

Broadland and South Norfolk Health & Wellbeing Strategy

The Health & Wellbeing Strategy will serve to support both Councils in identifying the needs of residents and help shape our response as district councils and in partnership with others to address those needs.

Broadland and South Norfolk Councils have championed the positive contribution district services make to the health and wellbeing of residents, including creating a local [Strategy \(SNC\)](#) and plan to deliver health and wellbeing outcomes. This aligns with the Norfolk-wide Health and Wellbeing Strategy which both Councils have formally endorsed.

Each locality has unique features such as our mix of rural and urban populations. However, similarly to Norfolk, there are common elements such as our ageing populations and difficulties in accessing services due to rurality. Encouragingly, there are important lessons and best practice to learn from both districts, partners and from outside the county.

The level of control over local public resource varies according to the organisation (e.g. Adult Social Care commissioning compared to Primary Care Network commissioning). The austerity measures across the wider public sector has seen this influence being reduced across the board. The Broadland and South Norfolk shared services agreement will strengthen our ability to influence partners' mainstream spending and aligned priorities across a wider footprint.

Just as importantly, the journey to develop strong, shared cultures across the two organisations will be encouraged by the 'Two Councils, One Team' journey, as we reach to achieve shared goals. Shared health & wellbeing priorities can support the collaboration and political agendas of both Councils. As outlined in the feasibility report, this strategy seeks to align our existing health and wellbeing strategies and frameworks, to give a shared framework for the health and wellbeing agenda.

Sense of where we are going next Implementing this strategy will ensure that as the Councils go through the shared team journey, health and wellbeing considerations will be at the heart of the redesigned service. It will guide officers on the ground, as well as the wider strategic ethos of the Councils. In an ever-evolving policy area such as this, a consistent focus on priority areas supports our Councils to succeed in improving health and wellbeing.

Foreword (YB & FW)

Whilst Broadland and South Norfolk Councils have previously not shared a Health and Wellbeing Strategy, developing this strategy has highlighted that both Councils have a similar commitment to developing preventative services, supportive and engaged communities and working alongside partners to make sure that our resources have the greatest possible impact. Working together is not new to our Councils. Services such as Care and Repair and the Energy Team have long had joint arrangements and shared outcomes, providing greater flexibility and efficiency for our residents.

Our engagement with partners has already provided significant benefit, such as adult social care co-location within our independent housing adaptation teams, the District Direct hospital discharge programme and the Early Help approach, to name a few. Success of programmes

such as these have had real and lasting benefits for our residents. Broadland and South Norfolk Councils are also involved in a range of Health and Social Care Commissioning Initiatives such as Social Prescribing and the Loneliness Framework.

Our impact as districts will be synergised through the shared officer team, and the Broadland Health and Wellbeing Strategy will enable both Councils to follow an evidence led, structured framework for our work going forward. It has been designed to be outcome led, enabling us to respond to the ever-changing health and wellbeing landscape. Broadland and South Norfolk Councils represent the Norfolk districts on the Sustainability and Transformation Partnership (STP) and sit on the Norfolk Health and Wellbeing Board. Implementing this strategy allows our Councils to have a strong, shared policy viewpoint on these and other forums moving forward.

The purpose of the Health & Wellbeing Strategy is to:

- Provide a vision and policy framework for Broadland and South Norfolk Council to improve the overall health and wellbeing of our residents
- Be evidence led in articulating the key characteristics of our communities and specific needs and issues which need support and intervention
- Provide evidence for where interventions are best targeted to address specific inequalities
- Outline the contributions that all services within the district Council can and do make towards achieving improved resident health and wellbeing
- Provides a framework for working in collaboration with partners which can provide the basis of shared developments to take forward through key partnerships

Our Role in Health & Wellbeing

District Councils were described by the Kings Fund as the ‘sleeping giants of public health’, reflecting the council’s role in the wider health and wellbeing system. As Districts, we are close to our residents and are attuned to the needs of the community in a way other levels of the public sector are not. Our members work on behalf of their wards to ensure that services meet the needs of the public and are our eyes and ears out in the community. The local focus and organisational size of Broadland and South Norfolk Councils enables us to efficiently and flexibly react to current need and demands on our services, thereby stretching any financial investment.

In improving the health and wellbeing of our residents, we can (and do) play a range of roles:

Advocacy – As district councils, we are close to our communities and can offer insight into where there are health inequalities. Working with partners allows us to use this information to shape how services are commissioned and delivered. At a regional and national level, we can help influence policy based upon our unique and rural locality perspective

For example, we raise the profile of district services through the District Council Network, LGA responses to consultation around Disabled Facilities Grant funding, planning policy; through partnership working with public health and sharing data to identify future funding needs around Excess Winter Death; development information to NHS England.

Enabling – As Councils we can affect and shape how others deliver services and therefore the impact on health.

For example, building employment opportunities through inward investment and economic development, planning and engaging with communities and creating affordable housing opportunities through negotiations with developers.

Commissioning – Where we do not have the in-house expertise to provide services (e.g. mental health/domestic abuse support) we work with partners to commission services.

For example, we commission the voluntary sector to provide self-esteem workshops in primary schools to increase mental health resilience in our younger residents.

Providing – We can provide services (sometimes beyond our statutory responsibilities) for our residents where we have the expertise to do so or there is a gap in provision to meet a defined need.

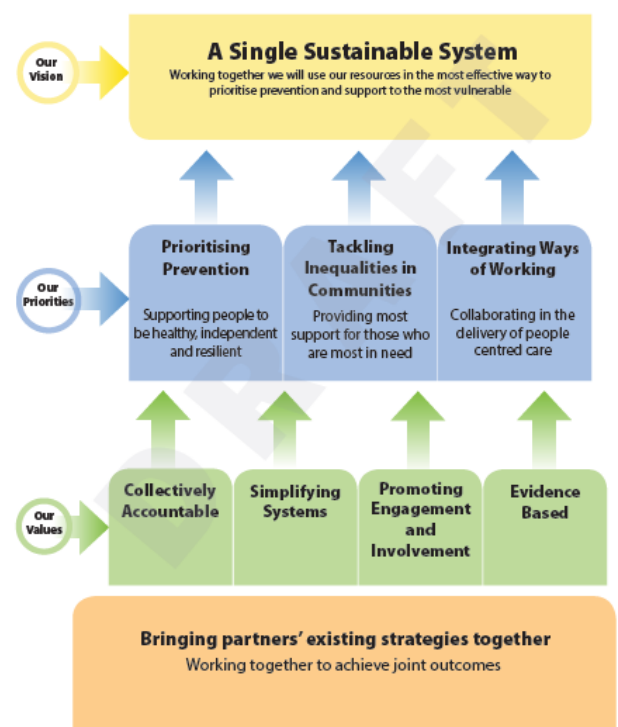
For example, we provide a Tots2Teens service that as well as offering activities for young people is also open to South Norfolk and Broadland staff to ensure sufficient childcare during the holidays.

Delivering in Partnership – A Strategic Context

Improving the health and wellbeing and quality of life are key ambitions for both South Norfolk and Broadland Council. The links between the role of districts and the impact on the health and wellbeing of residents has been well documented by The Kings Fund ‘[The district council contribution to health](#)’. The greatest benefit to residents is where the Councils work in partnership and below sets out the health and wellbeing strategic context.

Norfolk Health and Wellbeing Board – All districts including Broadland and South Norfolk are represented on the board itself and attend a sub-group of District Directors. The Broadland and South Norfolk Health & Wellbeing Strategy will feed in progress to the Board. The Board has responsibility for delivering a Norfolk-wide Health & Wellbeing Strategy and completing a Joint Strategic Needs Assessment ([Norfolk JSNA](#)). The county wide strategy is developed by Public Health through the Norfolk Health and Wellbeing Board ([Joint Health and Wellbeing Strategy](#)). The diagram sets out the Norfolk County Council strategic framework for their strategy. The aim, values and goals fit within the aspirations of both Councils’ approach to health & wellbeing.

Sustainability Transformation Partnership – The NHS and local Councils are developing and implementing agreed proposals to improve health and social care. Districts are represented on both the prevention and acute workstreams as well as on the North Norfolk, Norwich and South Norfolk Locality Boards. The introduction of Primary Care Networks



supports the place-based approach promoted by Districts and will be a key partner in delivering for our residents moving forward. Appendix B illustrates the geography that the PCN's will cover.

Why Prevention Matters

Preventing crisis is good for our residents and for the public purse. South Norfolk and Broadland Councils have adopted an early help approach to encourage residents to ask for help at the earliest opportunity. Working with partners has seen innovative methods of finding preventative solutions – however, this has so far been on an initiative-by-initiative basis. To have a fundamental shift towards prevention the public sector requires a fresh approach and agreement of cost-benefit analysis. Both Councils will continue to work locally and nationally to ensure that central and local government partners understand the need to work more collaboratively and with shared financial resource, shifting resources away from crises and into prevention.

Examples of Cost of Crisis vs Early Intervention			
Outcome	Cost	Intervention	Cost
Eviction	£7,276 per incident	Homelessness advice & support	£699 per scheme
A&E attendance & acute admission	£2,220 per admission	Falls prevention intervention	£45 per intervention
GP referral to leisure centre	£22.60 per appointment	Leisure centre visit	£7 per session
Mental health inpatient stays	£459 per bed day	Mental Health community provision	£167 per contact

Our Key Health and Wellbeing Partners

Clinical Commissioning Groups (CCGs) – CCGs were created following the Health and Social Care Act in 2012. They are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area. There is a single CCG covering Norfolk and Waveney.

Children's Services – Norfolk County Council – Children's Services are an integral part of the Early Help Hubs and are co-located within Broadland and South Norfolk Council.

Police – Reducing crime in Broadland and South Norfolk is a priority for all services and having the police based within the Early Help Hubs encourages greater partnership working. Reducing domestic abuse and helping residents feel safer supports wellbeing.

Norfolk & Norwich University Hospital Trust – Both Councils work closely to prevent admissions and re-admissions to hospital as well as supporting those patients being discharged back to living independently in the community. A recent partnership project, District Direct, is a county-wide initiative that is being delivered in conjunction with NNUH.

Norfolk Public Health Team – We work closely with the Public Health team to deliver preventative health messages and utilise the needs assessments they create to ensure we target our resources correctly. Both Broadland and South Norfolk ensure the preventative health messages are communicated to our residents attending GP surgeries.

Active Norfolk – Our boundaries are aligned with Active Norfolk where we collaborate to understand where physical activity has the greatest opportunity to improve lives and reduce inequalities in the district. We will tailor the physical activity offer, including active travel, based on where there is greatest need.

Adult Social Care - Norfolk County Council – We work closely with NCC to support our older population to live independently through adult social care services, who have co-located staff within the Integrated Housing Adaptations Teams. Combining public health information with our local insight allows us to take a preventative and targeted approach to delivering services.

Voluntary and Community Sector (e.g. Voluntary Norfolk – Social Isolation) – Norfolk has a vibrant and varied voluntary and community sector, supported through our Community Capacity team. Creating resilience in our communities is paramount to keeping our residents in good health. We both commission and encourage voluntary groups to reduce health inequalities.

Housing Associations – Saffron and Clarion Housing have most of the affordable homes in Broadland and South Norfolk. Supporting residents living in social housing by maintaining an effective housing register and partnership working to ensure sustainable tenancies, leads to positive health outcomes and innovative partnerships with our housing associations.

Town & Parish Councils – Regular meetings take place with town and parish Councils, who are close to their communities and we work together where there are vulnerable residents identified within their communities.

Cambridgeshire Community Services NHS Trust – Co-located within our Early Help Hub, CCS work closely with districts to deliver the healthy child programme, improving outcomes for children and young people across the district.

Norfolk & Suffolk NHS Foundation Trust – Provide mental health and learning disability services in Norfolk and Suffolk. We work closely with NSFT to enable greater access to the wellbeing service for low-level mental health issues.

Our Proposed Health Priorities & Intended Outcomes:

The population and demography of Broadland and South Norfolk are distinct in their make-up and local issues. Based upon the evidence within this strategy, the following themes represent activities the Councils will focus on supporting over the duration of this strategy:

Frailty & Falls

We will work with partners to identify our older and frail residents, many of whom are at risk of a fall, to make sure they have access to all available support. We will develop and deliver preventative supervised activities that will work to reduce the number of falls in the district and help our population maintain independence, reducing the need for health and social care services.

The cost of frailty is anywhere between £975 for a person aged over 65 years, who is classed as fit, up to £4,189 for someone who is not. Maintaining good strength and balance is recommended through NICE guidelines. South Norfolk Leisure Centres offer Fit for Life classes and Broadland offers classes in the community and other support for older and vulnerable residents to prevent falls and other ill-effects of frailty before they happen at a much-reduced cost.

Case Study

Mrs C is a 73-year-old pensioner living in South Norfolk. She recently returned home from hospital through working with the District Direct officers co-located at the hospital. They made arrangements that meant she could return home without delay after undergoing hip replacement surgery. Mrs C struggles with the stairs getting in and out of her home. As a result, she feels isolated as she can't get out and about as much as she used to. She receives an assisted bin collection and mentioned that she was feeling isolated to one of the Street Team. This information was passed on to the Independent Living Team. As a result, the stairs at the front of her property have been replaced by a ramp and rail, enabling her to get out more easily and reducing her risk of falling. She was also referred to community connectors, who made her aware of a backgammon group in the local area, which she now attends weekly. A friend made at the group lives close to Mrs C, and now visits every morning for a cup of tea and to check up on her.

Savings

4 Excess bed days saved in hospital: £800

Cost of social isolation, including increased GP visits etc: £6,000 per annum

Avoided need for residential care: £34,996 per annum

Prevented a fall and A&E visit: £2,220

Costs

Installing a ramp through a Disabled Facilities Grant: £4,444

Fitting a handrail: £45

Total Public Pound Saved: £39,527

(Source: New Manchester Cost-Benefit Analysis; SNC)

Employment & Aspirations

Through the Inclusive Growth agenda, the Councils' will identify new and existing businesses that can improve the economic environment of South Norfolk and Broadland. Recognising the health and wellbeing benefits of being in employment, the Health & Wellbeing Strategy will support our residents through inclusive growth to sustain employment and support our young people's aspirations. We know that encouraging and supporting businesses to offer opportunities in Broadland and South Norfolk such as employment, apprenticeships and training will foster a strong labour market and workforce. We will lead by example by promoting health and wellbeing in our own workforce, in addition to working with partners such as Public Health and Active Norfolk in local and national workplace health initiatives.

Case Study

Mr T is a twenty-year-old living in Aylsham. He struggled in formal education and was made redundant from his job nine months ago. Since then, he has been searching for work and struggled to make ends meet, building up debts and not paying his rent on time. He doesn't own any personal transport and has found that the rural location has been a hindrance to his search for employment, so he doesn't know how to improve his prospects. Unsure what to do, he called Broadland District Council, from where he was referred to debt and welfare advice.

The officer met with Mr T to plan how he can manage his limited finances to not increase his debt and pay his rent. He was also passed on to the Broadland Choices programme, to help himself to gain employability skills, such as CV writing. Whilst attending the course, he heard about an apprenticeship in IT services at Broadland District Council and thought it would be a great way to improve his prospects, whilst also achieving a stable income. Whilst at the Council, he took full advantage of the opportunities available to him, such as community volunteering, bolstering his CV. He was then made aware of an IT support role at a company expanding their footprint at the Broadland Business Park. They were impressed by his proactive attitude, offering him a long-term contract.

Savings

Stopped need for Job Seekers Allowance: £10,321 per annum

Eviction from rented accommodation avoided: £7,276

Cost of a young person not in employment, education or training: £4,637

Apprenticeship: £1,500

Costs

IT Apprenticeship: £15,000

Total Public Pound Saved: £8,734

(Source: New Manchester Cost-Benefit Analysis; NCC Children's Services)

Activity & Healthy Living

Using strategic and operational data to identify how active our population are and how well they are living allows us to ensure all our residents are supported to be active in their communities. We will work within our own services and with our partners to create resilience within our communities to enable them to be able to self-manage their health and wellbeing where possible. Advice and information where appropriate will give residents the knowledge of where to escalate health and wellbeing issues that require more support when necessary.

Case Study

Mr F is a middle-aged man living in Spixworth. He used to be a keen footballer, but currently commutes into Norwich by car every day and between work and family life is too busy to go to training regularly. He recently went for a check-up, where his doctor informed him he was at risk of diabetes and heart problems in the next few years if he did not lose weight. She also advised him to eat healthier and exercise more. His GP referred him to Broadly Active, which following his exercise referral programme gave him the number for a local walking group. Mr F now goes for walks before work around the local community land (which BDC maintains), enabling him to spend quality time with his family in the evening whilst improving his health. Having made some new local friends, he also feels more engaged with his community through the walking group (who gained many new members after winning a 'Community at Heart Award'). Buoyed by increasing his fitness and confidence after joining a group, Mr F joined an over 40's football club to increase his fitness further.

Savings

Cost of Type 2 Diabetes: £2,500 per annum

Hospital admission for heart disease: £4,614

GP Consultation (10 min): £45

Costs

Social Prescribing Appointment: £15-20

Member Grant to support community group: £150

Total Public Pound Saved: £7,142

(Source: New Manchester Cost-Benefit Analysis; SNC)

Mental Wellbeing

Mental wellbeing has a significant impact on our residents' wellbeing and demand for our services. As Councils we see the impact poor mental wellbeing can have on our residents and how easily mental health issues can escalate to crisis. Through our various services, we are able to identify residents at risk of poor mental wellbeing, such as residents in debt, victims of antisocial behaviour and noise complaints. Our strength is dealing with low-level mental health issues, preventing escalation and signposting more clinical mental health issues to partners who specialise in this area of support.

Case Study

Ms S is a single mother of two living in Diss who had experienced emotional abuse from her previous partner and contacted the hub after a recommendation from a friend. She was supported by the Early Help Hub Domestic Abuse Worker to relocate and seek support. She now works part time during school hours to try and make ends meet but is struggling with rent and other debts. She worried that she may not be able to provide a safe home for her children. The stress of the situation has led her to have difficulties sleeping and feels emotionally drained. The Domestic Abuse Worker linked her to the Welfare Rights and Debt Advisor and who provided her with financial advice on how to deal with her situation. It also emerged she was eligible for working tax credit, which proved a great help to her situation. A Housing Solutions officer helped her resolve the situation and agree a payment plan with her landlord. Being able to plan for her future has eased her mind, and she now feels much more comfortable in her own home and more confident in caring for her children.

