

Cabinet

Agenda

Date

Tuesday 20 November 2018

Members of the Cabinet

Mr S A Vincent
Chairman (Leader) Policy

Mrs T M Mancini-Boyle
(Deputy Leader) Finance

Portfolio holders

Mrs J K Copplestone Economic Development

Mr J F Fisher Environmental Excellence

Mr R R Foulger Housing and Wellbeing

Mr I N Moncur Planning

Mr G Peck Transformation and
Organisational Development

Time

9.00 am

Place

Council Chamber
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

Contact

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



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

A G E N D A

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|----|--|---------|
| 1 | To receive declarations of interest under Procedural Rule no 8 | |
| 2 | Apologies for absence | |
| 3 | <u>Minutes of meeting held on 23 October 2018</u> | 4 – 9 |
| 4 | Matters arising therefrom (if any) | |
| 5 | Public Speaking | |
| | <p>To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.</p> <p>In accordance with the Constitution a period of 3 minutes is allowed per member of the public.</p> | |
| 6 | Representations from Non-Cabinet Members | |
| | <p>To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.</p> <p>In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.</p> | |
| 7 | <u>Overview and Scrutiny Committee</u> | 36 – 41 |
| | <p>To receive the Minutes of the meeting held on 6 November 2018.</p> <p>The Cabinet will also be advised of views expressed by the Committee at its meeting on 13 November 2018 in relation to items on this Agenda.</p> | |
| 8 | <u>Service Improvement and Efficiency Committee</u> | 10 – 13 |
| | <p>To receive the Minutes of the meeting held on 29 October 2018.</p> | |
| 9 | <u>Environmental Excellence Panel</u> | 48 – 51 |
| | <p>To receive the Minutes of the meeting held on 8 November 2018.</p> | |
| 10 | <u>Capital Strategy</u> | 14 – 24 |
| | <p>To receive a report from the Head of Finance and Revenue Services.</p> | |

11	<u>Treasury Management Report to 30 September 2018</u>	42 – 46
	To receive a report from the Head of Finance and Revenue Services.	
12	<u>Council Tax Reduction Scheme 2019/20</u>	25 – 29
	To receive a report from the Head of Finance and Revenue Services.	
13	<u>Footway Lighting on New Developments</u>	30 – 34
	To receive a report from the Interim Head of Housing and Environmental Services.	

P C Kirby
Chief Executive

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 23 October 2018** at **9.00 am** when there were present:

Mr S A Vincent – Policy (Chairman)

Portfolio holders:

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

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

Also in attendance were the Deputy Chief Executive, Head of Democratic Services and Monitoring Officer, Corporate Finance Manager, Spatial Planning Manager, Environmental Protection Manager, Environmental Protection Manager (Special Projects) and the Committee Officer (JO).

47 MINUTES

The Minutes of the meeting held on 25 September 2018 were confirmed as a correct record and signed by the Chairman.

Minute no: 45 – Land at Salhouse Road, Panxworth

The Chairman advised Members that Broadland Growth Ltd had assessed the site at Panxworth and had not considered that it was a suitable project for the company to develop. This item would therefore be reconsidered at the Cabinet meeting on 20 November 2018.

48 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.

49 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 16 October 2018, as each item was considered.

50 WELLBEING PANEL

Cabinet received the Minutes of the meeting of the Wellbeing Panel held on 8 October 2018.

Minute no. 15 - Health and Wellbeing Board – Norfolk and Waveney – Our Joint Health and Wellbeing Strategy 2018–22

The Wellbeing Panel had received a report from the Health and Wellbeing Board, which requested that Broadland sign up to the Norfolk Joint Health and Wellbeing Strategy 2018 – 2022. This would allow the Council to take on a more active role in the health and wellbeing of the District.

RESOLVED

to formally sign up to the Norfolk Joint Health and Wellbeing Strategy 2018 – 2022.

Minute no. 17 - Transforming Children's Centre Services – Norfolk County Council

The Portfolio Holder for Housing and Wellbeing advised the meeting that a response to the proposals for a new early childhood family service was being drafted and would be submitted shortly.

51 PLACE SHAPING PANEL

Cabinet received the Minutes of the meeting of the Place Shaping Panel held on 9 October 2018.

52 BUDGET LOOK FORWARD 2019-20

The report presented a provisional forward look at the Council's medium term financial position, which was the start of the budget setting process for 2019-2020.

As the Government was consulting on increasing the baseline before the New Homes Bonus was paid, an estimate had been included in the Medium Term Financial Plan (MTFP) at 0.5 percent, instead of the current 0.4 percent.

In order to align more closely with South Norfolk Council, the MTFP set out the budget for the next five years, instead of three years which had been the practice at Broadland for a number of years.

The initial draw on general reserves was estimated at £0.823m in 2019-20, totalling £2.724m over the three years to 2022, which would leave reserves at £9.533m.

An advertisement would be placed in a local paper to meet the statutory requirement to consult with businesses during the budget setting process and Members were requested to consider options for consulting with the wider community. The Portfolio Holder for Finance advised the meeting that it was not proposed to increase Council Tax in 2019/20. However, the Special Expense for footway lighting was set to increase by £5 during this period.

Some specific service charges had already been identified; these included: collecting clinical waste (estimated to cost between £60,000 and £80,000) and the Members' Grant Scheme, which had a budget of £23,500.

The budget process would now follow in order to set an appropriate budget for 2019/20 for Council to consider in February 2019.

Members requested that officers confirm the Council taxbase for 2019/20, as soon as possible, to allow parish and town councils to set accurate precepts.

RESOLVED

to

- (1) agree the proposed budget setting timetable for 2019/20 and the format of the meeting with Overview and Scrutiny Committee;
- (2) agree that a public budget consultation be carried out through *Broadland News* and the Council's website; and
- (3) note the need for Portfolio Holders to prepare draft budgets as soon as possible to allow for discussion with the Overview and Scrutiny Committee in December 2018.

Reasons for decision

The report was a factual account.

53 GREATER NORWICH LOCAL PLAN REG 18 CONSULTATION ON NEW, REVISED AND SMALL SITES AND DRAFT STATEMENT OF CONSULTATION

The report presented proposals for a consultation on new, revised and small sites, which had been submitted for the Greater Norwich Local Plan (GNLP), as well as a first draft of the Statement of Consultation for the GNLP.

The first draft of the Statement of Consultation provided a detailed summary of around 3,000 responses to a consultation held between January and March 2018. During the consultation over 200 new sites had been put forward for potential allocation in the GNLP. These sites would now be consulted on between 29 October and 14 December 2018. The draft Plan would then be consulted upon in September 2019.

The Greater Norwich Development Partnership Board had recommended that the Greater Norwich authorities note the content of the Statement of Consultation and agreed the content of the proposed consultation on new, revised and small sites.

RESOLVED

to

- (1) accept the Greater Norwich Development Partnership recommendation to note the initial part of the draft Statement of Consultation on the Greater Norwich Local Plan (attached at Appendix 1 to the signed copy of these Minutes); and
- (2) accept the Greater Norwich Development Partnership recommendation to agree the content of the proposed consultation on new, revised and small sites (attached at Appendix 2 to the signed copy of these Minutes).

Reasons for decision

To accept the recommendations of the Greater Norwich Development Partnership

54 DOG FOULING PUBLIC SPACES PROTECTION ORDER

The report proposed implementing new legislation in respect of dog fouling, which would cover more areas of the district than existing legislation, as well as increasing the level of fixed penalty notice that could be issued to an offender.

Broadland currently used the Dogs (Fouling of Land) Act 1996 to issue owners with a fixed penalty notice of £50, if they failed to clear up after their dog. If taken to Court they could also face a maximum fine of £1,000. However, the legislation contained a number of exemptions for certain types of land (marshland, moorland, heathland, woodland, common land and roads with a speed restriction above 40 mph), which had prevented action being taken in the past against irresponsible owners in these areas.

It was therefore proposed to introduce a Public Spaces Protection Order (PSPO) under the Anti-Social Behaviour Crime and Policing Act 2014. This would then apply to the whole of the district and the level of fine that could be issued would also double from £50 to £100.

The Portfolio Holder for Environmental Excellence informed the meeting that introducing a PSPO would make enforcement both easier and more effective in the district.

If approved, it was proposed to highlight the legislation as part of a refreshed 'Top Dog' campaign to encourage all dog owners to clear up after their pets.

