

Committee Allocations 2019/20

Appointments by the Conservative, Labour and Liberal Democrat Groups

Widdecombed

Substitutes are based on a pool system and are listed in alphabetical order for each group

Committee Name	Conservative		Liberal Democrat	
	Member	Portfolio	Member	Portfolio
Cabinet (7)	Mrs J Copplestone	Economic Development		
	Mrs J Leggett	Environmental Excellence		
	Mr F Whymark	Housing & Wellbeing		
	Mrs T Mancini-Boyle	Finance		
	Mrs L Hemsall	Planning		
	Mr S Vincent	Policy		
	Mr J Emsell	Transformation & Organisational Development		

Committee Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Appeals Panel (8)	Mr A Adams		Ms S Catchpole	
	Miss S Lawn		Ms K Lawrence	
	Mr M Murrell			
	Mrs S Prutton			
	Mr M Snowling			
	Miss J Thomas			

Committee Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Audit Committee (5)	Mr P Bulman	Mr N Brennan	Ms S Holland	vacancy
	Mr A Crotch	Mr D King		
	Mr G Nurden	Mr M Murrell		
	Mrs K Vincent	Mr N Shaw		

Committee Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Awards Panel (10)	Mr N Brennan	Mr A Adams	Ms S Catchpole	vacancy
	Mr J Fisher	Mr S Clancy	Mr D Harrison	vacancy
	Ms R Grattan	Mr R Foulger	Mrs N C Karimi-Ghovanlou	vacancy
	Miss S Lawn	Mrs S Gurney		
	Mr K Leggett	Mrs L Hemsall		
	Mrs K Vincent	Mr G Nurden		
	Mr J Ward	Ms C Ryman-Tubb		

Committee Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Joint Appointment Panel (4)	Mr S Clancy	Mrs L Hemsall	Mr S Riley	vacancy
	Mr J Emsell	Mrs J Leggett		
	Mrs T Mancini-Boyle	Mr G Peck		

Committee Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Joint Scrutiny Committee (6)	Mr A Adams	Mr N Brennan	Mr S Riley	vacancy
	Mr P Bulman	Mr J Fisher		
	Mr D King	Ms R Grattan		
	Mr G Nurden	Mr K Kelly		
	Mr N Shaw	Mr M Murrell		

Committee Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Licensing & Regulatory Committee (12)	Mr A Adams		Ms S Catchpole	
	Mr R Foulger		Mr D Harrison	
	Mrs S Gurney		Mrs N C Karimi-Ghovanlou	
	Mr K Kelly			
	Mr D King			
	Mr K Leggett			
	Mr M Murrell			
	Mr N Shaw			
	Miss J Thomas			

Committee Name	Conservative Seats		Labour Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute	Member	Substitute(s)
Overview & Scrutiny Committee (15)	Mr A Adams	Mr A Crotch	Ms N Harpley	Mrs B Cook	Mr S Beadle	Mr D Harrison
	Mr N Brennan	Mr J Fisher			Ms S Catchpole	Mrs N C Karimi-Ghovanlou
	Mr P Bulman	Mr R Foulger			Ms S Holland	Ms K Lawrence
	Mr K Kelly	Ms R Grattan			Mr S Riley	Mr D Roper
	Mr D King	Mr K Leggett				
	Mr M Murrell	Mr I Mackie				
	Mr G Nurden	Mr G Peck				
	Mrs S Prutton	Miss J Thomas				
	Ms C Ryman-Tubb	Mrs K Vincent				
	Mr N Shaw	Mr J Ward				

Committee Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Planning Committee (11)	Mr A Adams	All Conservative Members who have undertaken mandatory training	Mr S Beadle	Mr D Harrison
	Mr S Clancy		Mrs N C Karimi-Ghovanlou	Mrs L Starling
	Mr J Fisher		Mr S Riley	Mr D Thomas
	Mr R Foulger			
	Ms R Grattan			
	Miss S Lawn			
	Mr I Moncur			
	Mr J Ward			

Committee Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Service Improvement & Efficiency Committee (11)	Mr P Bulman	Mr N Brennan	Ms S Catchpole	Mr S Riley
	Mr J Emsell	Mr S Clancy	Ms J Neesam	vacancy
	Mr D King	Mr A Crotch	Mr D Roper	vacancy
	Mr I Mackie	Mr K Kelly		
	Mr M Murrell	Miss S Lawn		
	Mr G Nurden	Mr I Moncur		
	Mrs S Prutton	Mr G Peck		
	Miss J Thomas	Mr S Walker		

Committee Name	Conservative Seats	Labour Seats	Liberal Democrat Seats
	Member	Member	Member
Standards Committee (6)	Mr N Brennan	Mrs B Cook	Mr D Roper
	Mr K Leggett		
	Ms C Ryman-Tubb		
	Mr J Ward		

Non-Widdecombed

Panel Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Economic Success Panel (9)	Mr P Bulman	Mr N Brennan	Mr S Beadle	Mr S Riley
	Mrs J Copplestone	Mr S Clancy	Ms S Catchpole	vacancy
	Mr A Crotch	Miss S Lawn		
	Ms R Grattan	Mr G Nurden		
	Mr D King	Mr N Shaw		
	Mrs T Mancini-Boyle	Miss J Thomas		
	Mrs K Vincent	Mr S Walker		

Panel Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Environmental Excellence Panel (9)	Mr J Fisher	Mr P Bulman	Mr D Britcher	Mr D Thomas
	Mr K Kelly	Mr D King	Ms K Lawrence	vacancy
	Mrs J Leggett	Miss S Lawn		
	Mr G Nurden	Mr K Leggett		
	Mrs S Prutton	Mr I Mackie		
	Mr S Walker	Mr N Shaw		
	Mr J Ward	Miss J Thomas		

Panel Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Member Development Panel (9)	Mr T Adams	Mr P Bulman	Mr D Britcher	vacancy
	Ms R Grattan	Mr A Crotch	Ms S Holland	vacancy
	Mr K Kelly	Mrs S Gurney		
	Mr D King	Mrs J Leggett		
	Mr M Murrell	Mr N Shaw		
	Ms C Ryman-Tubb	Miss J Thomas		
	Mr S Walker	Mr F Whymark		

Panel Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Place Shaping Panel (9)	Mr N Brennan	Mr A Crotch	Ms J Neesam	Mr S Riley
	Mr S Clancy	Mr J Fisher	Mrs L Starling	Mr D Thomas
	Mrs L Hemsall	Mr R Foulger		
	Miss S Lawn	Ms R Grattan		
	Mr G Nurden	Mr D King		
	Miss J Thomas	Mr G Peck		
	Mr J Ward	Ms C Ryman-Tubb		

Panel Name	Conservative Seats		Liberal Democrat Seats	
	Member	Substitute(s)	Member	Substitute(s)
Wellbeing Panel (9)	Mr A Crotch	Mr T Adams	Mrs L Starling	Ms J Neesam
	Mr R Foulger	Mrs S Gurney	Mr D Thomas	vacancy
	Miss S Lawn	Mr D King		
	Mr M Murrell	Mr G Peck		
	Mrs S Prutton	Ms C Ryman-Tubb		
	Mr N Shaw	Mr S Walker		
	Mr F Whymark	Mr J Ward		

COUNCIL APPOINTMENTS TO OUTSIDE ORGANISATIONS 2019-20

CONSERVATIVE AND LIBERAL DEMOCRAT APPOINTMENTS

- (1) AYLSHAM CITTASLOW COMMITTEE**
(must have resided in Aylsham, or within 3 miles of it, for the last 12 months or occupied as owner or tenant any land or premises therein or had their principal or only place of work there)

Appointed Representative: (1) Mr D Harrison
- (2) BROADS AUTHORITY**

Appointed Representative: (1) Mrs L Hemsall
- (3) CNC BUILDING CONTROL**
(automatic appointment of Portfolio Holder for Planning and substitute is Chairman of Planning Committee)

Appointed Representative: (1) Mrs L Hemsall
Appointed Substitute: (1) Miss S Lawn
- (4) COMMUNITY RAIL NORFOLK**
(appointee has option to join both the Bittern Line Partnership and Wherry Lines Partnership Working Groups)

Appointed Representative: (1) Mr R Foulger
- (5) COMMUNITY SAFETY PARTNERSHIP SCRUTINY PANEL**

Appointed Representative: (1) Mr N Shaw
Appointed Substitute (1) Ms R Grattan
- (6) GREATER NORWICH DEVELOPMENT PARTNERSHIP BOARD**
(must include Leader and Portfolio Holder for Planning)

Appointed Representatives: (1) Mrs L Hemsall
(2) Miss S Lawn
(3) Mr S Vincent

Appointed Substitutes: (1) Mrs T Mancini-Boyle
(2) Mr J Ward
- (7) GREATER NORWICH GROWTH BOARD**
(automatic appointment of Leader)

Appointed Representative: (1) Mr S Vincent
Appointed Substitute (1) Mrs L Hemsall

- (8) HMP BURE LIAISON COMMITTEE**
(two must be Members of Wards adjoining the prison (ie Buxton & Coltishall);
the third to be Council's own choice*)