Savings

Mental Health Issues: £2,197

Eviction from rented accommodation avoided: £7,276

Homelessness Application: £2,724

Child taken into care: £52,676 per annum

Costs

Domestic abuse worker: £200

Housing officer appointment: £145

Housing benefit claim: £5,000

Debt & welfare advice: £20

Total Public Pound Saved: £59,508

(Source: New Manchester Cost-Benefit Analysis; BDC)

A Whole Organisation Long Term Approach

The health and wellbeing of our residents is everyone's business. Whilst the most immediate impacts are felt through people-facing services such as housing and benefits teams, leisure provision, environment and communities' teams, the influence of our residents' long-term lifestyles and inequalities across communities lies in how we plan, develop and shape areas and communities. Ensuring good housing, employment opportunities and happy communities is a collective aim of services across the council (Appendix C).

This strategy will sit alongside our:

Partnership Working - We will work collaboratively with our partners to identify and pursue opportunities that improve the health and wellbeing of our residents. Our communities are also a key partner and, where possible, we will engage and create resilience within them to improve health and wellbeing outcomes.

Business as Usual – Where possible, we will embed activities that improve health and wellbeing throughout the council.

Early Help Agenda – Prevention is central to our delivery at Broadland and South Norfolk, recognising the positive outcomes preventing issues escalating has both for our residents and for managing demand on our public-sector partners. We will continue to build upon our Early Help model and partnerships to continue to try and identify problems and issues in our communities and with residents at the earliest possible opportunity, and to focus on the root cause of the issue, not just the presenting factors.

Evaluation Base – Before embarking upon any initiatives or programmes of work we will identify methods of evaluation and set out what success looks like. We will not shy away from trialling new and innovative ways of working but will clearly outline what success will look like, so we know if this has been achieved. We will continue to share learning of what worked and what did not.

Locality Offer – As Districts, we have mapped existing place and neighbourhood strengths across both Councils. This has identified the need we are currently serving, and further analysis is being undertaken on where there are gaps that would benefit from additional support, which will form the basis of our locality offer.

Inclusive Growth Strategy – Employment and aspirations are such a vital cornerstone in someone's wellbeing that this priority requires its own workstream and strategy. The Inclusive Growth agenda focusses on giving residents the opportunity to improve their own lives by sharing in the economic successes within our districts.

Frailty and Falls

South Norfolk and Broadland have an increasingly older population. There are 17,370 people living in Broadland and South Norfolk aged 65 years and over with a long-term illness whose day-to-day activities are limited a little, with 12,953 who are limited a lot. The greatest use of services for frailty is from those over 75 years.

Having an older population increases the likelihood of frailty. Frailty defines the group of older people who are at highest risk of adverse outcomes such as falls, disability, admission to hospital, or the need for long-term care. Falls, dementia, deafness and stroke are some of the conditions associated with frailty. Supporting our residents to live in warm, adapted and safe homes can prevent issues arising. Preventing social isolation is also a key factor in reducing poor health outcomes as a result of frailty.

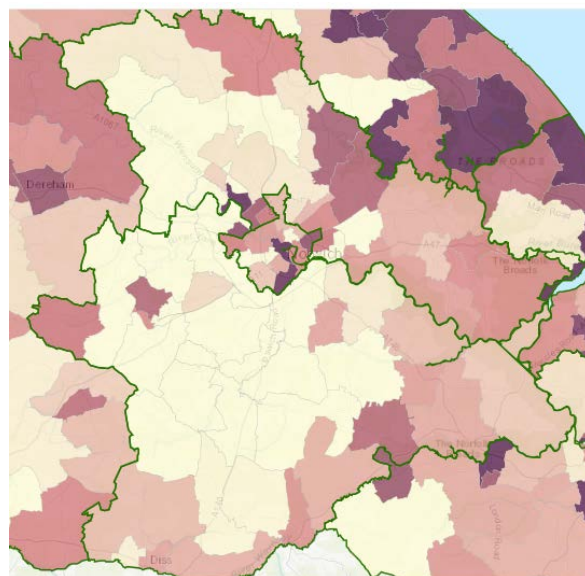


Figure 1: Percentage of residents whose day-to-day activity is limited a lot (2011, Norfolk Insight)

Falls are the most frequent type of accident for residents aged 65 and over and can have very serious implications. They can lead to a loss of confidence, reduced independence, increased isolation and long-term health problems. Amongst people aged over 75, falls are the leading cause of death. Dealing with the demand for support for frailty and falls is putting additional pressure on the system, which as a district we can be instrumental in alleviating.

We will follow [NICE guidelines and recommendations](#) to promote healthy lifestyles in our older population, to help manage frailty and prevent falls. Keeping our older population healthier for longer will encourage better outcomes for residents and reduce demands on services.

- By 2035, the number of people aged 80+ in South Norfolk will increase by **69.8%** and **54.6%** in Broadland, which is well above the England average
- **1,577** residents aged over 65 have a longstanding health condition caused by a stroke
- **2,192** older people in SN are predicted to be admitted to hospital after a fall in 2020
- **17,972** residents fall at least once a year across Broadland and South Norfolk
- **20%** of people die within four months of a fall and **30%** within a year
- Responding to older people who have fallen makes up **15%** of ambulance call outs

How We Support Our Residents



Older & Vulnerable People:

- Using the Disabled Facilities Grant, our Care and Repair Team provide housing adaptations such as walk-in showers and stairlifts and look for other innovative solutions such as assistive technology to enable residents to live independently in their own homes

- Supporting frail patients who attend their GP surgery for non-medical needs or where issues are exacerbated by their living situation via social prescribing, who will help look for community support and solutions.
- Supporting residents to return home quickly and safely to independent living through District Direct after a hospital stay
- Ensuring residents' homes are energy efficient, safe and free from Category 1 hazards
- Using our Leisure Service GP Referral Scheme to enable access to suitable leisure activities to maintain health and mobility
- Working with developers, social and private sector landlords to create and maintain housing environments which are suitable for an ageing population



Working Age:

- Using our leisure services, communities teams and community spaces to keep adults of working age healthy and active, helping prevent ill health in later life
- Raising awareness of support and services available for carers, from both ourselves and partners



How will we know we have been successful?

- Number of successful DFG applications delivered which maintain independence at home
- Minimising the numbers of excess winter deaths
- Hip fractures in people aged 65+ (**574 per 100,000** in SNC and **543 per 100,000** in Broadland, 2017/18)
- Number of residents living independently 91 days after intervention

IN PRACTICE

A project that aims to help residents get back on their feet following a recent admittance to hospital for Stroke or joint replacement. Working with NHS physios to help clients continue their rehabilitation journey following discharge from clinical care; one of the qualified referral instructors will conduct a series of home visits and focus on improving core strength, coordination and range of movement to make day to day living easier. The aim is to support residents to re-engage with the local community and instil exercise into their daily routines.

Employment & Aspirations

The development of our shared inclusive growth agenda across both councils demonstrates supports this priority. We know that being employed is good for our health. We know that people who are unemployed for more than 12 weeks are between four and ten times more likely to suffer from depression and anxiety. Unemployment can also lead to poorer physical health and more attendances at the GP. Some studies show that the risk of being out of work, in the longer term, is greater than the risk of killer diseases such as heart disease.

Volunteering and other meaningful occupations offer similar health and wellbeing benefits and which we seek to encourage, particularly our older population. As well as the implications to physical health being in a workplace it enables residents to use skills and have social contact, reducing the likelihood of social isolation and monetary issues.

As a council, we have a real opportunity to encourage as many of our residents to be employed as possible. We strive for our young people to aspire to a wide range of careers and to ensure there are a diverse range of employment and training opportunities to ensure a sustainable future

- **2.8%** of 18 to 21 year olds in South Norfolk claim out of work benefits, **3.0%** in Broadland (NOMIS, Aug 2019)
- **1,700** families in workless households in Broadland, **1,990** in South Norfolk (2017, DWP)
- **1.40%** claim out of work benefits in South Norfolk, **1.20%** in Broadland (Jan 2019, NOMIS)
- **1.2 per 1,000** residents of South Norfolk are long-term claimants of JSA, **1.0 per 1,000** in Broadland (2017, DWP)

How we support our residents



Younger Residents:

- Working with partners to deliver the Prince's Trust programme, job clubs and other initiatives to provide opportunities for younger people to enter education, employment and training
- Increasing employment opportunities and apprenticeships by increasing economic activity across South Norfolk and Broadland

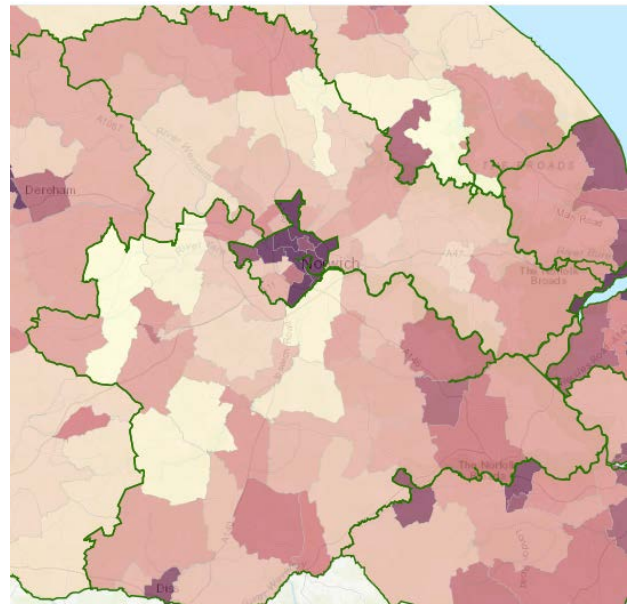


Figure 1: % of adult population (16+) that claim universal credit or JSA (August 2019, Norfolk Insight)



Working Age:

- Supporting employers to engage with healthy workforce initiatives, including mental health support for employees, to reduce sickness levels and increase productivity
- Continue to develop job and career opportunities through our Economic Development team by attracting business into the Broadland and South Norfolk area
- Working in partnership with the DWP and other organisations to move residents from benefits into sustainable employment
- Supporting residents into sustainable tenancies in a suitable location through our Housing Teams
- Reducing homelessness and providing temporary accommodation
- Reducing levels of sickness by supporting residents to remain healthy and independent in their own home
- Encouraging and enabling our communities to engage in volunteering
- As an employer, Broadland and South Norfolk Council will support its own employees by engaging in workplace health initiatives to improve mental health, reduce sickness absence and increase productivity



How will we know we have been successful?

- Reduce the gap in the employment rate between those with a long-term health condition and the overall employment rate
- Reduce % unemployed (**2.8% in South Norfolk, 3.2% in Broadland**, Jan-Dec 2018)
- Reduce the number of young people not in education, employment or training.
- Increase the number of apprenticeships advertised
- Reduce the % long-term JSA claimants (1 year+)

IN PRACTICE

The Norfolk Inclusive Growth Coalition has brought together the local district and county councils (and other partners), to engender collaborative working to improve inclusive growth in our county. The group is working to ensure that “All communities and individuals have opportunities to contribute, to learn and benefit from sustainable economic growth in Norfolk and our focus on inclusive growth and social mobility provides fairer chances for everyone to fulfil their potential and have healthy, independent lives”. Broadland and South Norfolk have led the way in this area locally (being the best performing local authorities in Norfolk according to the Social Mobility Index) and officers are currently forming an action plan to further our performance on inclusive growth, as we are currently mid-ranking authorities nationally on social mobility.

Activity and Healthy Living

Healthy and active residents are key in meeting the councils' aspirations and vision. Promoting a healthy lifestyle, including a healthy weight and physical activity is beneficial to the population.

A healthy population provides the basis for economic growth, as a healthy and well workforce are more productive, can be creative in their outlook and attract businesses to the district. With increasing pressures on funding available to support residents, tackling inactivity and poor health behaviours now will reduce the burden on public funds in the future.

This priority is specifically supported by the South Norfolk Leisure Strategy, which focusses on increasing levels of activity via our leisure centres and activity opportunities across the district.

- **15.8%** of the population of South Norfolk and **17.5%** of Broadland suffer from hypertension
- **17.9%** of South Norfolk and **24.5%** of Broadland residents are physically inactive
- **14.5%** of South Norfolk and **11.5%** of Broadland residents smoke
- **133** people die each year of circulatory conditions including heart disease and stroke
- **23%** over 16s are obese in South Norfolk and **25.6%** in Broadland
- **20.8%** of children in South Norfolk and **21%** in Broadland are measured in reception year as overweight

How can we support our residents?



Younger Residents:

- Close working between the Early Help Hub, leisure services and community leisure services to identify opportunities to encourage children and families to increase their levels of activity in the community
- Working in partnership with public health to promote local and national 'nudge' initiatives for healthier lifestyles including making better food choices and reducing smoking in pregnancy
- Increasing use of open spaces to develop community activities for younger people and families
- Continuing and building upon our leisure services targeted at younger people, such as Kids Camp, Tots to Teens and Swim School, to encourage younger people into activity

- Increasing the levels of community provision through both informal and formal methods of activity including roaming leisure classes, active trails and playground equipment



Working Age:

- Ensuring the environment in Broadland and South Norfolk encourages activity through working with developers and maintaining open spaces either as a council or through volunteers
- Supporting the Active Norfolk locality plan to encourage walking, cycling and active travel throughout Broadland and South Norfolk
- Improving access to leisure services, in line with the SNC Leisure Strategy
- Working with our town and parish councils to increase opportunities for community use of across Broadland and South Norfolk's open spaces
- Working with our local and national sports organisations to increase participation in sport



How will we know we have been successful?

- Increase the percentage of 'active' adults aged 16+ (**69.1% SNC, 63% BDC 2017/18**)
- Reduce the percentage of adults classified as overweight or obese (**60.3% SNC, 60.9% BDC, 2016/17**)
- Reduce the prevalence of overweight and obese children in Reception (**20.8% SNC, 21% BDC 2017/18**)
- Increase the prevalence of Year 6 children in healthy weight range (**70.6% SNC, 67.9% BDC, 2017/18**)
- Increase the number of SNC leisure memberships, particularly those who would otherwise have been inactive
- Increase the numbers of children attending Tots2Teens, Kids Camps and Swim School

IN PRACTICE

Broadly Active is a 12-week scheme, delivered by Broadland District Council and available through GP surgeries, physiotherapists or pharmacies. Qualified exercise professionals help participants to build a programme of physical activity that is appropriate for them and any medical conditions they may have. A range of sessions are offered across Broadland and they are supervised by safe, qualified and fun instructors. The scheme is available to anyone aged 16 and over. We recognise that regular activity that makes people feel warmer and breathe harder has many health benefits. It can help with weight loss, muscle strengthening, reduces the risk of falling and helps to manage or improve a range of medical conditions including:

- High blood pressure
- Diabetes
- Arthritis
- High cholesterol
- Anxiety/depression
- Chronic back pain
- Stress

Mental Wellbeing

Mental wellbeing affects people of all ages and across communities. It can impact on finding and staying in employment, education, leisure pursuits, home life, social life and retirement amongst other things. As identified through the recent Kings Fund report '[Housing and health](#)' for people with mental health problems, good-quality housing can support independent living in the community.

Broadland and South Norfolk's focus will be on low-level mental wellbeing, predominantly depression, anxiety and their causes, as well as dementia. However, reducing environments and situations which cause stress, supporting residents with addictions and preventing social isolation are all issues which have an impact on mental health, which as districts we can play our part in alleviating. We will support residents with conditions which require clinical interventions in terms of ensuring as much stability in the other areas of their lives, but our role is mainly preventative. The severity, duration and impact of mental illness varies hugely, and as such prevalence data is difficult to establish and can be inaccurate. However, we are able to make some assumptions based on estimates.

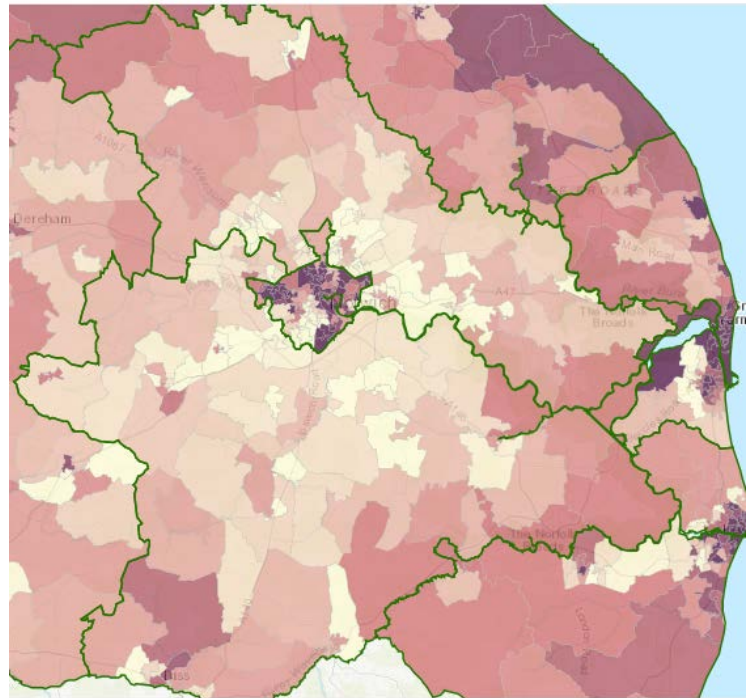


Figure 4: Indices of Multiple Deprivation, Overall Score (Norfolk Insight, 2015)

- **11.7%** of South Norfolk and **12.5%** of Broadland residents have been diagnosed with depression
- **2,372** of South Norfolk and **2,417** of Broadland residents are estimated to be living with dementia
- There are **138.1 emergency hospital admissions for self-harm per 100,000** residents in Broadland, with **103.0 per 100,000** in South Norfolk (PHE, 2017/18)

How can we support our residents?

Younger Residents



- Reducing fuel poverty and homelessness during pregnancy and in early years both of which are associated with developmental delays and social isolation
- Supporting partners through the Early Help Hubs to create opportunities to increase resilience in our younger residents e.g. carers support, Youth Advisory Board etc
- Work in partnership with public health to create easily accessible referral routes for young people to access support



Working Age:

- Supporting people with poor mental health to maintain tenancies early on can reduce demands on services later. Overcrowding and poor mental health are fundamentally linked, as housing is more than just a roof
- Fostering financial resilience and encouraging residents into employment to support this. Where this is not possible, ensuring there is access and navigation to available help
- Supporting and encouraging employers to help employees to remain in employment when they are suffering from mental ill health
- Providing agreed alternatives to medication for professionals to refer into e.g. leisure classes, walking groups etc
- Leading and developing a complex case management project with partners
- Increasing the number of social prescribing interventions relating to mental health



Older People:

- Working in partnership to reduce social isolation and hoarding by identifying the issue early and, through working with partners, including Voluntary Norfolk, to help develop sustainable community responses such as befriending services
- Developing the dementia referral pathway with partners to ensure Broadland and South Norfolk are districts where people living with dementia and their carers can prosper
- Ensuring that we are a dementia friendly organisation and to encourage partners and local businesses to follow suit. Specifically ensuring our Leisure and community centres are more user friendly to those living with dementia and their carers



How will we know we have been successful?