RECOMMENDED TO COUNCIL

- (1) to agree to the implementation of a Public Space Protection Order (copy attached at Appendix 3 to these Minutes) to control dog fouling across the district and
- (2) to authorise the Head of Democratic Services and Monitoring Officer to amend the Constitution to delegate enforcement powers to relevant officers.

Reasons for decision

To simplify where dog fouling offences could be committed and to cover more areas of the District than current legislation allowed and to raise the level of fine from £50 to £100.

55 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

56 GROUNDS MAINTENANCE CONTRACT

The report recommended that a procurement exercise be commenced for the Council's grounds maintenance contract from November 2019 to November 2021.

Following work carried out to look at the future delivery of the service and the legal advice received, it was recommended that a procurement exercise be commenced for the grounds maintenance service and a contract awarded from November 2019 to November 2021, with up to two years extension.

RESOLVED

to approve commencement of a grounds maintenance contract for a 2+up to 2 years contract commencing on 3 November 2019.

Reasons for decision

To allow sufficient time to align the contract with the waste and street cleansing contract, so that joint procurement could be considered as a future option.

The meeting closed at 9.31am

Service Improvement & Efficiency Committee

Minutes of a meeting of the **Service Improvement & Efficiency Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **29 October 2018 at 10.00 am** when there were present:

Mr G Peck – Chairman

Mrs J K Copplestone
Mr G K Nurden

Mrs J Leggett
Mr D C Ward

Also in attendance were the Head of Corporate Resources, the Head of Democratic Services and Monitoring Officer, the ICT and Facilities Manager, the Service Improvement Officer and the Committee Officer (DM).

9 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr C Harrison, Mrs L H Hemsall and Mr F Whymark.

10 MINUTES

The Minutes of the meeting held on 10 September 2018 were confirmed as a correct record and signed by the Chairman.

11 COLLABORATIVE WORKING

Members received a presentation from the Head of Corporate Resources which was being presented to the Joint Lead Members Group the following day. Work had now begun on the implementation phase of collaborative work and the programme team had drawn up a route map for this work. The new Joint Managing Director would be officially taking up his role on 2 January 2019 but had already undertaken informal walkabout sessions to meet staff and feedback so far from staff had been very positive. He would be meeting with the Joint Lead Members Group the following day to share his “first 100 days” – prepared as part of his interview process. In response to a request, the Group would be asked to consider sharing this document with Members at the appropriate time. In the interim period, work had commenced on increasing connections across the two councils, including culture workshops, entering joint teams in the local authority challenge, introducing an interim recruitment protocol, a social club quiz event, introducing a contract procurement protocol, facilitating staff and member mobility between the two council sites and a joint leaders’ team building workshop. With regard to the recruitment protocol, it was noted that, in the short term, any staff transferring from one authority to the other would be employed on the terms and conditions currently in place at their new authority. With regard to the joint leaders’ team building session, it was noted that the new Joint Managing Director would be present for part of the session.

Service Improvement & Efficiency Committee

With regard to the current work stream, the following work was progressing across the two councils:

Economic Development – the Greater Norwich Investment website had been launched and promoted and a business training offer was being developed.

Planning – the establishment of a Growth Delivery Team had been agreed by Cabinet and the scope of a review of Planning was being developed.

Governance – a Joint Scrutiny Committee was being established together with a memorandum of understanding and a s113 agreement.

Contracts and Procurement – a protocol had been agreed and published and joint procurement had commenced for example dog kennelling, collection and insurances.

Technology – options for solutions for shared emails/calendars were being explored together with a joint domain name, website and email address and a joint expression of interest for funding had been submitted.

Communications and Marketing – a key policy position and stakeholder analysis was being developed and joint submissions made to government consultations on the rural economy and local government finance settlement. Options for a joint intranet were being explored.

Members were made aware of some of the issues to be addressed with regard to the development of technology to service two autonomous councils and that officers were seeking guidance from the lead members' group regarding a number of issues. The establishment of a new website and email address required a new domain name which, it was understood, could only be assigned to an appropriate legal entity.

The Head of Democratic Services and Monitoring Officer updated Members on the latest arrangements for the appointment of the Electoral Registration Officer and Returning Officer. The Joint Managing Director was keen to undertake these roles in both authorities in the future and to possibly host a combined count at a single venue, but it had now been confirmed that arrangements for the May 2019 elections would continue with two separate counts and arrangements for the ERO and RO appointments for Broadland would be agreed at the January 2019 Council meeting.

Members noted the latest position.

12 MEMBERS' ICT PROVISION

The ICT and Facilities Manager updated Members on the issues raised at the last meeting:

Passwords – it was possible, though not ideal, for both passwords (device and blackberry apps) to be the same avoiding the need to remember two passwords. Finger print access would also help with this issue. It was also possible to change the settings on I pads to increase the timeout period from the default time of 2 minutes to either 5 or 10 minutes. The ICT and Facilities Manager undertook to contact Members by email to advise them how to make the changes.

Printing – the Council's software supplier had been asked to enable the facility within the blackberry apps to allow the printing of documents and when this had been done the ICT and Facilities Manager would email all Members to advise them that this option was available.

Sharing data (calendars) with other devices – in response to Members' requests to be able to synchronise information with other devices, in particular, calendar invites, the ICT and Facilities Manager stated that this was not possible within the blackberry app as the segregation of corporate data was the basis for current information governance arrangements. He was, however, planning to set up a Google calendar which could be populated by officers with meeting dates which Members would then be able to share on other devices. He invited a few Members to trial the Google calendar on their devices before rolling it out to all Members and Mr Peck and Mrs Leggett volunteered. Options for alternative calendar arrangements were being explored ahead of the new intake of Members in May 2019 which would give Members more flexibility in managing calendars.

Collaborative Working –with regard to IT provision for Members at South Norfolk, Members with their own compatible equipment had been able to utilise their own devices, two hatters were using their County devices and other Members had been supplied with a device by the District Council. All devices had been similarly configured with Microsoft Office 365 software for calendars/emails which was currently accessible without a password but South Norfolk were looking to install a password to access this software in addition to the password already needed to access the device. A password was needed to access council papers. South Norfolk Members did not currently have access to their Council's intranet.

With regard to the review of Members IT provision for May 2019, this work was being undertaken in consultation with South Norfolk and, whilst it might not be possible to achieve a single IT solution, it was hoped that measures could be taken to utilise the best of each Council's IT provision for Members. I pads had now been in use for some 3 years plus and officers now had a better understanding of Members' IT needs which would help inform the IT

solution for May 2019. It was acknowledged that Members had a range of different needs with some preferring integrated systems and others preferring to keep council/business/personal systems separate. A system that offered flexibility to adapt to the needs of the user would be preferred. Members raised a couple of issues with regard to cutting and pasting text within the blackberry app and importing external documents into iannotate and the ICT and Facilities Manager undertook to speak to the Members after the meeting about how to deal with these issues.

Members noted the update and agreed that the ICT and Facilities Manager email all members about the settings relating to passwords and timeout and, when available, the facility to print from within the blackberry apps. It was further agreed that Mr Peck and Mrs Leggett trial the use of Google calendar before this is rolled out to all Members.

13 DATES OF FUTURE MEETINGS

14 January 2019 and 18 March 2019

The meeting closed at 11.30 am

CAPITAL STRATEGY

Portfolio Holder: Finance
Wards Affected: All

1 SUMMARY

- 1.1 The Capital Strategy was amended in October 2017 to reflect the current Programme. As part of the 2019/20 budget setting process the Capital Programme will be reviewed and revised in line with this updated Strategy.

2 KEY DECISION

- 2.1 This is a key decision and has been published in the Forward Plan.

3 INTRODUCTION

- 3.1 The Local Government Act 2003 requires local authorities to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). As part of the Prudential Code, authorities are required to estimate their capital expenditure over the next three financial years. This estimate forms part of the budget papers to be submitted for approval by Cabinet in January 2019.
- 3.2 Agreeing a revised Capital Strategy will give a framework for the Capital Programme. The aim is to agree a strategy that will support the Programme for a number of years with only minor amendments when necessary.