Appointed Representatives: (1) Mrs J Copplestone
(2) Mrs K Lawrence
(3) Mr F Whymark*

9 INTERNAL DRAINAGE BOARDS

- (9A) BROADS (2006)**

Appointed Representatives: (1) Mrs J Copplestone
(2) Ms R Grattan
(3) Mr K Kelly
(4) Mr G Nurden
(5) Miss J Thomas

- (9B) NORFOLK RIVERS**

Appointed Representatives: (1) Mr K Kelly
(2) Mr N Shaw
(3) Miss J Thomas

- (9C) WAVENEY, LOWER YARE & LOTHINGLAND**

Appointed Representative: (1) Mr G Nurden

- (10) NORFOLK ARTS FORUM EXECUTIVE COMMITTEE**

Appointed Representative: (1) Mr J Ward
Appointed Substitute: (1) Miss J Thomas

- (11) NORFOLK HEALTH OVERVIEW & SCRUTINY COMMITTEE**
(must be Members of the District Council's O & S Committee)

Appointed Representative: (1) Mrs S Prutton
Appointed Substitute: (1) Mr P Bulman

- (12) NORFOLK POLICE & CRIME PANEL**

Appointed Representative: (1) Mr S Clancy
Appointed Substitute: (1) Mr P Bulman

- (13) NORFOLK STRATEGIC PLANNING GROUP**
(Portfolio Holder for Planning and sub to be Portfolio Holder for
Housing & Wellbeing)

Appointed Representative: (1) Mrs L Hempsall
Appointed Substitute: (1) Mr F Whymark

(14) NORFOLK WASTE PARTNERSHIP
(must be Leader or Cabinet Member responsible for waste matters)

Appointed Representative: (1) Mrs J Leggett
Appointed Substitute: (1) Mrs S Prutton

(15) NORTH NORFOLK CLINICAL COMMISSIONING GROUP COMMUNITY ENGAGEMENT PANEL

Appointed Representative: (1) Mr F Whymark
Appointed Substitute: (1) Mr R Foulger

(16) NORWICH AIRPORT LIMITED CONSULTATIVE COMMITTEE

Appointed Representative: (1) Mr N Shaw
Appointed Substitute: (1) Mr A Adams

(17) SCOTTOW ENTERPRISE PARK PARTNERSHIP BOARD

Appointed Representatives: (1) Mrs J Copplestone
Appointed Substitute: (1) Mr A Crotch

(18) TRANSPORT FOR NORWICH JOINT COMMITTEE

Appointed Representative: (1) Mrs L Hemsall
Appointed Substitute: (1) Miss S Lawn

(19) YOUTH ADVISORY BOARD
(automatic appointment of Member Champion for Young People)

Appointed Representative: (1) to be confirmed

PAY POLICY STATEMENT

1 INTRODUCTION

- 1.1 This Policy is required under sections 38 – 40 of the Localism Act 2011. The Policy aims to be transparent, coherent and relevant to current and future needs. These needs will include the ability to attract, retain and motivate staff to help achieve the organisation's vision and ambitions to drive economic and housing growth and improve the services delivered to residents.
- 1.2 The Council expects high standards of performance from its staff and believes a Pay Policy should reflect the contributions its staff make to helping the organisation achieve its vision and ambitions. Each member of staff makes an individual and collective contribution within their role to the effectiveness of Broadland District Council and to working collaboratively with South Norfolk Council. However, the adage 'the whole is greater than the sum of the individual parts' is particularly relevant in describing the collective strength of the Council's staffing resource and the ability of staff to work together collaboratively.

2 SCOPE OF POLICY

- 2.1 As required by the Act and in response to associated guidance it covers:
- the Policy on the level and elements of remuneration for Chief Officers. Chief Officer being defined as in section 2 of the Local Government and Housing Act 1989;
 - the Policy on the remuneration of the lowest paid employees; the definition of the 'lowest paid employees' and the rationale for that definition;
 - the relationship between the remuneration of Chief Officers and other staff;
 - other specific aspects of Chief Officers' remuneration: remuneration on recruitment: increases and additions to remuneration: use of Performance Related Pay and bonuses; termination payments; and benefits in kind.
- 2.2 In addition the Policy sets out:
- the principles on pay awards for all staff;

- information on the responsibilities of Chief Officers to aid public understanding of their roles, in accordance with the Local Government Transparency Code 2015;
- thresholds for salaries on appointments.

3 PRINCIPLES

3.1 Pay Principles applying to all staff excluding Chief Officers.

- (1) A local Performance Related Pay Scheme will apply to all staff except Chief Officers.
- (2) There are 13 Local Grades within the Broadland pay scheme. Posts are evaluated onto these grades using the Inbucon Job Evaluation Scheme.
- (3) The local grades will generally be wider than NJC grades and overlap allowing greater scope for progression linked to performance within a post.
- (4) Salaries will recognise the need to pay at a sufficient level to recruit and retain quality staff on market related salary scales.
- (5) The principle of checking salary grades for all staff within the market will continue to ensure the competitiveness of the salary/grading structure is maintained. Any market-related increases applicable will be due in April each year and will be applied to the grade minima / maxima and to individual salaries. This increase will be recommended by external and independent pay consultants.
- (6) Pay will recognise and reward performance not service.
- (7) Performance payments for all staff except Chief Officers, will be made through the Council's Performance Related Pay (PRP) scheme, which agrees specific objectives that the employee is then assessed against. However, there may be occasions where performance is recognised through the use of honoraria in addition to PRP. These occasions are likely to occur where an employee takes on additional responsibilities often related to long term staff absences/ vacancies.
- (8) Commencement salaries of staff will be made within the relevant local grade assuming the midpoint of the grade to be the market rate for the role in most cases.
- (9) Market supplements will only be used where there is evidence that

they are required.

- (10) Payments for fees, charges and allowances will be consistent across all staff.

3.2 Pay Principles Applying to Chief Officers

- (1) Chief Officers will be appointed to a salary point within a salary range;
- (2) The salary range should be market attractive;
- (3) The salary will be an all-inclusive salary. For the avoidance of doubt no other cash benefits will apply;
- (4) The terms and conditions of employment for Chief Officers, except those relating to rate of pay, are covered by the National Scheme for the Joint Negotiating Committee (JNC) for Chief Executives and Chief Officers;
- (5) Salary progression will be assessed annually as a minimum;
- (6) Annual cost of living increases, where applicable, will be applied in line with NJC increases.

3.3 Pay principles applying to all staff

- (1) The Council's policy on compensation payments for termination on the grounds of redundancy, early retirement and efficiency will be in accordance with the Adjustment to Staffing Agreement.
- (2) The Council's policy on flexible retirement, early payment of pension, the augmentation and / or award of additional pension will be in accordance with the Council's Pensions Discretionary Policy.
- (3) Staff in receipt of a Local Government Pension may be employed by the Council where there is a justifiable business case. This would be justifiable where the member of staff is the best match for the organisation's requirements. The salary level of the member of staff on appointment may be adjusted to reflect the payment of a pension through the Local Government Pension Scheme.
- (4) Staff who have received a redundancy or compensation payment from Broadland District Council will not normally be re-employed by the Council. Approval from the Managing Director will be required. If this occurs any re-engagement will be in accordance with 3.3 (3) above

- (5) Staff previously employed by Broadland District Council may be engaged under a contract for services where there is a business case for doing so. This may be for financial, risk mitigation and / or skills shortage reasons. Approval from the Managing Director will be required. If this occurs any re-engagement will be in accordance with 3.3 (3) above
- (6) Pay and benefits will be monitored and assessed to identify any discriminatory aspects and whether they benefit any group of employees with a particular protected characteristic(s). Protected characteristics particularly relevant include gender (Equal Pay issues) and age (Minimum Wage, and National Living Wage).
- (7) The Council will annually publish this Policy and associated pay data on the Council's website.

4 PUBLIC SECTOR EXIT PAYMENT CAP AND RECOVERY REGULATIONS

- 4.1 The Council will comply with any regulations aimed at capping public sector exit payments which may come into force in the next 12 months.
- 4.2 The Council will comply with any recovery regulations which may come into force within the next 12 months. These regulations being aimed at recovering exit payments from public sector employees who return to public sector employment.

5 CHIEF OFFICERS' REMUNERATION

- 5.1 Chief Officers within this Council will include the Managing Director; the Directors and the Assistant Directors and any other role that may be created at this level within the Senior Management Team.
- 5.2 Remuneration information for Chief Officers will include:
 - salary or where there is a contract for services, payments made by the authority for those services;
 - bonuses information;
 - any charges, fees or allowances payable (which would include election fees);
 - any increase in or enhancement of pension entitlement where that is the result of the resolution of the authority; and

- any amounts payable on ceasing to hold office or being employed by the authority other than amounts that may be payable by virtue of any enactment.
- benefit in kind information.

5.3 Salary progression will be assessed annually as a minimum.

5.4 Annual cost of living increases, where applicable, will be applied in line with NJC increases.

5.5 The salary of the Managing Director will be reviewed at least annually by the Leader of Broadland District Council and Leader of South Norfolk Council.