- Reducing or helping to better manage depression and Anxiety Prevalence (GP Patient Survey)
- % council staff trained as dementia friends
- Reduction in the number of people receiving incapacity benefit payment for mental health reasons
- Number of social prescribing interventions and referrals to the Early Help Hubs where mental health is a presenting issue

IN PRACTICE

The Evolve Homeless Prevention and Emotional Resilience Service supports vulnerable residents with mental health needs or wellbeing issues to avoid homelessness, achieve stability within their community and develop the right skills to reach their potential. The service is based in the South Norfolk Early Help Hub and works closely with partners. It provides 1 to 1 support and group work to some of our most vulnerable residents. The services reduces the demand on Council homelessness services and helps people remain safe and well in the community.

Future development and monitoring

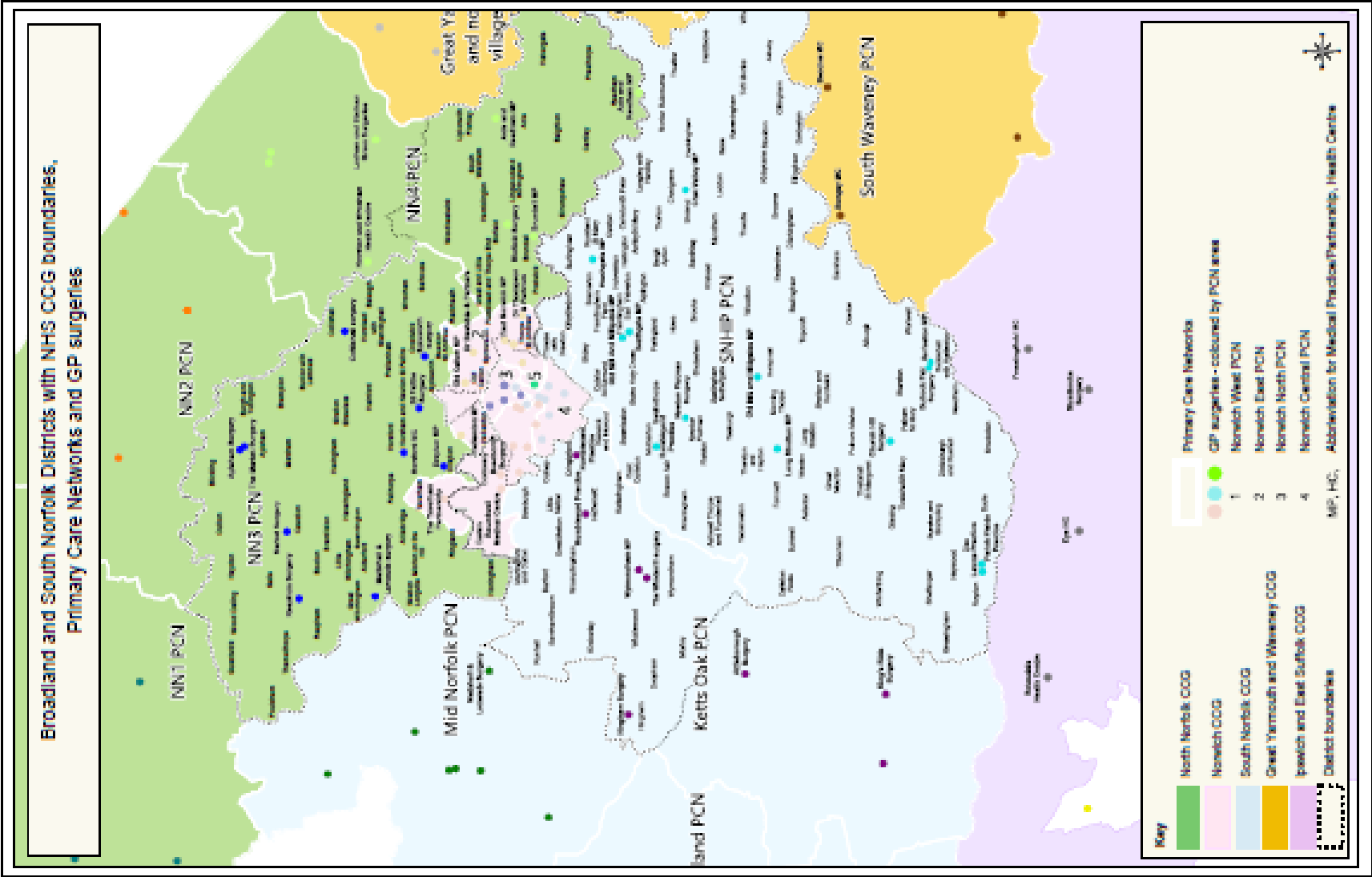
Health & Wellbeing priorities do not stand still. We are seeing changes in the health and social care system, levels of resource available and the needs of our residents are constantly evolving. As a new organisation, identifying and collaborating with stakeholders to set out our vision for the health & wellbeing of our residents optimises the role both Broadland and South Norfolk play in shaping the future, for residents and the public sector alike. The power in and between BDC and SNC is the connections between the organisations.

Improving the health and wellbeing of our populations requires a whole systems approach which this strategy seeks to embed. It is challenging to identify the outcomes for a single organisation, in order to overcome this, we will measure success through high level outcomes reporting and evaluation of programmes implemented to deliver the approach.

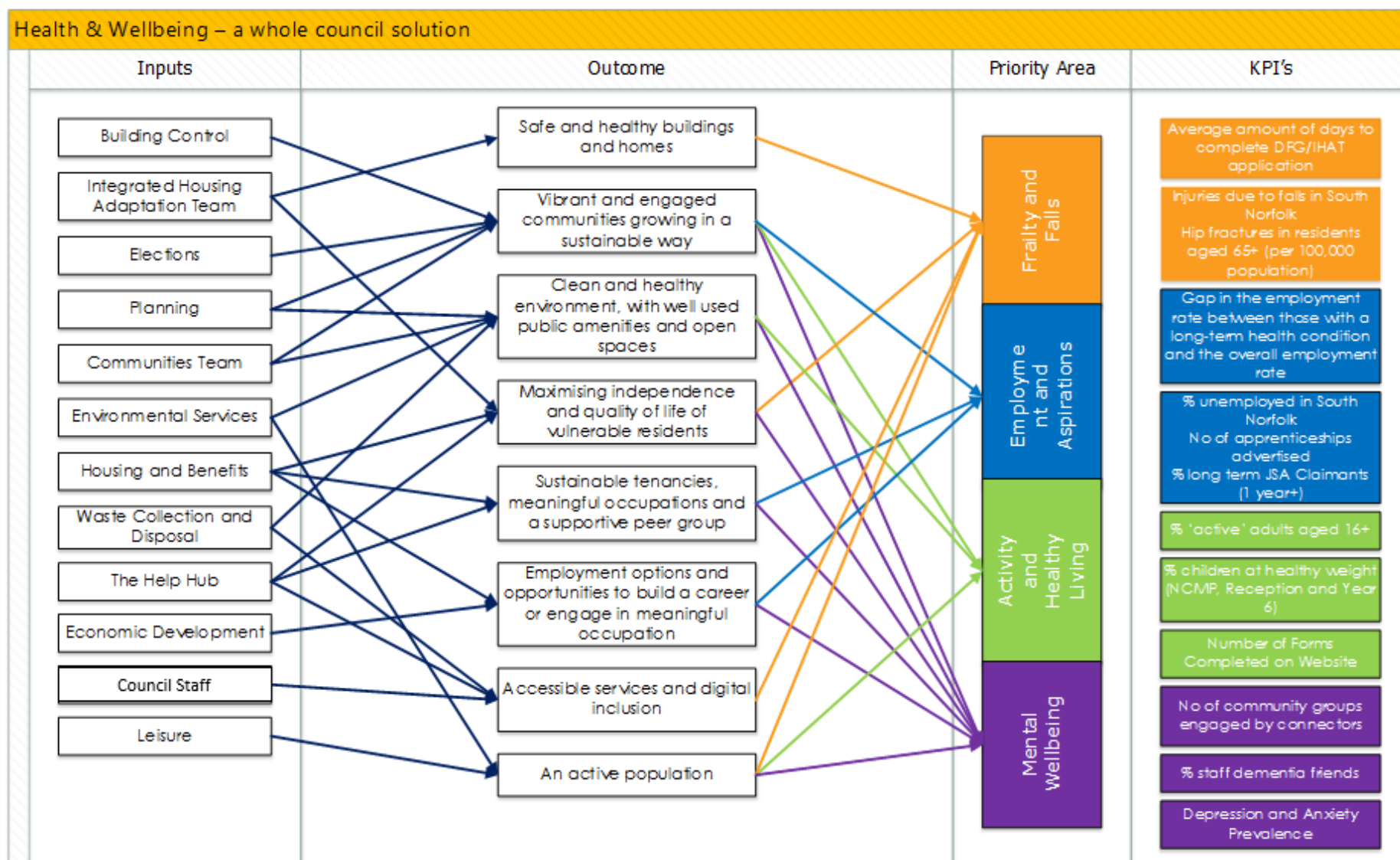
Appendix A

<u>Priority</u>	<u>Description</u>	<u>South Norfolk</u>	<u>Broadland</u>	<u>Norfolk</u>
<u>Frailty and Falls (Statistics)</u>	People aged 65+ with a limiting long-term illness whose day-to-day activities are limited a little (POPPI, 2019)	26.23%	25.60%	25.8%
	People aged 65+ with a limiting long-term illness whose day-to-day activities are limited a lot (POPPI, 2019)	19.43%	19.20%	21.4%
	% Increase in people aged 80+ by 2035 (POPPI, 2019)	69.80%	54.60%	58.8%
	Residents 65+ with a longstanding health condition caused by a stroke (POPPI, 2019)	2.36%	2.34%	2.34%
	Older people predicted to be admitted to hospital following a fall in 2019 (POPPI, 2019)	3.24%	3.30%	3.23%
<u>Frailty and Falls (Measures)</u>	Minimising the numbers of excess winter deaths (PHE)	24.5%, August 2016/July 2017	11%, August 2016/July 2017	18.80%
	Hospital admissions due to falls in people aged 65+ (PHE Healthy Ageing)	1,622 per 100,000, 2017/18	1,560 per 100,000, 2017/18	1,826 per 100,000, 2017/18
	Hip fractures in people aged 65+ (PHE)	574 per 100,000, 2017/18	543 per 100,000, 2017/18	578 per 100,000, 2017/18
<u>Employment & Aspirations (Statistics)</u>	NEET young people (16-17 year olds) (PHE, 2017)	122	tbc	5.10%
	Residents claiming out of work benefits (NOMIS, Jan 2019)	1.40%	1.20%	2.1%
	% residents long-term unemployed	3.70%	tbc	tbc
	Reduce the gap in the employment rate between those with a long-term health condition and the overall employment rate (PHE)	8.3%, 2017/18	2.9%, 2017/18	11%, 2017/18
	Reduce the % unemployed (NOMIS)	2.8%, Jan-Dec 2018	3.2%, Jan-Dec 2018	3.80%
<u>Employment & Aspirations (Measures)</u>	Reduce the % of long-term JSA claimants (PHE)	1.2 per 1,000, 2016	1.0 per 1,000, 2017	2.2 per 1,000, 2017
	% population suffering from hypertension (Department for Health, 2017)	15.8%	17.5%	13.8%
	% population suffering from chronic heart disease	3.50%	tbc	tbc
	% population physically inactive (PHE, 2017/18)	17.90%	24.50%	21.80%

<u>Activity and Healthy Living (Statistics)</u>	Smoking prevalence (LAHP, 2018)	14.50%	11.50%	14.30%
	Number of early deaths from circulatory conditions (including heart disease and stroke), Norfolk Health Profiles	69, 2017	64, 2017	541, 2017
	% obese adults (16+) (Norfolk Health Profiles, 2017)	23.00%	25.60%	25.70%
	Increase the percentage of 'active' adults aged 16+ (PHE)	69.1%, 2017/18	63.0%, 2017/18	65.0%, 2017/18
	Reduce the percentage of adults classified as overweight or obese (PHE)	60.3%, 2016/17	60.9%, 2016/17	61.2%, 2016/17
	Reduce the prevalence of overweight and obese children in Reception	20.8%, 2017/18	21%, 2017/18	23.1%, 2017/18
	Increase the prevalence of Year 6 children in healthy weight range	70.6%, 2017/18	67.9%, 2017/18	66.2%, 2017/18
<u>Activity and Healthy Living (Measures)</u>	% residents diagnosed with depression (from CCGs, 2016/17)	11.70%	12.50%	9.80%
	Residents claiming incapacity benefit (NOMIS, 2016)	1,175	tbc	tbc
	% claiming incapacity benefit (of all claimants) (NOMIS, 2016)	44.80%	tbc	tbc
	Residents estimated to be living with dementia (POPPI, 2019)	2,372	2,417	15,955
	Residents diagnosed with dementia (LAHP, 2018)	55.10%	66.60%	65.10%
<u>Mental Health</u>	Reducing or helping to better manage depression and anxiety prevalence (GP Patient Survey), % of respondents aged 18+	12.5%, 2016/17	tbc	tbc



Appendix C





Non-Domestic Rates - Mandatory and Discretionary Rate Relief Policy

The Local Government Finance Act 1988 requires local authorities to grant “Mandatory rate relief” to the following categories of Non-Domestic ratepayer:

- Registered charities
- Village Post Offices, general stores, specialist food shops, public houses and petrol filling station – where they are in a designated rural settlement
- Registered Community Amateur Sports Clubs (CASCs)

The Local Government Finance Act 1988 also gives local authorities the power to grant “Discretionary rate relief” as follows:

- To make a further award on top of mandatory relief granted to registered charities
- To village Post Offices, general stores, qualifying food stores, public houses and petrol filling stations – where they are in a designated rural settlement
- To make a further award on top of mandatory relief granted to registered Community Amateur Sports Clubs (CASCs)
- In respect of sports grounds and clubs
- To other non-profit making organisations

The Local Government Finance Act 1988 also gives local authorities the power to reduce or remit the amount of rates liable to be paid on the grounds of hardship. Where the authority is satisfied that it is in the interests of its Council Tax payers.

The Local Government Act 2003 introduced the small business rate relief scheme.

The Localism Act 2011 (clause 69) introduced a further general power for local authorities to reduce the business rates of any local ratepayer (not just those who could previously be granted discretionary relief), where the authority is satisfied that it is in the interests of its Council Tax payers.

Policy Aim

This policy sets out the Council's intentions for dealing with discretionary rate relief applications from Charities, Community Amateur Sports Clubs (CASC's), Non-Profit Making Organisations, and other businesses which are situated within the Broadland District Council area.

Through this policy, the Council is providing a mechanism to reduce or, remove the business rates liability for such charities, non-profit making organisations, certain rural

businesses providing valuable facilities and services to communities within the area, and other businesses.

This policy aims to provide clarity around the process of administration of applications for Discretionary Rate Relief, consistency in the application of the policy and to ensure maximum take-up from potential qualifying organisations, which will in turn contribute to achieving the Council's ambitions for the district.

Part 1 – Mandatory reliefs (government specified)

Mandatory Rate Relief for registered charities.

Mandatory relief applies to registered charities or trustees for a charity where the rated premises are used wholly and mainly for charitable purposes. In the case of charity shops they must sell goods that have been donated to the charity (this condition is also necessary for discretionary relief.)

The relief allowed is 80%.

Mandatory Rate Relief for registered Community Amateur Sports Clubs (CASCs)

Sports clubs that have registered with the Inland Revenue as Community Amateur Sports Clubs are entitled to 80% relief.

Mandatory Rural Rate Relief for village post offices, general stores, specialist food shops, public houses and petrol filling stations.

The rural business must be in a rural settlement area (detailed in a settlement list) that has a population of 3,000 or less.

- a) Sole post offices and general stores with a rateable value of £8,500 or less are entitled to 50% relief.
- b) Any village shop that wholly or mainly sells food for human consumption but excludes restaurants, tearooms, fast or hot food shops and confectionary shops with a rateable value of £8,500 or less are entitled to 50% relief.
- c) Where there is only one public house in a rural settlement, which has a rateable value not exceeding £12,500, there is an entitlement to 50% relief.
- d) Sole petrol filling stations with a rateable value of £12,500 or less are entitled to 50% relief.

Small Business Rate Relief

An organisation cannot qualify for Small Business Rate Relief (SBRR) if eligible for one of the mandatory rate reliefs above.

From April 2017 small business rate relief of 100% applies to eligible premises with a rateable value of not more than £12,000, decreasing on a sliding scale up to a threshold of not more than £15,000

The relief is only available to ratepayers with either one property in England, or one property and additional properties with rateable value totalling not more than £2,899

Where a business takes on an additional property that would normally have meant the loss of small business rate relief, they are allowed to keep the relief on the first property for a period of 12 months.

Part 2 – Discretionary rate reliefs under local control

All Discretionary Relief applications must be accompanied by a Small Business Rate Relief application where applicable.

Throughout this policy document (unless otherwise stated) it shall generally apply that discretionary relief will be awarded only up to a maximum sum of:

- £4,000 per registered charity or Community Amateur Sporting Club (CASC) in any financial year
- £12,000 per non-profit making organisation in any financial year (not charities or CASCs)

Applications for relief to be backdated in to the previous financial year may only be accepted if the decision can be made by 1st October of the financial year in which the application is received.

All qualifying businesses and organisations are required to notify The Council of any change in circumstances that may affect their entitlement to Discretionary Rate Relief.

Discretionary rate relief for premises occupied by youth organisations

Youth Organisations which are registered charities may apply for an additional 20% 'top-up' discretionary relief where 80% mandatory relief has been granted. Such organisations include Scouting groups, Guides and other organisations such as Youth Activity Centres.

Applicants will need to demonstrate that the use of the premises is in furtherance of the objects of the charity, and that the property is wholly or mainly occupied by the charity.

Each application will be looked at on its own merits and it will be at the discretion of the Council whether or not to make an award of discretionary relief.

Properties occupied by Cadet Forces supported and administered by the Ministry of Defence will be entitled to 100% rate relief.

This category excludes any hereditaments occupied for sporting activities, which are dealt with separately.

Discretionary Relief for registered Community Amateur Sports Clubs (CASCs)

Some sports clubs have registered with HM Revenue and Customs as Community Amateur Sports Clubs. CASCs qualify for 80% mandatory relief as set out in Part 1.

