

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Monday 2 July 2018** at **10.00 am** when there were present:

Mr A J Proctor – Policy (Chairman)

Portfolio holders:

Mr S M Clancy	Economic Development
Mr R R Foulger	Communities and Housing
Mrs T M Mancini-Boyle	Finance
Mr S A Vincent	Planning

Mrs Bannock, Mr Leggett, Mr Peck, Mr Snowling, Mr Tapp and Mr Woodbridge also attended the meeting for its duration.

Also in attendance were the Chief Executive, Deputy Chief Executive, Head of Democratic Services and Monitoring Officer, Head of Corporate Resources, Private Sector Housing Manager and the Committee Officer (JO).

The Branch Chairman of UNISON attended the meeting for item 19 - Broadland and South Norfolk Feasibility Study.

12 APOLOGY FOR ABSENCE

An apology for absence was received from Mr Fisher.

13 MINUTES

The Minutes of the meeting held on 5 June 2018 were confirmed as a correct record and signed by the Chairman.

14 REPRESENTATIONS FROM NON CABINET MEMBERS

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

15 OVERVIEW AND SCRUTINY COMMITTEE

The Vice-Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 26 June 2018, as each item was considered.

16 ECONOMIC SUCCESS PANEL

The Panel received the Minutes of the meeting held on 5 June 2018. The Portfolio Holder for Economic Development advised the meeting that the key item considered at the meeting was the Economic Growth Prospectus, which was being developed jointly with South Norfolk Council.

17 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Cabinet received the Minutes of the meeting of the Service Improvement and Efficiency Committee held on 14 June 2018. The Chairman of the Committee informed the meeting that Members had commended the hard work involved in drafting the Feasibility Study and had recommended that Cabinet support the recommendations contained in the report.

18 PLACE SHAPING PANEL

Cabinet received the Minutes of the meeting of the Place Shaping Panel held on 18 June 2018.

19 BROADLAND AND SOUTH NORFOLK FEASIBILITY STUDY

This item had been considered in an informal joint briefing of the Cabinets of Broadland and South Norfolk, which had immediately preceded this meeting. Members had received a presentation on the Feasibility Study, as well as feedback from the Joint Lead Members Group, the Overview and Scrutiny Committee and South Norfolk's Scrutiny Committee.

The Chairman of the Broadland Branch of UNISON advised the meeting that Members had already received a joint Broadland / South Norfolk UNISON response, which had requested that both Councils agree the following points:

- a no compulsory redundancy agreement;
- to adopt a best of both approach when considering changes to terms and conditions;
- to have consideration of caring needs should an officer be requested to work at a differing location.

UNISON had received further feedback from employees at both authorities, subsequent to the staff meetings, which had confirmed that there was still concern and unease with the direction, pace and understanding of how the proposed changes would affect both them and service delivery.

It was felt that although regular staff briefings were being held at both authorities, it was not a two way communication process and it was suggested that future staff briefings should be delivered to each department, as staff feel more comfortable in smaller groups with close colleagues.

It was also felt that the indicative timeline for changes to a common set of terms and conditions was unrealistic and should be subject to full consultation prior to implementing the terms and conditions for the Joint Management Team. Greater clarification regarding the concept of one joint officer team was also required.

In respect of moving towards one culture, UNISON agreed the need to address differences and create a new vision that was fair for both the public and employees. Therefore, it was recommended that the Local Government Association (LGA) facilitated sessions should be deferred until the Joint Managing Director was in post, so that he or she could bring their experience to help develop a joint culture. The proposed sessions with the LGA should also include the views of staff and UNISON, to inform this crucial stage of the collaboration process.

Broadland staff had also confirmed that they wished to continue with the 'Systems Thinking' approach that had been used to improve service delivery and UNISON would encourage exploring the concept of the '21st Century Public Servant' developed by the University of Birmingham and supported by the LGA.

The Vice-Chairman of the Overview and Scrutiny Committee informed the meeting that the Committee had commended the Feasibility Study. Members had noted that collaboration was a tried and tested approach and both authorities were very similar, which made them a 'good fit'. However, there were also some Members who thought that collaboration should be deferred until a full business case could be made. There was a lack of understanding about what exactly a joint officer team was, as well as a desire to have a non-compulsory redundancy agreement in place.

The Chairman noted that the joint officer team issue had been clarified by the Head of Corporate Resources, who had explained that the one joint officer team would be employed by either South Norfolk or Broadland and irrespective of which Council was the employer, there would be a common set of terms and conditions and the development of a joint culture across both local authorities. Staff would work for a 'joint service' except where the service was specific to just one council, such as a South Norfolk Leisure Centre.