5.6 The salary review of the other Chief Officers will be undertaken by the relevant line manager.

5.7 Payment for membership of professional bodies will only be paid where there is demonstrable benefit to the Council.

5.8 The Managing Director also receives Returning and Neighbourhood Planning Referenda Officer fees. The fees in respect of County, District and Parish Council Elections are set by the Norfolk Chief Executives Group and the fees for conducting European, Parliamentary and Police and Crime Commissioner elections are set by the Cabinet Office.

5.9 Information relating to Chief Officers' payments will be published annually to provide transparency. The information will include contextual data such as areas of responsibility, number of staff within the service, capital and revenue expenditure, salary ceiling, the contract type and identify any current vacancies.

5.10 For appointments on large salary packages, defined as ones in excess of £100,000 pa, Council approval will be obtained.

6 REMUNERATION OF LOWEST PAID EMPLOYEES

6.1 The Council's lowest paid employees are those employees in trainee / apprentice roles. These roles will be paid within Local Grade (LG)13. These roles will be for employees who are joining as the first step in their career.

6.2 The lowest pay point will be that of LG13. The bottom of LG 13 will be the National Minimum Wage for 18 – 20 year olds (£11,832 pa from April 2019).

6.3 All employees will be paid at least at a level equating to the National Minimum Wage legislation.

- 6.4 Employees aged 25 years and over will be paid at least at a level equating to the National Living Wage (NLW).
- 6.5 The lowest point of Local Grade 12 will be the NLW which will be £15,796 pa from April 2019.

7 RELATIONSHIP BETWEEN CHIEF OFFICER'S REMUNERATION AND OTHER STAFF

- 7.1 Pay relationships will be measured by the use of a pay multiple. This is defined as the highest paid taxable earnings for the year including base salary, variable pay, bonuses, allowances and the median earnings of the whole Council. The highest taxable earnings, will normally be no greater than 7 x the median earnings of the whole Council.
- 7.2 The pay multiple as at 1 January 2019 is 4.59. This is a decrease of 0.23 from 2018. The highest paid officer on 1 January 2019 was the Chief Executive and the taxable earnings of that post also include Returning Officer fees. No Returning Officer fees were paid during 2018, which accounts for the fluctuation in the multiplier.

8 RESPONSIBILITIES

- 8.1 This Policy will be approved by Council.
- 8.2 The appointment and appointment salaries for Chief Officers will be determined by Elected Members.
- 8.3 The appointment and starting salaries of staff new to the Council will be determined by an Officer Recruitment Panel, which will consist, as a minimum, of a management representative for the relevant service and a representative from HR.
- 8.4 The level of any annual pay awards will be determined in accordance with policy agreed by Council.
- 8.5 The level of any PRP awards will be agreed by Cabinet.

9 REVIEW OF POLICY

- 9.1 The Policy will be reviewed annually and the Council's approach for the following financial year will be confirmed.
- 9.2 However, the Council recognises that a variety of circumstances (foreseen or unforeseen) may arise and require the Pay Policy to be sufficiently flexible to

deal with these circumstances such as the use of market supplements. The Council will have regard to the extent to which the exercise of any flexibility could lead to a serious loss of confidence in the public service.

10 APPROACH FOR THE FORTHCOMING YEAR (2019/20)

- 10.1 As part of the budget setting process for 2019/20 a two percent annual increase in the salary budget is currently modelled as part of the Council's Medium Term Financial Plan.
- 10.2 The market related award applicable in April 2019 will be recommended by independent pay consultants. Any recommendation for a market related award will be applied to the Local Grades and to individuals' salary. Any market related award will be provided for as part of the two percent increase in the salary budget.
- 10.3 The Pay Scheme must be affordable taking into consideration the medium term budget implications for the Council. Therefore if, once the market related award has been applied, there is any excess budget this will be made available for PRP.
- 10.4 The lowest Local Grade (LG) of LG13 is identified as a trainee grade, specifically for those staff employed under apprenticeship / trainee arrangements. These arrangements are likely to apply where the employee is entering work with little and/or out dated experience.
- 10.5 Roles other than those evaluated as LG 13 may also be appropriate for apprentice employees. An apprentice employee will be someone who is studying for a recognised qualification that enhances and / or widens their skills and knowledge. Apprentices may study for a range of qualifications including National Vocational Qualifications (NVQs), degrees and professional qualifications. Apprentice employees will be paid within the appropriate grade for the role they are undertaking.
- 10.6 The minimum salary point for LG13 will be the National Minimum Wage for workers aged 18 – 20 years and will remain in line with this figure.
- 10.7 The minimum salary point for LG12 will be the NLW and will remain in line with this figure.
- 10.8 Work on the future design and funding options for the Council's Pay Scheme will be progressed as part of collaborative working.
- 10.9 Actual salaries of Chief Officers for the most recent financial year will be published on the website (as per the statutory code of recommended practice on data transparency).

10.10 No bonuses will be paid.

10.11 No benefits in kind will be made to Chief Officers.

10.12 An individual personal reward statement will be available for any member of staff where it is specifically requested by that individual. The statement will show the value of the individual's benefits package, including the value of the employer's pension contributions.

10.13 From 2 January 2019 Broadland and South Norfolk Council have appointed a Managing Director who will undertake to bring the two Councils together under one team. This means there will be a single officer team serving both independent Councils. As a result work will be undertaken throughout the year to achieve this including aligning terms and conditions of service.

Date	Ref	Comment
Feb 13	3.9	Replaced 'appointments' with 'commencement salaries.' Deletion of 'the midpoint is recognised as the salary reflecting the skills, experience, qualifications required for the role'.
	4.1	Replaced 'Head of Paid Service' with 'Chief Executive'.
	4.10	Inserted 'contextual'.
	6.1	Update to the year to show that the measure is still being met.
	9.1 & 9.2	Change to the year.
	9.6	Change to the benefits in kind figures and inserted the word 'innate'.
Aug 13	9.7	Reward statements will now only be produced where an employee requests their personal statement.
	2.1	Include 'associated guidance'.
	2.2	Insert fourth bullet point re thresholds.
	4.6	New point Performance assessments for DCE undertaken by CE.
	4.10	RO fees no longer agreed by Norfolk Branch of Assoc of DC but by CE group.
	4.12	New point re appointment of salaries of £100,000+.
	4.13	New point re severance packages of £100,000+.
	6.1	Updated to refer to 2014.
	9	References to year updated.
	9.6	Medical figures updated.
	3.6	Include principle of applying market award to grades and individual salaries.
Jan 2015	3.13	Pensions Discretionary Policy, 2008 removed.
	4.9	Deleted 'payments will be treated separately from salaries'.
	4.10	Additional info added (salary ceiling, contract type, vacant posts).
	4.11,	Inserted 'Full Council approval will be sought'.
	4.12	Inserted 'Full Council approval will be sought'.
	6.1	Definition of pay multiple added.
	6.2	Pay multiple as at Jan 2015 updated.
	7.3	Inserted new to the Council.
	9.1	Re-establish cost of living award.
	9.2	Market related award to be applied to individual salaries.

Date	Ref	Comment
	9.3	Efficiency savings becomes a permanent feature New point PRP pot calculation explained.
	9.7	Update to figures.
Jan 2016	3.15	New point Recovery of Public Sector exit payments.
	4.12	Reference that a new exit payment cap is likely of £95,000.
	5.4	Inclusion of National Living Wage.
	5.14	Removal of reference to other cash benefits e.g. car benefits
	6.2	Update on pay multiple.
	8.2	Appointments made by Elected Members (Appointments & Pay Panel removed)
	9.1	2 percent budget identified for salaries.
	9.3	Deletion of using efficiencies for PRP instead any excess from 2 percent budget to be for PRP.
	9.4	New point to work with staff reps to design a pay scheme for the future.
	9.8	Update on figures.
Jan 2017	2.1	Benefits in kind added to fourth bullet point.
	2.2	New point on public sector exit payments.
	2.3	Reference made to Transparency Code 2015.
	3.12	Added reference to Public Sector Exit Payment Regs.
	3.15	Reference to new Recovery regulations.
	3.16 3.17	Reference made to Public Sector Exit payment regs.
	3.18	New point.
	Sect 4	New section.
	Sect 5	Deletion of reference to exit payments in excess of £100,000.
	5.9	New wording fees set by Chairs of Norfolk Authorities Member Remuneration panels.
	6.5	Insert rate will be min of NMW for age.
	7.2	New multiplier figure.
	8.5	PRP agreed at Cabinet (not Council).
	10	Update to 2016/17 figures.
Jan 2018	2.1	New final bullet point re references to PS Exit Payments
	3.12	Removal of PS Exit Duty 2016
	4.0	This section contained details of how the PS exit payments and recovery regulations were to be applied but as these have not come into force, this section confirms the council's approach should the government progress these.
	7.2	Update to multiplier figure
	10	Year updated to 2018 /19
	10.4	LG 13 becomes an apprentice/trainee grade and comment re apprentices may be paid outside of LG13 deleted as not necessary
	10.5	Definition of apprentice explained
	10.6	Salary range of LG13 to be linked to NMW
	10.7	Salary minimum of LG12 linked to NLW
	10.11	Medical insurance decreased
Jan 2019	3.1 3.2 3.3	Separation of pay principles for Chief Offices and all other staff and new principles for Chief Officers
	5.1	Roles which are deemed Chief Officers
	5.4	Removal of reference to Local Grades. Removal of reference to additional benefits may be identified.