4 THE ISSUES

- 4.1 The Capital Strategy requires updating to ensure it is a document that is relevant to the current financial climate and takes on board changes in procedures.
- 4.2 The Council's capital receipts are at a reasonable level due partly to the return of the Local Authority Mortgage Scheme seed capital but the majority of receipts in reserves are earmarked for future schemes. The level of projects the Council wishes to progress remains high; earmarked reserves are being viewed as a source of funding which can be used for capital projects.
- 4.3 A recent CIPFA Prudential Code consultation placed emphasis on the importance of a relevant Capital Strategy and it likely that the outcome will lead to statutory formal reporting. In addition, comprehensive CIPFA

Guidance regarding content of a Capital Strategy was published in September 2018, so the Capital Strategy has been revised to incorporate this.

5 DISCUSSION

- 5.1 It is important that the Council's Strategy is up to date, reflects the current financial environment and considers the procedures in place to be appropriate for the Council's needs. A recent CIPFA Prudential Code consultation placed emphasis on the importance of a relevant Capital Strategy and it likely that the outcome will lead to statutory formal reporting.

6 PROPOSED ACTION

- 6.1 It is suggested that the Capital Strategy (attached as Appendix 1) is amended to take account of procedural changes detailed in 4.3 to bring it up to date.
- 6.2 The proposal is that this Strategy should be fit for purpose for a number of years but regularly reviewed for any minor changes.
- 6.3 Any capital projects undertaken as a result of collaborative working will be considered on a case by case basis and will be reflected in future Strategy revisions.

7 RESOURCE IMPLICATIONS

- 7.1 It is vital that the Council plans for its capital expenditure and looks for ways to support that programme with funding additional to its current capital receipts, which are reducing at this point in time; the Strategy provides a framework for this planning work.

8 LEGAL IMPLICATIONS

- 8.1 The Council needs to develop its Strategy and Capital Programme as it is required to under the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

9 RISK IMPLICATIONS

- 9.1 If the Capital Programme is not regularly reviewed resources which could be realigned will not be allocated to new projects coming forward and there is a risk the Council's Capital Programme may not develop. By initiating a review as part of the budget process this ensures that resources are allocated appropriately within the parameters of the Strategy.

10 EQUALITIES IMPLICATIONS

- 10.1 An equalities assessment was carried out in 2015 and this remains relevant for this current Strategy.

11 CONCLUSION

- 11.1 It is sensible that the Council regularly reviews its Capital Strategy and monitors its Capital Programme. By doing so it can direct resources to appropriate projects that meet the Council's ambitions.

12 OPTIONS

- 12.1 The Cabinet has the following options:

- (1) to support the amendments to the Capital Strategy;
- (2) to support the plan to review the current Capital Programme as part of the budget setting process;
- (3) to agree that major revisions to the Capital Strategy be brought back to Cabinet, but minor amendments be agreed by the Head of Finance and Revenue Services in conjunction with the Portfolio Holder for Finance;
- (4) to consider the equalities impacts;
- (5) to decide any further amendments or options.

Jill Penn
Head of Finance and Revenue Services

Background Papers

Asset Management Plan

Treasury Management Policy 2018/19

For further information on this report call Jill Penn on (01603) 430486 or e-mail jill.penn@broadland.gov.uk

Capital Strategy Broadland District Council

Amended

- 1. December 2013**
- 2. October 2014**
- 3. October 2015**
- 4. October 2017**
- 5. October 2018**

Broadland District Council Capital Strategy 2018-2022

1. Purpose

The purpose of this strategy is to outline Broadland District Council's approach to capital investment and how the Council ensures that capital investment is directed to the Council's Corporate Priorities. It therefore provides the rationale for any capital spending plans.

The Capital Strategy is a partner document to the Medium Term Financial Plan, the Broadland Business Plan, the Procurement Strategy, the ICT Strategy, the Council's Budget (Revenue and Capital), the Treasury Management Policy, the Annual Investment Strategy and the Asset Management Plan (AMP). The AMP is the corporate document detailing changes already put in place together with planned action to improve corporate asset use. It provides the means by which the Council defines longer-term corporate need and challenges existing asset use. It considers how the Council's own limited assets, together with those of partners where appropriate, can be used to deliver the Council's vision for the district, and to meet the Council's corporate ambitions as set out in the Broadland Business Plan.

2. Introduction and Overview

The Capital Strategy is a key element of Broadland District Council's medium term financial planning process. It is a summary of the Council's approach to capital investment, describing how our capital resources contribute to the Council's goals. It also sets out how our own capital resources and those we can influence contribute towards improving the quality of life for Broadland residents.

Capital expenditure is defined in Section 16 of SI 2003/3146 as:

- Expenditure that results in the acquisition, construction or enhancement of fixed assets (tangible and intangible)
- Expenditure fulfilling one of the definitions specified in regulations made under the Local Government Act 2003
- Expenditure which has been directed to be treated as capital by the Secretary of State (for example, grants made to third parties for the purpose of capital expenditure).

3. Scope and Key Principles

This strategy seeks to deliver the community's vision for the district as set out in the Broadland Business Plan. Our ambitions are:

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

4. The Legal Position of Capital Strategies

The Local Government Act 2003 requires local authorities to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Prudential Code “requires local authorities to have regard to wider management processes (option appraisal, asset management planning, strategic planning and achievability) in accordance with good professional practice”. As part of the Prudential Code, authorities are required to estimate their capital expenditure over the next three financial years, which will form a part of the budget setting process each year.

5. Priorities

The current priorities for capital expenditure are:

- Development projects (externally funded alongside existing Council resources)
- Street lighting (externally funded)
- Disabled Facilities Grants (mandatory; limited external funding)
- Other grants (historic buildings, minor improvements)
- Homes people can afford (limited usable receipts funding)
- Maintenance of the Council’s assets (Thorpe Lodge, Frettenham Depot, IT renewal programme, bridge maintenance, Carrowbreck Training Development and restoration work)
- New infrastructure associated with growth strategy

The long term forecast for the capital programme is included as part of the Broadland Medium Term Financial Plan and for those areas listed above will use information from budget managers based on past cost patterns and predicted demand. The programme is comprehensively reviewed annually as part of the budget setting process.

6. Partnerships

Partnership working is certain to continue and is likely to assume greater significance given the state of public finances so this strategy needs to ensure that any capital requirements identified through partnership work can be considered alongside other bids for capital funds. As Broadland enter into collaborative working with South Norfolk District Council opportunities may arise to work jointly on capital projects that will benefit both authorities. Managers of capital projects should encourage our partners to adopt or at least make reference to this Capital Strategy.

7. Equalities

Capital projects must give consideration to the Equalities Act 2010 and the Council’s Single Equality Action Plan.

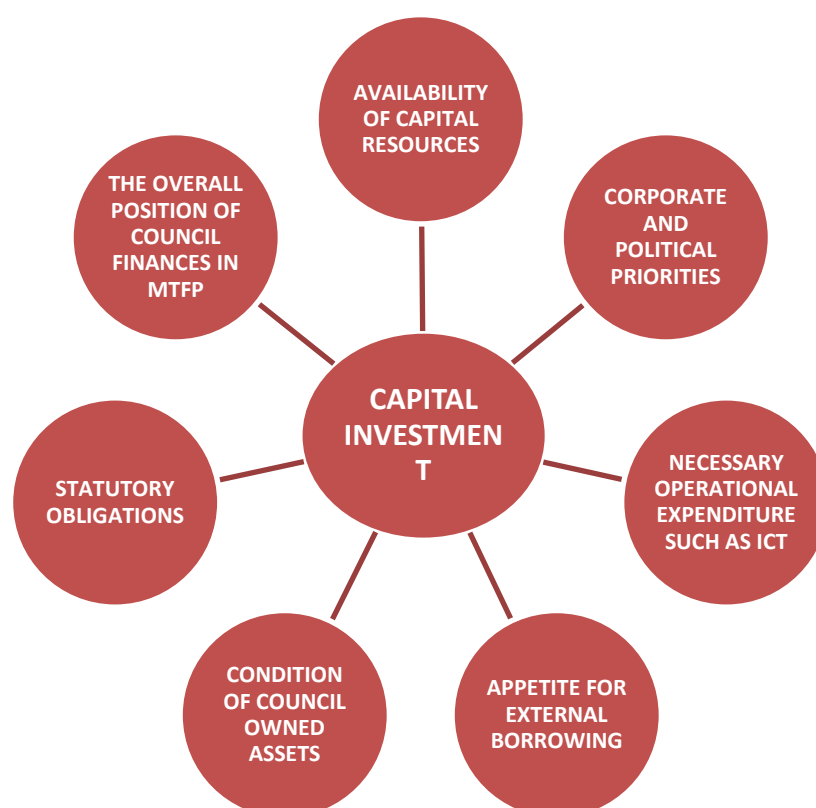
Promoting equality and diversity is vital for tackling discrimination and social exclusion. Broadland District Council can use its influence to help foster greater respect, understanding and a sense of fairness between people by promoting equality and diversity.