The Chairman also noted that the routemap clearly set out that work on terms and conditions could not commence until the Joint Managing Director was in place and any proposals put forward would be ratified by each council as part of an evolutionary and carefully considered process.

In relation to staff buy-in the Chairman emphasised how the level of involvement by staff since the project commenced in September had shown an excellent level of cooperation and was an example of the increased capacity and resilience that could be achieved through collaboration.

In answer to a question about the Growth Delivery Team, the meeting was informed that it was proposed to finance the Team through funding from any vacant posts, as well as through Community Infrastructure Levy receipts.

It was proposed and **AGREED** that recommendation 1 (e) be amended to require approval by Cabinet for establishing the most appropriate operational approach and resource for the Growth Delivery Team within an agreed budget.

The Chairman also advised Members that a report should be drafted to set out the process for the recruitment of a Joint Managing Director.

RECOMMENDED TO COUNCIL

- (1) **Recommendation 1 (includes agreement of a – g below):** to agree the proposals set out in the feasibility report for collaborative working, forming One Joint Officer Team across the two autonomous Councils. The required interdependent elements to deliver this are set out below:
 - (a) the routemap for delivery of the collaborative working; (Sections 9 to 19)
 - (b) the deletion of both Councils' current Chief Executive roles and that a new post of Joint Managing Director (Head of Paid Service) be created. Details of the proposed appointment to this post will be provided to the Councils in line with the timeline outlined in this report; (Sections 10.4 to 10.8)
 - (c) subsequent to the appointment of a Joint Managing Director, the establishment of a joint senior management team and one joint officer team across the two autonomous councils;
 - (d) that the current joint management arrangements in planning continue in line with the existing 12 months interim arrangements until January 2019 and that work commences on the development of a joint planning team in accordance with the timeline as set out in the report;
 - (e) the establishment of a growth delivery team to accelerate and promote quality development in the delivery of the districts' strategic sites as set out in Appendix 4 and for a report to be

brought to Cabinet to establish the most appropriate operational approach and resource to establish the growth delivery team within an agreed budget;

- (f) the budget for the one joint officer team transition costs, and the other identified implementation costs; (Sections 20.33 to 20.37)
 - (g) the provisional costs / savings split as set out in section 20 of this report and its accompanying principles and that responsibility to refine this cost/savings split be delegated to the S151 officers of both Councils, in consultation with the Leaders of each Council, as part of the development of budgets for 2019/20. The final decision by Members on the cost / saving split between the two councils will be made as part of the budget setting process for 2019/20;
- (2) **Recommendation 2** (South Norfolk Council approve, Broadland District Council note): South Norfolk Council to approve the ceasing of employment of the Chief Executive with the delegation of the exit arrangements, including the effective date and terms to the South Norfolk Section 151 Officer and the lead HR Business Partner, the details of which will be shared with the South Norfolk Leader and the Deputy Leader. This is in line with South Norfolk Council's Constitution and the Local Authorities (Standing Orders) (England) Regulations 2001. This decision is subject to a five-day objection period;
- (3) that a report be drafted for consideration by both Councils setting out the process for the recruitment of a Joint Managing Director.

Reasons for decision

To enter into a strategic collaboration with South Norfolk Council.

20 ENERGY EFFICIENCY REGULATIONS

The report proposed that the Council adopt an enforcement procedure in line with The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015, which anticipated amendments to the Regulations that would allow local authorities to impose financial penalties where landlords failed to maintain minimum standards of energy efficiency.

The Regulations were designed to tackle the least energy-efficient properties (those rated F or G on their Energy Performance Certificate) and established a minimum standard for both domestic and non-domestic privately rented property, affecting new tenancies from 1 April 2018.

The existing Regulations were based on a zero cost to the landlord, which significantly reduced their effectiveness.

A consultation process had been initiated by the Department for Business Energy and Industrial Strategy to amend the Regulations and remove the zero cost element of the regulations. In anticipation of a change in the regulation the report sets out a procedure and guidance acceptable for current regulations and possible changes implemented as a result of the consultation.

The Regulations were intended to ensure that those tenants who most need more efficient homes, particularly vulnerable people, were able to enjoy a much better living environment and lower energy bills.

The consultation process might lead to a new procedure where works could be enforced to a proposed maximum value. It was anticipated that the maximum value would be set at £2,500.

The Council would liaise with landlords of properties in breach of the regulations informally at first, but where a breach of the Regulations could not be resolved informally the Council would initiate the penalty process.

RESOLVED

to adopt the proposed enforcement procedure (attached at Appendix 1 to the signed copy of these Minutes).

Reasons for decision

To update the Council's energy efficiency procedure.

The meeting closed at 10.29 am