivery looks likely to continue with many ongoing sites within Broadland. Because of developers' reduced capacity there has been some slippage of delivery. However new affordable homes are expected on sites at Blofield (Herongate), Sprowston (St Georges Place) and Hellesdon (White Rose Park).
- 3.17 There is also an amended Reserved Matters application currently under consideration that has Resolution to Approve from Planning Committee. This is proposing 100% Affordable Housing on Land South of Green Lane East, Rackheath (Lovells' for Flagship).
- 3.18 Saffron Housing Trust have also been an active RP within Broadland in recent years. Delivery of schemes at Acle continues, with Springfield being completed and Hillside / Reedham Road progressing (via Crocus Homes). Planning approval has just been granted for the 58 bed Independent Living (Extra Care Housing) scheme at Herondale, Acle.
- 3.19 Full planning has been registered for Land at Rectory Road, Coltishall which proposes a policy-compliant scheme of 33% Affordable Housing. Informal pre-application discussions are also taking place relating to additional sites across the District but again these are not yet in the public domain.
- 3.20 Broadland Housing Group continue to take affordable units across the District. Recent delivery has been at Sprowston (Manor Reach) and Great Plumstead, whilst sites at Drayton and Horsford are expected to start delivering in late 2020 - early 2021.
- 3.21 Orbit Housing Group have in recent years taken handover of affordables on sites at Salhouse, Rackheath Sprowston (Broadgate Park) and Great Plumstead. Continued delivery is expected for Sprowston, Rackheath and Spixworth.
- 3.22 Most recently there has been activity by newly formed Registered Providers – particularly the For Profit Registered Providers (FPRP). Sage Housing have been taking units at Sprowston and are expected to start taking affordable units at Land at St Faiths, Old Catton.
- 3.23 Discussions are still ongoing with further new RPs (including FPRPs) for phases on larger sites – but as contracts have not yet been exchanged we are unable to update at this stage.

4 PROPOSED ACTION

- 4.1 To continue to work with the Registered Providers to ensure continuing delivery of Affordable Housing. In addition, to be proactive in assisting in the delivery of non-S106 units to deliver above policy requirement of Affordable Housing – when the RP indicates the capacity to explore this option. To continue to work towards ensuring delivery of affordable units that meet acceptable space standards and to work toward provision of bungalows (suitable for wheelchair adaptation) on sites coming through the planning system.

5 OTHER OPTIONS

- 5.1 Report is for information

6 ISSUES AND RISKS

It is acknowledged that the largest risk to continuing Affordable Housing (and potentially all housing) delivery within the district is the current Covid-19 pandemic. This and the economic climate is impacting on all business and hence developer's ability to deliver housing.

Reduced delivery of Affordable Housing will impact on the number of available properties for applicants on the Council's waiting list and ultimately will lead to increased waiting times. The knock on effect of this will be an even greater demand on the already saturated Private Rented Sector with the potential for tenants needing to take on properties with higher rents. Because of the higher (often unaffordable) rents this may lead to an increase in rent arrears in addition to those already anticipated due to Covid19.

A further risk is the Government proposal to remove Affordable Housing requirements for sites of up to 40 or 50 dwellings. If implemented, this could reduce the number of affordable homes delivered 2022-25.

- 6.1 **Resource Implications** - If reduced Affordable Housing delivery continues this will result in a reduction in the number of available properties for applicants on the Council's Housing List. This will impact on the support that can be offered to those in Housing Need by Housing Options. In addition, long term under-provision of Affordable Housing may mean that RP's require financial assistance (from Commuted Sums) to enhance delivery.
- 6.2 **Legal implications** - None
- 6.3 **Equality Implications** - an Equalities and Communities Impact Assessment is not required at this time.
- 6.4 **Environmental Impact** - None
- 6.5 **Crime and Disorder** - None
- 6.6 **Risks** – None

7 CONCLUSION

To note the contents of this report.

