

Cabinet

Agenda

Date

Tuesday 31 July 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 Communities and Housing
Mr I N Moncur Planning
Mr G Peck Transformation

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 Openness of Local Government Bodies Regulations 2014

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

A G E N D A

Page No

1 To receive declarations of interest under Procedural Rule no 8

2 Apologies for absence

3 Minutes of meeting held on 2 July 2018

4 – 9

4 Matters arising therefrom (if any)

5 Public Speaking

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

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

6 Representations from Non-Cabinet Members

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.

In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.

7 Overview and Scrutiny Committee

71 – 98

To receive the Minutes of the meeting held on 17 July 2018.

The Cabinet will also be advised of views expressed by the Committee at its meeting on 24 July 2018 in relation to items on this Agenda.

8 Environmental Excellence Panel

99 – 103

To receive the Minutes of the meeting held on 19 July 2018.

9 Council Performance – Broadland Business Plan

10 – 49

To receive a report providing a comprehensive view of the Council's performance over the last 12 months.

10 Changes to Appointments to Outside Organisations (Executive Function)

Following the changes to the Leader and Cabinet at Council on 12 July 2018, Cabinet is asked to agree the following changes to appointments to outside organisations:

(Automatic through position)

District Councils' Network = Leader

East of England LGA = Leader

Health and Wellbeing Board = Leader

LGA General Assembly = Leader

Member to be appointed:

Norfolk Water Management Partnership Strategic Forum = Mr Moncur.

11 Exclusion of Press and Public

The Chairman will move that the Press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

12 [Land at Reedham Road, Acle](#)

50 – 69

To receive a report from the Economic Development (Partnerships & Growth) Manager.

P C Kirby
Chief Executive

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

COUNCIL PERFORMANCE – BROADLAND BUSINESS PLAN

Portfolio Holders: All

Wards Affected: All

1 SUMMARY

- 1.1 This report provides an update on delivery of the Business Plan objectives for the period 1 April 2017 to 31 March 2018 (Appendix 1) and details of the Local Government Ombudsman (LGO) decisions received and Formal Complaints we have received in the same time period (Appendix 2).
- 1.2 Therefore it provides a comprehensive view of the Council's performance for the last 12 months.

2 KEY DECISION

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

3 BUSINESS PLAN DELIVERY

- 3.1 Appendix 1 sets out in detail how we have delivered against the 17 objectives that support the six ambitions within the Business Plan – our ambitions are shown below:
- To deliver economic success in our area
 - To achieve environmental excellence in everything we do
 - To plan and provide well housed communities
 - To increase levels of health and wellbeing
 - To keep people safe and secure
 - To continue to provide high quality, value for money services on our own or as a trusted partner
- 3.2 It shows the measures that are being used to evidence how we are delivering against the Business Plan and these are a mix of numerical and narrative data, there is also a section on risk which explains the risks to not achieving the objective and what mitigations are in place.
- 3.3 A report was presented to Cabinet on 5 June 2018 where it was agreed what stakeholder and resident engagement activities should take place for a

revised Business Plan to be prepared to cover the period May 2019 to 2023. This work will commence shortly and will be completed by February 2019.

4 COMPLAINTS

- 4.1 Details of the Local Government Ombudsman decisions received over the past 12 months and Formal Complaints received can be seen in Appendix 2. As previously reported the format of reporting has changed to a more narrative approach.

5 RESOURCE IMPLICATIONS

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

6 LEGAL IMPLICATIONS

- 6.1 There are no legal implications and no legal proceedings arising from complaints through the complaints system have been taken against the Council.

7 RISK IMPLICATIONS

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

8 EQUALITIES IMPLICATIONS

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

9 OPTIONS

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

Stephen Fennell
Head of Corporate Resources

Background Papers

None

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

Objective 1

To back Broadland businesses by providing information, help, advice and guidance to help them grow and prosper (Hamish Melville)

Supporting ambitions:

- ***Delivering Economic Success in our area***
- ***To increase levels of health and wellbeing***

Measures:

1. Numbers and support given to businesses approaching the Council directly and through the New Anglia Better Business for All initiative.	264 88 of which were new businesses to us.
2. Number of businesses referred to other support organisations to include:- LEP Growth Hub, Norfolk Knowledge, LEADER Programme	9
3. Resulting support from those referrals (to include support and financial help).	4

Contextual narrative:

Regular enquiries as expected across a range of subjects including new premises search, funding advice, training options, marketing and promotion and links to other departments. During the period we made 15 referrals to planning, 10 to environmental health, 2 to finance and 1 to housing.

The Better Business for All initiative linking regulators and supporting businesses is being developed and was launched to regulators in November raising awareness of the need for businesses to be supported in their growth challenges. It will be launched to businesses in the near future with the LEP providing a hub and signposting businesses to the Economic Development team to help with ensuring the businesses are legal in terms of regulatory processes within the Council.

In March we launched the Repton 200 Season at Aylsham Church in partnership with the National Gardens Trust. This prestigious event was attended by around 130 people from across the country. It attracted national press coverage and local hotels and B&Bs offered discounts for people travelling to the launch. The evening was a huge success with a welcome from the Vice-Chairman and speeches on the work of Humphry Repton. The weekend continued with events at Catton Park with a guided tour and exhibition supported by the Catton Park Trust, Friends of Catton Park and the Catton Society. A Repton exhibition remains in Aylsham Church and events have already attracted hundreds of people to the area. The season continues through the summer and a full economic report will be brought to members in the autumn.

In February, with the announcement that Oyster Marine was closing we made efforts to contact a number of Broadland businesses in the supply chain that could be affected by the

closure. It was a bleak few weeks for a number of those involved but businesses remained reasonably positive that other work and outlets for their goods could be secured. We have made some new connections which will develop further over time with particular links to the manufacturing sector. We also supported an event at the Hotel Wroxham with North Norfolk District Council to offer support and advice for those made redundant as the highest proportion of the workforce was from the Broadland district. Approximately 60 people attended the event. Most of the people we spoke to were Joiners, Boat Outfitters and Electricians but we also saw those from the admin department. We were optimistic that all of those we spoke to had good skill sets and were certainly employable. Financial concerns were high on the agenda but we were able to direct them to have a discussion with the Broadland Benefits Assessment Officer who was also present. We provided information on Training Courses particularly Health and Safety, First Aid and some of the IT courses. We also talked to some about the support available to them if they chose to go self-employed or if they required help with CV writing and interview technique. Residents were extremely grateful for the support and valued our presence at the event. As members will be aware shortly afterwards the company was successfully purchased.

The Financial Industries Group (FIG), of which we have officer representation on the Board, held its 2nd Annual Conference at the UEA in November. Over 100 financial businesses attended to hear various presentations and key note speaker Professor Amelia Fletcher, Professor of Competition Policy and Deputy Director of the Centre for Competition Policy at UEA, focused on *Tools to enhance consumer decision-making in financial services: Pros and cons*. FIG has launched its new website <https://fignorwich.org/> which includes a trade directory, job vacancies pages and has also started quarterly business breakfasts to grow the network.

The Greater Norwich Manufacturing Group (GNMG), which we co-ordinate, continues to grow with around 70 members and held its last quarterly meeting at Briar Chemicals that included an interesting tour of the site. The New Anglia Advanced Manufacturing & Engineering Group (NAAME), of which we have officer representation on the Board, held its 2nd Annual Conference at West Suffolk College with around 140 attendees. This day-long event saw inspiring talks delivered by leading businesses in the region. Pioneers of the manufacturing and engineering world shared stories detailing their journeys into Industry 4.0. which seeks to implement hi-tech options within manufacturing processes.

The Broadband roll-out across Broadland continues with 94% of properties now having access to superfast broadband. To the end of March 2018 the second contract has implemented 34 new fibre cabinets and two Fibre to the Premises solutions (FTTP) across Broadland which have provided access to a further 4,300 properties. The order of the rollout continues to be based, on the most efficient possible, to ensure as many properties as possible have access to Superfast speeds by minimising deployment costs. 12 more cabinets have begun implementation and a further 21 surveys have been completed. Information was also submitted in March to form part of a County bid to DEFRA to provide funding for solutions to rural business premises in none coverage areas – outcome October 2018.

We continue to support town/village teams in Reepham and Reedham. In Reepham there have been discussions around parking, the Vattenfall pipeline project, community events including the Food Festival and encouraging a wider audience to the meetings. In Reedham the group has discussed countryside access including walking and cycling, the riverside, supporting businesses, community events, providing a strong community identity and long term sustainability issues. The groups bring together Councils, voluntary and community

groups, business representatives, schools and church leaders. Clearly, our communities have the drive and enthusiasm to work together to provide vibrant places in the district and we are able to help and assist with plans to improve outcomes that are within our remit. The Council awarded £19,500 in 26 grants to small start-up businesses in the year and £6,750 in 10 grants to small existing businesses to help them grow and develop services. Total funding accessed through the New Anglia Local Enterprise Partnership (LEP):

Growing Business Fund - £1,314,475 in grants to 15 businesses providing 150 jobs (£5,569,730 private investment).

Small Grants - £69,953 in grants to 7 businesses providing 2 jobs (£289,717 private investment).

In this period Oct 17-Apr 18 an additional:

Growing Business Fund - £437,800 in grants to 2 businesses providing 45 jobs (£2,154,200 private investment).

Small Grants - £37,135 in grants to 5 businesses (£148,549 private investment).

Grants received through the LEADER programme (European and DEFRA funding): £149k to The Nest Project, Horsford.

Overall the energy saving initiative BEE Anglia has identified £51,584 of savings per year and 264 of carbon savings per year (tCO₂e) at 11 Broadland businesses.

In this period Oct 17-Apr 18 an additional £49,804 of savings and 299.9 of carbon savings per year (tCO₂e) at 16 Broadland businesses.

Risk:

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

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

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

Objective 2

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

(Hamish Melville)

Supporting ambitions:

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

Measures:

1. Number of Broadland businesses offering apprenticeships and the Apprenticeship Frameworks being offered.	135 separate businesses since June 2017 when the new levy system was introduced. See narrative for Framework detail below.
2. Additional support offered to Broadland residents to engage in training programmes provided by the Council and in partnership with other organisations.	Business Courses Level 2 Health & Safety – 36. 100% pass rate Level 3 Health & Safety – 5. 100% pass rate – 100% merits. Level 3 Emergency First Aid at Work – 27. 100% pass rate. Level 2 Food Safety – 8. 100% pass rate Level 2 Food Safety Refresher – 15. 100% pass rate Level 3 First Aid - 19. 100% pass rate
3. Number of Broadly Active clients and those showing an improvement after 12 weeks	38 completed with 30 showing a positive improvement. See objective 15 for full details.
4. Number of spaces taken on Tots2Teens sessions and percentage of those with Special Education Needs or from low income families.	October Half Term: General Play – 96 Sports – 26 Arts, cookery & IT based – 77 Christmas: General Play – 103 Sports – 19 Arts, cookery & IT based – 70 February Half Term: General Play – 47 Sports – 48

	<p>Arts, cookery & IT based – 29</p> <p>Total for period: 515 spaces.</p> <p>50% were provided for children from low income families and 42 sessions were provided for children with special needs (ADHD, Autism for example).</p> <p>We took the schemes to 8 urban and 15 rural venues.</p>
5. Range of support given to communities.	9

Contextual narrative:

Apprenticeships

In comparison to national trends Broadland seems to be faring comparatively well. Apprenticeship vacancies are promoted on the AVS (Apprenticeships Vacancy Site) which is supported by the Education and Skills Funding Agency.