Date	Ref	Comment
	5.7	Payment for Professional membership may now be made where criteria met
	5.8	Inclusion of Neighbourhood Planning Referenda
	6.3 6.6	Update to figures
	10.8	Work on pay scheme now able to progress
	10.11	No benefits in kind, removal of reference to medical benefits and lease car
	10.13	New para



UNISON TIME OFF AND FACILITIES AGREEMENT

between

Broadland District Council
Thorpe Lodge
Yarmouth Road
Thorpe St Andrew
Norwich
NR7 0DU

South Norfolk Council
South Norfolk House
Cygnet Court
Long Stratton
Norwich
NR15 2XE

and

UNISON
130 Euston Road
London
NW1 2AY

1 DEFINITION OF TERMS

In this Agreement:-

The Organisations - refers to Broadland District Council and South Norfolk Council

The Union refers to the Yare Valley Branch of UNISON

Staff refers to all employees of the Organisations

2 COMMENCEMENT DATE

This Agreement commences on 1st January 2019

3 INTRODUCTION

- 3.1 The Organisations support the system of collective bargaining and the principle of solving employee relations problems by discussion and agreement.
- 3.2 All parties recognise that it is vital to good employee relations for the workforce to be properly represented by the recognised union. Furthermore all sides believe that a truly representative and effective union will enhance workforce employee relations.
- 3.3 The Trade Union and Labour Relations (Consolidation) Act 1992 (S168 - 170) makes provision for employees to be given the right to time off under various circumstances. The following sets out these provisions as agreed by the Trade Union and the Organisations in this respect.

4 REPRESENTATION

- 4.1 The provisions of this agreement shall apply to accredited representatives of the Union, who have been duly elected or appointed in accordance with the rules of the Union.
- 4.2 The Union will determine the appropriate number of representatives they wish to appoint, having regard for the size and location of its membership. The Union agrees to inform the Organisations in writing of the names of all elected representatives at the earliest possible opportunity and to notify the Organisations of any subsequent changes. Persons whose names have been notified to the Organisations shall be the sole representatives of the UNISON membership.
- 4.3 The union will issue written credentials and notify the Organisations of the number and location of constituencies for which each representative will be responsible.

5 TIME OFF FOR GENERAL TRADE UNION REPRESENTATION

- 5.1 This agreement seeks to establish a formal policy and procedure on trade union duties and activities in accordance with the legislative framework. It is recognised that it is not possible to be prescriptive about all duties, activities and the time required to carry them out. It is agreed that requests for time off will not be unreasonably refused.
- 5.2 Accredited representatives will be permitted paid time off during working hours to carry out duties that are concerned with any aspect of collective bargaining and representation of individual members, including:
 - terms and conditions of employment, including physical working conditions;
 - engagement, termination, transfer or suspension of employment;

- allocation of work or the duties of employment as between employees or groups of employees;
- discipline and grievance;
- activities associated with trade union membership;
- facilities for officials of the union;
- machinery for negotiation or consultation and other procedures; procedures for collective bargaining, disputes, joint consultation, communicating with members and other trade union branch officers.

6 THE FUNCTION OF REPRESENTATIVES AND OFFICIALS

6.1 The Organisations and the Union recognise that the industrial relations functions of representatives and officials are important duties in additions to their duties as employees of the Organisations. Their functions and responsibilities are as follows:

- To be responsible to and for a group of members;
- To undertake industrial relation duties operating within the policies of the Union. Issues may include members' grievances, discipline, learning, health and safety, equal opportunities, service conditions, and any matter listed in [section 5.2] of this Agreement;
- To promote Trade Union membership amongst all employees of the Organisations;
- To communicate with members and to communicate with Management, the Joint Negotiating bodies and with the relevant Union bodies;
- To represent the Union in the joint negotiating and joint consultative machinery at local, regional and national level;
- To meet with other representatives, officials or full-time Union officers on matters covered by this Agreement;
- To attend meetings of the Trade Union of which the person is a representative or of which he/she is an official, (such as Branch or Branch Committee Meetings);
- To seek to ensure that agreements are adhered to;
- To organise meetings of members during working hours in accordance with the ACAS Code of Practice and any prevailing local agreements.

7 TIME OFF FOR HEALTH AND SAFETY REPRESENTATIVES

7.1 The trade union is responsible for the appointment of health and safety representatives. The Organisations have the duty to permit safety representatives such time off with pay as necessary for the purposes of:

- Performing their functions under health and safety legislation;
- Undergoing such training as is reasonable;
- Attending Health and Safety meetings on local, regional and national levels where appropriate.

8 TIME OFF FOR UNISON LIFE LONG LEARNING ADVISORS/UNION LEARNING REPRESENTATIVES

8.1 Accredited UNISON Life Long Learning Advisors/Learning Representatives are entitled to take reasonable paid time off for the following specific purposes:

- Analysing learning or training needs;
- Providing information and advice about learning or training matters;
- Arranging learning or training;
- Promoting the value of learning or training;
- Consulting the employer in relation to such activities;
- Preparation in relation to such activities;
- Undergoing relevant training.

9 TIME OFF FOR INFORMATION AND CONSULTATION REPRESENTATIVES

9.1 Information and Consultation representatives, where they exist, are entitled to take reasonable paid time off during working hours for the following reasons:

- Performing their functions as such a representative, including preparing for meetings and consulting with their constituency;
- Undergoing relevant training.

9.2 Information and Consultation representatives shall not be subject to detriment or dismissal for actions related to their conduct as a representative.

9.3 These rights also apply to Information and Consultation representatives who are not union members, should they be elected or appointed.

10 TIME OFF FOR TRADE UNION ACTIVITIES

10.1 To ensure that workplace meetings are fully representative, paid time off for trade union representatives and members may be considered for:

- Attending workplace meetings to discuss and vote on the outcome of negotiations;
- Meeting full time officials to discuss issues relevant to the workplace;
- Conducting Union elections.

10.2 The Organisations and Union also recognise that it is in the interests of the effective and democratic operation of the Unions that representatives or officials participate in other activities of the Union. Reasonable time off during working hours will be granted for these purposes which may include:

- Participation, as a representative, in the following meetings of official policy making and consultative bodies of the Union:

Name of Meeting	Number of delegates	Frequency	Total number of working days
Regional Local Government Committee	1	5 times per year	5
Regional Council	2	4 times per year	8
Local government Conference	Up to 2	Annually	2
National Delegate Conference	Up to 2	Annually	8
Total number of working days			23

Subject to the approval of the Managing Director, reasonable time off during working hours will be granted with pay for the following, where there is a clear benefit to the business of the Organisations:

- Representing the Union on external bodies such as committees or working parties within the official union structure.
- Holding office on official bodies of the Union.

The Union will notify the Organisations at the beginning of each year of the anticipated calendar of such events wherever possible and the likely number of representatives who will be required to attend.

11 TIME OFF FOR BRANCH SECRETARIES AND SENIOR REPRESENTATIVES OF UNISON

- 11.1 The Branch Secretary of UNISON, or recognised deputy undertaking this role, will be allowed to spend up to 15 hours per week on trade union duties.¹
- 11.2 Additional facilities time for the Branch Secretary and/or other Unison Branch Officers (in addition to existing entitlement to time off where those Branch Officers are also accredited representatives) will be subject to agreement between the Branch Secretary and the Managing Director.
- 11.3 At the end of a period in office, the Branch Secretary shall:
 - 11.3.1 EITHER return to their substantive posts subject to: some other arrangement agreed either prior to or during a term in office: and the availability of the post, e.g. in circumstances where their work area has been restructured, in which case prior consultation will have taken place.
 - 11.3.2 OR: be redeployed to some other suitable post.
- 11.4 Representatives appointed as described in paragraph [4.1] will be given reasonable paid time off during normal working hours to carry out functions related to their representational responsibilities.

12 SPECIAL ARRANGEMENTS FOR TIME OFF

- 12.1 In the case of employees who work shifts or unsocial hours, the Organisations will allow reasonable time off for trade union duties and normally will make suitable arrangements when the duties fall outside their on-duty hours.
- 12.2 Where representatives attend meetings called by management, management will always try to ensure that the meetings take place while the appropriate representatives are on duty, either by adjusting dates of meetings, amending rotas where possible by agreement with the individual concerned.
- 12.3 When representatives, other than those with secondment, attend meetings called by management during their normal working hours which extend beyond normal finishing time, they will be paid at plain time rates for the additional hours worked, except that, where earnings vary with the work done, the amount will be calculated by reference to

¹ To be reviewed at the end of the organisational transition

the average hourly earnings for the work they are employed to do, including average bonus or contractual overtime payments.