8 RECOMMENDATIONS

That the Committee evaluates the delivery of affordable housing in the District and makes any recommendations or suggestions, as appropriate.

Appendices

- Appendix 1: South Norfolk and Broadland - Previous Affordable Housing Delivery Tables
- Appendix 2: South Norfolk and Broadland - Affordable Housing Delivery 2019-2020
- Appendix 3: South Norfolk and Broadland - Estimated Future Affordable Housing Delivery

Background Papers

Cabinet Papers 29 September 2020
JMWG - Housing Workshops

APPENDIX 1

Broadland Previous Affordable Housing Delivery 2013 - 2020

BROADLAND	Total Dwellings	Affordable	% Affordable	Affordable Final Permission
2013/14	356	75	21.1%	185
2014/15	405	152	37.5%	246
2015/16	598	121	20.2%	120
2016/17	644	237	36.8%	408
2017/18	679	177	26.1%	158
2018/19	641	195	30.4%	217
2019/20	663	211	31.8%	162 *

- In years with high percentage Affordable Housing delivery this coincided with completion of a high number of exception sites and / or sites with older S106 agreements (35-40% Affordable Housing) starting to deliver.

*In years where the Final Planning Permission figures are low (relative to the total planning permissions granted) this may relate to a high number of sites given final planning permission for less than 20% Affordable Housing (plus no exception sites).

APPENDIX 2

Affordable Housing Delivery 2019-2020

BROADLAND

Total Affordable Homes delivered: 211

Affordable Homes for Rent:

	Flat	House	Bungalow	Total
1 bedroom	34	5	4*	43
2 bedrooms	8	48	5*	61
3 bedrooms		27	1	28
4 bedrooms		5		5
TOTAL	42	85	10	137

*includes wheelchair-adaptable properties

The affordable home ownership split was:

Shared ownership	33
Shared equity	5
DMS*	36
Total	74

*Discounted Market Sale 75%-80% open market value

Appendix 3

Estimated Future Affordable Housing Delivery

BROADLAND

Total new build housing delivery is expected to be in the region of 500-600 new homes per year which is lower than the previous maximum delivery seen for the district (approaching 700 new homes). Depending on how well the housing market recovers we may then see total delivery returning to pre-Covid levels of 650-700 new homes per year.

So based on this and approx. 20% Affordable Housing we would cautiously estimate the following figures for Broadland:-

2020/21	~100	May be more but depends if Developers request Phasing* changes to sites because of impact of Covid-19
2021/22	120-150	Same comment as above – plus may see Developers requesting changing Open Market to Affordable Tenures ²
2022/23	150	
2023/24	150-180	May start to see increase by this stage – depending on speed of recovery of housing market
2024/25	150-180	

*Some developers have already indicated they may wish to move the Affordables to later delivery within a Phase. Conversely other sites may be thinking about bringing the affordables forward in advance of the Open Market units (as these are guaranteed income if through an RP).

² This is dependent on whether the RP's have the financial capacity to take additional affordable units

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2020–2021

In setting future Overview and Scrutiny **TOPICS**, Members are asked to consider the following: **T**imely – **O**bjective – **P**erformance – **I**nterest – **C**orporate Priority

T Is this the right **time** to review this issue and is there sufficient **officer time** and resource to conduct the review? What is the **timescale**?

O What is the reason for review; do officers have a clear **objective**?

P Can **performance** in this area be improved by input from scrutiny?

I Is there sufficient **interest** (particularly from the public)? The concerns of local people should influence the issues chosen for scrutiny.

C Will the review assist the Council to achieve its **Corporate Priorities**?