Since July 2017 there have been a total of 266 Apprenticeship vacancies advertised by 135 Broadland based employers via this media. This figure does not represent all apprenticeship opportunities as under the new levy some businesses are able to select candidates from their existing staff with a view to up-skilling. Actual advertised Broadland vacancies offered by local employers are over a good range of traditional occupational areas as follows:

Sector	Intermediate	Advanced	Higher	Degree	Total
Education and Training	3	0	0	0	3
Leisure, Travel and Tourism	2	3	0	0	5
Financial Services inc Insurance	0	15	0	0	15
Health, Public Services and Care inc	15	3	0	0	18
Agriculture, Horticulture and Animal Care	17	2	0	0	19
Information and Communication Technology	1	16	4	0	21
Engineering and Manufacturing Technologies	19	5	0	0	24
Hospitality	24		0	0	24
Construction, Planning and the Built Environment	14	1	10	3	28
Retail and Commercial Enterprise& Customer Service	39	2	0	0	41
Business, Administration and Law inc financial services and	57	11	0	0	68

Total	191	58	14	3	266
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Whilst not appearing to be an immediate challenge this information does not necessarily fall in line with the governments projected future high level skills shortages in STEM areas. It would seem that if businesses are predicting skills shortfalls they will need to begin securing a solution via more pro-active engagement and enlightenment with learning providers.

In Norfolk so far there are some limited advertised opportunities for Advanced, Higher Level and Degree Apprentices in STEM related areas. These high level opportunities are in the Digital and Management sectors and there are Intermediate opportunities in most sectors including Adult Care and Construction. However it is worth noting that although the Engineering sector rates 6th for vacancies and start rankings this is deceiving as actual jobs are not high level technical engineering posts but are traditional motor vehicle jobs at Intermediate level.

There is an average of 30 learning providers delivering apprenticeships for Broadland businesses at any time. These range from independent vocational specialists to National Levy paying provider employers. Due to long acknowledged local transport and rural sparsity issues most of this delivery is carried out in business premises by peripatetic vocational experts. All government funded learning providers who are working with Broadland businesses have passed the Education & Skills Funding Agencies (ESFAs) rigorous quality assurance requirements and are also subject to Ofsted inspection and reporting processes.

Our own in house businesses courses continue to be well attended with bookings up 12% on last year. A range of support is offered from on-line and social media support through to basic book-keeping. The Choices course has now supported 5 people into paid employment and others into voluntary work. Four have completed their OCR Level 1 English and 7 are working towards OCR Level 2 English, 4 completed Food Hygiene course, 5 Basic Computer skills, 4 Face to Face communication skills and 2 Microsoft Word and Excel courses which have helped to build confidence and self-esteem.

We continue to support the Local Investment in Future Talent (LIFT) Programme however, so far there have been no suitable projects brought forward to deliver outcomes in the Broadland area. We have explored a number of projects but have not felt confident in the providers that suitable services would be delivered. For this reason we have not allocated any of the 17/18 funds.

The community groups queries ranged from support with funding applications to advice on events and encouraging more visitors to the area. We presented to around 60 people at the Broadland Community Events Organising event and provided local community organisers with information on grants available and offered training to support their endeavours. Particularly the level 2 course 'Citizenaid' which has been developed to support those planning community events to ensure the safe delivery of those events and dealing with crowds of people.

Grants awarded in the period:

Group	Project	Grant
1st Salhouse Rainbows	Set up and new equipment costs	£500
Action Community Enterprise CIC	Course resources vulnerable young people	£494

Reedham Parish Council	Permissive footpath link	£5,000
Aylsham St Giles Cricket Club	New practice area and bowling machine	£5,000
Norfolk & Norwich Festival	Open Studios Broadland	£2,000
1st Aylsham Ranger Unit	Camping equipment	£500
Eves Hill Veg Co CIC	Equipment - supporting vulnerable people	£1,269
Hevingham Laurel Club	Big Community Lunch/Royal Wedding	£500
Peter Waller Bowling Centre	Access improvements	£1,000
St Margarets, Old Catton	Repton Community service brass band	£150
1st Wroxham Guides	Camping equipment	£500
Old Catton Parish Council	WWI memorial seating area	£1,298
Rackheath Parish Council	Rackheath Live Music Event	£2,000
Sprowston Cricket Club	Equipment and storage	£3,900

The total project costs for the above were £71,692 with a Broadland contribution of £24,111 which averages 34% contribution per project overall.

Risk:

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

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

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

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

Objective 3

To minimise waste and maximise recycling (Matthew Cross/Sarah Bruton)

Supporting ambition:

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

Measures:

1. Recycling rate	April – December 2017 51.1%
2. kg of residual waste collected per household	April – December 322.23 kg/ HH. Q1: 105.90 kg/ HH, Q2: 107.16 kg/ HH, Q3: 109.17 kg/ HH.
3. Number of Brown bins	(2016/17) = 26372 (2017/18) = 28684
4. Food Waste tonnage	2016/17 = 1814t 2017/18 = 2044t

Narrative

Measures 1 and 2 are only available for the first 3 quarters in line with waste data flow (WDF) submissions. This information is subject to change depending on any year adjustments required on the data in Q4. Recycling data cannot be confirmed for 17/18 until Q4 WDF has been submitted and approved in July 2018.

N.B. - with up to date ONS (Office of National Statistics) population figures being published in June, WDF will be updated shortly after with this data. This will likely result in changes to some of the indicator measures.

Food waste: When compared with the previous twelve months, we have collected an additional 200 tonnes of food waste. This year an additional 3000 food waste caddies are due to be delivered to new households within the urban fringe, negotiated with Veolia as part of the contract extension until 2021. These should rollout by the end of July.

Brown bins: the service continues to grow as another 2,000 customers have taken up this service in the last twelve months. A move from biodegradable bags to plastic bags has reduced the cost to the Council. Bags are provided as it is proven that by not supplying bags, recycling rates by householders drops significantly. The use of plastic should not be seen as a negative, as the bags are made from 70% recycled material, and the plastic is mechanically recovered at the food waste recycling plant and recycled.

Risk: The Chinese paper market and recycle markets as a whole continue to fluctuate, affecting the price that Norse can sell product produced by the MRF. This impacts on the profit-share to all of the partners within the JVC.

In light of this, increasing the recycling rate and reducing the contamination rate are priorities for the NWP and following the appointment of the NWP Communications Officer,

there has been a strong push in the promotion of recycling campaigns on reducing contamination, including a focus specifically on nappies being placed in the recycling bins. Within Broadland additional resource was taken on last summer to tackle contamination in specific areas of Broadland where contamination was high. This targeted approach was successful in reducing the contamination rate and as such the same approach is being taken this summer to continue driving recycle contamination down.

Objective 4

To improve energy efficiency and increase the uptake of renewable energy throughout the district (Matthew Cross/Kevin Philcox)

Supporting ambitions:

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

Measures:

1. Energy efficiency improvements in homes (improvement in energy efficiency rating as measured by Energy Performance Certificate)	a) Energy Company Obligation – 271 to end of Dec 2017 (249 to end Dec PY) b) Discretionary Funding – 6 (2 PY) c) British Gas Energy Trust – 6 (special project)
2. Energy efficiency improvements in commercial premises (measured as above)	Community Green Grants – 6

Contextual narrative:

The Council's Private Sector Housing team continue to promote the availability of Energy Company Obligation funding to residents. This offers grants towards the cost of insulation and heating improvements. The number of installations carried out in Broadland with the assistance of this funding during 2017/8 has increased slightly when compared to the same period for the previous year.

In addition to this Community Action Norfolk secured funding through the British Gas Energy Trust. Broadland were able to access this to offer grants to residents to either install or upgrade their heating system. Grants were also available for smaller scale improvements including replacement radiators, programmers and thermostats. The majority of cases were completed in 2016/7 however the final six properties were completed this year.

In the first half of this year six buildings were improved as a result of the Community Renewables Project. This is funded through repayments from a community renewables project and is used to support proposals to increase the energy efficiency of premises used by community groups. This funding is ongoing as loan repayments are received.

Risk:

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

Objective 5

To keep Broadland clean and tidy (Matthew Cross/Sarah Bruton)

Supporting ambitions:

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

Measures:

1. Number of fly tips

2016/17 = 436

2017/18 = **421**

2. Time taken to collect fly tips

2016/17 = 2.2 days

2017/18 = **1.15 days**

3. Number of street cleansing reports
(excluding fly tips)

N/A (see narrative below)

Contextual narrative:

The number of flytips has decreased slightly over the last 12 months. The time taken to collect fly tips has also reduced dramatically when compared to the previous period. Fly tips would be expected to be cleared within around 1 day, the previous 12 months results of 2.2 days was not usual and this was due to skewed results within that period due to a number of large fly tips that took considerable time to clear. The contractor is back in line with this target of one working day to clear.

Within the last twelve months two fixed penalty notices have been issued for fly tipping offences and there have been fourteen significant investigations into fly tipping incidents reported to us by the general public, ranging from a rocking horse being fly tipped to a large trailer load of builders waste.

Street Cleansing reports as a measure have been reviewed during the last twelve months, and it has been decided by the Street Scene team in conjunction with the Environmental Protection Manager that this was not a worthwhile activity and that it was not a clear way of demonstrating results. It will therefore be removed from future performance reports.

Risk:

A recent change made by Norfolk County Council regarding HWRC's (Household Waste Recycling Centres) has meant that householders must pay to dispose of all DIY waste, albeit now in unlimited quantities (amounts were limited when it was free). There is some concern that this could lead to a rise in fly tipping and the Pollution enforcement team will be keeping a close eye on fly tipping incidences to detect any rising trends in DIY waste being dumped. Government is proposing a change to the law to increase penalties to householders regarding the existing Duty of Care placed on them when they dispose of waste, particularly when they pass their waste to a business or third party. Currently householders must make reasonable enquiries as to where their waste will be taken; they can only be prosecuted for this offence if they fail to do so – an option which is widely seen as too heavy-handed. The new change proposes to introduce FPN (Fixed Penalty Notice) charges for householders. This could lead to a rise in the number of householders Broadland takes action against, which subsequently could lead to a rise in fly tipping and/or a backlash from residents. To mitigate this, the enforcement team takes a pragmatic approach to formal action and only the most significant cases will be pursued. All decisions must go through the Environmental Protection Manager and the Head of Service to ensure fairness and consistency.