- 12.4 Where representatives attend meetings called by management which occur in their off-duty time, they will be reimbursed for the hours spent at the meetings at plain time rates.
- 12.5 In the case of disabled representatives, the Organisations will allow additional time and facilities, if necessary, and make suitable arrangements to allow them to carry out their responsibilities.

13 TIME OFF FOLLOWING TRANSFERS OF EMPLOYMENT

- 13.1 Where a transfer of staff takes place through contracting out or internally to wholly owned subsidiaries, proportionate time off arrangements will be retained to allow representation of affected staff.

14 PAYMENT FOR TIME OFF

- 14.1 Trade Union representatives engaged on recognised duties as indicated above, will be paid either the amount they would have earned had they worked during the time taken or, where earnings vary with the work done, an amount calculated by reference to the average hourly earnings for the work they are employed to do. This amount will include average bonus or overtime payments where these are contractual.
- 14.2 Senior branch officers who spend the whole or part of their contractual time on trade union duties will be entitled to the full package of pay and conditions which they would normally have received had they been working, including all allowances and any rights to professional training or registration.
- 14.3 Travelling and subsistence costs will be reimbursed to accredited representatives for periods of work approved in accordance with this agreement as follows:
 - 14.3.1. Where the meeting is instigated by the Organisations, the employing Council will reimburse the travel and subsistence according to the individual representative's contract of employment;
 - 14.3.2. Where the meeting is instigated by the Union, the Branch will reimburse the travel and subsistence costs in accordance with UNISON's national guidance on expenses.

15 COVER AND BACKFILL

- 15.1 During the approved absence of UNISON workplace representatives carrying out their duties under this agreement, the Organisations will endeavour, wherever necessary, to provide alternative cover at the representative's workplace. In line with the ACAS code

on time off for trade union duties, alternatives shall include the allocation of duties to other employees, rearranging work to a different time or a reduction in workloads.

- 15.2 Where major projects [such as Agenda for Change in the NHS or Single Status in local government] require sustained time off for workplace reps, the project plan will take account of and fully fund backfill for the duration of the project to ensure that representatives can direct the full weight of their expertise throughout the process. The Organisations and the union will jointly agree the numbers of trade union representatives involved in each aspect of work and allow sufficient funds to be made available to facilitate the work as part of the project plan.

16 TRAINING

- 16.1 Reasonable time off with pay will be granted to attend training courses approved by the TUC or UNISON. The Organisations support the need for newly appointed trade union officials to be granted reasonable time off for initial training in basic representational skills as soon as possible after his or her appointment in order to gain ERA accreditation and for all trade union officials to complete their ERA re-accreditation every five years.

Following this further reasonable time should be considered:

- For further training, particularly where the official has special responsibilities;
 - To deal with changes in the structure or topics of negotiation, or where significant changes in the organisation of work are contemplated;
 - Where legislative changes affect the conduct of employee relations.
- 16.2 The Branch Secretary and/or Education Coordinator will oversee the training available for accredited representatives to perform their roles effectively. Due consideration will be given to the positive impact will have on the business of the Organisations.
- 16.3 The Trade Unions must give adequate advance notice of course dates in writing to relevant line-mangers and co-operate in making arrangements to cover jobs during the absence of Representatives on courses. Details of the course should be provided, upon request.
- 16.4 Part-time employees who are required to attend recognised training courses as detailed above will be paid for the whole of their attendance time, even if it exceeds their normal working hours.

17 PROCEDURES

- 17.1 Before taking time off, the accredited representatives must obtain the permission of their manager, informing the manager of the general purpose of the time off, the

intended location, the expected timing and duration of time off required.

- 17.2 Representatives will be required to complete and submit facility time-recording sheets on a regular basis to the Branch Secretary who will forward information to the appropriate HR office to fulfil the requirements of the Local Government Transparency Code and the Trade Union (Facilities Time Publication Requirements) Regulations 2017.
- 17.3 The employer will ensure that management at all levels are familiar with agreements and arrangements relating to this agreement.

18 TRADE UNION FACILITIES

- 18.1 The Organisations agree to provide defined facilities to the Union representatives to enable them to discharge their duties including: provision of secure office space; a notice board; access to confidential telephone, fax, internal mail and email; reasonable use of equipment such as telephones, franking machines, photocopiers, and PCs; reasonable accommodation for meetings and trade union education, and reasonable access to administrative support and secretarial services.

19 NO DETRIMENT AND CONFIDENTIALITY

- 19.1 Individuals will not be discriminated against during the course of their employment for membership of a trade union or activities as a union representative.
- 19.2 In line with the ACAS code on time off for trade union duties, the Organisations will respect the confidential and sensitive nature of communications between union representatives and unions members. There shall be no monitoring of union emails other than in a highly exceptional circumstance, as defined by the Information Commissioner. If the Organisations believe such exceptional circumstances apply, there reasons shall be set out to union reps for their consideration.

20 DISPUTES

- 20.1 The Organisations and the Union agree to make every effort to resolve disputes in relation to time off for trade union duties and activities.
- 20.2 Where permission to take time off is withheld, an explanation for the reason(s) will be given by the appropriate representative of management.
- 20.3 If the UNISON official is dissatisfied with the decision, the matter may be referred to the Managing Director.

- 20.4 If agreement cannot be reached, the matter may be referred to the UNISON Eastern Regional Office.
- 20.5 The Organisations recognise that individual union representatives have the right to take a claim to an Employment Tribunal if internal procedures fail to resolve a dispute related to time off for trade union duties.

21 REPORTING

- 21.1 Reporting and collection of facility time data will be limited solely to those details required under section 13 (3) of the Trade Union Act;
- 21.2 The Organisations will ensure confidentiality for union reps in publication of pay bill information by avoiding the naming of individual reps and applying the provisions of section 4 (3) of the Trade Union (Facility Time Publication Requirements) Regulations 2017 for substituting notional hourly rates for actual hourly rates where an individual might be identified if the actual hourly rates were published.
- 21.3 Alongside any publication of facility time costs, the Organisations will state its support for facility time and the net cost benefits it generates for taxpayers as follows:
- Facility time is a vital part of ensuring good employment relations.
 - Independent studies have found facility time to play a key role in resolving conflict before issues escalate into more serious and costly problems, as well as ensuring necessary changes to operations are managed efficiently²
 - Research has shown that for every £1 spent on trade union facility time taxpayers receive £2.31 back in savings³ and employee representatives in the workplace result in⁴:
 - 13,000 to 25,000 fewer dismissals each year across the UK, creating a benefit of £107m to £213m for employers.
 - 17,000 to 34,000 fewer voluntary 'exits', worth a saving of £72m to £143m to employers
 - 8,000 to 13,000 fewer injuries, equivalent to 161,000 to 241,000 fewer working days lost. Benefits range from £136m to £371m to society.
 - 3,000 to 8,000 fewer cases of work related illness equivalent to 125,000 to 375,000 fewer working days lost. Benefits range from £45m to £207m to society.

² NatCen, The Value of Trade Union Facility Time, June 2012

³ Professor Gregor Gall, University of Bradford, The Benefits of Paid Time Off for Trade Union Representatives, February 2016

⁴ TUC, Facility Time for Union Reps - Separating Fact from Fiction, June 2012

22 AMENDMENT OR TERMINATION OF AGREEMENT

21.1 Either side may submit proposals in order to amend this agreement. Such proposals will be in writing to the sides concerned will be the subject of joint discussions.

21.2 Both sides agree to review this Agreement in twelve months and annually thereafter.

BUSINESS PLAN 2019-2023

Introduction

Broadland is a great place to live and work. Set in the picturesque Norfolk landscape it harbours significant economic potential. This potential must be realised while at the same time preserving its unique character.

Our vision is to shape our local area to make it one of the best places to live and work in the country. Together with our partners we want to bring more homes, more jobs and more opportunities to the District and ensure Broadland plays its part in driving the economy of Norfolk for the benefit of all residents.

For the next four years our key ambitions will be

- Driving growth and prosperity for all.
- Delivering environmental excellence.
- Improving health and wellbeing and quality of life.
- Supporting our residents and businesses to stay safe.
- Increasing our financial resilience and capacity, in collaboration with South Norfolk Council.

Despite our finances being more challenged than they have ever been, our continued commitment to providing high quality services to residents means we must look to economic growth as a way of ensuring delivery.

Therefore, as a Council, we will become more innovative and collaborate with others both formally and informally, to deliver the best for our communities.

Our Vision, Ambitions and Objectives are detailed within the following pages.

Shaun Vincent
Leader of the Council.

Trevor Holden
Managing Director.

Background

Our Business Plan is a concise, strategic document setting out our vision, ambitions and objectives for the local area and explaining how we will use our resources to best deliver services.

We took the opportunity to consult widely for the new Plan, engaging with the community and gaining important feedback to help shape it.

The Council's interaction with residents and stakeholders had a real impact on this Plan and a number of specific changes were made as a result of this engagement.