8. Future Investment in the Area

The Council is a member of the Greater Norwich Growth Board (GNGB). The GNGB area was awarded City Deal status. Expenditure, both capital and revenue, is directed by the Business Plan, reviewed and updated annually by the Board and supports the delivery of growth over the GNGB area which comprises Broadland, Norwich and South Norfolk Councils, Norfolk County Council and the Local Enterprise Partnership.

9. Development and Investment

The need for capital investment is driven by a number of factors both internal and external to the council. The diagram below illustrates a number of these.



It is also clear that there will be a requirement for some element of future growth, in particular to address shortages in affordable housing and infrastructure, supporting one of the councils' key principles above. Broadland has established a joint venture with Norfolk Property Services (NPS), Broadland Growth Ltd. This limited company vehicle enables the Council to progress its own major development and infrastructure projects.

Broadland Growth Ltd has already delivered one successful housing development project and will continue to investigate further suitable opportunities. There are likely to be a number of capital spending projects and we will need to consider whether our current spending plans can be amended to allow us to contribute to these major infrastructure initiatives.

There are a number ways in which capital funding can be utilised to support this. However, any growth needs to be sustainable in terms of the economy and the environment. In particular, any borrowing must have a clear repayment strategy (eg via Council Tax) and a budget to support debt management costs.

10. Governance and Project Management

Proposed capital projects must present a clear business case. Cabinet and Council will be the key governance decision-making bodies for the capital projects. Currently, the bodies illustrated below are presented with bids for funding, in the form of business plans, and subject to an option appraisal process to ensure that available funding is directed to the most effective projects. In some exceptional cases with regard to housing grants agreement by portfolio holder decision may be required; this may also be a more appropriate route for some other projects, This is relevant for cases with ring-fenced external funding and a purpose already within a departmental remit, such as grants received by a particular service tied to a commitment to spend on a specific project. Otherwise, business plans are subject to review by the relevant Council panel.

All decisions will still be subject to procurement regulations in the Constitution.



11. Risk Management

The Council's Risk Framework has been reviewed as part of an update to the Risk Strategy. As part of the project business case, large capital projects should be risk assessed. Any mitigation actions should be included in the project business case.

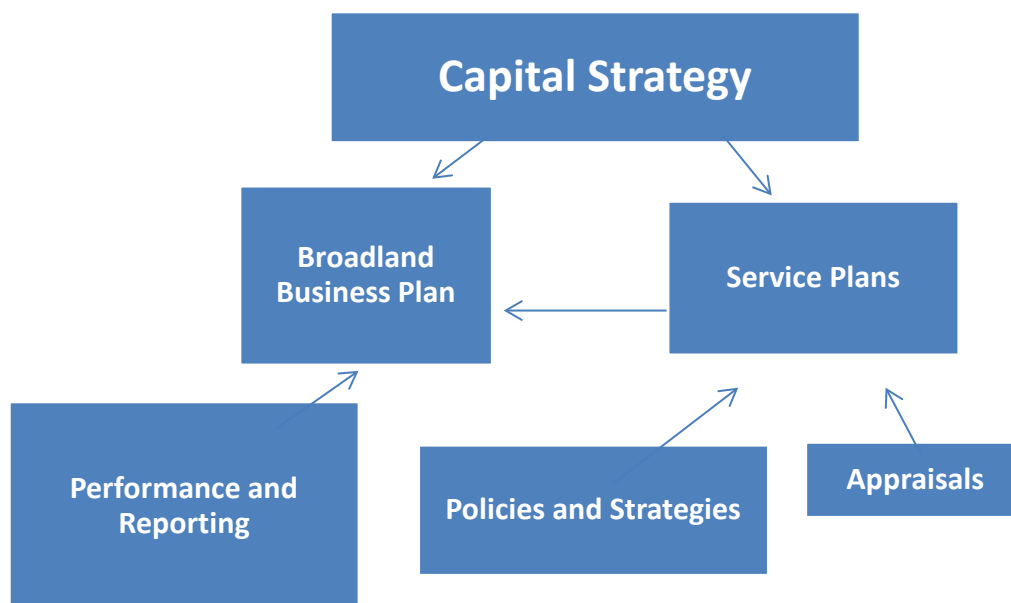
Smaller capital projects should be risk assessed and managed as part of managing service risks.

12. Community Need

In developing capital projects, the Council, or its partners, must demonstrate clear evidence of community need. The benefits to the local community should be clearly identified in the project business case. In addition, given the “localism” agenda the option of Community Asset ownership should be fully explored.

13. Performance Management

The Capital Strategy is one element of the Broadland Performance Management Framework (see illustration below). All capital projects should have performance management arrangements – such as reporting to Cabinet or Corporate Leadership Team on progress, monitoring, evaluation and identifying any problems incurred. They should also be included in service plans and where necessary the Broadland Business Plan.



14. Public Sector Finances

The continuing reductions in all sources of public sector funding will have a significant impact on our ability to finance capital projects in the short term. Any comprehensive spending review will set out any changes in local government funding that could set out strict limits on our ability to deliver new capital projects, especially via Council Tax funding.

15. Local Authority Borrowing

The authority's Medium Term Financial Plan has forecasted a possible need to borrow in order to fund its capital programme, and the Treasury Strategy Statement has incorporated a section on how this potential need can be managed. There is a small provision within the budget for debt costs; however, the most efficient way to borrow will be to fund expenditure from internal resources initially (ie with cash backed reserves such as the capital receipts reserve) and borrow if and when necessary. Broadland has a Capital Financing Requirement (CFR) determined by the theoretical amount of debt associated with finance leases. Any additional future

debt costs would have to consider the CFR when determining an appropriate liability benchmark.

16. Borrowing Powers

Local authorities have the power to borrow without restriction under the Prudential System – provided that they can prove that they can afford both the revenue implications of the capital projects undertaken and the costs of servicing and repaying the debt itself. Each authority must set Prudential Indicators each year, approved by Council, two of which state the maximum limits of operational and authorised external debt. Broadland District Councils have been set at £4m and £6m respectively, reflecting the agreed limits that the council would be prepared to fund individual or groups of projects to. If the authority decides to borrow to fund its capital programme, it will ensure that its debt indicators are not breached at any time.

In practical terms, the most cost effective way to borrow is from the Debt Management Office (the DMO). This is a central Government agency which offers loans at rates lower than those offered in the money markets through the Public Works Loan Board (the PWLB). Broadland District Council has registered to take advantage of the DMO's certainty rate discount, and will therefore be able to borrow at the lowest debt rates on offer. The authority will continue to identify reputable lenders who can offer the lowest rates.

The Council reviewed the new Municipal Bond Agency set up by local authorities and the LGA but are waiting to see if investing in the agency and/or applying for funding from the agency is appropriate for the Council's needs.

17. Treasury Management

Full details of the Treasury Strategy and Investment Strategy of the Council can be found in the full strategy documents. In brief, with regard to the decision making process, approximately half of the Council's short term surplus cash is managed by two Pooled Fund managers. The remainder of the available surplus cash is managed in-house as short-term investments, to accommodate operational cash flow requirements. Broadland does not make commercial investments for income and the Prudential Code sets out clearly that the prime policy objective of a local authority's treasury management investment activities is the security of funds, and that a local authority should avoid exposing funds to unnecessary or unquantified risk, should be wary of taking out too much debt relative to net service expenditure and taking on debt to finance commercial investments.

Cabinet are responsible for the scrutiny of treasury management activity and practices; activity against the treasury strategy is reviewed midway through, and at the end of, each year. An outturn report on treasury activity is prepared for Cabinet after the financial year end.

The CIPFA Treasury Management Code requires the Head of Finance and Revenue Services to ensure that all members tasked with treasury management duties receive training to enable them to understand their roles and responsibilities. Officers conducting treasury duties are encouraged to attend workshops run by the Council's treasury management advisors (Link Asset Services).

18. Option Appraisal

The capital programme must be financed each year, drawing resources from capital receipts, earmarked reserves, external funding and direct revenue funding – ie drawn from the General Fund. As the levels of external funding and the reserves of capital receipts diminish, the proportion of expenditure that must be drawn from the General Fund will increase, and will need to be carefully managed.