Objective 6

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

Supporting ambitions:

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

Long term outcome we will be recognised for:

Its distinctive character with high standards of design

Measures:	2014/15	2015/16	2016/17	2017/18
1. Income from New Homes Bonus (NHB)	£1,127,407	£1,494,700	£1,999,568	£2,066,444
2. Amount of Community Infrastructure Levy (CIL) collected.	£790,732	£2,130,824	£1,648,176	£1,778,525
3. S106 Income ¹	£560,261	£253,281	£398,413	£271,324

Contextual narrative:

Although NHB has increased for 2017/18 the increase is not as great as it has been in previous years. This reflects the fact that the period for which the Government calculates NHB is now 5 years rather than 6 years.

CIL and s.106 income remain relatively stable. The pooled CIL arrangements between Broadland DC, South Norfolk DC and Norwich CC are continuing under the oversight of the Greater Norwich Growth Board. Approval of the latest delivery programme was delayed but it has now been agreed and is progressing.

A bid of circa £54m to the Housing Infrastructure Fund has successfully progressed to the final appraisal stage. This bid was substantially informed by Broadland officers but was submitted by Norfolk CC. If successful it will provide infrastructure funding for key elements of the Broadland Growth Triangle. Norfolk CC has committed £100k to the next stage of bid writing and it is anticipated that the final bid will be submitted by the end of this year.

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

The NDR is now successfully complete and work continues on the wider programme of infrastructure delivery including the provision of green infrastructure, transport improvements

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

(including the inner link road), schools provision and community facilities.

Risk:

The greatest risk is the ongoing gap between the cost of delivering infrastructure to support growth and the income which can be secured by this Council and its partners. Therefore, it is crucial that every opportunity to secure and maximise infrastructure funding is taken. In order to enhance our effectiveness at securing funding and investment in the area it is proposed to establish a strategic delivery team as part of the collaborative working arrangements with South Norfolk Council.

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

Objective 7

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

Supporting ambition:

- *To plan and provide well housed communities*

Long term outcome we will be recognised for:

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

Measures:	2015/2016	2016/2017	2017/2018
1. Number of new homes delivered	583	644	693
2. Number of Empty Homes (CTB1) ²	294	322	265

Contextual narrative:

1) The number of new homes delivered during 17/18 has risen again compared to previous years which continues a steady upward trend. It's worthy of note that underpinning this delivery are the housing schemes in Aylsham and Sprowston.

It is anticipated that the supply of new homes will continue to remain strong unless there is a significant economic downturn. Notwithstanding this assumption it is anticipated that there will be a growing need for the public sector to support housing delivery to continue to accelerate growth and add qualitative value to new communities.

2) The Empty Homes CTB1 has seen a significant reduction this year compared to the previous. The level is a boost to the Councils new Homes bonus and reflects the continuing pressure on homeowners by Private Sector Housing team and the Council Tax revenue services.

Risk:

1. New homes: The number of new homes in Broadland granted by outstanding planning permissions but not yet built is in excess of 9000. It is therefore reasonable to conclude that the key risks to the delivery of homes people can afford are external factors such as the rising cost of construction (currently approx. 7% pa), high land values, the high cost of upfront infrastructure, uncertainty regarding the future housing market, the limited number of active developers in the area, etc. To mitigate some of these external factors this Council continues to explore a more proactive role to expedite housing delivery. This includes the Housing Infrastructure Fund and the establishment of a strategic delivery team referred to under Objective 6.
2. The CTB1 empty homes level is at an all-time low. The difficulty will now be to sustain long term low levels of empty homes on what is a dynamic flow of properties that fall empty beyond six months. In addition enforcement resource has been stretched in this financial year with regard to adjacent priority services. Further encroachment of resource will have an impact on the number of enforcement cases that the Council will be able to move forward with. Four enforcement procedures were initiated last year and one was completed. The process is resource intensive, however please note that properties usually come back to use during the process of enforcement rather than the completion.

² Figures as of October of the relevant financial year

Objective 8

To raise the quality of existing homes (Matthew Cross/Kevin Philcox)

Supporting ambitions:

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

Measures:

1. Number of homes improved through advice and enforcement	46 (34 last year)
2. Number and amount of Improvement Grants/Loans	£769,088.63 spent (£871,241 in previous year)
3. Number of Homes in Multiple Occupation (HMOs) to legislative standards	48 (46 Last year)

Contextual narrative:

114 enquiries were received regarding conditions in tenanted properties, 92 in 17. For closed cases during this period, 46 tenant enquiries resulted in works proceeding which is an increase on 34 last year. The increase relates to significant intervention in Clarion properties where heating defects remain unresolved. 10 inspections of HMO initiated and 2 with 2 of these works proceeded.

230 properties received financial support last year which included 37 Lower Level Grants delivered by the Handyperson + service. This new service has been a considerable success in helping people remain independent in their homes. 49 Boiler services were completed for vulnerable residents and an evaluation of this programme will follow. 110 DFG's were completed, 6 Green deal community grants 11 British gas boiler systems, 10 healthy homes loan and 1 empty property loan. The reduction in number and value of the total delivery can mainly be attributed to the closure of the Green Deal Communities external funding.

Risk: The main risk regarding the programme at present is the accountability of the program as the team move forward a large program of external funding from the Warm Homes Fund. The team is about to move forward with new licensing requirements. There is a threat to resource from demand for this programme.

Objective 9

**To understand people's housing problem and help them solve it
(Matthew Cross/Leigh Booth)**

Supporting ambition:

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

Measures:

Demand on the service Recorded Demand

2017/18 = 1466
2016/17 = 1447
2015/16 = 1259
2014/15 = 1447

Use of temporary Accommodation

2017/18 = 54 Households of which 44 in PSLS
2016/17 = 47 Households of which 37 in PSLS
2015/16 = 78 Households of which 41 in PSLS
2014/15 = 58 Households of which 22 in PSLS

New Affordable Homes

2017/18 = 177
2016/17 = 237
2015/16 = 121
2014/15 = 155

Nominations

2017/18 = 483
2016/17 = 460
2015/16 = 376
2014/15 = 445

Effectiveness of Housing Options

Leeway Women's Aid
Advice and support calls = 167
New referrals in the period = 57
Drop in clients = 62
Total number of children = 72
Power to Change – 6 week courses = 2

Debt and Welfare Rights.
2017/18 = 359
2016/17 = 374

Contextual narrative:

Demand on the Housing Options Service – The number of people approaching the service seeking assistance with their housing problem and who receive more than basic advice over the telephone increased slightly over the year. This appears to be continuing the small year on year increase seen over the last three years. Introduction of the Homelessness Reduction Act in April 2018 is expected to further increase demand on the Councils Housing Options service but as yet no real pattern of demand can be discerned.

Use of Temporary Accommodation – Although overall there has been a small increase in the use of Temporary Accommodation, at year end the balance between the use of the Councils Private Sector Leasing Scheme and traditional temporary accommodation – both bed and Breakfast and Self-contained has shifted considerably in favour of the better quality and more sustainable Council PSL Scheme. This means that even though the Council has lost income from central government in the form of the £60 per week per household in Temporary Accommodation – formerly known as the Management Fee the overall cost to the Council of

Temporary Accommodation in 17/18 reduced significantly. It is also worth noting that the 'loss' to the Council in 17/18 was met by income from central government in the form of the Flexible Homelessness Support Grant.

Affordable Housing –it has not proved possible to match last year's exceptional performance. However Saffron (74), VHT (52) and Orbit (19) have delivered the majority of homes. A tenure split of 60/40 Affordable Rent Tenure (ART) to Affordable Home Ownership has once again been achieved. Amongst the ART up to a third will have been local lets as per this Council's extension of the local lettings policy to all new development over a certain size.

Nominations – The Accommodation Team processed the highest nominations yet even though the number of new homes delivered decreased. It is unclear if this is an indication of more movement within the housing association sector or what the reasons may be. The vast majority of nominations were to Clarion (re-let only) homes at 298 with the second highest activity being Saffron Housing Trust at 73. There are currently 2,274 households on the Council Housing List. As a guide it is worth noting that those in need of a 1 bedroom property (singles and couples) normally wait on average for two years to be housed.

Domestic Abuse – Support, Drop Ins and Power to Change -The Council re-commissioned Leeway Women's Aid again during 2017/18 and continued to receive an excellent service for the investment made. The Support Worker role is embedded in the Help Hub for Broadland and is accessed by Council and partner representatives in equal measure

Debt and welfare Rights cases handled by the 2 workers fluctuate year on year. This year there has been a small decrease on the previous year, however year to date activity is higher than over the past 2 years. The trend tends to be that the cases presenting to the Council are often complex with multiple debt including those to the Council and often arising from loss of employment and high (and therefore) unaffordable housing costs being a significant contributory factor.

Risk:

Affordable Housing Delivery – Worryingly we have seen a significant decrease in the proportion of affordable homes as a % of the total number of new homes completed in the district. In 2017/18, 678 new homes were built, this means that overall affordable housing delivery has reduced to just 26.1%. This is woefully below the JCS Policy requirement of 33%.

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

Objective 10

To address the needs of the older population to ensure they can continue to live independently (Matthew Cross/Kevin Philcox/Leigh Booth)

Supporting ambitions:

- ***To plan and provide well housed communities***
- ***To increase levels of health and wellbeing***
- ***To keep people safe and secure***

Measures:

1. Number of Disabled Facilities Grants (DFGs) completed for older people (age 60+)	79 Compared to 85 in 17/18
2. Housing options available for older people	There were 29 successful nominations to the two Housing with Care Schemes in the Broadland area during 2017/18 and 68 successful nominations into Sheltered housing.
3. Number of interventions to assist vulnerable people in their own homes (Home Improvement Agency/Handyperson)	608 requests for handyperson + service 539 jobs completed. 567 and 485 last year. 115 request for HIA (Home improvement Agency) 86 last year

Contextual narrative:

There are two Housing with Care Schemes in Broadland with a total of 70 homes available for those in need of housing and support. Both schemes are in the ownership of Clarion Housing Group (formerly Wherry housing Association). It is a long held aspiration of the Council to see more Housing with Care Schemes developed in Broadland. The Norfolk County Council *Housing Futures Project* and the associated *Housing with Care Strategy for Norfolk* provide optimism for that aspiration to be met. A recently created Housing Programme Board hosted by the County Council has generated a conversation with all District Council partners and meetings with the lead consultants Inner Circle Consulting will take place shortly.

Risk:

Demand for Disabled Facilities Grants for those over 60 remains relatively constant while demand for the handy person has increased this year detailing the continued popularity of this scheme. The lower level grants has also been a success with 37 completions.

The handy person service continues with its popularity with a significant increase in delivery over the previous year. The service has expanded its remit to include low level adaptations. See Objective 8.

The demand for the HIA services increased further this year. A direct result of the Surgery Interventions in Drayton and Aylsham. This additional demand and resource was financed

through Public health funding and as this project has now completed this level is expected to reduce next year. As a result of the increase outputs for the service are also increased demonstrated by an increase in referrals for relative benefits to 52 up from 31 last year.

45 DFG's were completed as part of the fast track procedure directly involving HIA personnel and 5 applicants were assisted with their DFG process by HIA personnel.

Risk: The service requires a competent and skilled Handyperson to deliver the wide range of services currently available. Such individuals may not be widely available for recruitment should circumstance require. To address this, alternative solutions may need to be considered to ensure resilience of current services.