Broadland will upon application support CASCs by awarding a further 20% 'top-up' discretionary relief. This 'top-up' relief will be awarded up to a maximum of £4,000 per CASC per financial year.

Discretionary Relief for sports grounds and clubs.

Support will be provided in respect of Business Rates on the sports grounds and associated facilities of local sports clubs (which are not registered CASCs). The clubs may apply for discretionary relief with the amount to be awarded generally being 75% of the rates due, with a few exceptions specified below.

Yachting/Sailing/boating/rowing/water sports clubs – 25%

Golf clubs – nil rate relief

Other premises occupied by sporting organisations

Where there are other premises occupied by sports organisations which are in the nature of:

- Offices from which sports are administered/organised
- Facilities provided for the advancement of sports and recreation which are not the premises of a specified local sports club

Relief will be provided at 75% up to a maximum award of £5,000 per financial year.

Discretionary Rural Rate Relief for village post offices and general stores

The rural business must be in a designated rural settlement area that has a population of 3,000 or less. Broadland District Council will exercise its discretion to provide a 50% rate relief:

- Where there is only one post office or general store which has a rateable value above £8,500 but not exceeding £16,500.

The definition of a general store is a trade or business consisting wholly or mainly of the retail sale of both food for human consumption (excluding confectionery) and general household goods.

The award of relief will be calculated after the award of Small Business Rate Relief (where applicable).

Discretionary Rate Relief – Childcare providers (Day Nurseries)

Under the Localism Act (clause 69) the council will consider applications for Business Rate Relief from Day Care Nurseries which provide a benefit to the community by providing childcare facilities, providing their rateable value is below £35,000.

Businesses which are entitled to Small Business Rate Relief or Charitable relief must have pursued that avenue of assistance before applying for Discretionary Rate Relief.

The council will offer support to Day Nurseries as follows:

- a. Daycare Nurseries currently receiving 80% mandatory charitable rate relief to be topped up with 20% Discretionary Rate Relief.
- b. Daycare Nurseries not in receipt of mandatory charitable rate relief with rateable values up to £20,000 to receive 50% Discretionary Rate Relief.
- c. Daycare Nurseries not in receipt of mandatory charitable rate relief with rateable values between £20,001 and £35,000 to receive 25% Discretionary rate relief.

Non-domestic Rates discount

The Localism Act 2011 (clause 69) introduced a general power for local authorities to reduce the business rates of any local ratepayer (not just those who could previously be granted discretionary relief). This is a wide power under which each case will need to be treated on its own merits. The key test is whether the authority is satisfied that it is in the interests of its Council Tax payers to decide to award relief.

The general approach to the use of these discount powers will be to support a business as it looks to locate into the area or grow/invest into new or improved premises locally. The powers may on occasion be used to support a business through a period in its life cycle where it is under particular pressures and the Council wants to ensure the longer-term retention and growth of the business.

In considering whether to award a business rate discount the Council will particularly have regard to:

1. How a business links to the Norfolk & Suffolk Economic Strategy (NSES) of the Local Enterprise Partnership (LEP) and any strategies/delivery plans of the Council that are in place to drive economic growth locally. This could include whether the business operates in one of the key sectors in the NSES:
 - a. Advanced Manufacturing & Engineering
 - b. Life Sciences & Biotech
 - c. Financial Services & Insurance
 - d. Advanced Agriculture, Food & Drink
 - e. ICT, Tech & Digital Creative
 - f. Visitor Economy – Tourism, Heritage & Culture
 - g. Energy
 - h. Transport, Freight & Logistics

- i. Construction & Development
2. Whether the award of a discount would support an increase in employment locally.
3. Whether it would support bringing a property/site back into use which may have been unoccupied for a significant period
4. Whether such a discount would help support a project bringing other benefits or regeneration locally
5. Whether the support would help a business locate onto a strategically important site, at a stage in the development of the site where it will help bring forward further development of the wider site
6. Whether the ratepayer would help to establish a hub to attract other businesses to the area, or to a business cluster
7. Whether by supporting investment in new or significantly expanded premises there will be an increase in rateable value that will generate additional rates income to fund local services in the longer-term
8. Whether the discount would support a new enterprise (<2 years) that has significant growth potential (in key sectors and emerging/growing markets)
9. Whether a ratepayer might offer employment initiatives such as apprenticeships, work placements etc.
10. Whether the ratepayer is already (or has previously been) in receipt of other forms of rate relief, or has previously received a business rate discount

Community Interest Companies (CIC's)

Community Interest Companies are a form of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This means that a CIC cannot be formed or used solely for the personal gain of a particular person, or group of people.

CIC's can be limited by shares, or by guarantee, and have a statutory "Asset Lock" to prevent the assets and profits being distributed, except as permitted by legislation. This ensures the assets and profits are retained within the CIC for community purposes, or transferred to another asset-locked organisation, such as another CIC or charity. A company that is a charity cannot be a CIC, unless it gives up its charitable status.

Under the Localism Act (clause 69) relief will be considered for Community Interest Companies which provide benefits to the local community and satisfy the following criteria:

- Are registered as a community interest company. (the Community Interest Company Register will be checked to confirm entitlement).
- The Articles of Association or Memorandum clearly state that any surplus of income over expenditure will be applied in a manner that ensures no profit is made.
- It is set up with the purpose of providing benefit to the local community or a section of the community.
- Businesses which are entitled to Small Business Rate Relief or Mandatory Charitable relief must have pursued that avenue of assistance before applying for Discretionary Rate Relief.

The council will support such organisations as follows:

- a. CIC's with a rateable value of up to £20,000 - 80% discretionary rate relief
- b. CIC's with a rateable value of between £20,001 and £30,000 - 50% discretionary rate relief.

Where a CIC occupies premises on one or more sites in the district area, that comprise more than one rating assessment, the rateable values of each will be added together when deciding whether relief is available under a or b above. If the combined rateable value is over £30,000 no relief will be available.

Discretionary Relief for other non-profit making organisations

Discretionary rate relief of 80% is granted on occupied properties to organisations which are not registered charities, which are not established or conducted for profit and whose main objects are:

- Charitable
- Philanthropic or religious
- Concerned with education or social welfare
- Concerned with science, literature or the fine arts
- Not for profit clubs or societies established wholly or mainly for recreation

Ratepayers who will normally benefit from such relief include:

- Village halls run for the benefit of the community
- Church halls operated for the benefit of the community
- Museums
- Premises occupied by Norfolk based wildlife groups
- Premises occupied for preservation projects

Discretionary Hardship Relief

Section 49 of the Local Government Finance Act 1988 gives discretion to the billing authority to reduce or remit payments of rates in respect of both occupied and unoccupied premises. This award can be up to 100%. When making an award an authority must be satisfied that:

- 1) the ratepayer would sustain hardship if the authority did not do so, and
- 2) it is reasonable for the authority to do so, having regard to the interests of persons subject to its Council Tax.

Decisions will not normally be made without receipt of actual financial accounts for previous periods.

The applicant must be liable to pay National Non-Domestic Rates to Broadland District Council. The council must be satisfied that:

- i. The ratepayer would sustain hardship if the Council does not grant Hardship Relief, and
- ii. It is reasonable to grant Hardship Relief having regard to the interest of Broadland District Council taxpayers.

The test of “hardship” need not be confined strictly to financial hardship and applicants should disclose all relevant factors affecting the ability of the business to meet its rate liability.

The “interest” of Broadland District Council Tax payers may go wider than direct financial interests for example;

- i. where employment prospects in an area would be worsened by a ratepayer going out of business, or
- ii. the amenities of an area might be detrimentally affected.

Whilst the Council can consider an application for Hardship Relief from any ratepayer who satisfies the qualifying criteria, applications are particularly welcome from ratepayers in respect of the following categories of properties:

- Village Shops and rural businesses
- Organisations that provide employment to people who live in the Broadland area.
- Businesses in areas facing a decline in trade
- Businesses that provide a unique service to the area

The above list is for guidance only and is not conclusive. Hardship Relief should not be regarded as automatic under any circumstances. It is unlikely that Hardship Relief would be granted in respect of an empty property or where there is little expectation of economic survival.

Generally, only businesses that operate exclusively in the Broadland area will be considered for relief. This will generally exclude all national companies. Relief will only normally be allowed for one business premises in the Broadland District Council area.

Decisions to award such relief will be made by the Director with responsibility for Finance.

Part 3 – Government funded discretionary rate reliefs

Additional Discretionary Rural Rate relief

The Autumn Statement 2016 confirmed that the Government would double rural rate relief to 100% from 1 April 2017 onwards. The Government intends to amend the relevant primary legislation to require local authorities to grant 100% mandatory rural rate relief.

However, until such time that the legislation allows billing authorities to grant 100% mandatory rural rate relief Broadland District Council will use local discount powers to grant 50% discretionary rural rate relief in addition to the 50% mandatory rural rate relief to eligible ratepayers from 1 April 2017. Government will fully reimburse billing authorities for such awards.

This discretionary relief will be awarded to those ratepayers qualifying for mandatory relief in the circumstances set out in Part 1.

Supporting Small Businesses

At the Spring Budget 2017, the Chancellor announced that a scheme of relief would be made available to those ratepayers facing large increases as a result of the loss of small business or mandatory rural rate relief following the revaluation.

To support these ratepayers, the Supporting Small Businesses relief will ensure that the increase per year in the bills of these ratepayers is limited to the greater of:

- a). a percentage increase p.a. of 5%, 7.5%, 10%, 15% and 15% 2017/18 to 2021/22 all plus inflation (the real terms transitional relief cap for small businesses each year). Unlike the transitional relief scheme, for the first year of the scheme the percentage increase is taken against the bill for 31 March 2017 after small business rate relief or rural rate relief, or
- b). a cash value of £600 per year (£50 per month). This cash minimum increase ensures that those ratepayers paying nothing or very small amounts in 2016/17 after small business rate relief are brought into paying something.

In comparing to the bill for 31 March 2017 any award of discretionary relief shall be disregarded. This shall have the effect of limiting calculation of support to those cases where it is the loss of mandatory rural rate relief that triggers the calculation of the £600 per year cap. Support is not available to those ceasing to be entitled to discretionary rural rate relief.

The exact calculation of relief shall be carried out in accordance with detailed guidance provided by Government as set out in the following document :

<https://www.gov.uk/government/publications/42017-spring-budget-update>

Local Revaluation Rate Relief 2020/21

Revaluation relief is a Government funded scheme run over 4 years and is intended to assist ratepayers affected by increases in non-domestic rates following the 2017 revaluation. The scheme was front loaded with the greatest amount of funding provided to assist ratepayers in the first three years after revaluation. 2020/21 will be the last year local revaluation rate relief will be in operation.

In 2020/21 the Government is only providing funding to Broadland District Council in the total sum of £8,382 (this compares to £494,555 in total across the three previous years combined). This does mean that awards of revaluation rate relief in 2020/21 will be focussed on a smaller number of businesses in need.

Relief for 2020/21 awards will be considered on a case by case basis. The following conditions will apply:

1. Relief for one year will be awarded for a fixed period ending on 31 March 2021. The only exception is where the business rates liability of a ratepayer ends before this date.
2. The award of relief is limited to the total grant allocation from Government. Once this funding has been expended no further relief will be granted.
3. In order to be eligible for relief the ratepayer must be in occupation of the relevant property and have been so on 31 March 2017 and 1 April 2017.
4. If the Valuation Office splits a property into two or more hereditaments, relief will terminate from the date of the split and be apportioned up to that date.
5. The ratepayer must have had an increase in rates payable on that premises between the 2016/17 financial year and the 2017/18 financial year in order to be eligible.
6. Relief will terminate and be apportioned on a daily basis to the date of vacation. Relief will not be carried forward to a new property.
7. Any overpaid relief will be payable and recoverable through the rates bill.
8. Ratepayers occupying excepted hereditaments will not qualify for relief. An excepted hereditament is defined as a property occupied by the billing authority or a precepting authority.
9. Future changes in rateable value backdated to 1 April 2017 or earlier may lead to a recalculation of relief.

Decisions on eligibility for relief will be considered by the Revenues Manager with power delegated to the Assistant Director with responsibility for Finance to agree the awards.

Retail Discount

Discretionary Retail Discount Policy 2020/21

This policy covers the award of Retail Discount. This relief is awarded under S47 of the Local Government Finance Act 1988 (as amended). The purpose of the policy is to support those businesses who occupy retail premises as defined in the guidance issued by MHCLG.

Conditions of relief

1. This is a two year scheme to cover the 2019/20 and 2020/21 financial years only.
2. Relief for 2020/21 will be awarded for a fixed period ending on 31st March 2021. The only exception is where the business rates liability of a ratepayer ends before this date.
3. The award of relief is limited to one third of the bill and must be applied after all mandatory, discretionary and other S31 funded (government funded) reliefs have been applied.
4. In order to be eligible for relief the ratepayer must be in occupation of a property which has a rateable value of less than £51,000 and is wholly or mainly used as shops, restaurants, cafes and drinking establishments.
5. Properties considered to be shops, restaurants, cafes and drinking establishments and eligible for relief are listed in the section below "Guidance on qualifying premises"
6. The relief will be awarded on a test of use rather than occupation. Hereditaments that are occupied but not wholly or mainly used for the qualifying purpose will not qualify for relief.
7. The type of uses which are not considered to be retail for the purpose of the relief are listed in the section below "Guidance on premises that are unlikely to qualify".
8. The relief will be applied on a daily basis using the formula provided in the guidance from MHCLG. <https://www.gov.uk/government/publications/business-rates-retail-discount-guidance>
9. A new hereditament created as a result of a split or merger during the financial year, or where there is a change of use, should be considered afresh for the relief on that day.
10. If the Valuation Office splits a property into two or more hereditaments, relief will terminate from the date of the split and be apportioned up to that date.
11. Relief will terminate and be apportioned on a daily basis to the date of vacation.
12. If there is a change of use for any reason which leads to property being used for purposes not included in the section "Guidance on qualifying premises" the relief will be terminated accordingly.

13. Any overpaid relief will be payable and recoverable through the rates bill.

14. Broadland District Council has the right to use its discretion where any doubt exists over the eligibility of the use of a hereditament.

15. A decision with respect to discretionary relief will be invalid if it is made more than 6 months after the end of the financial year to which it relates.

Guidance on qualifying premises

Properties considered to be shops, restaurants, cafes and drinking establishments;

i. Hereditaments that are being used for the sale of goods to visiting members of the public:

- Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

ii. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

iii. Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:

- Restaurants

- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

Guidance on premises that are unlikely to qualify

Properties **NOT** considered to be shops, restaurants, cafes and drinking establishments for the purposes of this relief;

i. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureaux de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting offices

iii. Hereditaments that are not reasonably accessible to visiting members of the public

In addition it is not considered that hereditaments used for other assembly or leisure purposes to be retail use for the purpose of the discount. These are not limited to;

- Theatres
- Museums
- Nightclubs
- Music venues
- Gyms
- Sport & physical recreation buildings

Where there is any doubt of eligibility the Authority has the right to use its discretion.

Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid de minimis limits.

Broadland District Council will implement this discount in all respects in accordance with the detailed guidance provided by the Government.

Part 4 – general principles regarding discretionary rate reliefs

Where necessary a written application form will need to be completed.

Supporting information may be required for some reliefs/discounts.

There is no automatic right of appeal against an authority's decision not to award Discretionary Relief or against the amount of relief allowed. However, should an applicant have a grievance they should write to the Director with responsibility for Finance, clearly stating their reasons.

The decision of the Director with responsibility for Finance will be final with respect to any decision not to award, to revoke or to vary the amount of relief allowed.

Recalculations of relief/discount award

With all forms of relief/discount the amount of relief/discount awarded will be recalculated in the event of a change in circumstances. This could include, for example, a change to the rateable value of the premises, a change to the period of liability or a change in legislation or a change in the amount due as a result of the application of other reliefs/exemptions.

Relief/discount may also be varied during the year where eligibility criteria are no longer met.

Period of Award (general)

The award period for new and renewal applications will be for a period ending not later than the end of the current financial year (the exception being Enterprise Zone Rate Relief which, once awarded, will generally be for a five- year period).

Review of Relief/Discount Award

The Council will regularly review its approach to the award of relief/discounts and will periodically review the eligibility of qualifying businesses and organisations.

When a review of eligibility is carried out continuation of relief/discount will be subject to satisfactory completion of review forms and provision of requested supporting information. Where a renewal form is not returned, relief/discount will not be awarded, and the business or organisation will be sent a rate bill for the full charge.

When completed forms are returned, awards will be considered in the light of the version of policy in force at the time.

Prior to the Council's discretionary rate relief policy being revised, organisations will be given at least twelve months' notice that their eligibility to relief may change.

Award of all discretionary reliefs/discounts

Where a ratepayer may qualify for more than one relief a mandatory relief will always be awarded (where applicable) and different reliefs will be awarded in the following sequence:

1. Mandatory charitable relief/Mandatory relief for CASCs/Mandatory Rural Rate Relief
2. Small Business Rate Relief (cannot get if entitled to mandatory relief)
3. Supporting Small Business Relief
4. Discretionary reliefs – charities/CASCs/rural discretionary/non-profit making/sports clubs/rates discount/hardship/Enterprise Zone Relief/Local Newspaper relief
5. Local Revaluation Relief
6. Retail Discount

Where a rate payer is concerned that they have not been awarded relief/discount in accordance with the policy set out above they can apply in writing to have the case reviewed by the Director with responsibility for Finance.

State Aid

All discretionary rate reliefs are subject to State Aid rules, whether funded by Government or not.

State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers will amount to State Aid. However, Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)¹.

The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years).

To administer De Minimis it is necessary to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation).

Report to Norfolk Strategic Planning Member Forum
8th October 2019

Report of Norfolk Strategic Planning Group

Subject Proposed work for 2020/21 and Funding Requirements

Purpose

The purpose of this report is to set out a proposed schedule of work to be undertaken in the 2020/2021 financial year for the Norfolk Strategic Planning Member Forum and the funding requirements for this work to be completed. The work will continue to address the government's requirements for local planning authorities (LPAs) to cooperate on cross-boundary issues through their Local Plans and the new requirements introduced by the revised National Planning Policy Framework.

Recommendation

It is recommended that the forum agrees to:

1. Endorse the principle of continued, formal cooperation through the Norfolk Strategic Planning Member Forum supported by a shared administration function to further the joint working in the areas highlight in this report.
2. Recommend each district authority formally agrees to contribute £10,000 for the next financial year (Broads Authority £5,000).

Financial implications

Each district authority formally agrees to participate in the continued formal cooperation and agrees to contribute £10,000 for the next financial year (Broads Authority £5,000).

Contact officers

Trevor Wiggett, Programme Manager: 01603 212557

Further Information

None.