Date of Meeting	Topic	Lead Officer / Portfolio Holder	Objectives and Desired Outcomes	Comments
17/11/2020	Affordable Housing Provision*	Assistant Directors Economic Growth and Planning / Housing & Wellbeing and Planning	<ul style="list-style-type: none"> To undertake a review of affordable housing in Broadland to understand and to ensure the rate of delivery and numbers of affordable housing meet demand To hear from Clarion Housing, as the largest housing provider in Broadland, on their future plans for building affordable housing in the district. 	Kay Oglieve-Chan to present to O&S on 17 November 2020.
17/11/2020	Relocation of One Team Service Areas Added to WP 27/10/20	Director of Resources / Assistant Director Governance and Business Support	To receive a report outlining the rationale for the relocation of the One Team to ensure that the level of service standards and efficiencies continue to be maintained.	Report to be considered by the Committee on 17 November 2020.

Date of Meeting	Topic	Lead Officer / Portfolio Holder	Objectives and Desired Outcomes	Comments
26/1/2021	Apprenticeships and new schemes	Assistant Director Economic Growth Economic Development Manager Economic Development Officer	Agreed at meeting on 08/09/20 to postpone T&TP as the objectives for the Panel (which had been set in June 2019), except for barriers to transport, were no longer relevant. Therefore, officers would aim to bring a report to a future meeting of the Committee on a number of new schemes and initiatives that could assist apprenticeships and young people.	AD of Governance and Business Support to report to O&S Committee on 26 January 2021.
30/3/2021	Committee Annual Report	Senior Governance Officer / Policy	Committee to approve the draft Annual Report for presentation to Council.	
March 2021 Pre-Cabinet Scrutiny Review: Autumn 2021	Provision of leisure principles	Policy & Partnerships / Manager / Housing & Wellbeing	To receive an update to monitor progress with initiatives to improve the health and wellbeing of residents in Broadland, including costs of projects.	Postponed - Committee noted on 08/09/20 that a review of community leisure provision was scheduled for Cabinet on 16/03/21 so review six months after that.
May 2021 Pre-Cabinet Scrutiny	Early Intervention and Community Safety	Community Safety & Intervention Lead / Policy	To receive an update on the effectiveness of the Norfolk County Community Safety Partnership, with particular reference to progress of established outcomes and benefits achieved in the district. The Committee to make recommendations as appropriate.	On hold pending council review of the Early Help Provision which will include community safety. This will be considered by Cabinet in May 2021 so will be pre-scrutinised beforehand.
Dec 2021 Pre-Cabinet Scrutiny Review: Autumn 2021	Housing Allocations Policy*	Assistant Director Individuals & Families / Housing & Wellbeing	To undertake a joint scrutiny with South Norfolk Council to contrast and compare the Housing Allocation Policies of each authority and make recommendations.	Postponed by Committee on 08/09/20 – pending Cabinet report in December. Possible review of policy six months after implementation.

Date of Meeting	Topic	Lead Officer / Portfolio Holder	Objectives and Desired Outcomes	Comments
Upon conclusion of Time and Task Panel	Staff turnover at Broadland	HR Lead / Transformation & Organisational Development	To receive a report setting out the levels of staff turnover from 2015 to present and identify any trends.	Time and Task Panel set up to investigate further (see below) and feed its conclusions back to a future meeting of the Committee.
	Future topics for scrutiny To invite town/parish councils to submit topics for future consideration by the committee	Senior Governance Officer	Email to be sent to Parish Councils and 'good work' article to be placed in next edition of Broadland News.	Chairman and SGO liaising over wording for email and article.
	Broadband and mobile phone coverage in the district	Assistant Director Economic Growth / Economic Development	To be decided – see comments	O&S agreed on 08.09.20 to further investigate rural Broadband and mobile coverage. A link to the BBfN presentation made to the Economic Success Panel / O&S Committee was forwarded to members to consider. Update: Openreach will provide data on the 2% of properties without connectivity in January so hold until we have this information with a view to receiving an update at that time.