To ensure the best use of resources, requests for schemes to be included on the capital programme will be subject to an option appraisal process. Each scheme will be judged against two primary criteria:

1. Does the scheme fulfil one or more of the aims of the Broadland Business Plan?
2. Would the scheme substantially reduce Broadland's revenue expenditure or bring in an income stream?

Proposed schemes will be considered to be bids for limited resources, and will be ranked in accordance with their score against the criteria. Schemes which are wholly or partly funded by external sources will be considered in the same way, with the reduced need for internal funding taken into account.

The major projects will be reviewed with the main criteria being set as "Funding a project using investment funding from the Council to generate revenue and enable the Council to keep control of its capital funding."

19. Conclusion

The themes running through the Capital strategy are caution, corporate focus and efficiency. Although Broadland remains in a good financial position, there are uncertainties in all sources of future funding. Careful allocation of resources will be needed to maintain the present financial health, and to ensure that the focus is on achieving the Council's corporate objectives.

COUNCIL TAX REDUCTION SCHEME 2019/20

Portfolio Holder: Finance

Wards Affected: All

1 SUMMARY

- 1.1 The Council is required to review its Council Tax Reduction Scheme annually. The Council needs to approve any changes to the Council Tax Reduction Scheme and adopt the revised scheme from 1 April 2019.

2 KEY DECISION

- 2.1 This is a key decision and has been published in the Forward Plan.

3 BACKGROUND

- 3.1 The Local Government Finance Act 2012 introduced Council Tax Reduction Schemes from 1 April 2013. Each billing authority must design and operate a discount scheme which helps people on low income to meet their Council Tax charge.
- 3.2 The Council Tax Reduction Scheme must be reviewed annually and any amendments which are agreed must be in place before 11 March of the financial year preceding the effective date of the revisions.

4 THE ISSUES

- 4.1 There have been no welfare policy announcements this year, which have been seen in previous years and which the Council Tax Reduction Scheme has been aligned to.
- 4.2 The introduction of Universal Credit in the Broadland area will have an impact on the Council Tax Reduction Scheme, both in its administration and the amount households will receive. It is vital that the Council continues to consider the impact on its Council Tax Reduction Scheme.

5 DISCUSSION

- 5.1 The introduction of Universal Credit on 17 October 2018 will change how much Council Tax Reduction discount a household can receive, as the calculation differs for those in receipt of Universal Credit and those who are not.

- 5.2 Council Tax Reduction claims are reviewed more often when the claimant is receiving Universal Credit, as the Universal Credit award is reviewed on a monthly basis. This will increase the administration of the Council Tax Reduction Scheme and may have an effect on the billing and collection of Council Tax for these households.
- 5.3 The full impact of Universal Credit on the Council Tax Reduction Scheme must be analysed carefully and the Scheme revised as appropriate. As Universal Credit has only been in place for one month in the majority of the Broadland area, the data available at present is insufficient to draw conclusions on how to revise the Council Tax Reduction Scheme from April 2019.
- 5.4 The Team continue to take a 'Systems Thinking' approach in considering administrative processes and are keen to reduce double handling of work where practicable.

6 PROPOSED ACTION

- 6.1 It is proposed that as the current scheme is maintained, save for one exception as outlined in Appendix 1. This is an administrative change which would immediately reduce paperwork and will maximise claims for Council Tax Reduction when people are applying for Universal Credit.
- 6.2 Working with other Norfolk Local Authorities the Council will look at developing a county wide Council Tax Reduction Scheme which addresses the administrative and financial challenges Universal Credit presents, while providing support to the most vulnerable residents in Broadland. It is envisaged this will be ready for 2020/2021 and progress on this project will be reported in detail to Council during 2019.

7 RESOURCE IMPLICATIONS

- 7.1 The department will carefully monitor the impact of Universal Credit on the Council Tax Reduction Scheme as it rolled out to new claimants in the Broadland area.

8 LEGAL IMPLICATIONS

- 8.1 Schedule 1A of the Local Government Finance Act 1992 states that local authorities must consider revising or replacing its Council Tax Reduction Scheme every year. Failure to do so by 11 March may lead to intervention from the Secretary of State.

9 RISK IMPLICATIONS

- 9.1 If the Council does not approve revisions to the Scheme by 11 March then the current Scheme will continue unchanged and may be subject to intervention by the Secretary of State.

10 EQUALITIES IMPLICATIONS

- 10.1 There are no equalities implications as the proposed change to the Council Tax Reduction Scheme outlined in Appendix 1 relate to an administrative procedure.

11 CONCLUSION

- 11.1 While it is anticipated that the rollout of Universal Credit will have an effect on the Council Tax Reduction Scheme, the impact will take time to work through and effective analysis cannot be undertaken at present, due to the limited evidence base that has formed since 17 October 2018.
- 11.2 That the proposed change to the Council Tax Reduction Scheme is approved by Cabinet and recommended to Council that the Scheme for 2019/20 is updated accordingly.

12 OPTIONS

- 12.1 The Cabinet has the following options:
- (1) to note the work that will be undertaken to review the impact of Universal Credit on the Council Tax Reduction Scheme;
 - and
 - (2) to approve the amendment outlined in Appendix 1 and **RECOMMEND TO COUNCIL** that the Scheme for 2019/20 is updated accordingly;
 - or
 - (3) to approve any other amendments that Cabinet considers appropriate
 - or
 - (4) choose not to adopt the proposed amendments and retain the current Scheme.

Jill Penn
Head of Finance and Revenue Services

Background Papers

None

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

Proposal: Treat official notification of a Universal Credit claim as an application for Council Tax Reduction	
Survey Results:	Consultation is not required as is beneficial to Council Tax Reduction customers.
What would be the main justification for the change?	
The proposed amendment would allow the formal notification received from the DWP to be treated as a valid claim for Council Tax Reduction. This reduces the paperwork required from a claimant to apply for Council Tax Reduction and mitigates the potential drop off of claimants who are entitled to help but do not return the relevant application form.	
Officers' Recommendation to Council	
<p>Insert the following in Schedule 1, paragraph 1:</p> <p>"2)</p> <p> c) by means of receipt of the following Universal Credit notification from the Department for Works and Pensions:</p> <p> i. Universal Credit Data Share (UCDS) New Claim record,</p> <p> ii. Local Authority Input Document, or"</p> <p>and remove "or" from the end of paragraph 2(b)</p>	

FOOTWAY LIGHTING ON NEW DEVELOPMENTS

Portfolio Holder: Environmental Excellence
Wards Affected: Drayton, Freethorpe, Great Witchingham, Hellesdon and Wroxham

1 SUMMARY

- 1.1 Following the report to Cabinet in September 2018 where Members agreed to serve notice on Norfolk County Council (NCC) with the intention of ceasing responsibility for lighting from 1 April 2019, this report seeks approval to not adopt any further lighting on new developments within the five parishes the Council is currently the lighting authority.

2 KEY DECISION

- 2.1 This is a key decision and has previously been published in the Forward Plan.

3 INTRODUCTION

- 3.1 At the Cabinet meeting in September 2018 Members agreed to serve notice on the Highways Authority with the intention of ceasing responsibility for lighting from 1 April 2019. This notice has now been served and discussions are on-going with NCC.
- 3.2 At a previous Cabinet in December 2017 Members agreed that the Council should take on the management and maintenance of new lighting in the five parishes in which it currently acts as a Footway Lighting Authority and to recharge the cost as a special expense.

4 THE ISSUES

- 4.1 Since the original change in policy by NCC to no longer adopt residential lighting on new developments unless there is a clear highway reason to adopt (eg part of a main route), there have been two planned new developments in Hellesdon which have been brought to the Council's attention by NCC.
- 4.2 The issue of lighting has moved on since the original report and it is now felt that to take on additional lighting is not in the Council's interest. Any proposed lighting on new developments should be decided on at a local parish level. If it is decided that lighting is required then this would be managed by the Parish Council or the developer would need to consider an alternative solution such as a management company.

5 RESOURCE IMPLICATIONS

- 5.1 There are no resource implications to this report.

6 LEGAL IMPLICATIONS

- 6.1 The Council does not have any legal duty to adopt new lighting and neither does the Parish Council. If neither wish to adopt the lighting then it would be for the developer to fund through a management company if they wanted to provide lighting on their development.