Our consultation included the Chief Executive and Leader of the Council holding face-to-face meetings with major stakeholders across the District – both in the public and private sector.

The Council also ran a series of workshops in December 2018, which were attended by a range of additional stakeholders.

An online resident's questionnaire was published through the December 2018 edition of *Broadland News*, aimed at gathering the same information as the workshops.

The consultation process was primarily designed to assess how well we had performed against the previous Business Plan, and identify priorities for the future.

As a result of the consultation, we have updated our Ambitions and supporting Objectives and made them clearer and more engaging.

We have also revised the Plan to ensure we clearly evidence how well we meet our Ambitions and Objectives and placed effective partnership working with South Norfolk Council at the core of what we do.

Our Vision

Shaping our local area to make it one of the best places to live and work in the country.

Our Ambitions

- Delivering growth and prosperity for all

Delivering economic success is about creating vibrant, engaged communities that work together with businesses to celebrate and enhance what is good about the District to influence and drive a thriving marketplace. Our primary ambition is to put Broadland at the forefront of opportunities and ensure it is a place where people and businesses flourish.

Our aim is to have a high level of inward investment and business growth, as a strong economy is essential in order to deliver services to our residents and businesses. We have well over 3,500 business premises within the District and some 5,000 businesses based here – we believe we are the ‘place to do business’ and have worked hard to reduce bureaucracy and the burden of regulation on our business community.

We can be proud of our business start-up rates being amongst the highest in Norfolk and the survival rate of these businesses after three and five years are consistently better than county, regional and national averages. What’s more, the rate of unemployment is frequently the lowest in the County, and better than regional and national averages.

The support we provide to companies of all sizes enables people to launch and grow a business they are passionate about, through our training courses and ongoing advice. We help businesses access external funding to assist their growth and development, and bring tangible benefits to the District; we support the Financial Industries Group; and we set up the Greater Norwich Manufacturing Group. Our ongoing work raises the profile of these sectors and ensures networking and collaboration opportunities are brought to fruition.

Our aim is to foster a growing economy by taking a joined up approach to service delivery as we recognise that many services across the council can help deliver this ambition.

Our ambitions for growth include creating great places for people to live and work in. These places will offer a mixture of facilities and recreational opportunities and people will have a choice regarding how they get about. They will be able to drive their car, cycle, walk or get the bus. They will be well connected.

By planning for these new and sustainable communities, we are seeking to meet the increasing demand for housing and trying to do that through high-quality places. We will also ensure that a range of homes which meet peoples’ varying needs are built.

We also aim to ensure that there is sufficient investment to provide the right infrastructure. In other words, delivering the right infrastructure in the right place at the right time to serve these communities, with the help of the Community Infrastructure Levy and other funds.

- Delivering environmental excellence

We are passionate about achieving environmental excellence in everything we do. We will continue to strive for our residents and businesses to be environmentally sustainable in terms of waste and energy efficiency.

It’s important that we set ourselves ambitious objectives in this area, in order to help address climate change and to stimulate the economy and provide jobs, creating opportunities for economic success.

As a Council, we have strong green credentials and this ambition is about further strengthening our reputation. Keeping Broadland beautiful through maintaining a clean, tidy and healthy District is a continuing priority.

We recognise the contribution the planning system can make to maintaining and enhancing environmental excellence. This includes consistently applying the principles of sustainable development, maintaining the natural and built heritage we currently enjoy, and mitigating and adapting to climate change.

In formulating planning policy, whether at the district level or in the Greater Norwich partnership, we will apply the above principles having regard to the need to deliver growth and prosperity for all.

- Improving health and wellbeing and quality of life

We are committed to ensuring that people in Broadland enjoy every opportunity to live healthy and happy lives. The health and wellbeing levels of people in Broadland stand above the national average, but we still have issues to address, such as tackling economic, health and wellbeing inequalities, as well as reducing waste and carbon emissions.

Areas such as housing, economic development, planning and a host of environmental health services all have an important impact on the health and wellbeing of our residents. As such, this ambition and the objectives that sit behind it, focus on a variety of different elements that we believe will greatly improve quality of life for our residents.

We run our own programmes of prevention and early intervention e.g. the Handy Person Plus scheme. We also work with others, including local communities, to identify health needs and jointly design services that best meet those needs, with the aim of increasing overall levels of health and wellbeing in the District.

- Supporting our residents and businesses to stay safe

We pride ourselves on the low level of crime and anti-social behaviour in Broadland and this ambition is about continuing to keep people safe and secure.

We will continue to develop our preventative approach, including designing out potential crime areas in new developments. Other examples include the Tots2Teens scheme, which is not just about childcare but preventing anti-social behaviour by giving young people something to do. We also offer support through a range of targeted health programmes.

We also deal with issues such as domestic abuse and protecting vulnerable communities, who are more likely to be the victims of crime. For example, Broadland provided funding to Norwich City Council for rough sleepers who had migrated from the District to Norwich. Taking this preventative approach helps keep Broadland safe and peaceful.

We also see an opportunity to look at key demographics and develop additional policies accordingly.

- Increasing our financial resilience and capacity in collaboration with South Norfolk Council

While focusing on our corporate priorities, we also need to ensure that we deliver our wide range of day-to-day services effectively and efficiently. Additionally, as a publicly funded body, we have a duty to deliver value for money.

The Council has gone through a programme of Systems Thinking interventions, which was designed to improve services, maximise income and deliver savings and efficiencies. Total savings delivered through the programme are currently running at £440,000 per annum.

The Finance Team sets the annual budget together with senior management and budget holders, to ensure it is appropriate and affordable. Throughout the year, regular budget meetings take place to ensure budget holders are on track with their expenditure and if not, the Finance Team works with them to keep overspend to a minimum.

By delivering value for money on a continuous basis we ensure that the Council remains viable and sustainable for the future. To this end, Broadland and South Norfolk Council entered into an agreement last year to join our workforces together in support of the two Councils to deliver better outcomes for our residents and businesses, whilst achieving efficiencies in service delivery.

Objectives and Measures

This section of the Business Plan sets out in more detail how we intend to deliver on our ambitions and how we will assess our performance.

It contains a number of specific objectives together with the measures we will use to evidence how successfully we are delivering on the plan.

The measures will be a mixture of numerical and narrative data, designed to promote learning and improvement.

Objectives and measures for the 2019-2023 Business Plan

	Objective	Measures	Supporting Ambition(s)
1	To back local businesses by providing information, advice and guidance to help them establish, grow and prosper.	<p>1 Numbers and types of support given to businesses approaching the Council directly through the Economic Development Team</p> <p>2 Number of businesses engaging with sector groups facilitated by the Economic Development Team</p> <p>Financial Industries</p> <p>Manufacturing Group</p> <p>Tourism and Heritage Network</p> <p>3 Business collaborations resulting from engagement</p> <p>Financial Industries</p> <p>Manufacturing Group</p> <p>Tourism and Heritage Network</p> <p>4 Number and type of actions devised to deliver against 'The East Economic Strategy for Norfolk and Suffolk' produced by the New Anglia Local Enterprise Partnership</p>	<p>Driving growth and prosperity for all</p> <p>Improving health and wellbeing and quality of life</p> <p>Supporting our residents and businesses to stay safe</p>
2	To support our local communities by offering a range of opportunities, skills and employment prospects	<p>1 Number of Broadland businesses offering apprenticeships and the Apprenticeships Framework being offered.</p> <p>2 Businesses and residents engaging in training programmes provided by the Council and in</p>	Driving growth and prosperity for all

		<p>partnership with other organisations. Both accredited and non-accredited courses</p> <p>3 Number of Broadly Active clients and those showing an improvement after 12 weeks</p> <p>4 Number of children and young people engaged with Council facilitated activities and percentage of those with Special Education Needs or from low income families.</p>	Improving health and wellbeing and quality of life
3	Enable and encourage our communities to recycle more.	<p>1 Recycling rate</p> <p>2 Kg of residual waste collected per household</p> <p>3 Number of Brown bins</p> <p>4 Food Waste tonnage</p>	Delivering environmental excellence
4	To improve energy efficiency and increase the uptake of renewable energy throughout the local area	<p>1 Number and type of energy efficiency improvements in homes (improvement in energy efficiency rating as measured by Energy Performance Certificate)</p> <p>2 Number and type of energy efficiency improvements in commercial premises (measured as above)</p>	<p>Delivering environmental excellence</p> <p>Improving health and wellbeing and quality of life</p>
5	To further enhance the high quality local environment	<p>1 Number of fly tips</p> <p>2 Time taken to collect fly tips</p> <p>3 Number of reports of dog fouling</p> <p>4 Air quality analysis</p>	Delivering environmental excellence