Date of Meeting	Topic	Lead Officer / Portfolio Holder	Objectives and Desired Outcomes	Comments
	Water – supply, management and climate change	Water Management Officer / Environmental Excellence	Anglian Water be invited to attend the meeting. To investigate how water was being managed in the district and what measures were being put in place to address climate change.	An informal meeting be arranged with Cllrs Adams, Kelly and Riley, the SGO and AD (G&BS) to refine the scope of the review and draft appropriate questions. <i>Cllr Copplestone is Council's rep on Water Resources East</i> www.wre.org.uk Update: Cllr Copplestone and Phil Courtier to attend meeting of O&S 17/11 to provide more information and advise members how they might get involved.
	Council partnership register review*	Policy & Partnerships Officer / All	Committee to receive an update against the Council's partnership register and to identify any partnership concerns that may require further investigation by a nominated time and task limited panel.	On hold due to Covid19

Meeting dates: 30 June 2020; 8 September 2020; 17 November 2020; 27 January 2021 and 30 March 2021

**These topics will require advance preparation and committee to agree the methodology and process for the review in advance*

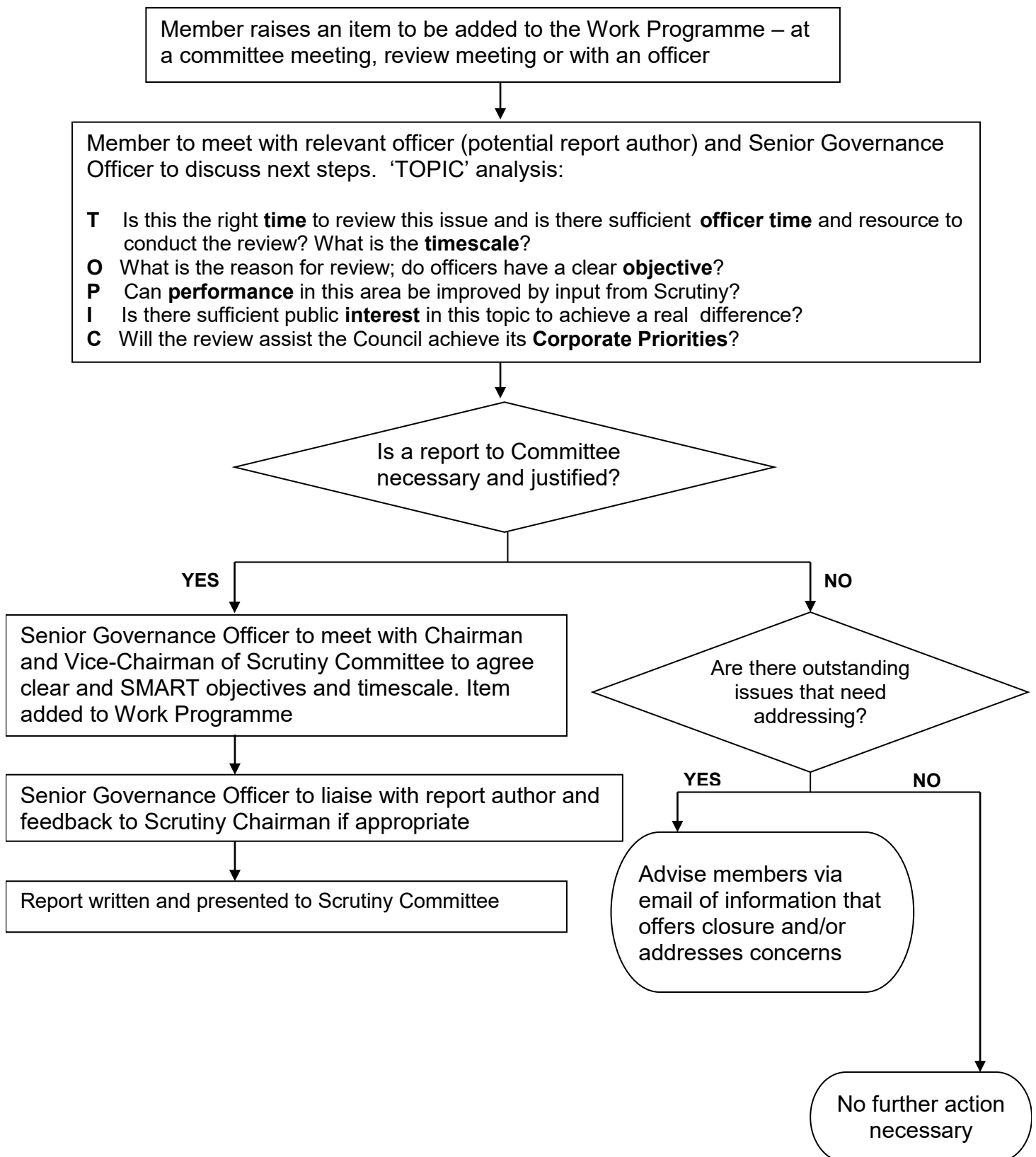
Time and Task Panel reviews

Topic	Objectives	Lead Officers	Comments
<u>Staff turnover</u> Mr Adams; Mr Brennan; Ms Harpley; Ms Holland, Mrs Karimi-Ghovanlou; Mr Nurden and Mr Riley	To scrutinise the staff turnover figures further, incl: <ul style="list-style-type: none"> Break-down of figures by department and by grade Analysis of what stage in their career employees were leaving 	Assistant Director Governance & Business Support	T&TP met on 21/10/2020 to set out Terms of Reference. To meet again on 2 December 2020 to consider data.

Workshops

Topic	Objectives	Lead Officers	Month