7 RISK IMPLICATIONS

- 7.1 There are some potential reputational risks to the Council in making this decision, within the five parishes affected. However, the Council not adopting the lights does not necessarily mean that lighting would not be installed. There is the risk that if the Parish does not want to adopt the lighting, that the developer would not put lighting on the development.

8 EQUALITIES IMPLICATIONS

- 8.1 An equalities impact assessment has been completed and is included with the report.

9 CONCLUSION

- 9.1 The Council is currently discussing with Norfolk County Council its intention to cease being a Lighting Authority. To agree to not take on any further lighting would assist with this process and the Council's ultimate aim to relinquish its duties as a Lighting Authority.

10 OPTIONS

- 10.1 Cabinet is requested to **recommend to Council**:
- (1) not to take on the management and maintenance of any new lighting in the five parishes in which it currently acts as the Lighting Authority;
 - (2) to continue with the existing policy to take on the management and maintenance on any new lighting in the five parishes in which it currently acts as the Lighting Authority.

Leigh Booth
Interim Head of Housing and Environmental Services

Background Papers

None.

For further information on this report call Sarah Bruton on (01603) 430528 or
sarah.bruton@broadland.gov.uk

Equality Impact Assessment

Name of Officer/s completing assessment:
Sarah Bruton

Date of Assessment: 5.11.18

1. What is the proposed Policy? To revise the Broadland District policy on the provision and management of street lighting, to not adopt lighting on new developments within the five parishes the Council is currently lighting authority.

2. Which protected characteristics does this Policy impact: (please tick all that apply)

Age	<input checked="" type="checkbox"/>	Sex	<input checked="" type="checkbox"/>	Pregnancy/Maternity	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Sexual Orientation	<input checked="" type="checkbox"/>	Gender Reassignment	<input checked="" type="checkbox"/>
Race	<input checked="" type="checkbox"/>	Civil Partnership/Marriage	<input type="checkbox"/>	Religion or Belief	<input checked="" type="checkbox"/>
Health	<input checked="" type="checkbox"/>	Rurality	<input type="checkbox"/>	Low Income	<input type="checkbox"/>
				None of the above	<input type="checkbox"/>

3. What do you believe are the potential equalities impacts of this policy?

Potential impacts should there be no street lighting provision, as a worst case scenario, may impact on women, older people, people with disabilities, ill health and mental ill health, people identifying as from a BAME (Black, Asian and Minority Ethnic) background or from a LGBTQI+ background as they may not utilise the street environment if there is insufficient lighting. This may be due to fears of an increased risk of being a victim of crime, including hate crime or experiencing an accident, such as a fall.

Similarly, if residents on new developments do prefer to remain indoors where there is a lack of street lighting, particularly in winter months, this could lead to an increased risk of social isolation and failure to build cohesion within a new community.

Young and older people may feel more vulnerable to crime as a result of reduced lighting, but much depends on the specific circumstances as well as other factors such as crime rates, policing and quality of public spaces. The extent to which street lighting is the main factor is unclear and depends on the person and local factors.

4. How is it proposed that any identified impacts are mitigated?

Although the policy is for the Council not to adopt any lighting on new developments, it is likely that the lights will be installed and managed by another organisation.

Should there be an estate where no lighting is provided, research undertaken by the British Medical Journal of Epidemiology and Community Health on the effect of reduced street lighting on road casualties and crime in England and Wales in 2015 found little evidence of harmful effects of switch off, part-night lighting, dimming, or changes to white light/LEDs on road collisions or crime in England and Wales.

Signed by evaluator: S Bruton

Signed by responsible head of department:

Please send your completed forms to victoria.parsons@broadland.gov.uk to be reviewed and stored in accordance with our legal duty. You may also wish to contact the Housing, Health & Partnerships Officer if at any time you need assistance filling in your assessment.

CABINET

20 November 2018

Final Papers

Item	Details	Page No
7	<u>Overview and Scrutiny Committee</u> To receive the Minutes of the meeting held on 6 November 2018.	36 – 41
11	<u>Treasury Management report to 30 September 2018</u> To receive a report from the Head of Finance and Revenue Services.	42 – 46

DEMOCRATIC SERVICES

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

Minutes of a meeting of the **Overview & Scrutiny Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 6 November 2018** at **10.00 am** when there were present:

Mr A D Adams	Mr D G Harrison – Chairman	Mr V B Tapp
Mrs C H Bannock	Mr J J Emsell	Mr D C Ward
Ms S J Catchpole	Mr G Everett	
	Mr G K Nurden	

Also in attendance were the Head of Democratic Services and Monitoring Officer, Head of Finance and Revenue Services, Communications and Engagement Manager and the Committee Officer (JO).

Martin Barrell, Kellie Fisher, Charlotte Scales and Eleanor Stewart of the Environment Agency were in attendance for item 66 - Flood Alleviation.

63 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Mrs Bannock, Mr Nurden and Mr Tapp	66 - Flood Alleviation	Board Members of Norfolk Rivers Internal Drainage Board.

64 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Grady, Mr O'Neill, Mr Riley and Mrs Vincent.

65 MINUTES

The Minutes of the meeting held on 16 October 2018 were confirmed and signed by the Chairman as a correct record.

Minute no: 56 – Appointment to Joint Scrutiny Committee

The Committee noted that Council had agreed that the following Members be appointed to the Joint Scrutiny Committee:

Mr T Adams, Mr J Emsell, Mr D Harrison, Mr G Nurden, Mrs K Vincent and Mr D Ward.

66 FLOOD ALLEVIATION

The Committee receive a presentation from the Environment Agency on Flood Alleviation (attached at Appendix 1 to the signed copy of these Minutes).

In response to Members' questions the Committee was advised of the following:

- The Environment Agency advised Local Planning Authorities at both the Strategic Development Plan and the Planning Application stage.
- The Environment Agency worked closely with a range of partners to access funding. Partners included districts, county councils and the Broads Authority.
- Major developments could be subject to call-in and a final decision by the Secretary of State, if they ran contrary to Environment Agency advice.
- The reclassification of main rivers to ordinary watercourses (a term called 'de-maining') and the transfer of maintenance responsibility to Internal Drainage Boards would only take place with the agreement of the relevant Board.
- The Strategic Flood Risk Assessment included Flood Maps that took into account one in 100 chance of flood risk.
- The drainage problems in the Sustainable Drainage Systems adjacent to Broadland Northway had not been identified during the planning stages. Measures to deal with this issue were now being implemented.
- The Environment Agency had commented on early proposals for the Western Link, including the river crossings. Horizontal Directional Drilling, rather than open trench, was the preferred method for any consequential cabling under the river.
- In respect of surface water management; the Environment Agency was responsible for maintaining water quality, not its removal.
- The Broadland Futures Initiative, which aimed to protect land and property from flood risk for the next 50 years, should go out to tender in early 2019 and the Strategy completed within five years.

The Committee thanked the officers from the Environment Agency for their very informative presentation.

67 COMMUNICATIONS

The Communications and Engagement Manager provided the Committee with an update on the communications activities at the Council over the past year.

Last year the Council agreed that Community at Heart would be the focus of a whole Council approach to communications, by bringing Officers and Members together in a co-ordinated way to deliver its key messages. This included the creation of a Community Projects officer post to help better engage with people who lived and worked in Broadland and the introduction of Community at Heart logo across all published materials. Brand guidelines for Broadland had also been established to ensure that engagement packs and equipment taken to events had the same livery and the team had the same look and feel.

This whole Council approach encouraged staff at all levels to step outside of their routine roles and engage with residents. Similarly, Members were encouraged to develop deeper links with communities to reinforce this message.

Communications and engagement work over the last year included:

- Working with Norfolk Community Foundation to promote Community at Heart Grants for activities from £500 up to £2,000.
- The production of a Community at Heart – Health & Wellbeing pamphlet, which had proven very popular and was recommended as a model to replicate by a partner organisation.
- A Sports Grant of a £1,000 to athlete Iona Lake to help her attend the Commonwealth Games in Australia.
- Taking a pro-active Media Management approach to provide positive stories about the Council such as the 14 awards for the development at Carrowbreck Meadow by Broadland Growth Ltd and the highest figures for Business Rates collection and recycling in Norfolk.
- The promotion of Business Training courses.
- Collaboration work with South Norfolk Council.
- A Broadland Growth Triangle prospectus had been published to encourage businesses to locate and expand in the District.