6	To work collaboratively to maximise the investment and funding available for the necessary infrastructure, homes and opportunities for local residents	1 Income from New Homes Bonus 2 Amount of Community Infrastructure Levy (CIL) collected and overdue 3 S106 income	Driving growth and prosperity for all
7	To maximise the delivery of the right homes in the right place to meet our residents' needs.	1 Number of new homes delivered a) Total b) through Broadland Growth Ltd 2 Number of new affordable homes delivered a) Total b) through Broadland Growth Ltd 3 Number of Empty Homes (CTB1) 4 Number of supported homes delivered	Driving growth and prosperity for all Improving health and wellbeing and quality of life
8	To improve the condition of housing through support and regulation	1 Number of homes improved through advice and enforcement 2 Number and amount of Improvement Grants/Loans 3 Number of Homes in Multiple Occupation to legislative standards	Improving health and wellbeing and quality of life Supporting our residents and businesses to stay safe
9	To understand people's housing problems and help them solve them.	1 Overall demand on the service 2 Effectiveness of Housing Options (help, complaints, reviews) 3 Nominations	Improving health and wellbeing and quality of life

		4 Use of temporary accommodation	Supporting our residents and businesses to stay safe
10	To address the needs of vulnerable residents to ensure they can continue to live independently.	1 Number of Disabled Facilities Grants (DFGs) completed for older people (age 60+) 2 Housing options available for older people 3 Number of interventions to assist vulnerable people in their own homes (HIA/Handyperson) 4 Number of residents increasing disposable income through benefits check, switch and save etc.	Improving health and wellbeing and quality of life Supporting our residents and businesses to stay safe
11	To address community concerns and reduce the incidence of crime through targeted action.	1 Overall levels of crime 2 Rates of prevalent types of ASB/domestic abuse/hate crime 3 Numbers and type of demand for services in Help Hub 4 Impact and outcomes of interventions	Improving health and wellbeing and quality of life Supporting our residents and businesses to stay safe
12	To effectively manage our finances.	1 Spend against revenue/capital 2 Collection rates for Council Tax and Business Rates 3 Amount of investment income 4 Value of savings and efficiencies identified in financial year 5 Type and value of new income streams.	Increasing our financial resilience and capacity in collaboration with South Norfolk Council
13	To use systems thinking principles to improve services	1 Numbers and progress of service interventions	Increasing our financial resilience and capacity in

	and deliver savings and efficiencies	2 Summary of key improvement in services	collaboration with South Norfolk Council
14	To maximise staff engagement	1 Level of staff engagement as evidenced through surveys 2 Staff turnover 3 Staff attendance (sickness absence)	Increasing our financial resilience and capacity in collaboration with South Norfolk Council
15	To enhance public safety and minimise health risks	1 Number of food premises inspected 2 Number of food premises achieving 5 star rating 3 Number and type of communicable disease notifications 4 Number of appeals a) lodged b) upheld 5 Number and type of health and safety notifications	Improving health and wellbeing and quality of life Supporting our residents and businesses to stay safe
16	To work with partners to tackle health inequalities and improve the life chances of residents	1 Analysis of social mobility index factors	Improving health and wellbeing and quality of life
17	To broaden the scope, impact and significance of joint working through partnerships.	1 Outcomes from the following partnerships: GNGB, H&WB Board, Broadland Growth etc	All of them



Agenda Item: 23

**Annual Council
21 May 2019**

ANNUAL REPORT OF THE AUDIT COMMITTEE

- Report Author:** Emma Hodds
Assistant Director of Governance and Business Support
tel: 01508 533791
email: ehodds@s-norfolk.gov.uk
- Portfolio Holder:** Finance
- Ward Affected:** All
- Purpose of the Report:** This report summarises the work of the Audit Committee during 2018/19, confirms that it has operated in accordance with its Terms of Reference, has sought to comply with best practice and has demonstrated effective challenge during its five meetings.
- Recommendations:**
1. Council is recommended to note and approve the contents of the Annual Report of the Audit Committee.

1 SUMMARY

- 1.1 The Terms of Reference of the Audit Committee require ‘...a formal Annual Report of the Committee’s work and performance during the year to Council.’
- 1.2 The purpose of this report is, therefore, to summarise the work of the Audit Committee during 2018/19, confirm that it has operated in accordance with its Terms of Reference, has sought to comply with best practice and has demonstrated effective challenge during its five meetings.
- 1.3 Thus, this report looks back over 2018/19 and examines the range of reports which have been brought to the attention of the Committee by various parties; Senior Management, Internal Audit and External Audit.

2 BACKGROUND

- 2.1 Broadland District Council’s Audit Committee has been meeting on a regular basis since its inaugural meeting on the 23 August 2012, following approval of the Terms of Reference by Council on 28 June 2012. The Committee was established to play a pivotal role in the delivery of corporate governance at the authority, improve standards of internal control, review financial information including such items as the Annual Statement of Accounts, and to allow for more specialist consideration to be given to Internal and External Audit related matters, and Risk Management provisions. This wide-ranging remit ensures that the Committee is meeting best practice.
- 2.2 This is the seventh year that an Annual Report has been produced, which sets out to analyse the work of the Audit Committee and in doing so fulfil the requirements within the Terms of Reference of the Committee and to demonstrate compliance with best practice.

3 CURRENT POSITION

MEMBERSHIP OF THE AUDIT COMMITTEE

- 3.1 During 2018/19 the Committee has met on five occasions, with a review of the Minutes from these meetings highlighting that attendance by Members is high, with apologies provided where needed and substitutes attending as appropriate. There has also been a consistently strong level of officer support throughout the year, with regular representation from Finance, Internal Audit, the Council’s External Auditors and officers attending to present reports as required.

THE ROLE AND REMIT OF THE AUDIT COMMITTEE

- 3.2 The Terms of Reference of the Audit Committee are established in the Constitution, and emphasise how the Committee is to champion governance arrangements at the authority and follow best practice.

- 3.3 The Committee also ensures that it operates to the highest standards, and with this in mind, a self-assessment exercise is undertaken. The form of the assessment has recently been updated and the review was undertaken in September 2018. This assessment ensures that the Committee continues to meet best practice and identifies where improvements would be beneficial. The Committee has been assessed as partially effective in the following areas:
- The role and purpose of the Audit Committee could be better understood and accepted across the Council.
 - Arrangements to hold the Committee to account for its performance could be improved.
 - Membership of the Committee has not been assessed against the core knowledge and skills framework.

As a result, of the above assessment the Audit Committee has committed to the following action point to further enhance effectiveness;

a) To attach a Glossary of Terms to future Committee Agendas.

- 3.4 In addition, a Work Programme is in place which is reviewed and discussed at each meeting, to ensure reports are considered and received by the Committee at appropriate times over the course of the year.

OVERVIEW OF KEY ITEMS CONSIDERED AND REVIEWED IN 2018/19

Annual Governance Statement 2017/18

- 3.5 At the meeting on the 28 June 2018 the Committee received the Annual Governance Statement for the financial year 2017/18. This sets out how the Council had complied with its responsibilities to ensure that its business was conducted in accordance with the law and that public money was safeguarded and used economically, efficiently and effectively. The report noted poor rate of completion by Members of the General Data Protection Regulation (GDPR) training and it was advised that an assessment of Member responsibilities would be undertaken as part of the GDPR Internal Audit review due to take place in 2018/19 Internal Audit Plan. The Committee discussed this document and confirmed that there were no significant governance issues that needed addressing.

Statement of Accounts 2017/18

- 3.6 The Committee received the Statement of Accounts at the meeting held on the 26 July 2018. The Comprehensive Income and Expenditure Statement was discussed.
- 3.7 The Committee's attention was drawn to the deficit of the Local Government Pension Scheme which the Council was required to top up annually. The Minutes from the meeting reflect the level of discussion that was held

regarding the accounts, highlighting the importance of the work of this Committee.

Finance Updates

- 3.8 Over the course of the financial year the Finance Team have sought to keep the Committee up to date with key items, such as; Financial Risks and Treasury Management. At the meeting held 28 June 2018 the Head of Finance and Revenue Services provided the Committee with an overview of the types of financial risk facing the Council and how the team goes about mitigating these. At the meeting held 14 March 2019 Members received a presentation from Chris Scott, Head of Treasury Team at Link Market Services.

Risk Management

- 3.9 The Chair of the Audit Committee has made a request of officers to provide a Risk Register covering the key risks facing the Council for review by Members at each meeting. In response to this a report was presented at the meeting on 19 January 2019 to explain that the Council had adopted a Systems Thinking approach to Risk Management and no formal Risk Register is, therefore, produced. It was advised that risks are reported through a half yearly performance report.
- 3.10 The Head of Internal Audit confirmed that Broadland's approach to risk management was not in line with recommended best practice and suggested that a Risk Management Maturity Assessment is undertaken to evaluate the risk management framework. The assessment would seek to provide assurance that the Council was identifying risks that threatened the achievement of strategic objectives and evaluate whether it was mitigating risks within a defined risk appetite.
- 3.11 It was agreed that the Risk Maturity Assessment would be undertaken by Internal Audit in 2019/20. It was also agreed that the Audit Committee would be provided with the Council's half yearly performance reports going forward.