Preparing to meet with Cabinet to discuss budget performance	A facilitated workshop attended by the Assistant Director Finance for committee members to identify, agree, and allocate questions for Cabinet to answer at the joint budget meeting.	Assistant Director Finance Finance Team staff Senior Governance Officer	November 2020.

Process for adding items to the Overview and Scrutiny Committee Work Programme



OVERVIEW & SCRUTINY COMMITTEE

17 November 2020

Final Papers

Item	Details	Page No
9	Relocation of One Team Service Areas	45

DEMOCRATIC SERVICES

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

RELOCATION OF THE ONE TEAM SERVICE AREAS

Report Author(s): Emma Hodds
Assistant Director Governance and Business Support
(Monitoring Officer)
01508 533791
Emma.hodds@broadland.gov.uk

Portfolio: Leader

Ward(s) Affected: All

Purpose of the Report:

At the meeting of Overview and Scrutiny Committee on 27 October 2020 it was requested that a report was provided on the relocation of the Planning Department to South Norfolk House be placed as an agenda item for consideration at the next meeting. This report is provided to the Committee to meet this requirement, and to explain the overall relocation of the One Team Service Areas.

Recommendations:

1. To note the position with the location of the One Team.

1 SUMMARY

- 1.1 At the meeting of Overview and Scrutiny Committee on 27 October 2020 it was requested that a report was provided on the relocation of the Planning Department to South Norfolk House be placed as an agenda item for consideration at the next meeting. This report is provided to the Committee to meet this requirement, and to explain the overall relocation of the One Team Service Areas.
- 1.2 Section 2 of this report provides background context to the One Team and section 3 provides the current position and looks to provide the response provided by the Committee.