Objective 11

To reduce incidence of crime and anti-social behaviour (ASB) by targeted actions (Matthew Cross/Leigh Booth)

Supporting ambitions:

- ***To keep people safe and secure***
- ***To increase levels of health and wellbeing***

Measures:

1. Demand for service via the Early Help Hub

There have been 13 new individual cases raised at the weekly collaboration meetings over the past 6 months compared to 40 cases in the first half of the year.

2. Impact and outcomes of interventions

True Call Blocker project on-going;

Root Causes Project continuing and is also being trialled with a Housing Association tenant;

Bike, Walk Scoot is being prepared for roll out across the District.

Contextual Narrative

In the main, the cases brought by partners to the collaboration meeting have been solved around the table without the need for onward referrals, hence the reduction in individual cases. It was also reported that an unexpected consequence of the collaboration meeting is that officers now know who to speak with about their client, and so this is done at the point of need, rather than at a meeting. This is similar to the outcome of the Anti-social Behaviour Action Group (ASBAG) which subsequently ceased to be needed.

We are currently asking for feedback from partners on the collaboration meeting to ensure it is still fit for purpose. It is envisaged that we will host a short workshop in June to go through those responses and the objectives identified in the workshop held last year and make any changes required to deliver the outcomes.

True Call the Broadland DC project to protect vulnerable people from financial scamming via telephones has been in place since October 2017. Utilising the Community Safety budget, 12 telephones with built-in True Call system technology were purchased and to date 6 units have been installed in the homes of vulnerable individuals identified by the Handyperson Plus officer. The approximate cost for each single unit is £32 and £60 for the double unit. The average level of financial loss to victims of scams is £3k, so it is felt that this is an appropriate and proportionate level of spend for prevention work. It has been reported by the Handy Person Plus Officer, that a couple of the more elderly people have been challenged by the technology. Where possible help from family members has assisted with helping them becoming more confident in how to use the system

Root Causes was developed in late 2016 and has been running since early 2017. Through

this work, issues of hoarding and/or extremely unkempt gardens have been identified as contributing to the problem of people who have mental health and/or substance misuse problems. It has been very well evidenced that these issues can make an individual more likely to either commit anti-social behaviour or be targeted and become a victim of crime. However, when an individual is a property owner, there is isn't any free help for them to access. In the cases identified thus far, those individuals do not have the financial ability to make payment and neither are they receiving or engaging with support services and so the problem continues to worsen.

We are continuing with the project to provide a solution by engaging with the Community Payback Scheme to clear the unkempt and overgrown gardens and declutter the property. This will improve the look of the area for the immediate neighbours and reduce likelihood of the individual being identified as vulnerable.

The labour element of the project is provided free of charge by the Community Payback Team, however, the costs of providing a skip (£100 each) and portable toilet provision (£60) at the location is paid from the Community Safety budget.

In exchange for this work, the individual will be encouraged to engage with the appropriate and relevant support services to prevent the issue reoccurring in the future and to reduce their vulnerability of further becoming a victim. Additionally, family and friends are also encouraged to engage and support the individual moving forward.

A total of 6 individuals have been assisted with this project and all are continuing to maintain their properties and reduce their hoarding.

3 more individuals are currently being worked with (one is a female who is fleeing domestic abuse who is also being supported by a Family Practitioner from the Early Help Team). Where possible, individuals are making a financial contribution towards the costs of providing skips.

The project process is also being piloted to assist a housing association tenant. Whilst the process was not originally designed for housing association tenants, because it is streamlined and effective and the individual has engaged well, consequently, Clarion has agreed to reimburse the Council for the costs of the skips and toilet facilities.

Bike, Walk, Scoot continues to be successful at Kinsale School with more pupils making active journeys to school and thus, vehicle use has reduced. There were a few small issues with three local residents who were unhappy with parents using the road to park. Those residents were behaving in an inappropriate manner towards the parents, however the local police beat manager was asked to drop in and advise them of the project; inform them that the road is available for anyone to park their car in; and to cease their behaviour. There have not been any further issues reported.

The Help Hub (previously known as the Early Help Hub) continues to grow its presence and representation from a wide variety of organisations. The Resource Centre has been revamped in recent weeks and organised to make it easier to find information on a given subject.

Discussion will continue with ICT and Facilities about how to further expand capacity within the location to enable more partners to use the hotdesk facility.

During the recent re-structure within Norfolk Constabulary, there have been a few changes of

personnel within the Operational Partnership Team (OPT). There are now 2 civilian officers, 1 Sergeant and 2 full time Constables supported by an Inspector. Whilst a watching brief is being maintained on anti-social behaviour, the scope of the OPT has been extended to cover 'threat, risk, harm and vulnerability' irrespective of the crime type.

Risk

No significant risks that were identified and any risks that were identified through the reporting period were mitigated.

Objective 12

To effectively manage our finances (Jill Penn)

Supporting ambition:

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

Measures:

1. Current year spend against budgeted revenue/capital

At 31 March 2018

	<u>Budgeted</u>	<u>Actual</u>
Revenue	1,705,600	1,844,398(108%)
Capital	1,675,900	1,181,600 (70.5%)

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

Council Tax collection rate = 99%

Non-Domestic Rate collection rate = 99.3%

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

Debt outstanding at 1.4.17	£1,427,088
Debts recovered/written off	£ 743,306
Debt non recoverable (full subsidy rec'd)	£ 23,118
New overpayments identified	£ 636,735
Closing Balance 31.3.18	£1,297,399

Contextual narrative:

Risk:

1. Current Year Spend

Revenue Expenditure was around 108% of budget. Variances were in return on assets (Pension fund) and loss on disposal of The Cube. However additional S31 income compensated for some of this additional cost. Capital expenditure was just over 70% of budget, an underspend of £494,300. The main reason for this variance was the budgeted expenditure of £560,000 towards the Norfolk Countywide Broadband Project was not requested in the year due to further slippage with the overall project.

2. Collection rates

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

Non-Domestic rates collection rates were also high. The year presented many challenges for the team including the revaluation and implementing several new forms of rate relief at short notice. However this was successfully delivered with many businesses benefitting from assistance. Rates avoidance has continued to pose issues but the team has been successful in combatting the problem and continues to take vigorous anti avoidance measures.

3. Housing Benefit Overpayments

Housing Benefit overpayment movement continues to improve. The debt raised in year is the lowest it has been in over 5 years. Contributory factors to this include new data matching initiatives, commenced in previous years, now enabling more accurate up to date information to keep claims right. We continue to utilise the IT and data match options available to us as fully as we can, within available resources.

The DWP introduced their Payment Deduction Programme and the Payments Section make maximum use of this recovery route. The DWP in April 2018 will be introducing an expanded enquiry facility of HMRC data, which Local Authorities, seeking recovery of Housing Benefit overpayments, will be able to access for the availability of up to date employment and address details.

There has been an increase in the amount of Housing Benefit overpayment debt being written off this year, compared to previous years. The number of cases over both years remains very much the same - 128 in 16/17 and 127 in 17/18, however, the value of the cases being written off has dramatically increased, with the average case now being £1,148 in comparison to just £693 in 16/17. The number of cases where the value is over £5,000 has increased from four to seven, with the total value of those seven cases being around £64,500.

Objective 13

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

Supporting ambition:

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

Measures:

1. Numbers and progress of service interventions	2 interventions were undertaken in the first half of the year. One in waste and recycling was an update of a previous intervention in 2013, and was reported to Cabinet in November 2017. The second was in Council Tax in relation to council debt, and which completed the check phase in September 2017, with redesign commencing shortly. No further review work has taken place due to officer commitments to the Collaborative Working project.
2. Summary of key improvement in services	The waste intervention identified a number of additional improvements to services, including in relation to missed bins, garden waste, bulky waste and contract invoicing. See https://www.broadland.gov.uk/downloads/file/3030/november_7_2017_-_papers_-_cabinet for more details.

Contextual narrative:

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

Risk:

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

Objective 14

To maximise staff engagement (Stephen Fennell)

Supporting ambition:

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

Measures:

1. Level of staff engagement as evidenced through surveys

Our most recent overall engagement score as measured using the “Best Companies” staff survey undertaken in October 2016 totalled 649.2 points, just 1.7 down on the score in 2014.

In 2012 our score had been 589. Our highest score since using this engagement measure was 677, achieved in 2008.

2. Staff turnover

2017/2018 = 25 employees (10.6%)

2016/2017 = 18 employees (6.5%)

2015/2016 = 27 employees (10.1%)

2014/2015 = 30 employees (10%)

2013/2014 = 15 employees (5.6%)

2012/2013 = 20 employees (6.8%)

EELGA Eastern Region Turnover Survey 2014/15.

14.68% median rate of turnover, ranging between 8% and 24%.

3. Staff attendance (sickness absence)

2017/2018 = 6.7 days per employee

2016/2017 = 5.4 days per employee

2015/2016 = 5.6 days per employee

2014/2015 = 6.33 days per employee

2013/2014 = 6.85 days per employee

2012/2013 = 6.9 days per employee.

CIPD absence management survey 2016

Overall average 6.3 days

Public Services average 8.6 days

Local Govt average 9.9 days

Private Sector Services average 5.3 days

EELGA Eastern Region Survey of Absence in Local Authorities 2015/16

6.4 days pa average across 19 district councils in region.

Contextual narrative:

Staff engagement continues to be a primary focus of the organisation, promoted through service based “systems” interventions, and as part of day to day management decision making. The results from the most recent engagement survey are very encouraging given the continuing budget and operational pressures, with the council also retaining its “one to watch” and “top 100 not for profit organisation” status.

Voluntary staff turnover for the year has increased from last year, with a further 19 staff being made redundant, predominately as a result of the ending of our government funded apprentice training schemes within Economic Development.

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

Risk:

The difficult economic environment in local government continues to be a major risk factor for this objective and will be for the foreseeable future. More recently, the proposals to consider collaborative working opportunities with South Norfolk Council could have a further dampening effect over the short term, with mitigation possible through ongoing effective internal communications with staff. General levels of staff engagement are substantially within our direct control, and it will be important to develop further mitigating actions to maintain/increase levels of engagement across the council based on feedback from the most recent staff survey. Similarly, we continue to operate our absence management procedures across the council to ensure early intervention and effective action in relation to sickness absence. Staff turnover is however subject to a number of potential external factors beyond the council's control. Mitigation currently in place centres on a) maintaining the competitiveness of individual pay and benefits, and b) maintaining our market lead in flexible working practises. Looking to the medium term, one of the aspirations from our collaboration project with South Norfolk Council, is to position the 2 councils as an “employer of choice” in the locality, offering improved opportunities for staff development and career progression.