Broadland campaigns included: Top Dog, Buy in Broadland, Bike Walk Scoot, Recycle Better and addressing Fuel Poverty.

Training for communities on how to run an event had been held and staff had attended eight Flu Clinics, reaching 2,000 residents to advise them of the services that the Council could provide.

A series of very successful events to mark the bicentenary of the death of Humphry Repton, one of Britain's greatest landscape gardeners, who was buried in Aylsham had been held in the District.

A number of Neighbourhood Plans had been promoted by the Council and the Parish AGM had also taken a community based approach.

The Council had agreed the extension of the Handyperson+ scheme and a whole range of community activities such as, Broadly Active, District Direct, Broadland Dementia Alliance and the Broadland Older People's Partnership had been supported by the Council.

Broadland was also providing external Communications support for the Greater Norwich Growth Board, as well as the current consultation for the Greater Norwich Local Plan.

Members noted and commended the large range of activities that were being carried out by the Communications Team, but requested that as this work was so extensive they would like a paper to accompany any verbal report in future.

Members also confirmed that they had recommended to Cabinet that greater effort be made to communicate to residents and businesses the valuable services that the Economic Development Department provided. In response, the Communications and Engagement Manager confirmed that this was part of the day-to-day job of the Communications Team and they would continue to do so. He also advised Members that the content of Broadland News had been questioned in the past for being too focused on business issues and needed whole Council approval.

The Committee noted that this would be the last meeting before the Communications and Engagement Manager left the Council to take up a post elsewhere. Members thanked him for his hard work at Broadland and wish him well for the future.

68 BUDGET QUESTIONS

The Head of Finance and Revenue Services advised the meeting that the Council was operating in a changing financial climate. The initial proposal by the Government for 100 percent Business Rates retention could not be implemented without primary legislation, so was now likely to be limited to 75 percent by 2021. Currently 50 percent of Business Rates were retained.

A Comprehensive Spending Review was to be held in 2019 and the Local Government Association had estimated that by 2025 the gap in local government finance would increase to £7.8b. Moreover, the Fair Funding Review in 2019 could affect how funding was allocated and redistributed between local authorities from 2020 onwards.

Social care prevention work and the costs associated with it was also being taken on by the Council to try to reduce the costs for the County Council.

It was clear that the level of future Government funding would not increase, but that the Council had reasonable levels of reserves. The Medium Term Financial Plan, therefore, assumed a similar level of funding as current for the next five years.

The Vice-Chairman noted that the Council had maintained similar levels of reserves through efficiencies for at least seven years and he was confident that it could continue to do so.

The Committee **AGREED** the following budget questions for Cabinet:

1 MAXIMISE COUNCIL FUNDING

- 1.1 How was the Council seeking to utilise and maximise its assets?
- 1.2 Was the Council considering an invest to save policy?
- 1.3 Was it proposed to increase fees and charges above inflation, using an appropriate vehicle?
- 1.4 What is the Cabinet doing to significantly increase the ongoing revenue income stream of this Council?

2 COLLABORATIVE WORKING

- 2.1 Can you demonstrate how collaborative working can generate £8.6m in savings over the next five years?

2.2 What happens if the predicted budget savings are not achieved?

2.3 How does the Medium Term Financial Plan reflect budget savings through collaborative working?

3 FREE THINKING

3.1 How will budget pressures impact on performance and services over the next financial year?

3.2 How much of the budget is set and how much do we have discretion over?

69 NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE

Members noted the Outcomes and Actions of the meeting of the Norfolk Health Overview and Scrutiny Committee held on 18 October 2018.

70 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

The Committee was advised that a presentation from Healthwatch Norfolk would be made to the 29 January 2019 meeting.

Members confirmed that they would like to invite the new Joint Managing Director to give them his views on the role of the Committee at the earliest convenient meeting in the New Year.

The meeting closed at 12.38 pm.

TREASURY MANAGEMENT REPORT TO 30 SEPTEMBER 2018

Portfolio Holder: Finance
Wards Affected: All

1 SUMMARY

- 1.1 This report summarises treasury management activity during the first half of 2018/19, including an update on the Prudential Indicators.

2 BACKGROUND

- 2.1 Part 3 of the Constitution gives the Head of Finance and Revenue Services delegated powers to manage the operational cash resources in accordance with CIPFA's Code of Practice on Treasury Management in the Public Services (the Treasury Management Code) and with the approved Treasury Management Policy for the financial year.
- 2.2 In accordance with the Treasury Management Code, the Head of Finance and Revenue Services shall report to Cabinet at least twice a year on the exercise of these powers. This report will include an update on the Prudential Indicators, which were approved as part of the Treasury Management Policy.

3 KEY DECISION

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

4 TREASURY ACTIVITY

- 4.1 The Council's investments as at 30 September 2018 were as follows;

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

- 4.2 The authority purchased units in Payden & Rygel and Investec's pooled funds some time ago. No units have been sold or purchased since; changes in the value of the Council's share reflect the net growth in the overall value of the funds.
- 4.3 The Payden Global investment is in an AAA rated Sterling Reserve Fund. From 1 April to 24 May 2018 the Investec Asset Management funds were invested with an 80:20 split over the Short Dated Bonds Fund and the Target Return Fund. Due to poor performance of the Short Dated Fund Investec closed the fund and from 25 May 2018 the 20 percent previously invested in the Short Dated Fund transferred into Investec's Diversified Income Fund. The mixture of funds should smooth the volatility on the more risky Target Return Fund. The Payden & Rygel investment funds remained stable at £3.22m. The Investec Asset Management Funds ranged from £10.281 to £10.186m.
- 4.4 During the first six months of 2018/19, the in-house team arranged 21 fixed term deposits which included five certificates of deposit (CDs) purchased through the clearing house King & Shaxson. Cash levels were managed through transfers into or out of the Council's interest bearing accounts as a flexible alternative.
- 4.5 The total sum invested by the in-house team as fixed term deposits ranged from a minimum of £15.63m to a maximum of £29.86m during the six month period, with an average investment of £20.83m per day. This included sums invested on behalf of town and parish councils and other charitable organisations. As at 30 September 2018, these amounted to a total of £481,000, as shown below;

	£'000	Terms of interest paid
Charitable organisations	3.0	0.5% below Base Rate
Parish Deposits	478.0	Average internal rate achieved on all investments
Total	481.0	

- 4.6 The authority's Treasury Management Strategy for 2018/19 followed the principles in MHCLG's 2010 'Guidance on Local Government Investments' ("Guidance") and CIPFA's 'Treasury Management Code of Practice 2017 (TM Code)'. Security and liquidity of investments take priority over yield and surplus funds have been invested in high credit quality counterparties. £5m in total has been placed for terms of one year, which offers greater returns than short-term deposits.

5 BORROWING

- 5.1 The 2018/19 Treasury Management Policy set an operational boundary for

external debt of £3m and an authorised limit of £5m. This means that if the authority's level of external debt (including notional debts on implied finance leases) exceeds £3m at any stage during the year the fact must be reported to Council as soon as possible and that debt is not allowed to exceed £5m without receiving prior authorisation from Council.

- 5.2 The calculation of external debt excludes the third party funds described in paragraph 4.6, as these are taken to assist partner organisations with their treasury operations.
- 5.3 The most efficient option to fund capital expenditure during 2018/19 was to use internal funding. External debt was not required and is unlikely to be required in the foreseeable future.
- 5.4 The Head of Finance and Revenue Services confirms that the authority's debt level was below the Operational Boundary at all times.

6 PRUDENTIAL INDICATORS

- 6.1 Capital expenditure to 30 September was £519,710, against a budget of £967,800 for the first half of the year. This represents 53.7 percent of the pro rata budget spent.
- 6.2 The authority has not taken out external debt during the year. The technical debt represented by the implied finance lease within the waste collection and street cleansing contracts amounted to £120,050 as at 31 March 2018 and overdrafts incurred as part of treasury operations have been minimal. The Operational Limit of £4m on debt has not been breached at any point.
- 6.3 The authority's capital financing requirement (CFR) represents its theoretical need to borrow to fund capital expenditure. As the capital programme's financing has been fully funded, with all over-financing corrected in previous years, the CFR will match the technical debt represented by the finance lease described in paragraph 6.2 above. As the authority intends to fully finance its capital programme from 2018/19 onwards, the CFR is expected to mirror the finance lease debt for the foreseeable future.
- 6.4 The authority is required to report on the ratio represented by its net financing costs to its net revenue stream. This is a measure of affordability, indicating how much of the authority's revenue is taken up in financing its debt. However, as Broadland is a net investor, it has a negative ratio of 1.61 percent, indicating that its financing 'costs' are represented by income equivalent to half a percent of its other grant and taxation revenues.
- 6.5 The total principal sum invested for terms of over 364 days at 30 September 2018 was £4m. This is within the limits of £10m of the portfolio for medium term investment (up to five years) set in the 2018/19 Strategy Report.