Report

Background

The Duty to Cooperate is an ongoing requirement and section 3 of revised National Planning Policy Framework (NPPF) sets out the requirements for joint working and maintaining effective cooperation.

In the revised NPPF the Duty to Cooperate is strengthened through the introduction of the Statement of Common Ground and new tests of soundness to ensure the Duty to Cooperate is a 'duty to agree' - Strategic policies are informed by agreements with other authorities and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the Statement of Common. It is therefore necessary for Norfolk Planning Authorities to agree a Statement of Common Ground and maintain these on a regular basis.

The NPPF introduced the standard methodology for assessing local housing need which will regularly change when updated household projections and house price to earnings ratios are published by the Office of National Statistics (ONS). The NSPF will be updated to reflect any changes to these figures.

What strategic planning work is required?

The NSPF was reviewed in early 2019 and endorsed by all authorities (except Breckland) in August/September 2019. This updated was relatively minor in nature but ensured that the document fulfilled the requirements set out in the revised NPPF around Statement of Common Ground; it also ensured that each authority housing need was assessed against the new standard methodology and the impact this had on the local housing need. The review also ensured that all other information within the document was up to date.

It was agreed at the member forum in October 2018 that a more thorough review of the NSPF would then be carried out this included:

- Completion of a county wide Green Infrastructure and Recreational impact avoidance and mitigation Strategy
- Complete an Older Persons housing and support needs Study for Norfolk
- The NSPF is updated to ensure all evidence and housing needs calculations are up to date following publications of updated data from the ONS
- The NSPF is aligned to the Local Industrial Strategy which is the next stage in the evolution and implementation of the Norfolk and Suffolk Economic Strategy
- The NSPF is aligned to the Water Resource Management Plan being prepared and the work of Water Resources East
- The NSPF is aligned to any strategic work of neighbouring authorities
- Shared objectives for extending 4G coverage and the roll out of 5G and Guidance to Broadband

This work is well underway but as part of the endorsement process for the current version of the NSPF it was agreed that additional work would be undertaken to update and enhance the Climate Change information in the document and propose agreements to support this. As part of this work it is also suggested that a full review of the Vision and Objectives is carried out and a thorough update of the document is

completed. The government have also indicated that they will be introducing a new version of the Standard Methodology for local housing need and it would seem sensible to publish the next version of the NSPF after this has been implemented.

The shared resource is currently managing the following workstreams and associated steering groups:

- Green Infrastructure and Recreational impact avoidance and mitigation Strategy
- Older Persons housing and support needs Study
- Shared objectives for extending 4G coverage and the roll out of 5G and Guidance to Broadband
- Climate Change group which will provide technical evidence and make recommendations in relation to Climate Change insofar as this raises cross boundary issues which should be considered at a strategic level.

The shared resource will also continue to coordinate other joint planning activities to:

- Maintain links to other neighbouring counties and their strategic planning work.
- Maintain links to public bodies and Utilities involved in the preparation of the NSPF
- Support the county in the production of a county wide Infrastructure Delivery Plan and any potential economic or growth strategies
- Support of Local Plan Processes across the county
- Maintain links to NHS estates and the CCGs with regular meetings to share updates on key developments and progress of Local Plans

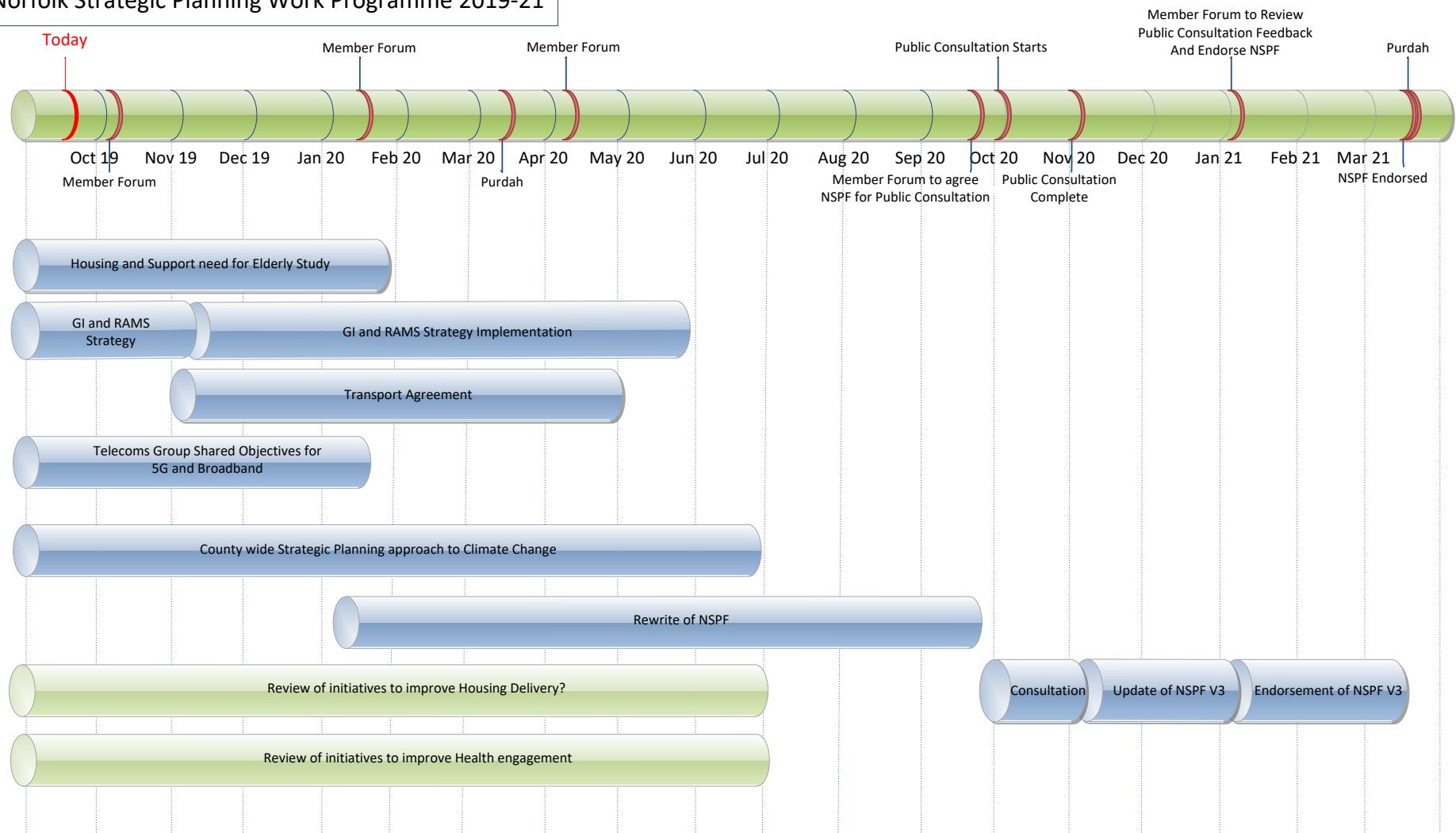
Resource Requirements

To complete the work highlighted in the previous sections it is proposed that we maintain the existing programme resource with some planning officer support. Resource requirements from each authority will continue to be kept to a minimum but it is important that all authorities support the work to ensure they are comfortable with direction it is taking. It is proposed that each Authority continues to contribute £10,000 for the next financial year; this budget will cover the programme management, ad hoc administration (which will continue to be hosted at City Hall) and allow £20,000-£30,000 for external work to be commissioned. The budget for external work is provisionally set aside for the climate change workstream. If this budget is not required for this work it can either be carried forward for additional work or returned to authorities. If additional external work is identified this would need to be funded separately.

How would this be funded?

The existing NSPF funding was provided by the 7 Norfolk district authorities and the Broads authority and it is proposed that this is continued. For the NSPF the Broads contribution was half that of other authorities and it is proposed that their contribution remains the same. Norfolk County Council currently funds the East of England Forecast Model (c £4,000) and will continue to provide officer support for the joint working.

Norfolk Strategic Planning Work Programme 2019-21



Appendix 4 – Structure Charts

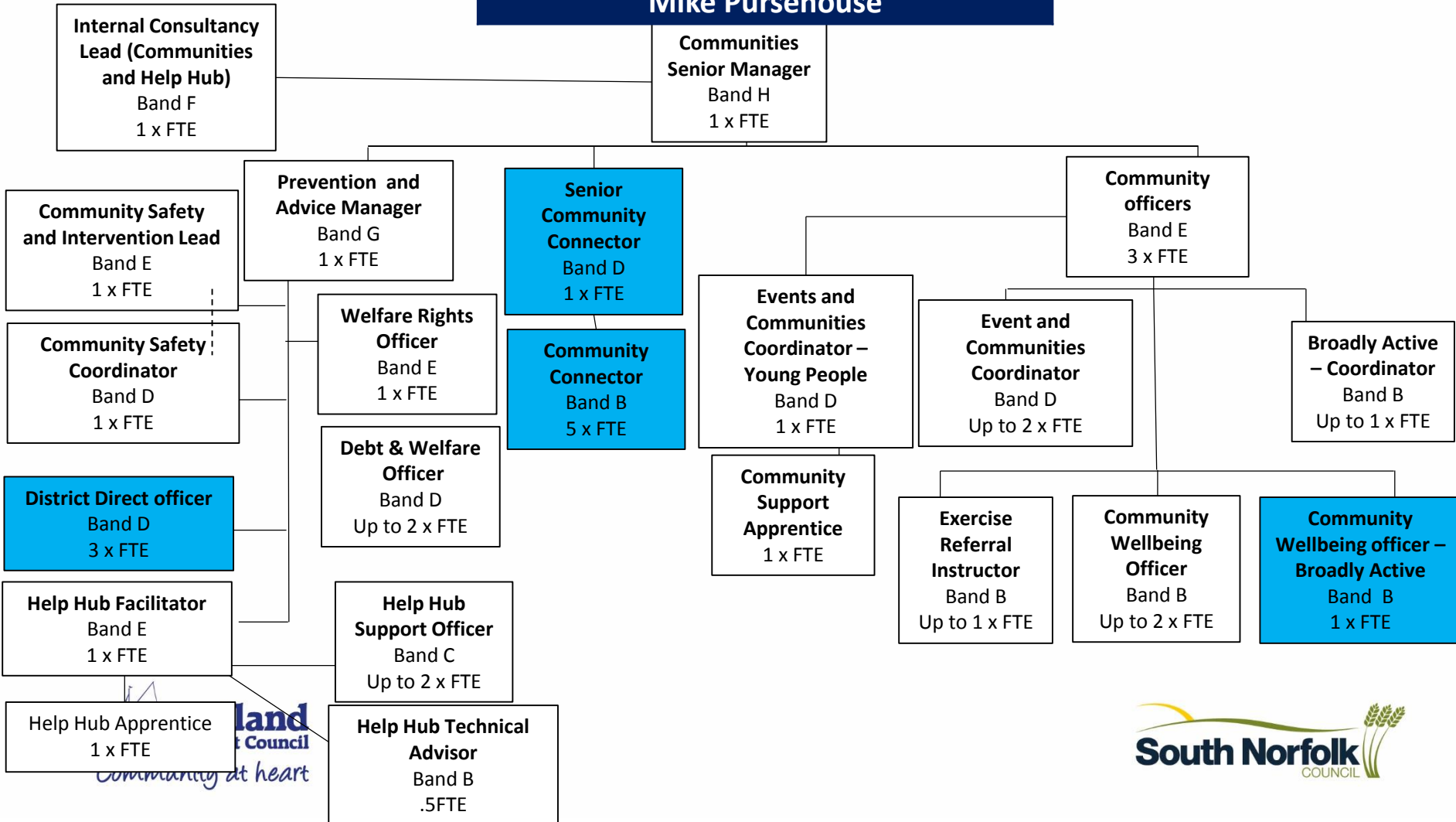
People and Communities

Two Councils - One Team

Communities and Help Hub

Externally Funded

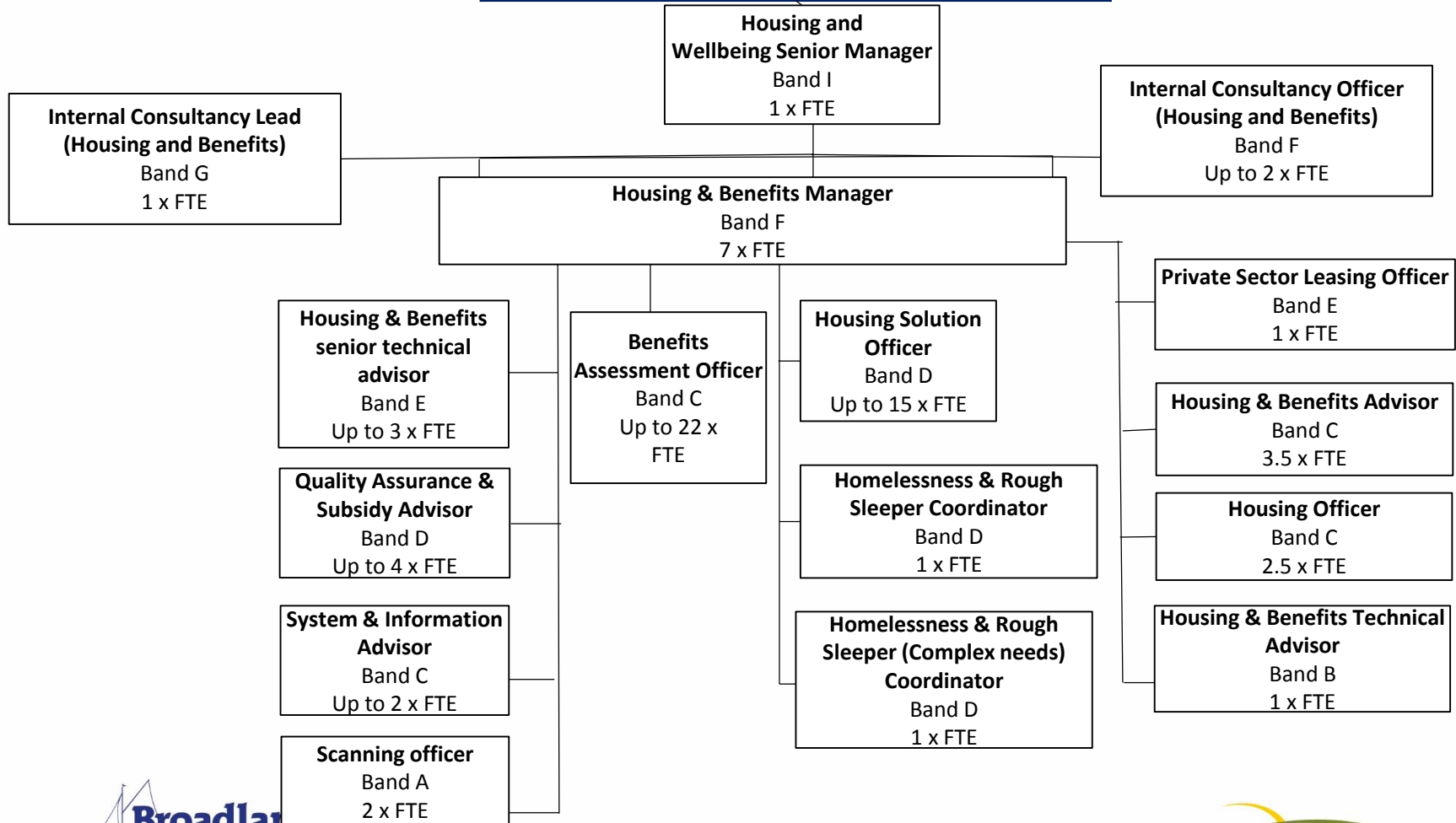
Assistant Director Individuals & Families
Mike Pursehouse



Two Councils - One Team

Housing and Benefits

Assistant Director Individuals and Families
Mike Pursehouse



Two Councils - One Team

Externally Funded

Housing Standards

Assistant Director Individuals and Families
Mike Pursehouse

**Internal Consultancy Lead
(Housing Standards)**
Band G
Up to 1 x FTE

**Housing Standards Senior
Manager**
Band H
1 x FTE

**Environmental
Management Officer**
Band F
Up to 1 x FTE

**Housing and
Health Manager**
Band G
1 x FTE

**Community
Enforcement
Officer**
Band F
2 x FTE

**Warm Homes Fund Programme
Manager**
Band G
1 x FTE

Warm Homes Fund Project Coordinator
Band E
1 x FTE

Warm Homes Fund Administrator
Band B
1 x FTE

**Senior Warm Homes Fund Project
Officer**
Band E
1 x FTE

Warm Homes Fund Support Officer
Band D
2 x FTE

**Housing
Technical
Advisor**
Band B
Up to 3 x FTE

**Sustainability
Officer**
Band D
1 x FTE

**Energy
Efficiency
Apprentice**
1 x FTE

Handyperson
Band D
1 x FTE

**Housing
Technical
Officer**
Band E
4 x FTE

**Care & Repair
Officer**
Band D
5 x FTE

Two Councils - One Team

Leisure

Assistant Director Community Service

Leisure Operations Senior Manager
Band I
1 x FTE

**Diss LC / LSLC
Centre Manager**
Band G
1 x FTE

**WLC & Ketts Park
Centre Manager**
Band G
1 x FTE

**Leisure & Recreation
Apprentice**
1 FTE

Duty Managers
Band C
8 x FTE

Team Leaders
Band B
Up to 18 x FTE

**Badminton
Coach**
Band B
Up to 1 x FTE

**Leisure
Assistants**
Band A
26 x FTE

**Customer
Service
Assistants**
Band A
Up to 16 x FTE

**Fitness
Advisors**
Band A
6 x FTE

Swim Teachers
Band D
Up to 5 x FTE

**Recreation
Assistant**
Band A
1.62 FTE

**Skating
Assistant**
Band A
1 x FTE

**Maintenance
Engineer**
Band B
1 FTE

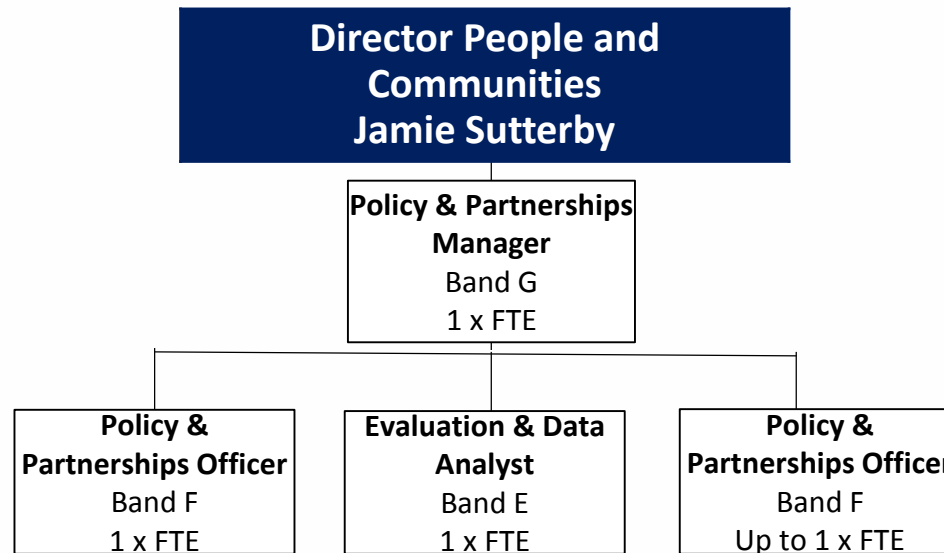
**Training &
Development
Coordinator**
Band D
Up to 1 x FTE