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

Objective 15

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

Supporting ambition:

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

Measures:

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

- **Broadly Active:** 38 completed, 30 showing positive improvement (79%) in the last 6 months compared to 35 completing with 27 showing positive improvement in the first 6 months of the year.
- **Norwich Referral scheme:** 13 completed, 10 showing a positive improvement (77%) in the last 6 months compared to 19 completing with 14 showing positive improvement in the first 6 months of the year
- **South Norfolk Referral scheme:** Not currently delivered
- **Why Weight** 28 completed with most showing weight loss. The average weight loss was 2.75%
- **Parkrun:** Average number of runners across Blickling, Brundall and Catton increased to 740 per week despite poor winter weather
- **Marriott's Way:** 341 finishers at October event from a full 450 sell out. 39 children enjoyed a 1 mile junior fun run before the event. 50 people started a 'Couch to 10k' beginners running programme based at Youngs Park, Aylsham in the approach to the event. 30 Completed and went on to take part in the race.

Contextual narrative

Broadly Active has had a successful year with over 450 referrals across both districts. Final figures are not currently available due to active clients referred before the end of March 2018 not yet completing 12 weeks. Completion rates expected to continue to be over 30%. There has been a considerable increase in referrals in the Broadland district. Norwich CCG have confirmed further funding for Broadly Active in 2018/19. North and South Norfolk CCGs are considering funding at executive level and a decision is pending.

Why Weight delivered 3 full programmes and 2 shorter Christmas groups in the second half of the year. 36 took part across the sites with 28 completing. An average of 2.75% loss of original bodyweight was recorded. Follow up of completed members showed that 83%

measured remained below their original bodyweight.

Despite the poor winter weather, average attendance at the 3 parkruns rose to 740 runners per week with a noticeable increase in beginners. In February, the Stroke Association held a 'Resolution Run' that attracted almost 300 runners. Supported and promoted by Catton parkrun, the single event raised in excess of £20,000.

Objective 16

To help support and protect vulnerable residents (Matthew Cross)

Supporting ambitions:

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

Measures:

1. Early Help/Family Focus – advice/cases

There have been 13 new individual cases raised at the weekly collaboration meetings over the past 6 months compared to 40 cases in the first half of the year

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

a) Energy Company Obligation (HHCR0) - 132 to end of Dec 2017 (65 PY)
b) Discretionary Funding – 6 (2 PY)
c) British Gas Energy Trust – 23 (special project)

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

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

Contextual narrative:

1 - In the main, the cases brought by partners to the collaboration meeting have been solved around the table without the need for onward referrals, hence the reduction in individual cases. It was also reported that an unexpected consequence of the collaboration meeting is that officers now know who to speak with about their client, and so this is done at the point of need, rather than at a meeting. This is similar to the outcome of the Anti-social Behaviour Action Group (ASBAG) which subsequently ceased to be needed, although it is not envisaged that this meeting will take that direction.

In December 2017, there was a multi-agency workshop held facilitated externally which sought to identify the progress of the Help Hub and the next steps for further development. It was very well attended and attracted many different agencies and partners which provided for an enriched experience. The suggestions for moving forward were pulled into an action plan which is to be delivered throughout 2018/19 and beyond.

2/3 - During the ECO transition period there has been an increased emphasis on supporting those at risk of fuel poverty. The number of installations receiving HHCR0 funding, the stream specifically aimed at those at risk of fuel poverty, has increased when compared to the same period last year. Part of this funding is flexible eligibility; local authorities are able to set their own criteria for assessing those at risk of fuel poverty. Broadland has published their Statement of Intent which includes the qualifying criteria. During 2017/8 the Energy Team completed 24 declarations for residents allowing them to access this funding. These installs

would be included within the total HHCRO statistics.

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

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

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

Risk:

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

Objective 17

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

Supporting ambitions:

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

Measures:

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

Contextual narrative:

Greater Norwich Growth Board/Team

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

- In March, the team appointed two new Project Managers on a 6 month secondment basis to replace the outgoing original staff members.
- Project Management of the Infrastructure Investment Fund – which has included a full review of projects within the Fund, reviewing the finances of both the Greater Norwich Partnership and those of the IIF, and outlining ways in which to overcome the issues identified by the above.
- Review and rationalisation of the processes within the Infrastructure Investment Fund – To include the application, monitoring, reporting, project change and project closedown processes. This work is ongoing and is anticipated to complete by the end of August.
- Preparation and publication of the Greater Norwich Infrastructure Plan in partnership with each of the Local Authorities, which included identifying schemes, setting out priorities, identifying all potential sources of funding (including CIL contributions), analysing risk and ensuring commitment to borrowing repayments.
- Management of the Local Infrastructure Fund – including the assessment and documenting of new applications to the fund, monitoring and evaluating claims for loans already agreed, working with partners such as NPLaw to create loan agreements and undertaking work to map the current financial status of each of the agreed and agreed in principle LIF projects.
- Management of the process for financial reporting, recording project costs, project spend, project progress, project tracking and project risk and issue management for the schemes included in Infrastructure Investment Fund and the Local Infrastructure Fund. Reports are required for Local Authorities, the Accountable Body, Greater Norwich Infrastructure

Delivery Board and Greater Norwich Growth Board.

- Preparation of agendas, papers, notes of meetings and supporting documents including analysis, research and development activities with Members on behalf of the Greater Norwich Growth Board, Greater Norwich Infrastructure Delivery Board, the Delivery Officers Group, the Green Infrastructure Projects Team, the Sports Strategy Implementation Group and Norfolk County Council's Childrens Services department relating to the Education need. The team also manages the governance for each of these groups.
- Creation of a Communications Strategy for the Board, to ensure a greater knowledge of the Board's activities and successful projects, both externally and internally for the members of the Board. This includes continued management and updating of social media accounts and two websites.
- Continue to explore funding and finance options to meet the anticipated growth funding gaps – by understanding other funding and finance streams and agency support, working closely with all the relevant bodies.
- Project support (until March) for the review of the Greater Norwich Local Plan.

Project management of the implementation plan for the City Deal including reporting on each element of the Deal. For example, quarterly reporting as well as liaison with Cabinet Office and BEIS on delivery and twice yearly financial profile and spend to date report to HM Treasury on the City Deal reduced rate PWLB agreement.

The GNDDP has overseen the Reg 18 consultation on the Greater Norwich Local Plan.

Broadland Growth Ltd

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

Norfolk Waste Partnership

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

County Community Safety Partnership

Broadland continues to support the work of the Norfolk County Community Safety Partnership, which continues to raise awareness of domestic abuse and provides oversight to the Government's prevent strategy.

Norfolk Safeguarding Children Board

Broadland continues to support the work of the district council sub group of the board.

Norfolk Resilience Forum

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

Collaborative Working

At its meeting on 12 July Council agreed to continue its collaborative work with South Norfolk

Council and will now seek to appoint a Joint Managing Director to oversee the process going forward.

New Anglia Local Enterprise Partnership

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

Norfolk Health and Wellbeing Board

The board consists of members from the County, District/Borough and City Councils and the Clinical Commissioning Groups with a duty to encourage integrated working. Councillor Foulger is the Council's representative on the board. A District Councillors Sub-Group is being established (July 2018) as a forum to review the good practice already taking place across the County, explore the issues further and identify actions that would deliver improvements. The Portfolio Holder for Communities and Housing is the Council's representative on this Sub-Group.

Local Organised Crime Groups Partnership Board

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

Cambridge Norwich Tech Corridor

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

The initiative was set up to support a strategic approach to investment and growth throughout the Tech Corridor area and to work alongside other public and private sector initiatives. Meetings of the oversight board are six monthly and attended by the Leader and Chief Executive.

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

Risk:

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

Local Government Ombudsman and formal complaints

LGO complaints – decisions received

For the period 1 April 2017 to 31 March 2018 we received 7 LGO decisions

- 17 01 - Complaint about a neighbour who stores a significant amount of waste in their garden. The LGO decided they would not investigate as they did not think that they would find fault with our decision making process.
Closed after initial enquires – no further action.
- 17 02 -- Complaint about us failing to apply a self build exemption when calculating the amount of CIL (Community Infrastructure Levy) payable. The LGO found no fault in how we reached our decision.
Closed after initial enquires – no further action
- 16 06 – This was a very complex housing case that had been with our Housing Options team and the LGO for some time.
Not upheld – no maladministration.
- 17 03 – This related to planning where we were accused of misapplying the law when determining 2 applications. The LGO did agree that there was fault however they also felt that no significant injustice was suffered.
Upheld – maladministration – no injustice.
- 17 04 – This also related to a planning permission granted in 2015 but the build was not as per the approved plans and the complaint is about our failing to take the necessary enforcement action. The LGO decided not to investigate as it was not within their normal 12 month time period so their decision was **Closed after initial enquires – out of jurisdiction.**
- 17 05 – This complaint was in relation to a Housing Benefit & Council Tax Relief decision. The LGO do not normally investigate a complaint where there is also a right of appeal to a tribunal. This is the situation here (even though the complainant did not exercise the right of appeal).
Closed after initial enquires – out of jurisdiction.
- 17 06 – A planning complaint that we allowed an application that would impact on their home. The LGO can only investigate complaints of injustice made by 'maladministration' and 'service failure' (not if we made the correct decision or not).
Not upheld – no maladministration.

Formal Complaints

For the period 1 April 2017 to 31 March 2018, **17** formal complaints were received, a breakdown of these received by area is shown below:

Planning – 8 formal complaints

- 17/PLN/01 – Unhappy with a planning development behind their property. Was found to be **partly justified**.
- 17/PLN/02 – Complaint that the required planning conditions regarding landscaping were not applied correctly by us. Was found to be **unjustified**
- 17/PLN/03 – Complaint that a planning permission was not disclosed on a land search request that we issued. Was found to be **unjustified**
- 17/PLN/04 – Alleges that information was withheld from a planning committee. Was found to be **unjustified**
- 17/PLN/05 – Feels that we have been negligent with regards to the issuing of planning permission 26 years ago. Was found to be **unjustified**
- 17/PLN/06 – Unhappy with approved plans for an extension on the property next door. Was found to be **unjustified**.
- 17/PLN/07 – Complaint about the decision to grant planning permission for a marquee to host events and the impact that will have. Was found to be **unjustified**.
- 17/PLN/08 – Complaint about works to a listed building. Was found to be **unjustified**.

Environmental Services - 6 formal complaints.

- 17/ENV/01 – There were issues with a dog sitting business that did not meet the customers' expectations. Was found to be **unjustified**.
- 17/ENV/02 – Complainant was offended when the contents of the recycling bin were inspected and the subsequent attitude of officers. Was **deemed** to be **unjustified**.
- 17/ENV/03 – Complaining about noisy neighbours and how we dealt with the complaint. Was found to be **unjustified**.
- 17/ENV/04 – A home boarding licence was granted to a neighbouring property and it was alleged that the licensing conditions were not being met. The complainant also advised that restrictive covenants were being breached. Was found to be **partly justified**.

- 17/ENV/05 – A complaint relating to various issues with a privately rented property and the actions and time taking to resolve them. The complainant decided to leave the property so the work required is now progressing with the landlord. **Ongoing.**
- 17/ENV/06 – Complaint that a new brown bin customer could not pay by direct debit. Was found to be **unjustified.**

Housing Options – 1 formal complaint

- 17/HOU/01 – Complaint about a homeless decision which deemed the client intentionally homeless. Was found to be **unjustified.**

Revenues – 2 formal complaints

- 17/REV/01 – Complaining about our approach to council tax arrears and our requests for repayment. Found to be **unjustified.**
- 17/REV/02 – This started off as a Freedom of Information request where the information we responded with was interpreted that we were not complying with a statutory obligation relating to the Public Contracts Regulations 2015. The Finance team replied with some further details and the matter was considered to be resolved by the complainant.