2 BACKGROUND

- 2.1 In December 2019 Council approved the formation of the One Team serving Two Councils and joint team structures have been in existence since January 2020, with many teams working closely much before this time. Even prior to the formal agreement to collaborate in July 2018 it was agreed that planning would be the pilot service for working together and this began in January 2018.
- 2.2 Covid 19 has impacted on the way staff work, the Council moved almost overnight from 71% of our overall headcount working in the office, to about 12% working in the office, with the remainder being provided with the equipment to work from home, even if that necessitated officers taking home the desktops they were using.
- 2.3 The importance of promoting the wellbeing of staff is an important element within the Council and this became paramount in how the organisation would respond through this period. The wellbeing survey is continuing regularly, and it is apparent that staff have the desire for a hybrid approach to working, with some of the time office based and some of the time being home based. This approach brings many benefits for both the employee and the employer and is something that the Council is keen to encourage and to ensure that we have the technology and office base to enable this. The wellbeing survey also highlighted that staff need the ability to foster all the positives of team working, and increasingly need to be able to come together at one location as a service.
- 2.4 In response to the need for our staff to be home enabled i.e. the ability to work from home and the office where both the business needs and the personal preferences allow this, a return to the office project have commenced. From discussions with every single member of staff in terms of their personal preference for working we have been able to achieve almost a 90% match with the business need, which is a massive success.
- 2.5 The office sites have had the appropriate risk assessments undertaken and are confirmed to be COVID secure, this has resulted in the appropriate measures being put in place to safeguard our staff when they are in the office but this has also meant that we are not able to have the same numbers in the office all at once.
- 2.6 This coupled with the feedback from staff that they wish to be with their teams at the same location when they are in the office has led to a review being undertaken to allocate a primary site for each service area. This has been done on a Directorate basis to enable complementary services to be based near each other.

An assessment has also been undertaken to provide a presence at the other site, should there be a business need to provide one. **Appendix A** to this report provides the summary of location by service area.

3 CURRENT POSITION

- 3.1 Reorientation sessions have been held on a team by team basis to help with alleviating any concerns that staff may have, to touch base in person (socially distanced) and to ensure that all staff are aware of the COVID requirements when in the building. There has been great feedback received from these sessions, with staff feeling much happier having been back in the building and some real positives from just getting back together as a team.
- 3.2 Individuals and teams have already had a massive tidy up and clear out of all the office space, this will enable all desk areas to be reallocated, in a COVID secure manner, and enable us to create team areas within which to work when they are in the office environment. Work has moved from being the place you are located, to the role you do and the outcomes you achieve.
- 3.3 On the 4th September 2020, following conversations with the Leaders and Deputy Leaders and email was sent to all Members confirming the steps that are being taken with regards to office location. The key points from this email are as follows:
 - We are not looking for everyone to return to the office full time – this is not about working in the way we used to
 - We are fortunate to have two sites to operate from, Covid-19 brings with it restrictions in numbers of people in the office. Having two sites will enable us to provide more people with a working from home / office balance that staff asked for in the wellbeing surveys
 - We are not anticipating that teams will go back from working at the same desks, area or office location that they were pre-Covid-19. We want to take this opportunity to work with teams to design a programme that meets their needs and the needs of the customers.
 - For some teams and individuals that may mean based more regularly at an office location, for some it may mean more of a balance, and for some it may mean predominant home working with office touch point days – this will be for service areas to determine and shape.
 - The decision has been made as to where / which office services will be primarily based, recognising the need for a presence at the other site in some areas.
 - There have already been some seamless moves occur during Covid-19, which has really benefited teams coming together; Human Resources are now all based at The House as their primary site with a presence at Thorpe Lodge. The Elections team are now primarily based at Thorpe Lodge, the team took the opportunity of the cancelled elections to install a new IT platform, working remotely initially and then benefitting from a real richness in being based at the same location.
 - This is the first phase of our new ways of working planning and we'll continue to evolve how we work as we progress towards being a more agile business and workforce.