**Leisure Business
Development
Manager**
Band G
1 x FTE

**Quality Management
Systems Administrator**
Band C
Up to 1 x FTE

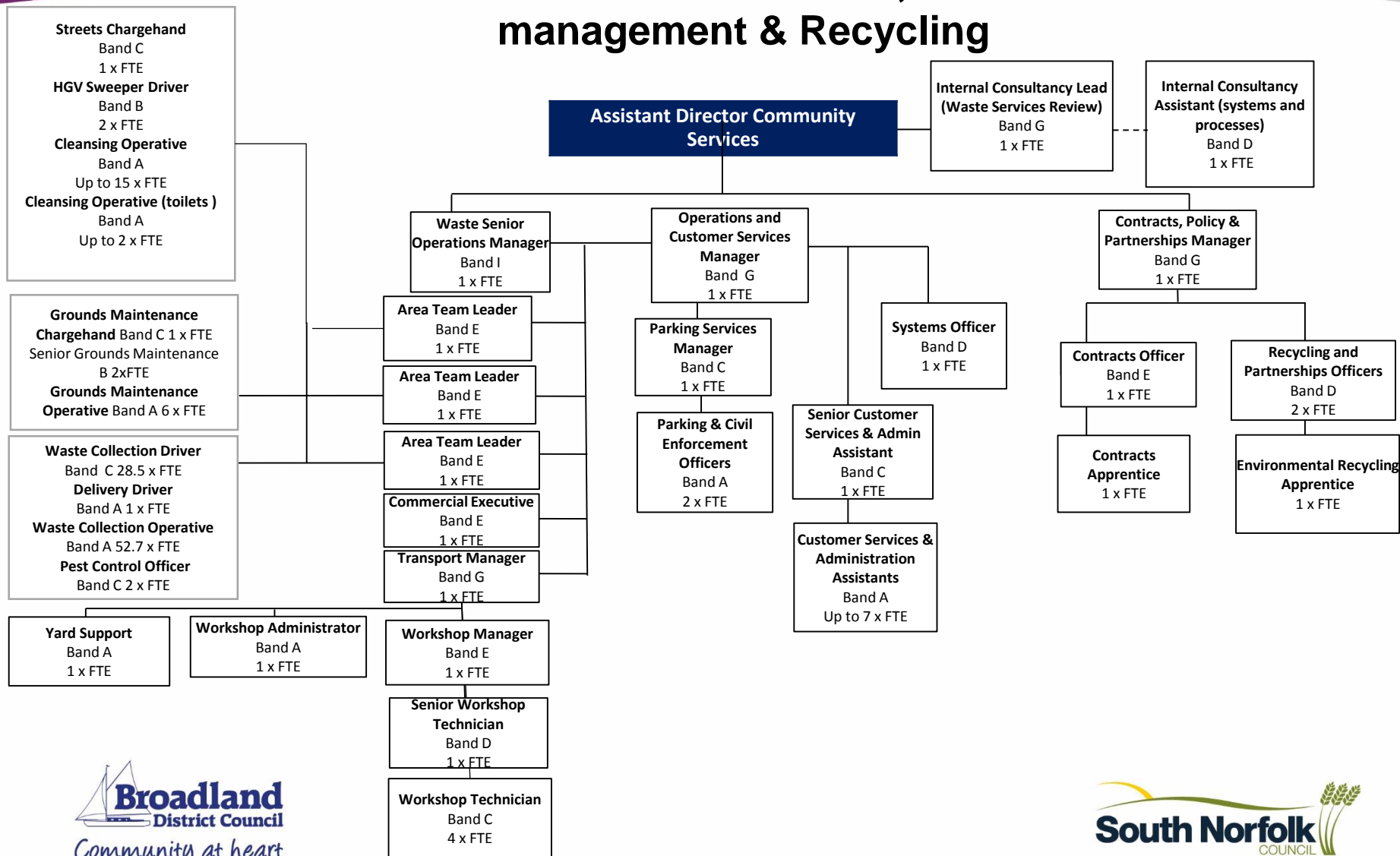
**Leisure Business
Administrator**
Band C
1 x FTE

Policy & Partnerships



Two Councils - One Team

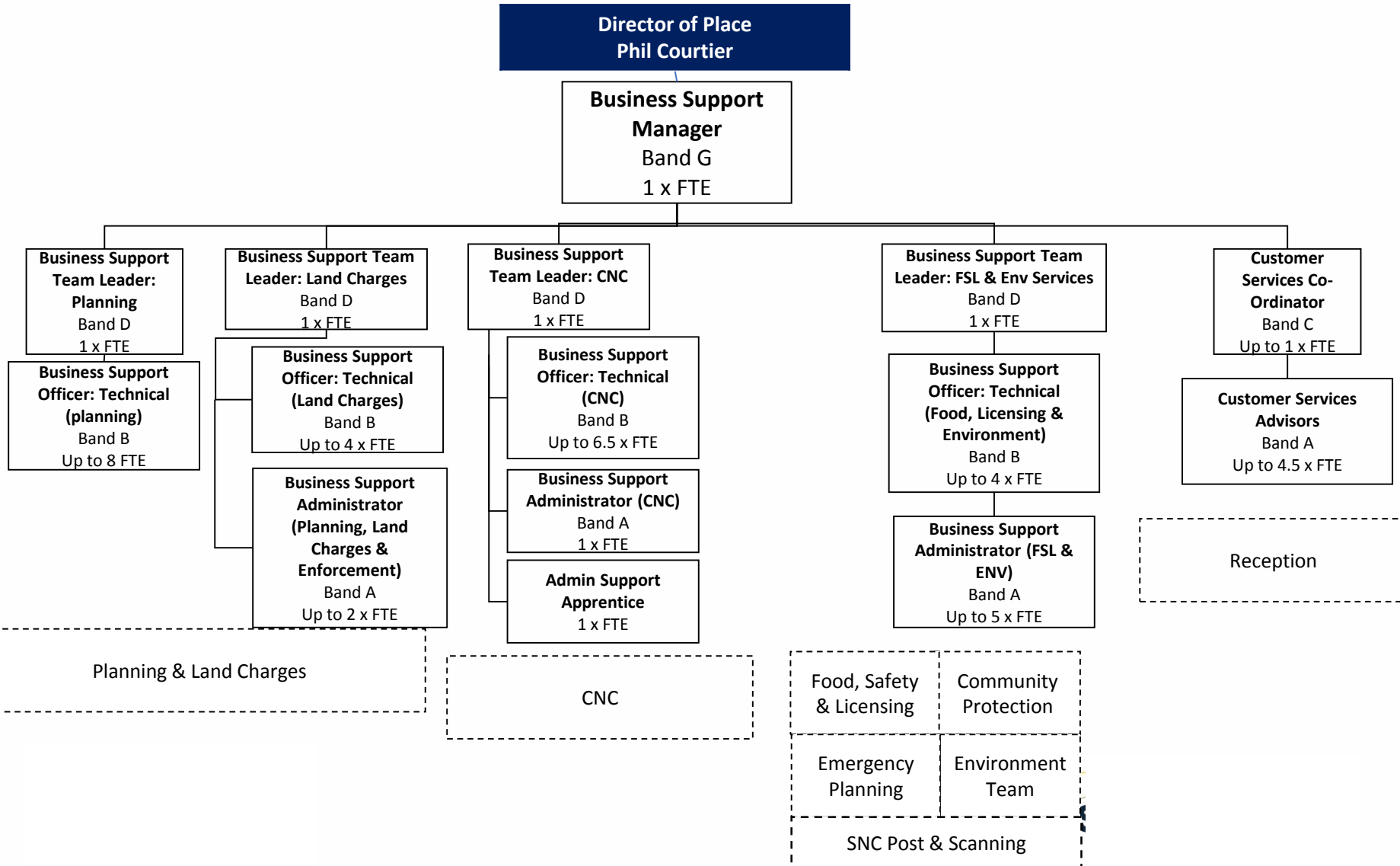
Waste Customer Services, Contract management & Recycling