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

Pages 50 to 69 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person

CABINET

31 July 2018

Final Papers

Item	Details	Page No
7	<u>Overview and Scrutiny Committee</u> To receive the Minutes of the meeting held on 17 July 2018.	71 – 98
8	<u>Environmental Excellence Panel</u> To receive the Minutes of the meeting held on 19 July 2018.	99 – 103

DEMOCRATIC SERVICES

Broadland District Council

Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU

Tel: 01603 430428

Email: cst@broadland.gov.uk

Overview & Scrutiny Committee

Minutes of a meeting of the **Overview & Scrutiny Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 17 July 2018** at **10.00 am** when there were present:

Mr D G Harrison – Chairman

Mr A D Adams
Mrs C H Bannock
Mr D Buck

Ms S J Catchpole
Mr J J Emsell
Mr R F Grady

Mr G K Nurden
Mrs K A Vincent
Mr D C Ward

Also in attendance were the Head of Democratic Services and Monitoring Officer, Emergency Planning Manager, Senior Community Planning Officer and the Committee Officer (JO).

David Allfrey (Highways and Major Projects Manager) at Norfolk County Council Highways and Lizzie Cooper from Highways England and Mark Frith from Mott MacDonald were in attendance for item 21 – Transport Provision and Sustainability.

17 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Mr D Buck	24 – Time and Task Limited Panel – Neighbourhood Plans	Member of a Parish Council that had adopted a Neighbourhood Plan
Mrs K Vincent		Disclosable Pecuniary Interest as Director of a company involved in the development of Neighbourhood Plans

18 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Everett and Mr Tapp.

19 MINUTES

The Minutes of the meeting held on 26 June 2018 were confirmed as a correct record and signed by the Chairman.

20 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed two new Members to the Committee; Mr Everett and Mr O'Neill. Members were advised that Mrs Copplestone had been appointed as Portfolio Holder for Economic Development and therefore was

no longer able to serve on the Overview and Scrutiny Committee.

21 TRANSPORT PROVISION AND SUSTAINABILITY

Members received a presentation from officers from Highways England that provided an update on the improvements to be made to the A47 between Blofield and North Burlingham (attached at Appendix 1 to these Minutes).

The Committee was advised that a statutory consultation on the proposed improvements would take place between 10 September and 19 October 2018. The consultation would include a series of public information events, at Norwich, Acle, Blofield and Lingwood, which would include drive-through computer animations that would clearly show how the new road layouts would deliver the improvements. Members were requested to contact officers if they had any suggestions for additional events in the district.

The consultation would also include a number of information points and was suggested that one of these be located in Thorpe Lodge.

The timeline for the scheme aimed to have a Development Consent Order submitted in March 2019 and approved by July 2020, with works commencing in May 2021 and open for traffic by November 2022.

The improvements should create better access and safety for the local community, whilst providing better journey times for those using the A47.

The Committee was advised that the statutory consultation was a key opportunity for the Council, parishes and residents to respond to the proposed improvements and Members were requested to raise awareness of this and encourage as much feedback as possible during this period.

Members thanked Ms Cooper and Mr Frith for their presentation.

The Committee then received a presentation on the Western Link project (attached at Appendix 2 to these Minutes).

The Northern Distributor Road (NDR) (now Broadland Northway) had generally received positive feedback following its opening in March 2018. However, some concerns had been raised, particularly in respect of roundabouts. To address these issues monitoring by discreet video cameras would be taking place for a period of approximately six weeks. The data gathered would then be analysed to identify a programme of corrective works. It was emphasised that not all issues were the same; with some being linked to driver behaviour and unfamiliarity with road layouts, as well as signage. Different solutions would be required to address different issues and a targeted approach would be taken.

In response to a query, it was confirmed that newly planted trees were being watered in areas where it was safe to do so and further tree planting would be taking place along the Broadland Northway later in the year. If trees had been lost due to the recent drought they would be replaced.

Members were advised that the original consultation for the NDR in 2004 included an A47 connection west of Norwich, but a connection across the Wensum was eventually dropped despite calls for the 'Missing Link' to be delivered.

Following the completion of the NDR there had been renewed calls for the Western Link to be completed. This now fitted in well with the A47 improvements through Highway England Road Investment Strategy, the Local Development Order for a Food Enterprise Zone at Easton, the Local Plan Review and the decision by Norfolk County Council to make it one of three major infrastructure priority projects.

Options for the Western Link were now being reviewed, although there were still environmental challenges and work was being undertaken with Natural England and the Environment Agency to address these that could be factored into any proposed options. Work was also being carried out with Highways England, in areas such as traffic modelling, to provide data that would form a key element of the evidence base; alongside analysis of the consultation feedback. The consultation had received 1,728 online responses, 754 comments on the consultation map and 1,170 visitors to 11 consultation events

In response to a query from the Vice-Chairman, Members were informed that a tunnel under the Wensum was unlikely to find favour with statutory bodies, due to the environmental impact during construction, as well as the huge capital expense.

The County Council had a Member group overseeing the project and a Local Liaison Group from each parish was also actively involved in its development. It was emphasised that the project was distinct from the improvements to the A47 between Tuddenham and Easton and each would need to go through their own statutory processes and consultations.

A consultation analysis overview report had been produced with general themes, issues and a demographic analysis. A more in-depth, qualitative analysis of comments and responses would then be produced that would be considered as part of the options assessment work.

All previous options were being considered as part of this process and would be assessed using a Department for Transport Early Assessment Sifting Tool to comply with guidance.

It was intended to develop options for consultation by late 2018, with a preferred solution by March / April 2019.

Members were advised that a notional viaduct solution with some broad assumptions and a cost of £160m had been presented to the County Council's Environmental Development and Transport Committee in October 2017. This cost was likely to be higher than the actual scheme that would eventually be proposed. Discussions had not yet taken place with the Department for Transport regarding options for funding the scheme, although it was not considered that a toll road would be a viable option. As Norfolk County Council had a good reputation for delivering large schemes, a possible funding option might be through the Large Local Majors Transport Scheme. A realistic start date for this challenging project was 2022.

A Member requested that a progress update be provided for a meeting of Council later in the year.

22 RESILIENCE UPDATE

The Emergency Planning Manager advised the Committee that he was pleased to report that no major incidents had occurred in the district since he last provided an update in March 2018.

Most of his work over the period had consisted of ensuring that the Council's Business Continuity Plans were up to date and he had been working closely with the ICT and Facilities Manager on this, as many risks were now associated with Information Technology. The Emergency Planning Manager was also working with the Norfolk Resilience Forum on an updated Risk Register, which would be published shortly.

Work was ongoing to expand the number and type of Emergency Rest Centres in the district as most of those in Broadland were currently High Schools. Discussions were ongoing with the Diamond Centre in Sprowston regarding using it as a Rest Centre during emergencies. An exercise was also to be held at Hellesdon Community Centre in the autumn.

A Crucial Crew event run by Norfolk Fire and Rescue Service to teach year 6 pupils about safety and resilience, was held in May at The Space. Over 1,000 children attended the week-long event. The Emergency Planning Manager confirmed that he would forward Members any guidance that the Fire and Rescue Service produced regarding fire safety. He would also look into the Council issuing a joint statement with the Fire and Rescue Service about the dangers of arson, which would be especially timely over the summer holidays.

A proposal by the Environment Agency to reclassify some Main Rivers as Ordinary Watercourses (known as 'de-maining') and transfer maintenance

responsibilities to local authorities, but with no additional resources to accompany the transference of power, was recently rejected by the County Council's Environmental Development and Transport Committee.

In Norfolk, water supplies remained adequate despite the current dry spell and there was no imminent prospect of a hosepipe ban. The Heat Health Watch, a service designed to help healthcare professionals manage through periods of extreme temperature, was currently set at level 1 (summer preparedness).

The Norfolk Resilience Forum would be holding Exercise Springboard on 27 September at Blackfriars Hall. The exercise would focus on the recovery process after a major emergency, which was an area where local authorities in particular would have a significant role. If any Member wished to attend the all-day event they were requested to contact the Emergency Planning Manager.

The Emergency Planning Manager advised the meeting that the traditional route for establishing a Community Resilience Group was through a parish council, but he was increasingly trying to establish them through other local community groups, such as Home Watch, and Rotary Groups. A Member also suggested that Safer Neighbourhood Action Panels might be another group that would be interested in community resilience.

The Emergency Planning Manager confirmed that he would forward information to a Member who wished to write a report for her parishes on establishing a Community Resilience Group.

Members thanked the Emergency Planning Manager for his update.

23 COMMITTEE RECOMMENDATION RECORD UPDATE

The report presented a record and progress update on the Committee's recommendations made between September 2017 and May 2018. The monitoring of recommendations made against Cabinet reports was recorded separately in the Committee's Annual Report.

The Committee was asked to note the content of the recommendation record and highlight any outstanding recommendations they wished to be followed up or reported back to a future Committee meeting.

In response to a query, Members were advised that the Environmental Protection Manager (Special Projects) had been in touch with all the parishes concerned in respect of footway lighting provision and their responses would be included in her report, which would be presented to Cabinet later in the year.

It was also confirmed that the NEWS Joint Venture Company Update, to be presented to Cabinet in the autumn, would reference the recommendations made by the NEWS Time and Task Limited Panel.

AGREED

to note the contents of the record.

24 TIME AND TASK LIMITED PANEL – NEIGHBOURHOOD PLANS

The report presented the findings of a Time and Task Limited Panel which had been convened to review the Council's Neighbourhood Plan process.

The Chairman of the Panel advised the meeting that this had been a very interesting review. The Panel had met with officers from the Spatial Planning Team to understand more about Neighbourhood Planning and had surveyed and met with various parishes in different stages of the Neighbourhood Plan process.

The Panel was pleased to note the excellent level of support provided by the Council, which was the top performing local authority with the most Neighbourhood Development Plans in the East of England. Therefore, there was little that the Council could do to improve the service, except possibly raise awareness amongst parishes of the level of support they could receive.

It was notable that there was a variety of groups drafting Neighbourhood Plans: some were parish councils, others used steering groups and some were working with local professionals, whilst others were working with paid consultants.

In response to a query, the Senior Community Planning Officer confirmed that parishes were made fully aware that a lack of a five year land supply in the district could affect Neighbourhood Plans. However, the Government had recently introduced a new incentive, which meant that Neighbourhood Plans which allocated sites for housing in local authority areas with less than a five year land supply, but more than three years supply, would not be regarded as out of date and subject to speculative development. This protection would only last for a period of two years from the date from when the Plan was made.

The Chairman noted that the Panel's recommendations would enhance what was already a high performing service and congratulated the Community Planning Team on their work.