- 3.4 On the 5th October 2020 the Service Improvement and Efficiency Committee received a report “New Ways of Working Update” which covered office location, and this item remains on their work programme.
- 3.5 It is important to emphasise that Members will still have access to staff and support from officers, as they have done throughout Covid-19, whether this be on the phone, through virtual meetings, or when we are in a position to do so safe face to face conversations in the relevant office.
- 3.6 In response to the concern regarding Planning it is important to also look at this with regard to all services. As **Appendix A** highlights, the Place Directorate (of which Planning is part of) is primarily based at The House, with a presence still available at Thorpe Lodge. It is important to note that a key customer service within the Place Directorate is CNC, a service which is operated from The House for a number of local authorities. Through discussions with the teams and from learnings through Covid-19 it is apparent that the customers for this service, are much more able, and willing, to meet in ways other than face to face. Agents are more than happy to meet virtually, or attend Planning Committee over Zoom, rather than come to the Council Chamber, it is a much more efficient way of working for them. And importantly as already noted staff really need to be able to work together as a team.
- 3.7 On the reverse of this is the People and Communities Directorate whose primary site is Thorpe Lodge, with a presence at The House. Again, discussions were had with the team and it was felt that when reviewing the customer base Thorpe Lodge, being closer to the City, would provide the best location for customer service. This will also be complemented, over time and as we are able to, with locality working (officers placed in the immediate area to carry out services directly with residents / customers).
- 3.8 The final areas considered in terms of location were the Resources Directorate and Chief of Staff, these service areas were able to be at either location so the conclusion for these service areas was predominantly driven by available space, notwithstanding that some services i.e. IT, Democratic Services /Governance would need a presence at each site.

4 ISSUES AND RISKS

- 4.1 **Resource Implications** – further investment is required to ensure that all staff have the appropriate equipment to enable agile working, with a report due to be considered at Council, following Cabinet discussion, to approve the additional budget requirements.
- 4.2 **Legal Implications** – the relevant legislation and guidance provided during COIVD has been reviewed and covered as part of the ways of working, with the risk assessment now being complete and confirming that the workplace is COVID secure.
- 4.3 **Equality Implications** – all staff have completed a DSE assessment to ensure that the home working environment is suitable. An equality impact assessment has also been completed for the COVID secure workplace risk assessment.

- 4.4 **Environmental Impact** – through ensuring a home enabled workforce and the wider use of technology the Councils impact on the environment is much improved with a decrease in travelling.
- 4.5 **Crime and Disorder** – not applicable to this report.
- 4.6 **Risks** – the situation with COVID is an evolving one and the associated risks are continually managed and monitored.

5 CONCLUSION

- 5.1 This report provides the information as requested by the Overview and Scrutiny Committee.

6 RECOMMENDATIONS

- 6.1 To note the position with the location of the One Team.

Two Councils - One Team

Appendix 1

Ref	Place Teams	Lodge	House
1	Planning	Presence	Primary
2	CNC		Primary
3	Economic Dev	Presence	Primary
4	Business Support	Presence	Primary
5	Food Safety & Licensing	Presence	Primary
6	Environmental Protection		Primary
7	Community Protection		Primary

Two Councils - One Team

Ref	People & Communities Teams	Lodge	House
8	Housing Standards	Primary	
9	Warm Homes Team	Primary	
10	Care & Repair	Primary	
11	Housing }	Primary	Presence
12	Benefits }		
13	Waste (Policy & Contract)	Primary	
14	Waste Customer Services (depot) -9	N/A	N/A
15	Policy & Partnerships	Primary	
16	Leisure Mgt & Admin		Primary
17	Help Hub & Communities (exc Connectors)	Presence	Presence

Two Councils - One Team

Ref	Resources Teams	Lodge	House
18	HR & OD	Presence	Primary
19	Facilities	Presence	Presence
20	IT	Presence	Presence
21	Elections	Primary	
22	Dem Services/Governance	Presence	Presence
23	Internal Audit		Primary
24	Finance	Primary	Presence
25	Procurement	Primary	Presence
26	Revenues	Primary	Presence

Two Councils - One Team

Ref	Chief of Staff Teams	Lodge	House
27	Transformation & Strategy	Primary	Presence
28	Marketing & Comms	Primary	Presence
29	EA's	Presence	Presence
30	Directors & AD's	Presence	Presence