- 6.6 The Head of Finance and Revenue Services can therefore report that the Prudential Indicators set for 2018/19 have not been breached as at 30 September and that none have reached a level that indicates any cause for concern.

7 LEGAL IMPLICATIONS

- 7.1 All investments were made within the statutory requirements that govern local authority money market activities.
- 7.2 The CIPFA Code of Practice on Treasury Management requires the authority to report on treasury management activities at least twice a year, including a report on the Prudential Indicators.

8 RISK IMPLICATIONS

- 8.1 The main aim of the investment strategy is to minimise the risk of loss of principal. The Council's investments are with counterparties offering higher security, at the expense of yield if necessary. The Council works with its financial advisors to ensure that risks are reduced.

9 EQUALITIES IMPLICATIONS

- 9.1 The report has no specific impact on Equalities. Treasury decisions are made primarily on the basis of the security of counterparties, with the needs of the authority's cash-flow second and other considerations such as equality and diversity given lower priority.

10 OPTIONS

- 10.1 The Cabinet is requested to note the report on activity undertaken in the first half of 2018/19 in respect of treasury management activities.
- 10.2 Any other option Cabinet deems appropriate.

Jill Penn
Head of Finance and Revenue Services
(Section 151 Officer)

Background Papers

Treasury Management Policy 2018/19 (Cabinet, 8 February 2018))

CIPFA Code of Practice on Treasury Management, Revised 2017

Capita Asset Services reports

For further information on this report contact:

Jill Penn on (01603) 430486 (e-mail jill.penn@broadland.gov.uk) or Tim Spooner on (01603) 430464 (email tim.spooner@broadland.gov.uk)

CABINET

20 November 2018

Further Final Papers

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DEMOCRATIC SERVICES

Broadland District Council
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Minutes of a meeting of the **Environmental Excellence Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Thursday 8 November 2018** at **4.00 pm** when there were present:

Mr J F Fisher – Chairman

Mrs J K Copplestone
Mrs J Leggett

Mr G K Nurden
Mr V B Tapp

Mr J M Ward

Also in attendance were the Interim Head of Housing and Environmental Services, Environmental Protection Manager (Special Projects), Private Sector Housing Manager, Renewable and Energy Efficiency Officer and the Committee Officer (JO).

Mr Emsell was also in attendance for Minute no: 25 – Dussindale Centre Community Fridge – Update.

22 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Grady and Mr Roper.

23 MINUTES

The Minutes of the meeting held on 20 September 2018 were confirmed as a correct record and signed by the Chairman.

Minute no: 19 – Dog Fouling Public Spaces Protection Order

The meeting was informed that the Top Dog, anti-dog fouling campaign, would be re-launched to coincide with the implementation of the Dog Fouling Public Spaces Protection Order. The new legislation would be publicised in *Broadland News* and the Environmental Protection Manager would also be attending the Parish and Town Council AGM to advise on the Public Spaces Protection Order.

24 EXTERNAL FUNDING OF ENVIRONMENTAL INITIATIVES

The Panel was informed that money was available through the Council's Better Care Fund allocation for Disabled Facilities Grants and other health initiatives, match funded by the Warm Homes Fund, for the installation of first time oil fired boilers for those in fuel poverty in off gas areas.

It was estimated that up to 60 installations could be carried out with this funding, at a cost of around £8,000 - £9,000 per installation. The initiative had been approved through a Portfolio Holder Decision and the two Clinical Commissioning Groups, which covered the District had been consulted as part of the process.

A stock modelling survey would be used to target areas in the district, which would then be leafleted to inform residents of this opportunity. Funding was also available for 15-20 replacement gas boilers in low income households.

The above projects would put on hold the air source heat pump initiative detailed at the previous Panel meeting.

It was confirmed that the Warm Homes Team ran checks to ensure that residents could operate and maintain their boilers and there was also a grant available towards annual boiler services.

The Private Sector Housing Manager advised the Panel that the Council had surplus income, from sources such as the Switch and Save project, which could be used to refurbish the roof of the bunker at Thorpe Lodge into a wildlife friendly area for staff to enjoy. This would involve clearing the brambles that currently cover the bunker, installing railings and planting up the roof with native bee-friendly flora. The project was currently being costed.

25 DUSSINDALE CENTRE COMMUNITY FRIDGE – UPDATE

The Dussindale Centre Community Fridge was one of seven Community Fridges in Norfolk funded by Sainsbury's at a cost of £49,000, as part of its 'Waste less, Save more' campaign, which was launched in April 2018.

The original concept was for members of the public to bring in food that they were not going to use and did not want to see go to waste, but this had not been a successful means of stocking the fridges. However, stores were keen to dispose of food that they could not sell locally in order to reduce transportation costs and a number of stores and a wholesaler, as well as the local allotment association, were now contributing to the Community Fridge, which was proving to be extremely popular.

Food donated to the project had increased from 20 kg in April to 549 kg in October 2018, none of which had been wasted.

Anyone could use the Community Fridges and it was emphasised that the scheme was not modelled on a food bank, which required a professional referral from the care services, but simply sought to prevent good food from being wasted. The Community Fridge at Dussindale was open 9 – 5pm six days a week and on average was used by up to 20 different people every day.

The Panel noted that a Community Fridge was reliant on volunteers to collect the food from the suppliers if it was to be successful, and commended Mr Emsell for the hard work he was putting into the scheme at Dussindale.

The Environmental Protection Manager (Special Projects) advised Members that the Council had some funding for more Community Fridges and if they wished to discuss launching one in their Ward or wanted to discuss any other aspects about the scheme they should contact her directly.

26 SUMMER INTENSIVE RECYCLING MONITORING – RESULTS

Members were advised that a Recycling Monitoring Project was held over July – September 2018.

Five additional temporary members of staff were employed over this period to carry out the work, which covered 41 areas in total. Visual inspections were made of 7,170 grey bins, 4,090 in rural areas and 3,080 in urban areas.

The main contaminants were soft plastics, tissues, non-recyclable hard plastics and non-rinsed items/ food waste. Other contaminants included textiles, metal, garden waste, nappies, sanitary items and bagged items.

As a result of the monitoring a total 1,916 leaflets had been left informing residents what could and could not be recycled. One hundred and thirty red tags were left for grey recycling that was deemed so contaminated that it was uncollectable. A total of 732 personalised letters were sent to residents informing them of a problem relating specifically to their bin.

Following this work, 776 properties revisited in rural areas had improved the quality of their bins to a satisfactory level by the end of the summer monitoring. Only one grey recycling bin required follow-up action after the summer.

In urban areas 883 of the properties revisited had improved the quality of their bins to a satisfactory level by the end of the summer monitoring. Only six grey recycling bins had needed follow up action after the summer.

Overall 99.57 percent of the initial 1,666 properties, which required a revisit responded positively to a combination of the intervention techniques (leaflets, letters and red tags). This resulted in the recycling quality in these bins being satisfactory by the end of the summer period and no further action required.

By the end of the monitoring period out of the 7,170 properties initially monitored, 7163 properties were classed as satisfactory by the end of the period with no further action required. Some 2,017 routes were revisited – these routes had all improved compared to the previous visits.

The Environmental Protection Manager (Special Projects) advised the Panel that this targeted approach had been a very effective means of improving contamination rates and would be a worthwhile exercise to undertake again next year.

In response to a query, Members were advised that areas to be monitored were selected following discussions with refuse crews and analysis of the audits carried out by the Materials Recycling Facility. Members had been informed if their Wards were being monitored and it was also publicised in Broadland News.

The Government's Resources and Waste Strategy should be published before the end of the year and was expected to place an onus on producer responsibility. The Panel would be provided with an update on the Strategy at its next meeting, if it was released on time.

Members were also advised that the aim of the new waste collection contract, which should commence in 2021, was to allow food waste to be collected across the whole District.

27 DATE OF NEXT MEETING

Thursday 24 January 2019

The meeting closed at 5.37pm