AGREED

to endorse the following recommendations:

- (1) Spatial Planning Officers to review the agendas for Neighbourhood Plan Forum meetings to build in more workshop based sessions. Enabling Neighbourhood Plan Groups to share their expertise with each other and sessions are worthwhile to all types of groups – whether new or nearing the completion of their Plans.
- (2) To focus on explaining the planning process as a whole and how Neighbourhood Plans fitted within that. This could also mean discussing the possibility of pursuing other community planning tools if a Neighbourhood Plan was not the right tool to use for a particular community's needs.
- (3) Targeting more parishes to see if they would like to get involved in NPs or other community led planning initiatives.
- (4) Explore relationship with neighbouring districts and share good practice amongst colleagues.
- (5) Consider creating the Council's own bespoke guides / templates where a need was identified and if the opportunity presented itself share with Ministry of Housing, Communities and Local Government.

25 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

The Committee considered its work programme and

RESOLVED:

to make the following amendments

- (1) Economy Updates would be moved to the September and March meetings to align with Performance Reports.
- (2) The following Performance Management Sub-Committee topics would be taken as Overview and Scrutiny agenda items:
 - Norwich Airport – Business Development (11 September 2018)
 - Tourism - Business Development (16 October 2018)

- Communications (13 November 2018)
 - Fees on DIY waste (29 January 2019)
- (3) The A47 Dualling Campaign item would be considered at the meeting on 21 August 2018.

The meeting closed at 11.36 am

DRAFT

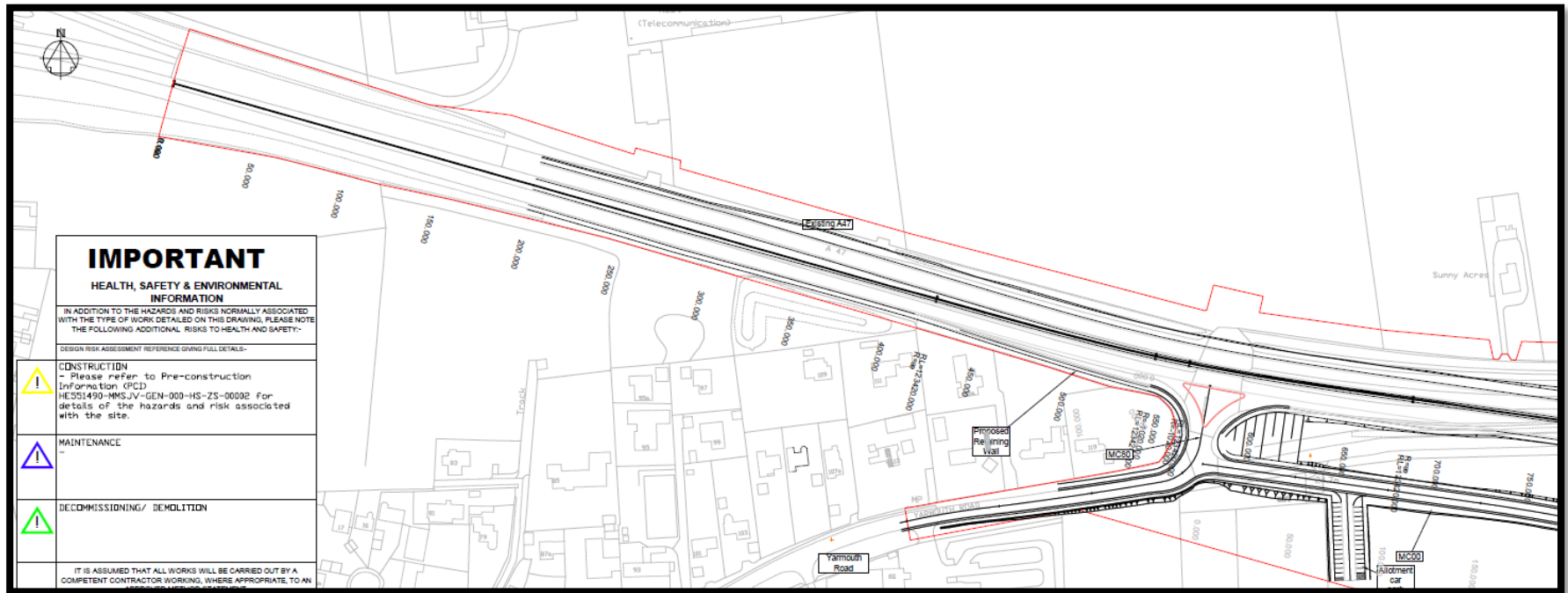
A47 Blofield to North Burlingham Improvements

Broadlands District Council
meeting 17th July

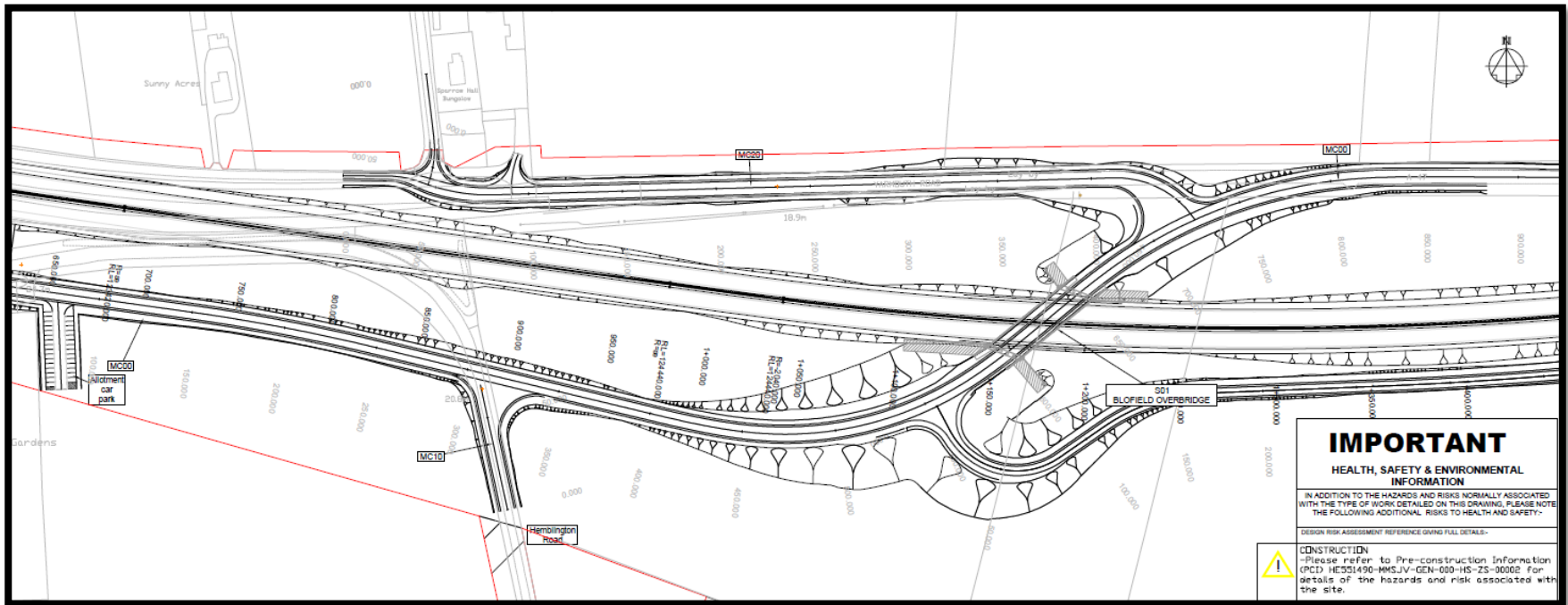
A47 Blofield to North Burlingham - Timeline

Milestone	Programme Date
Statutory Consultation	10 th September to 19 th October
Development Consent order Submission	March 2019
Development consent order Approval	July 2020
Start of Works	May 2021
Open for Traffic	November 2022

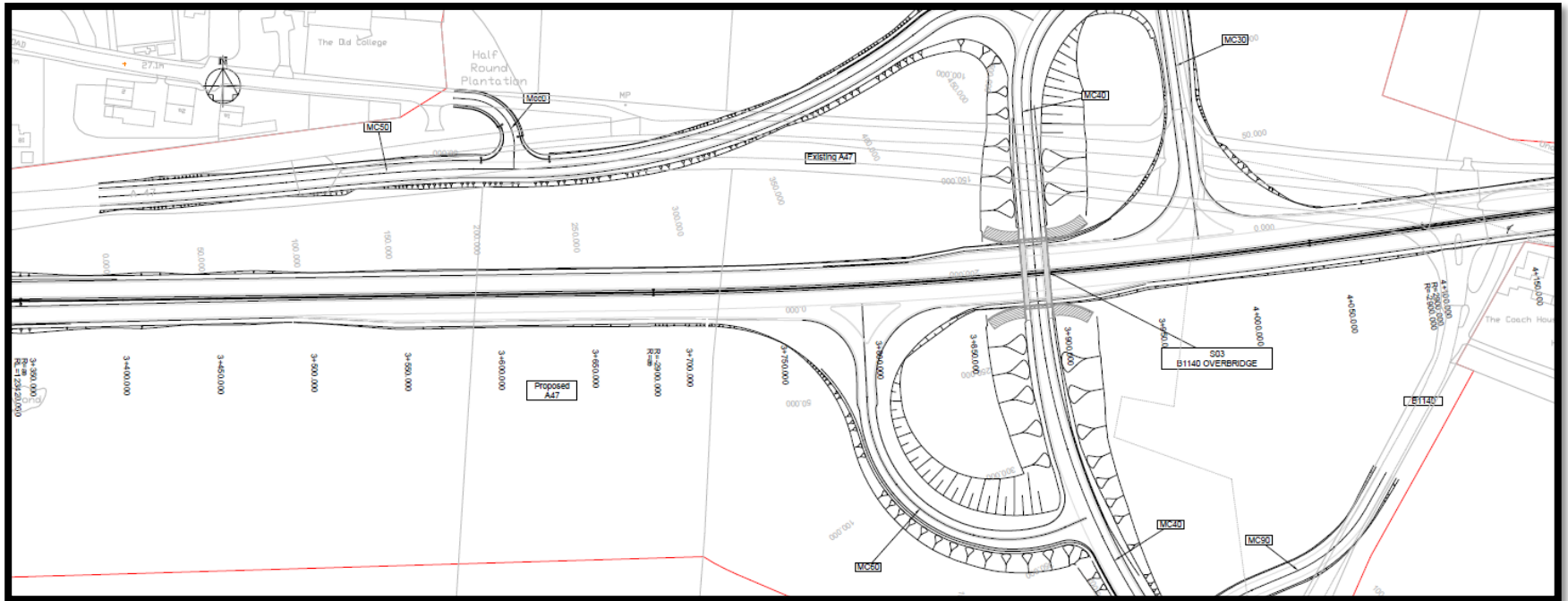
Blofield to North Burlingham improvements - Junction at Yarmouth road