Internal Audit

- 3.12 Throughout 2018/19 the Audit Committee has received regular reports from Internal Audit; these range from the Annual Report and Opinion of the Head of Internal Audit, which includes the Review of the Effectiveness of Internal Audit for 2017/18, to regular updates provided in relation to the progress made against the 2018/19 Internal Audit Plan and the status of agreed recommendations and finally the Strategic and Annual Audit Plans for the forthcoming (2019/20) financial year.
- 3.13 This approach ensures that the Committee are kept up to date in relation to the internal controls that the Council has in place and whether they are operating adequately, effectively and efficiently. The audit reviews also ensure that risks are appropriately managed and that the governance framework is effective.

External Audit

- 3.14 The Committee had also received reports from its External Auditor; Ernst and Young throughout 2018/19.
- 3.15 The Audit Results Report for year ended 31 March 2018 summarised the preliminary conclusion of External Audit in respect of Broadland District Council and confirmed the opinion that the Council's financial statements gave a true and fair view of its financial position for the year ended 2017/18. In respect of Value for Money, External Audit was satisfied that the Council had sufficient reserves to remain well above the approved minimum level of £2m to 2021. Several misstatements had been identified by the audit and these had since been corrected by management.
- 3.16 The 2017/18 Annual Audit Letter from Ernst and Young was reviewed by the Audit Committee in the 20 September 2019 meeting. The letter gave an unqualified opinion that the financial statements gave a true and fair view and confirmed that the Governance Statement was consistent with External Audit's understanding of the Council and there were no other matters to report in any other areas of External Audit Work.
- 3.17 In January 2018 the Committee received the Certification of Claims and Returns Annual Report for 2017/18, which covers the Housing Benefit Subsidy. Members were advised that two minor errors had been identified by the audit and a good assurance could be issued. External Audit also provided the Committee with a report covering the auditor's plan of work to review the accounts for the financial year 2018/19.

Fraud Updates

- 3.18 The Committee regularly receives an update on the work undertaken in relation to Counter Fraud, and a report was received in March 2019 in relation to the work undertaken in the prior year and also on the work that was planned for 2019/20.
- 3.19 In 2018/19 the focus continued to be on working alongside a number of services to prevent fraud including the Police, Norfolk County Council, Trading Standards and the Department for Work and Pensions. A notable success had been the Crown Prosecution Service pursuit of a Housing Benefit overpayment of £14,674.62 which had led to a Proceeds of Crime Act 2002 hearing where the Council was awarded a full compensation order and the claimant given six months to repay the overpayment in full or face a custodial sentence.

Training

- 3.20 The Committee receive quarterly briefing notes from the External Auditors, covering issues which may have an impact on the Council, the Local Government Sector and the audits that are undertaken. In addition, mandatory training is provided to the Audit Committee to ensure continuous knowledge building of the Members on the Committee.

4 PROPOSED ACTION

- 4.1 Council is asked to note the work of the Audit Committee during 2018/19 and approve the contents its Annual Report, which shows how it has operated in accordance with its Terms of Reference by complying with best practice and demonstrating effective challenge during its five meetings.

5 OTHER OPTIONS

- 5.1 No other options are necessary.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – There are no resource implications arising from this report.
- 6.2 **Legal implications** – There are no legal implications arising from this report.
- 6.3 **Equality implications** – There are no equality implications arising from this report.
- 6.4 **Environmental impact** – There are no environmental impacts arising from this report.
- 6.5 **Crime and disorder** – There are no crime and disorder implications arising from this report.
- 6.6 **Risks** – There are no risks arising from this report.

7 CONCLUSION

- 7.1 This report highlights that the Committee continues to operate in accordance with best practice requirements and in line with its Term of Reference. It plays an important part in the Council's scrutiny and governance framework, remaining active and conscientious in the delivery of its remit and reviews a wide range of items, providing appropriate levels of challenge.

8 RECOMMENDATIONS

- 8.1 The Council is **RECOMMENDED** to note and approve the contents of the Annual Report of the Audit Committee.
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OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018-19

Subject to change due for any resource implications and/or matters arising from Councillors.

Topics brought to Committee for Information:

Date of Meeting	Topic	Lead Officer Portfolio Holder	Objectives and Desired Outcomes	Time Cycle
	Performance Report	Committee Officer	Committee to allocate areas for investigation to the Performance Management Sub Committee (PMSC) when the report is received under Cabinet papers.	Six Months
	Committee Representation Updates	Committee Representatives	Opportunity for Committee Representatives from Norfolk Health Overview and Scrutiny Committee, Broadland Corporate Equalities Group, Norfolk Police and Crime Panel and Norfolk Health and Wellbeing Board to report back any key information to Committee or for Committee Members to raise any questions for representatives to take forward.	Bi-Monthly
18 June 2019	EcoCube Time and Task Limited Panel Recommendation Report	The Chairman of the Time and Task Limited Panel	To receive the Panel's Recommendation Report following its investigation into the disposal of the lease of the EcoCube.	Once
18 June 2019	Economic Update	Assistant Director Economic Growth	An update on the economy in the District and beyond.	Six Months
18 June 2019	Early Intervention and Community Safety Update	Community Safety Manager	To receive an update from the Community Safety Coordinator on progress being made by the Norfolk County Community Safety Partnership with particular reference to any progress directly impacting the Broadland District.	Annual
18 June 2019	Fee's on DIY Waste	Environmental Protection Manager	To receive an update how the fees were determined and impacts on levels of fly tipping since their introduction.	Once
Monday 8 July 2019 at 6.00pm	Scrutiny Training	Centre for Public Scrutiny	Scrutiny Training for Members.	Once
13 August 2019	Citizens Advice Council Tax Protocol	Interim Revenues and Benefits Manager	To receive a report setting out options for the Council in respect of the Citizens Advice Council Tax Protocol.	Once
13 August 2019	Traffic flows in areas adjoining Broadland Northway	Norfolk County Highways	To assess if Broadland Northway has eased traffic pressures in adjoining areas.	Once

Date of Meeting	Topic	Lead Officer Portfolio Holder	Objectives and Desired Outcomes	Time Cycle
8 October 2019	Future Infrastructure Provision in Broadland	Greater Norwich Planning Policy Team	To identify what infrastructure provision was proposed for the District. In particular what progress was being made for the development at Beeston Park.	Once
8 October 2019	Recommendation Update	Committee Officer	To review the Committee's recommendations from Scrutiny Reviews; establish how recommendations have progressed and been implemented; review any recommendation as necessary.	Six Months
8 October 2019	Resilience Update	Emergency Planning Manager	In place of the Broadland Resilience Forum, Members to receive an update on work being delivered and future plans.	Six Months
8 October 2019	Recommendation Update	Committee Officer	To review the Committee's recommendations from Scrutiny Reviews; establish how recommendations have progressed and been implemented; review any recommendation as necessary	Six Months
8 October 2019	Resilience Update	Emergency Planning Manager	An update on emergency planning activity and resilience work being carried out in the District and the County.	Six Months
3 December 2019	Joint Budget Meeting	Head of Finance and Revenues All PH's	To address Portfolio Holders with the agreed questions drafted at a workshop to be arranged separately from the agenda in October.	Annual
28 January 2020	Economic Update	Head of Economic Development/ Portfolio Holder for Economic Development	An update on the economy in the District and beyond.	Six Months
28 January 2020	Collaboration	Managing Director	To identify how the respective Leaders and the Managing Director envisage how shared services would develop over the next five years.	Once
28 January 2020	Broadband and Mobile Phone Coverage in the District	Better Broadband for Norfolk	To assess the level of broadband and mobile phone coverage in the District.	Once
17 March 2020	Council Partnership Register Review	Committee Officer	Committee to receive an update against the Council's partnership register. Committee will be asked to identify any partnership concerns that may require further investigation by a nominated time and task limited panel	Annual
17 March 2020	Committee Annual Report	Committee Officer	Committee to approve the drafted Annual Report for presentation to Council.	Annual

Date of Meeting	Topic	Lead Officer Portfolio Holder	Objectives and Desired Outcomes	Time Cycle
TBC	GP and Dentist provision in the District		To identify what measures were being taken to ensure that there was adequate provision of GPs to meet the level of growth in the District.	Once
TBC	Water – supply, management and climate change	Anglian Water	To investigate how water was being managed in the District and what measures were being put in place to address climate change.	Once
TBC	Staff turnover at Broadland	HR and Customer Services Members	To receive a report setting out the levels of staff turnover from 2015 to the present.	Once
TBC	Housing Allocations Policy		To undertake a joint scrutiny with South Norfolk Council to contrast and compare the Housing Allocation Policies of each authority.	Once
TBC	Affordable Housing Provision		A joint scrutiny with South Norfolk Council to investigate how effectively each authority delivered affordable housing. This should also include an assessment of why Clarion Housing, the largest stock holder in Broadland, was no longer building affordable housing in the District.	Once

Workshops

Topic	Objectives	Lead Officers	Month
Preparing to meet with Cabinet to discuss budget performance	A workshop format facilitated by the Scrutiny Research Officer and Head of Finance and Revenue for Committee Members to identify, agree, and allocate questions for Cabinet to answer at the Joint Budget meeting.	Head of Finance and Revenue Services Finance Team staff Committee Officer	October