Place

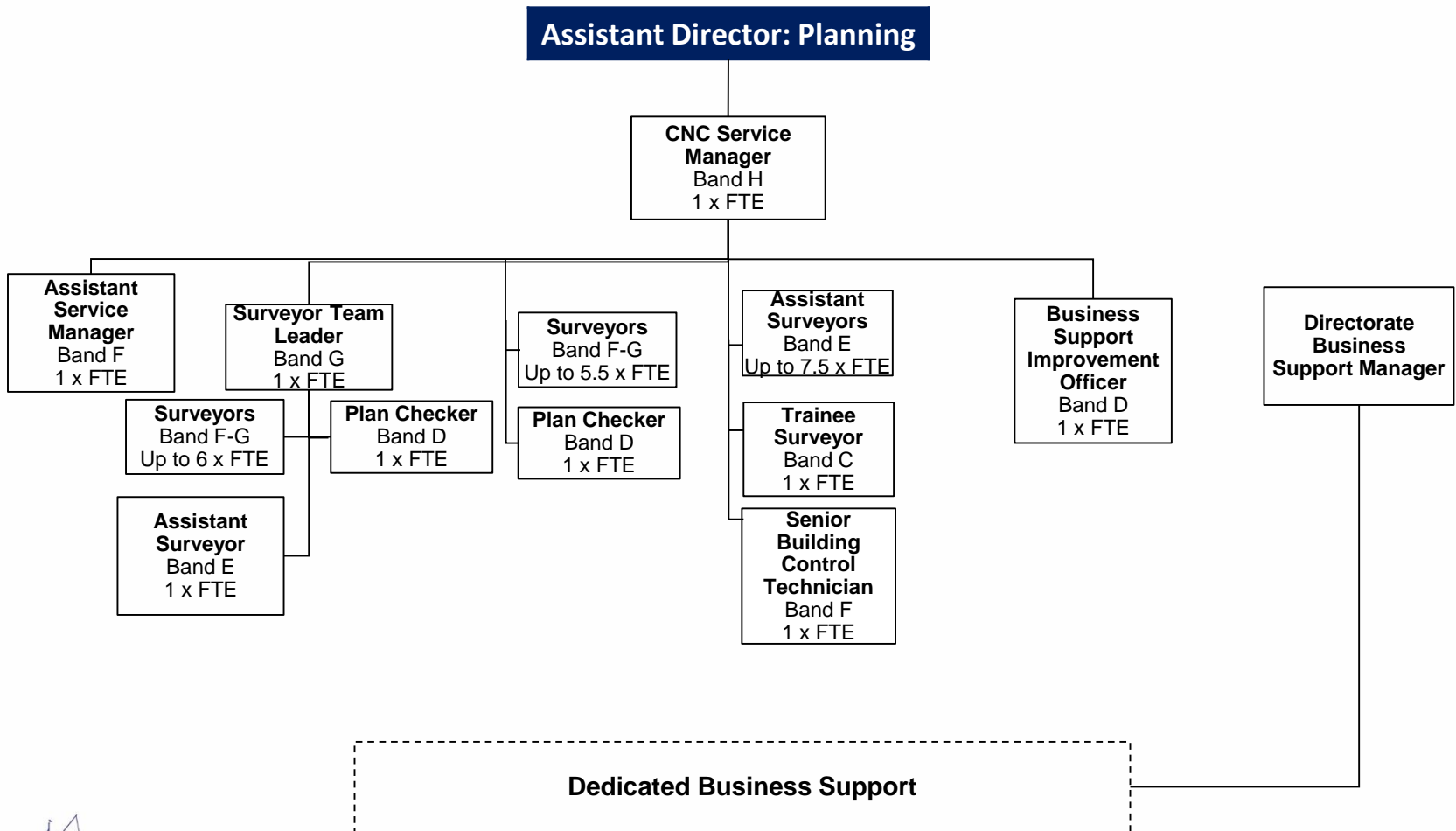
Two Councils - One Team

Business Support/Business Admin



Two Councils - One Team

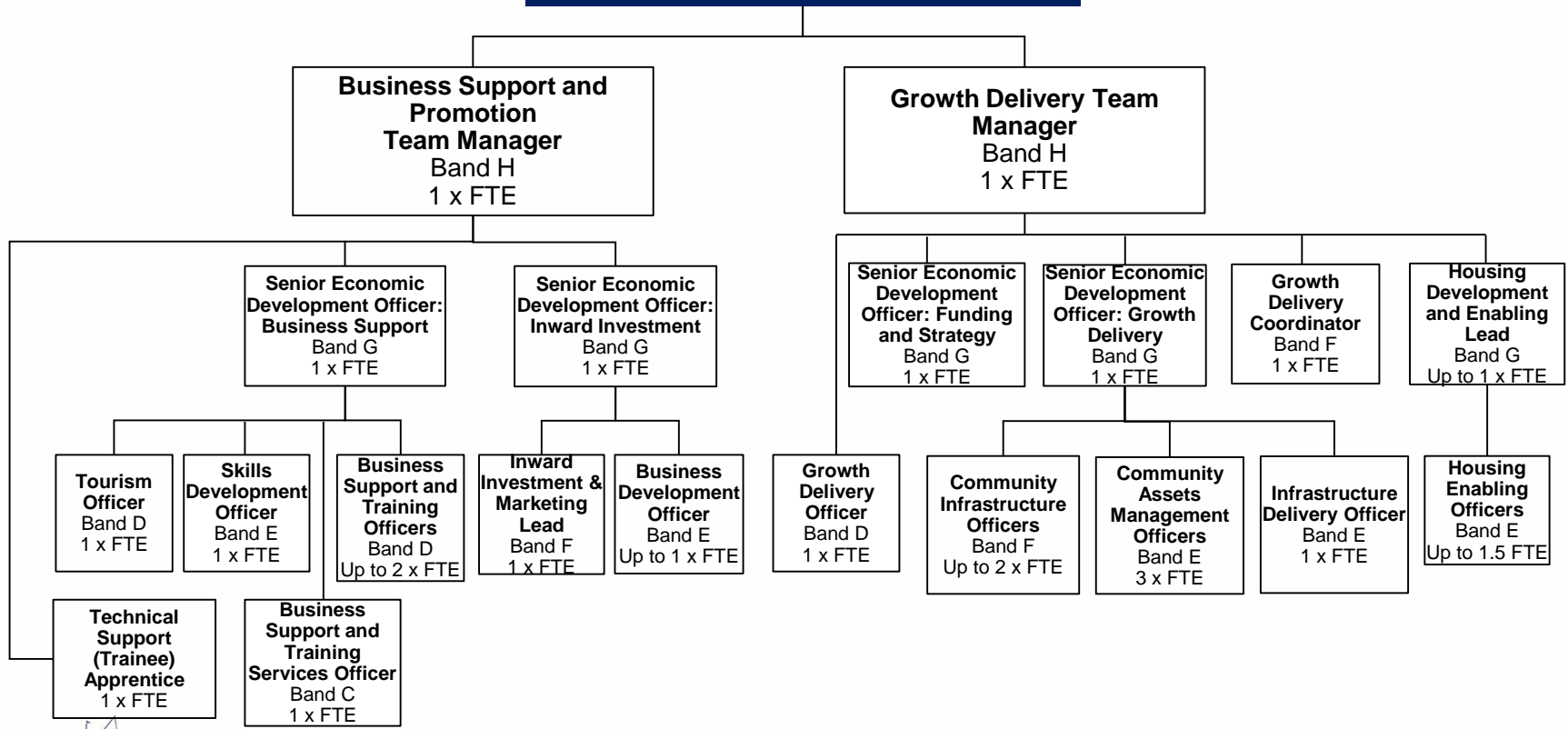
CNC



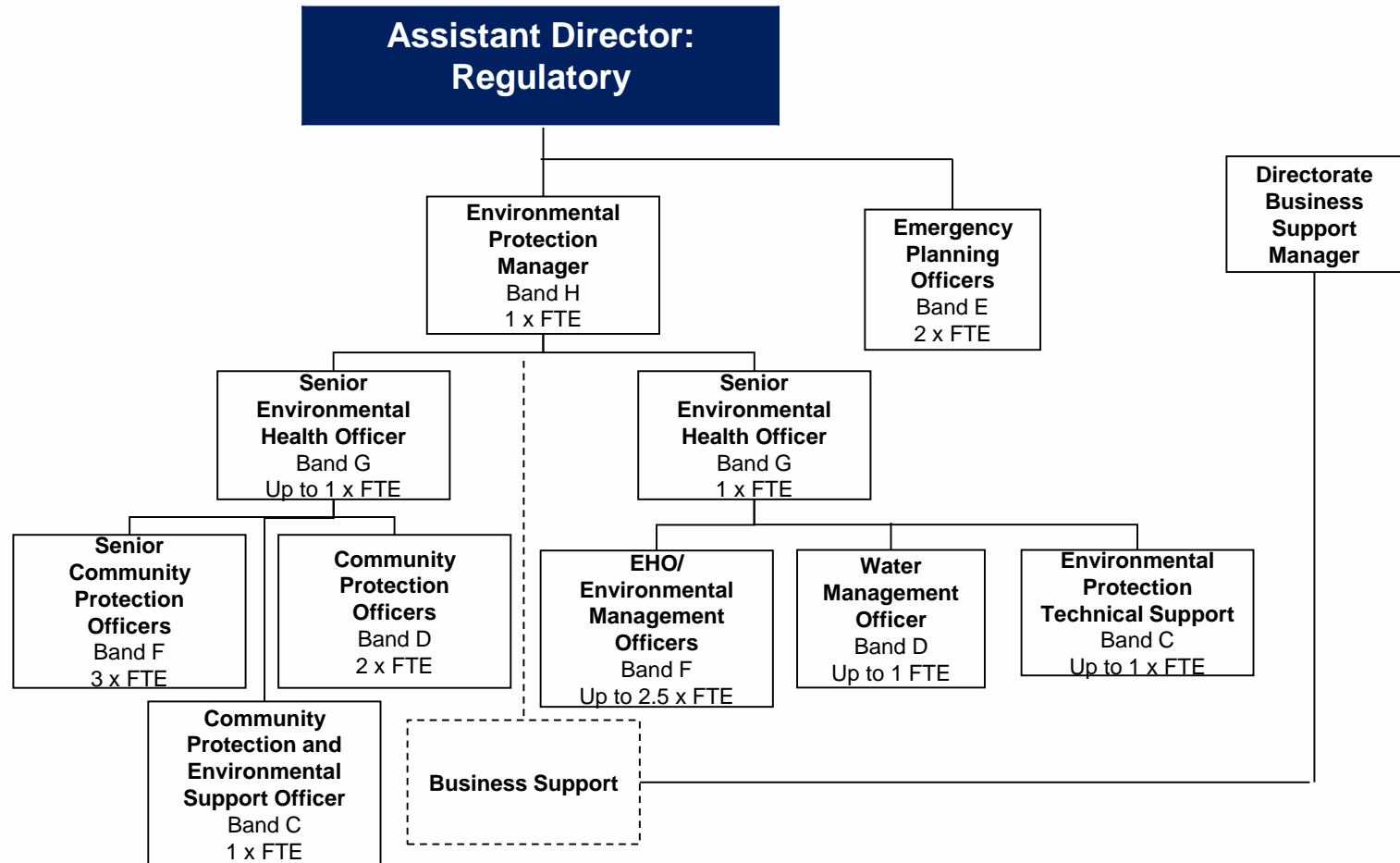
Two Councils - One Team

Economic Growth

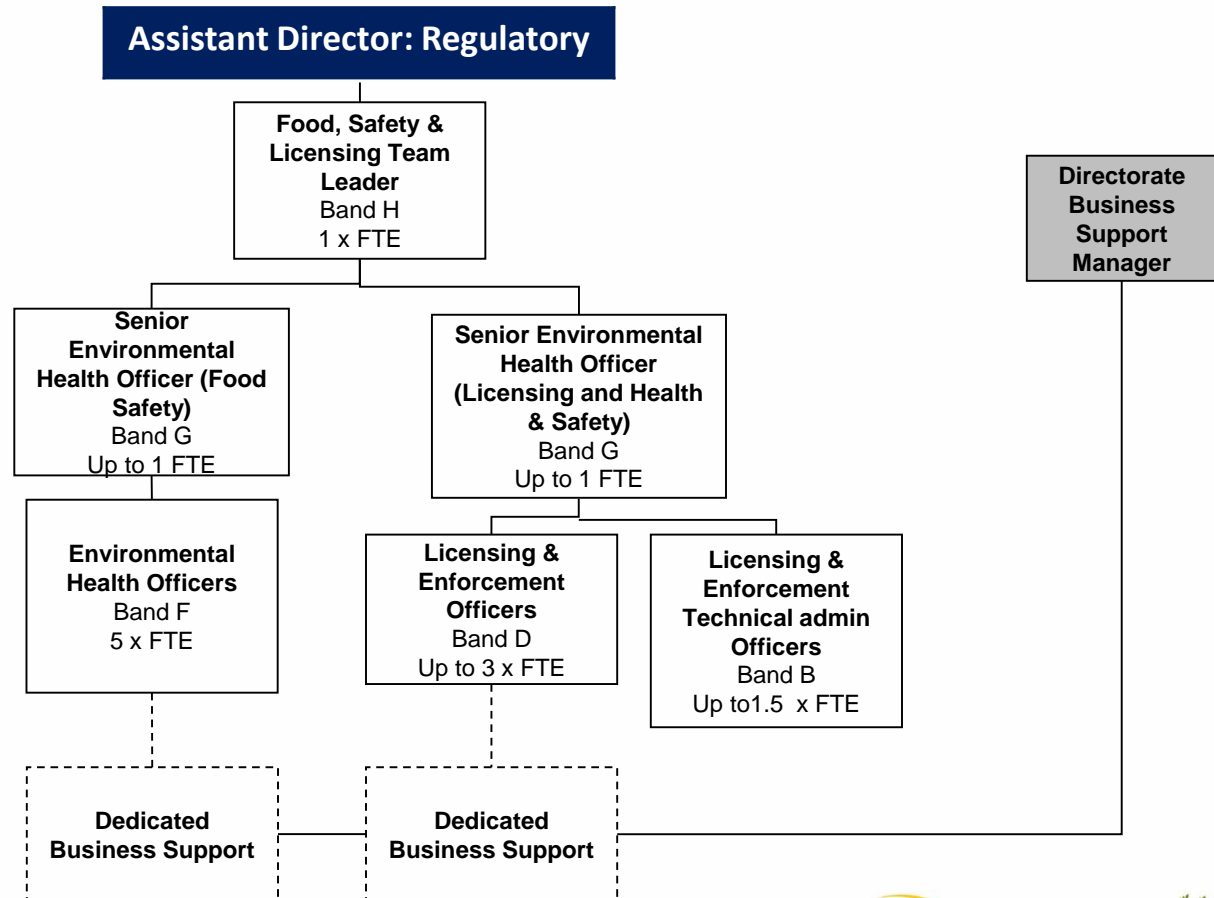
Assistant Director: Economic Growth
Hamish Melville