Blofield to North Burlingham improvements – Over bridge



Blofield to North Burlingham improvements - Junction at B1140



Statutory Consultation

Public Information Events	Date	Opening time	Closing time
Castle Mall, 100 Castle Meadow, Norwich, NR1 3DD	Saturday 15 September 2018	11:00	17:00
Acle Recreation Centre, Acle, Norwich, Norfolk, NR13 3RA	Saturday 22 September 2018	11:00	17:00
Blofield Courthouse, Yarmouth Road, Blofield, Norwich, NR13 4JU	Monday 24 September 2018	13:00	20:00
Lingwood Village Hall, Station Road, Lingwood, Norwich, NR13 4AZZ	Tuesday 25 September 2018	13:00	20:00

Public information Point locations	Opening times
Lingwood Village Hall – Station Road, Lingwood, Norwich, NR13 4AZ	08:45-15:00 Monday to Thursday
Blofield Library – North Street, Blofield, NR14 4RQ	13:00-19:00 Monday 10:30-19:00 Wednesday 16:00-19:00 Friday 12:00-16:00 Saturday
Blofield Post Office – 10 Church Alley, Blofield, Norwich NR13 4JJ	07:30-20:00 Monday to Saturday 09:00-17:00 Sunday
Norfolk and Norwich Millennium Library – The Forum, Millennium Plain, Norwich, NR2 1AW	10:00-19:00 Monday to Friday 09:00-17:00 Saturday
Norwich City Council - City Hall, St Peters Street, Norwich, NR2 1NH	08:45-17:00 Monday, Tuesday, Thursday and Friday 13:00-17:00 Wednesday
Norfolk County Council – County Hall, Martineau Lane, Norwich, NR1 2DH	09:00-17:00 Monday to Friday

Norwich Western Link project update

17 July 2018

David Allfrey
Infrastructure Delivery Manager



Introduction

- Background
- NDR previous/latest
- What's changed
- Major Infrastructure Priorities
- Norwich Western Link
- Progress & Consultation
- Next Steps

Background

- NDR consultation 2004 – included A47 connection west of Norwich
- Preferred route confirmed 2005 – but A47 connection across Wensum dropped
- Consultation for NDR highlighted calls for ‘Missing Link’ to be delivered

NDR previous/latest

- NDR (now Broadland Way) started construction in January 2016
- Completed road now open
- Positive feedback generally
- Monitoring – particularly roundabouts
- Major survey exercise later in 2018

NDR previous/latest

Norwich Northern Distributor Road to be renamed the Broadland Northway

Dan Grimmer dan.grimmer@archant.co.uk @dangrimmer24 |

PUBLISHED: 08:02 29 March 2018 | **UPDATED:** 11:51 30 March 2018



NDR previous/latest

- NDR (now Broadland Way) started construction in January 2016
- Completed road is now open
- Positive feedback generally
- Monitoring – particularly roundabouts
- Major survey exercise later in 2018

What's changed

- Broadland Way (a key part of wider TfN) is now complete
- A47 improvements through Highway England Road Investment Strategy
- Local Development Order for Food Enterprise Zone at Easton
- Local Plan Review

Major Infrastructure Priorities

- December 2016 NCC Council Motion
- Three key major infrastructure projects confirmed:
 - Norwich Western Link
 - Great Yarmouth 3rd River Crossing
 - Long Stratton Bypass

Norwich Western Link

- Various options date back to original NDR consultation
- Environmental protections still exist
- Major challenge, but initial work (October 2017) shows potential vfm case
- Far more options now being assessed
- Evidence is key

Progress & Consultation

- NCC Member Group overseeing project
- Local Liaison Group actively involved
- Working closely with Highways England
- Traffic modelling update
- Ecology study/surveys
- Consultation (evidence)

Consultation in numbers



1,728 responses to main consultation



754 comments on consultation map



1,170 visitors to 11 consultation events





Next steps – Consultation

Consultation analysis overview report produced by 'Common Place' – general themes, issues, demographic analysis

Next, more in-depth, qualitative analysis of comments and free text responses

All considered as part of options assessment work



Next steps – Options

Numerous options being assessed using DfT Early Assessment Sifting Tool (compliance with guidance)

All previous options being considered as part of this process

Intention is to develop solutions for consultation late 2018

Preferred solution by March/April 2019



Questions

Further information:

Email

Norwichwesternlink@norfolk.gov.uk

Website

www.norfolk.gov.uk/nwl

Contact

David Allfrey

01603 223292

Minutes of a meeting of the **Environmental Excellence Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Thursday 19 July 2018** at **4.00 pm** when there were present:

Mr J F Fisher – Chairman

Mrs J K Copplestone
Mr R F Grady

Mr G K Nurden
Mr D Roper

Mr V B Tapp
Mr J M Ward

Also in attendance were the Environmental Protection Manager, Private Sector Housing Manager and the Committee Officer (JO).

11 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mrs Leggett and Mr Mackie.

12 MINUTES

The Minutes of the meeting held on 31 May 2018 were confirmed as a correct record and signed by the Chairman.

Minute no: 6 – Feedback Following Visit to Food Waste Disposal Facility Biogen

It was confirmed that the Council encouraged the reuse of ordinary plastic packaging for food waste disposal and would also be supplying cheaper polypropylene bags for residents.

Minute no: 7 – Request for support from a resident

Following the meeting the Committee was resent an email which explained the level of assistance that the Council was able to provide for the student.

13 HOUSEHOLD WASTE RECYCLING CENTRES – CHANGES TO CHARGING

The report examined if the introduction of charges for the disposal of DIY waste at Household Waste Recycling Centres had led to an increase in fly tipping and/or an increase in the amount of DIY waste being placed in residual waste bins.

In April 2018, Norfolk County Council lifted a limit of 80 litres per week free disposal of DIY waste and introduced a charging scheme. Disposal of all

other waste types remain unchanged.

The DIY waste price list was for one 80 litre sack, or the equivalent and included the following:

- Rubble and timber: £3
- Flat glass: £5
- Plasterboard: £9
- General Waste (including roofing felt, plastic guttering, fibreglass insulation, baths and soil): £5
- Tyres: £4 per tyre

Since the charges were introduced the Environmental Protection Team had been monitoring fly tipping data and the tonnage of residual waste to identify any trends.

The analysis showed an increase in fly tipping of 15 percent in April when compared to last year and an increase in June of nearly 45 percent. However, whether these increases could be attributed to the introduction of fees was unclear, as there was too little data to identify if these variances indicated a trend that related to DIY fees. This was supported by an analysis of the fly-tipped waste that showed that it was mainly general household waste, which remained free to dispose of.

Similarly, there was a six percent increase in tonnages of residual household waste collected in April and May. However in January a six percent increase was also seen when compared with 2017, suggesting that these fluctuations could be normal.

Although increases in both fly-tipping and residual waste had been identified, officers were of the opinion that it was too early to say whether any increases were due to the introduction of charges for the disposal of DIY waste and that more data was needed over a longer period in order to confirm any trends.

A Member suggested that it might be more useful to look through data going back further than one year. It was also noted that residual waste should have seen a marginal reduction given the further rollout of food waste collection.

A Member suggested that the increase could also be due to a mistaken belief that all waste was being charged for.

In response to a query, the Environmental Protection Manager advised Members that DIY waste was accepted in quantities of 80 litres bags or the

equivalent. He emphasised that staff at the Household Waste Recycling Centres took a flexible approach and did not expect residents to break up waste to fit in 80 litre bags.

The Chairman also advised the meeting that the rationale behind charging was that the 'polluter pays' and that generally fly-tipping was reducing in the district by a proactive, targeted approach to hotspots using dummy cameras and signage etc. This was bucking the national trend. However, it was accepted that it could lead to the problem being moved elsewhere. He advised the Panel that the best assets in prosecuting fly-tipping could be observant members of the public.

Members were informed that the Council liaised with multiple agencies to pursue prosecutions against fly-tippers. However, Broadland only recorded incidents of fly-tipping on public land, unless it was pursuing a prosecution.

A Member suggested that subsequent reports should include the tonnage of fly-tipped waste and the cost of its collection and that waste dumped on private land should also be recorded, if possible. Figures for waste fly-tipped on private land might be available through Police records.

The Chairman advised the meeting that there was a debate to be had with the County Council about an equitable share of the money being made by charging for DIY waste to offset any increase in fly-tipping, which was being covered for by the district councils.

A Member also observed that an increase in the tonnage of residual waste was also the result of growth in the district.

RESOLVED

to receive a further update, including the additional information, as requested above in the New Year.

14 WARM HOME FUND – UPDATE

The report was an update on the progress that has been made to date in delivering the Warm Homes Fund to support fuel-poor households in Norfolk.

Broadland had acted as lead partner to secure funding for a programme worth £3.1m over the next two years. The scheme would be delivered in partnership with the seven Norfolk councils, Public Health and community and health sectors and would include the installation of:

- 150 gas boilers to private sector residents

- 250 oil/LPG boilers to private sector residents
- 118 air source pumps to social housing tenants
- 15 gas boilers to social housing tenants.

The Programme Manager had been appointed and she was currently recruiting the team that would deliver the programme. The newly formed Warm Homes Fund Team would process all grants for new central heating systems, as well as providing community support and advice for the most vulnerable residents.

In respect of a query regarding improvements to private sector housing, Members were advised that the Government were considering amendments to legislation to allow local authorities to fine landlords letting a property below the minimum levels of energy efficiency. In anticipation of this, the Council had recently adopted a policy that would allow it to impose a fine where works to meet the minimum standards were not carried out.

Private landlords could, nevertheless, also be offered up to 75 percent of the cost of a new boiler. The Council could then claim 100 percent of the cost from the fund which would allow this source of funding to go even further.

The programme should start to be rolled out as soon as early August and would include working in partnership with Clarion Housing and Saffron Housing Trust, who were contributing a further £500,000 to help install central heating for Broadland and South Norfolk social housing tenants.

Press releases would be issued shortly with details of how to apply for the fund.

The Chairman congratulated the Team on their successful bid.

RESOLVED

to note the progress on the Warm Homes Fund.

15 SOLAR TOGETHER NORFOLK 2018

The report provided details of a proposed collective purchasing project to secure competitive pricing for those interested in installing solar photovoltaic panels.

The process was organised by iChoosr who had carried out a similar project with the Council in 2015. However, since then the Feed in Tariff (FiT) rate

had dropped dramatically making solar panels less financially attractive. The scheme was therefore aimed at people who preferred to generate green energy, rather than those making a financial investment, although by buying collectively, it should be possible for residents to purchase the panels cheaper than it would be possible to do individually.

A Communications Plan had been drafted for the programme and would include:

- A flyer to 5,000 residents
- Website article
- Broadland News article
- Parish newsletters
- Press releases targeting local media.

The participating Norfolk councils would receive a referral fee of £25 per install for the first 100. For every following the 100th install, the fee would increase to £30.

A Member advised the meeting that the Council should remain cautious about promoting solar panels, as they could be detrimental to a householder's property. She explained that solar panel had a limited lifespan and generated less electricity as they got older. They also contained environmentally hazardous materials that could prove to be expensive to dispose of when they came to the end of their life. In response, the Private Sector Housing Manager emphasised that the Councils endorsement of the scheme was simply giving residents the opportunity to acquire a quality product at a competitive price.

RESOLVED

to note the scheme.

16 DATE OF NEXT MEETING

Thursday 13 September 2018.

The meeting closed at 5.50 pm