Environmental Protection

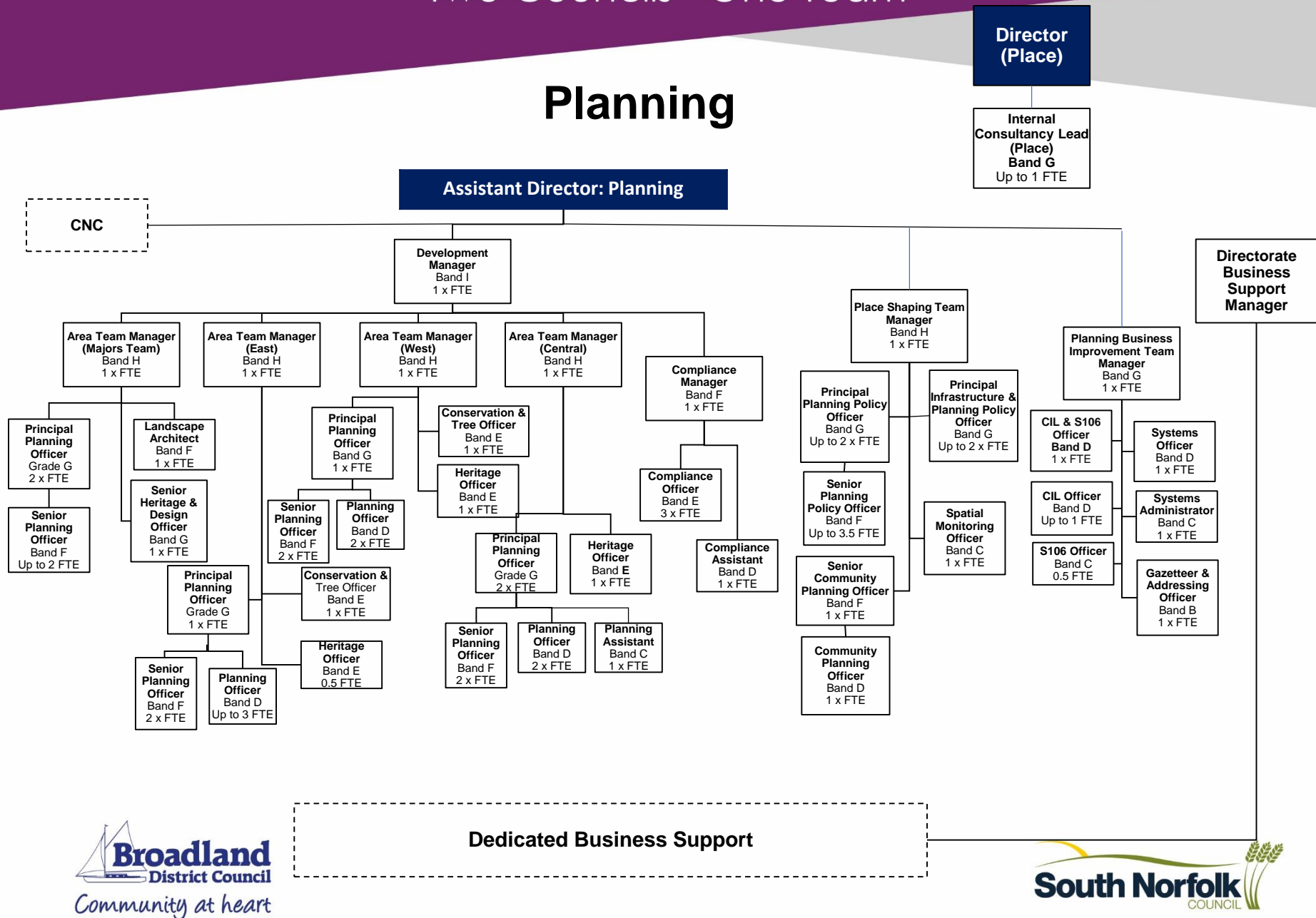


Food, Safety & Licensing



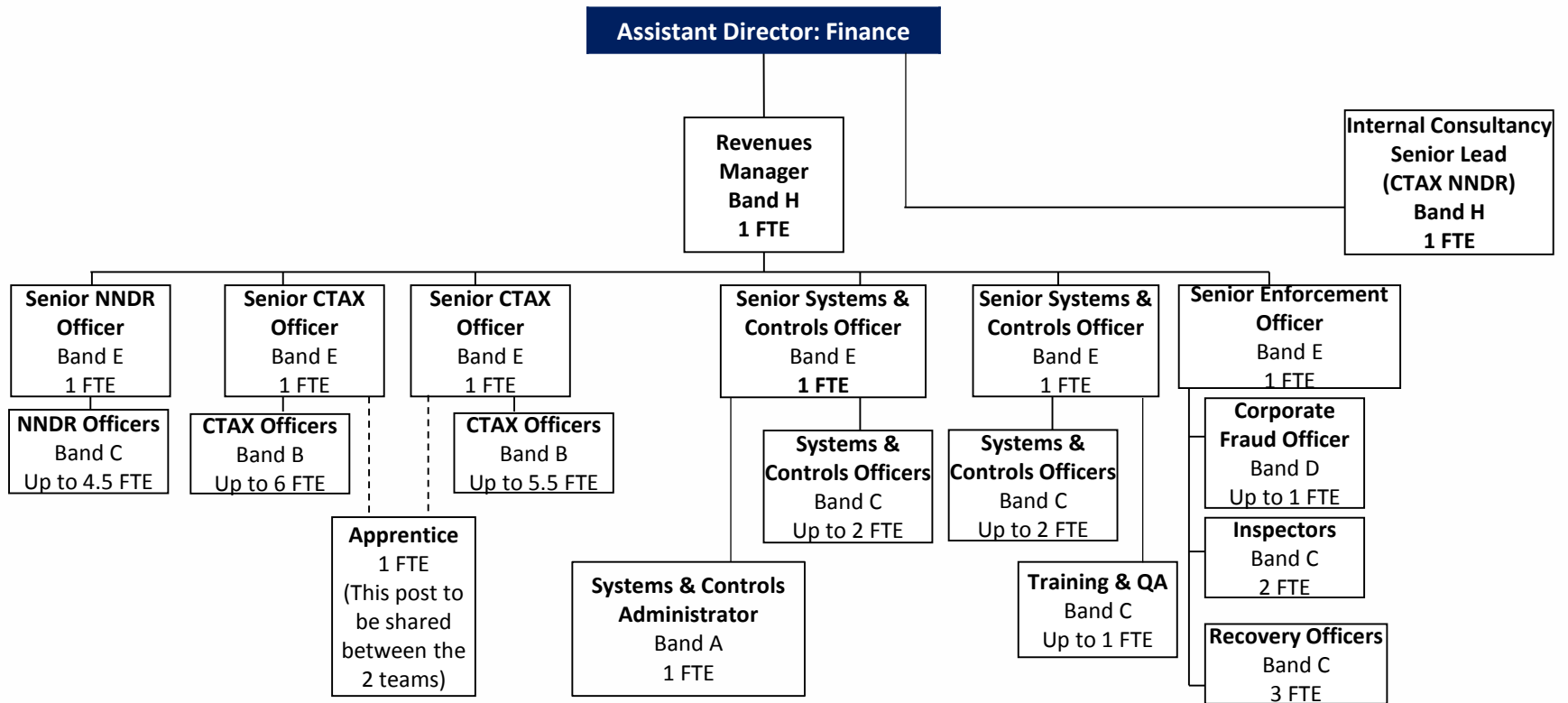
Two Councils - One Team

Planning

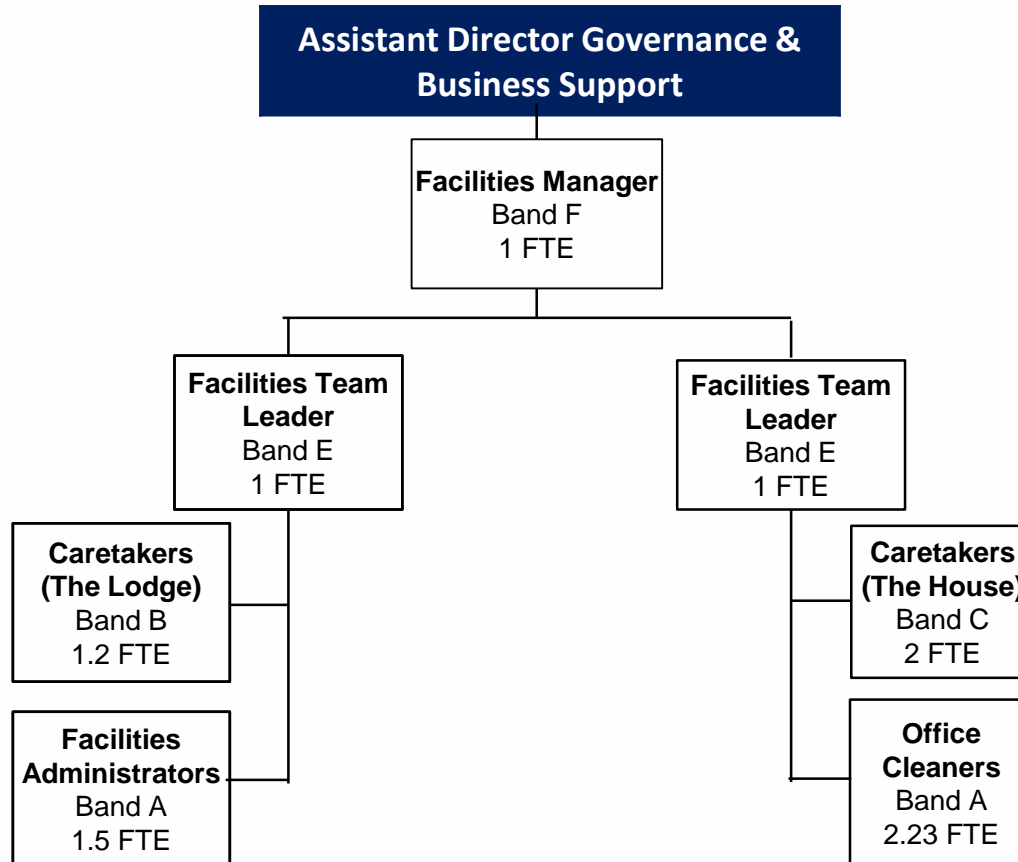


Resources

Council Tax and NNDR

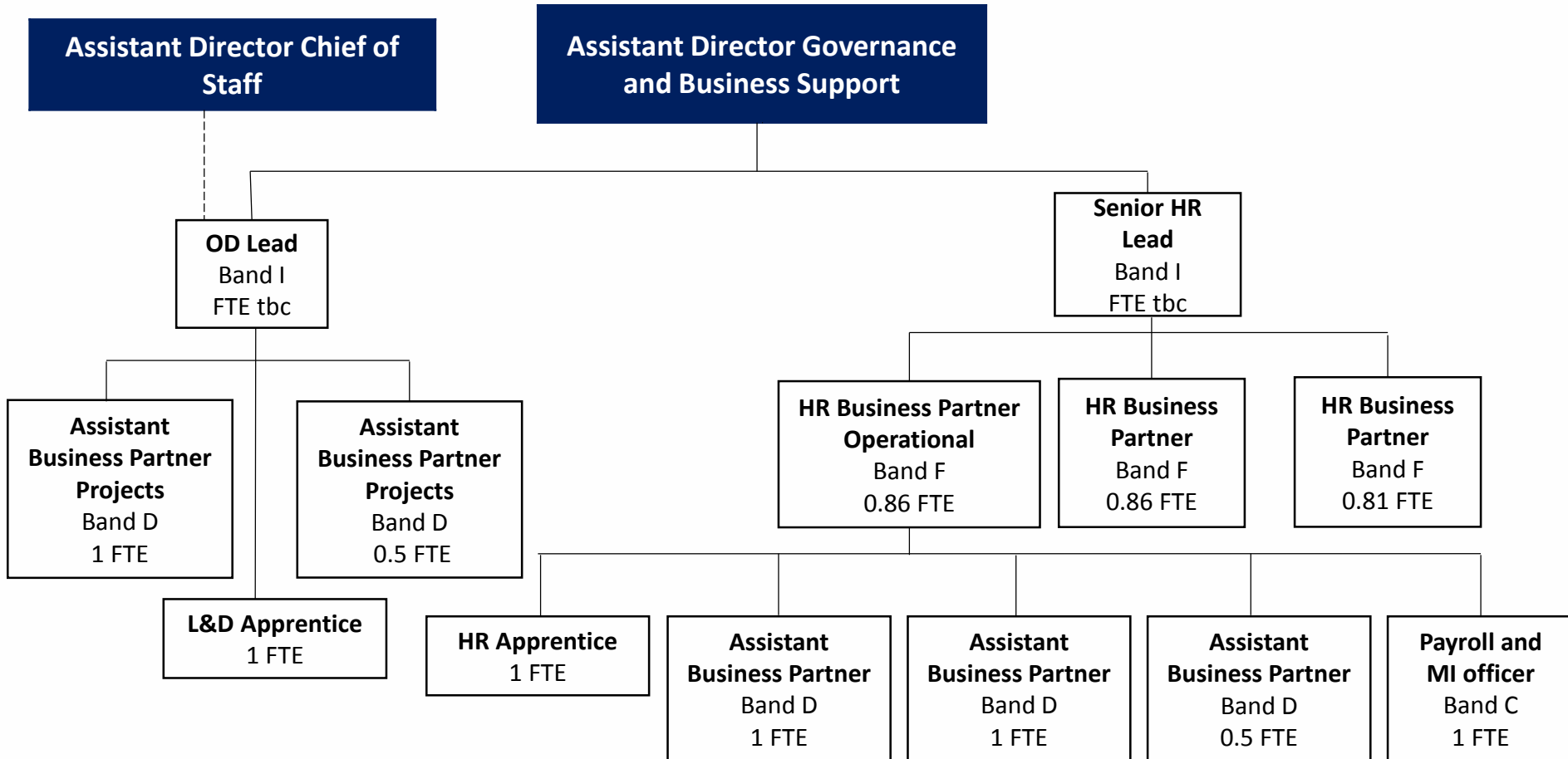


Facilities

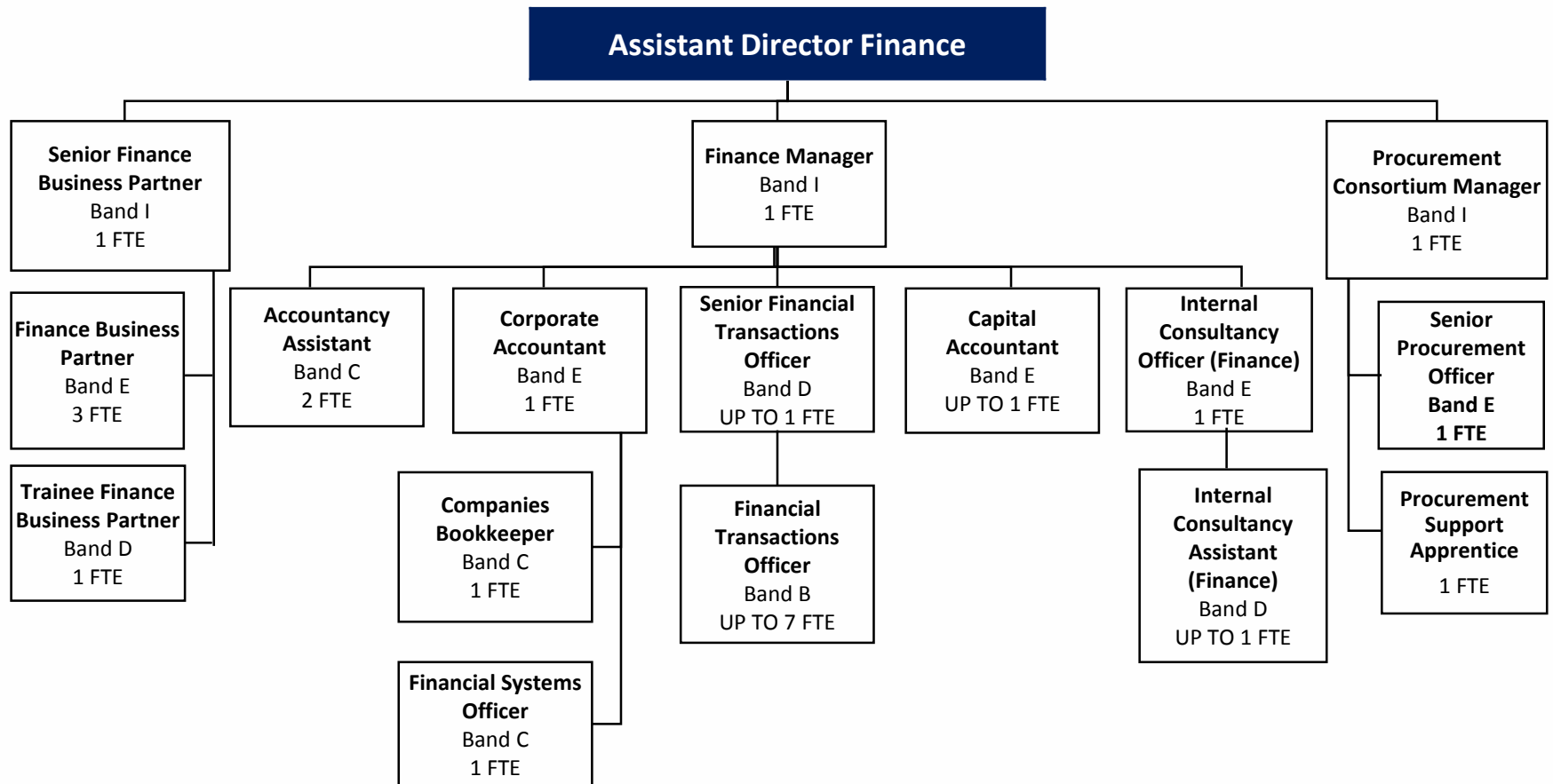


Two Councils - One Team

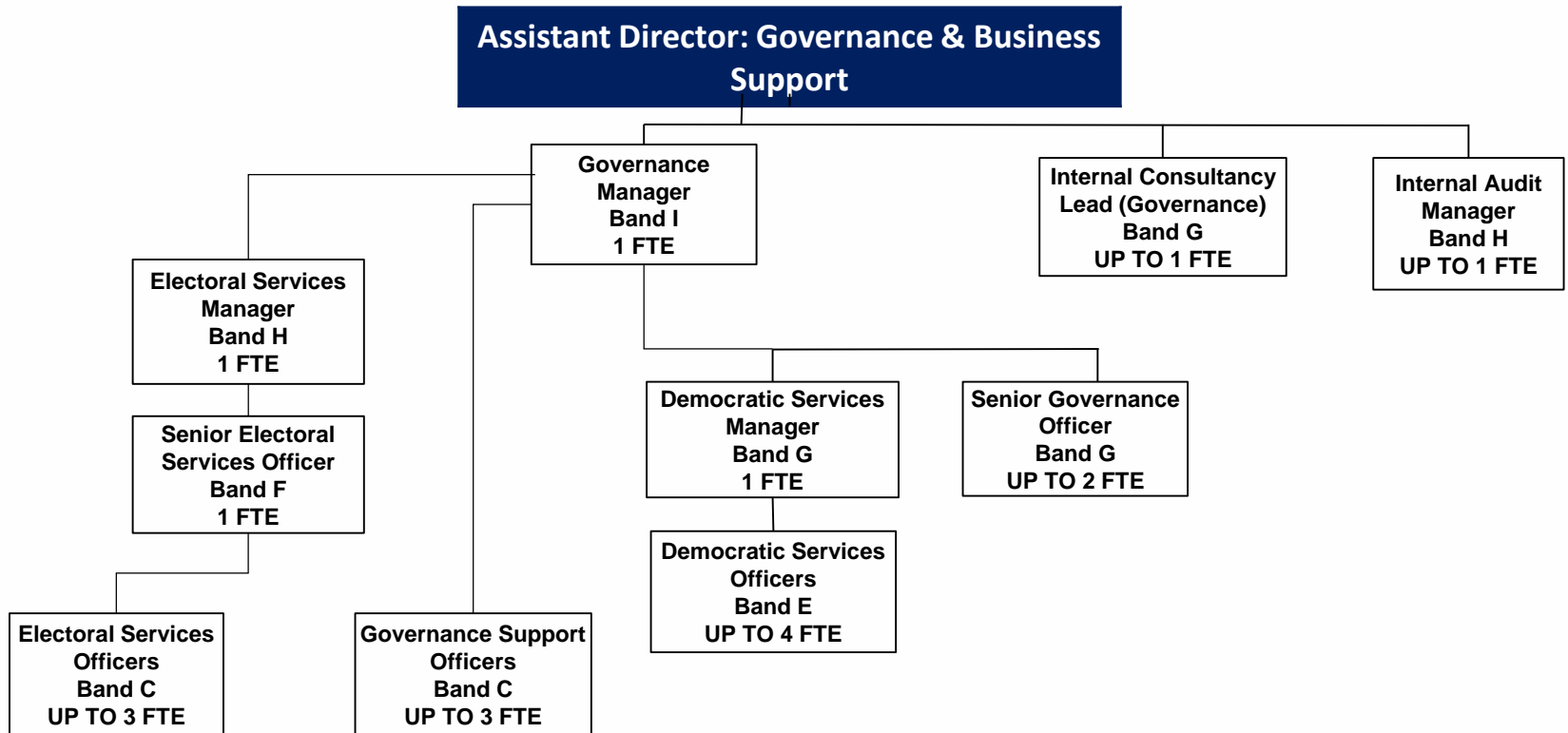
HR and OD



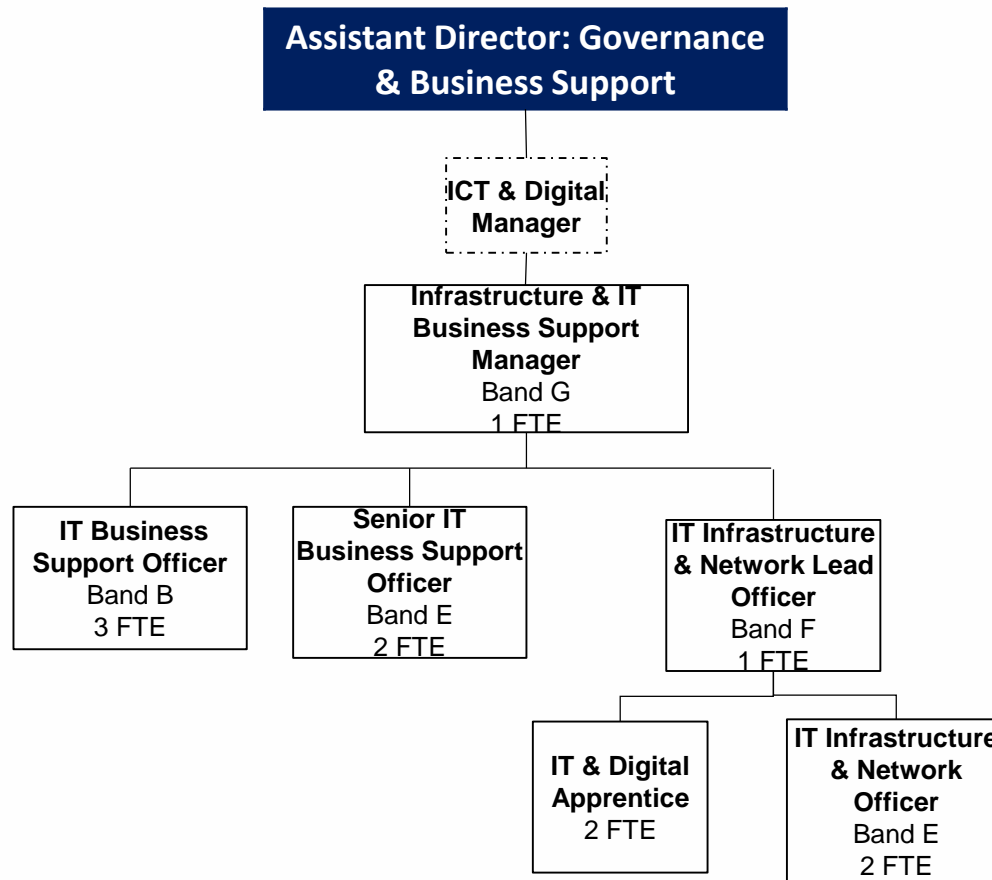
Finance



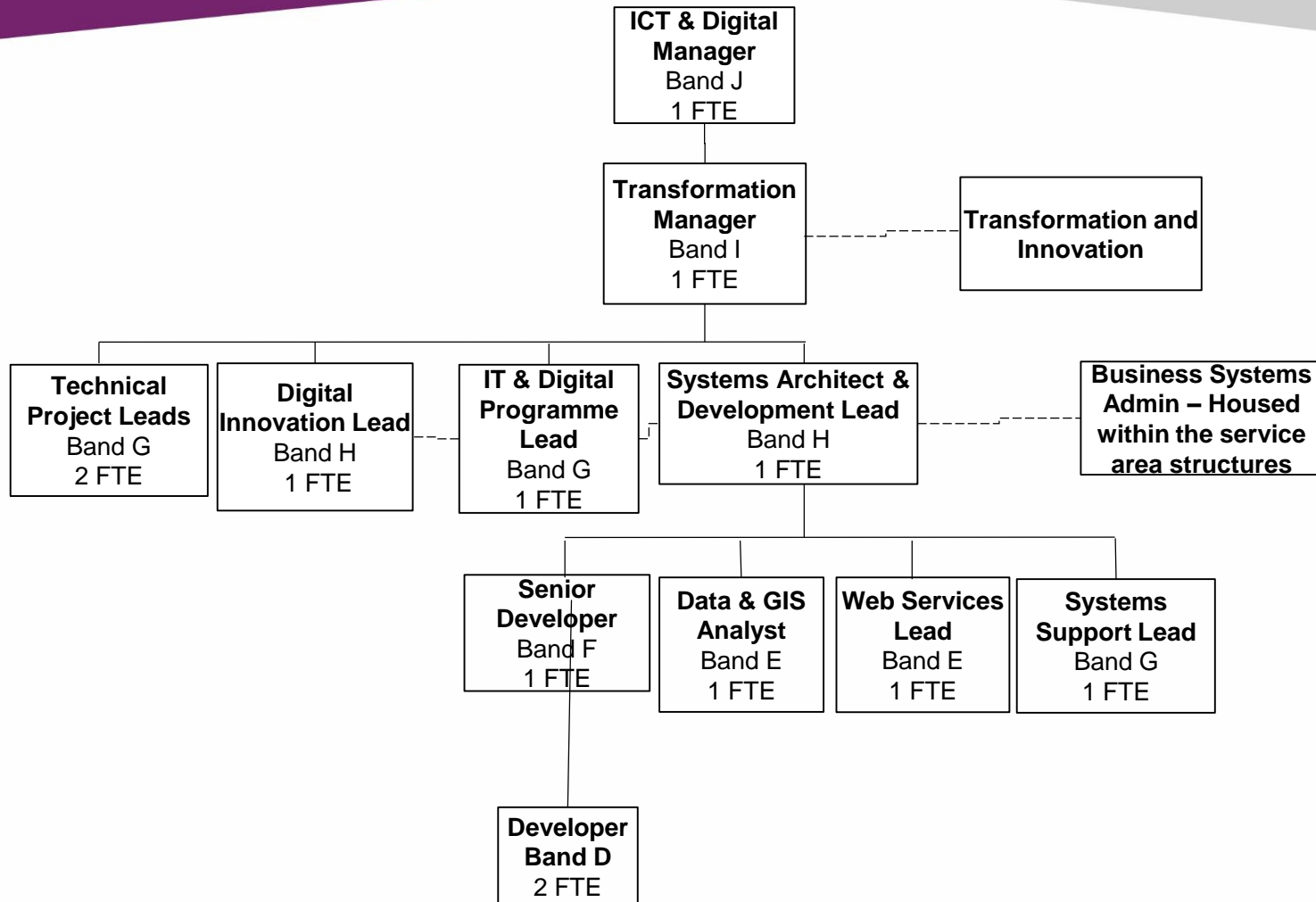
Governance



ICT and Digital

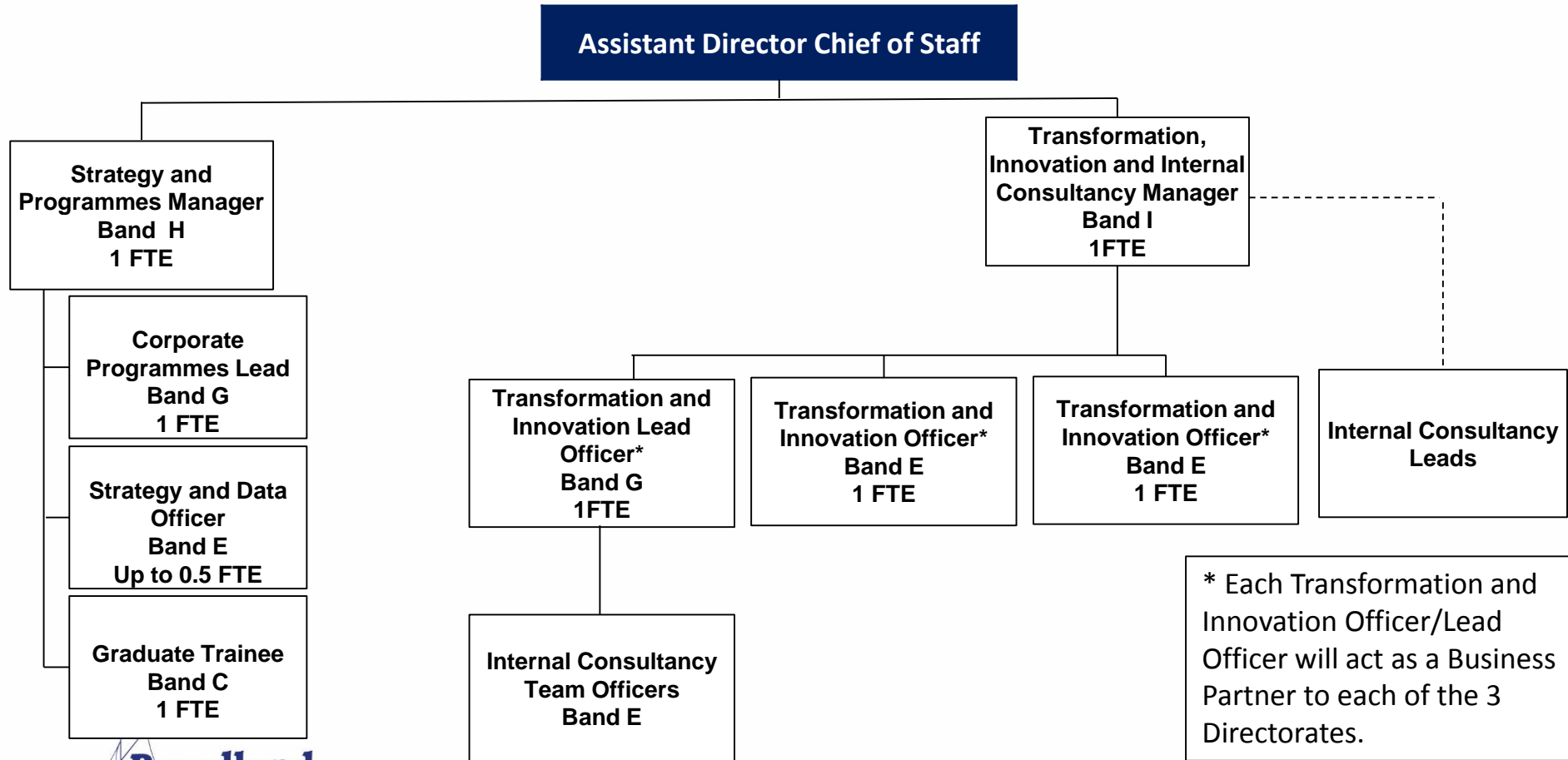


Two Councils - One Team

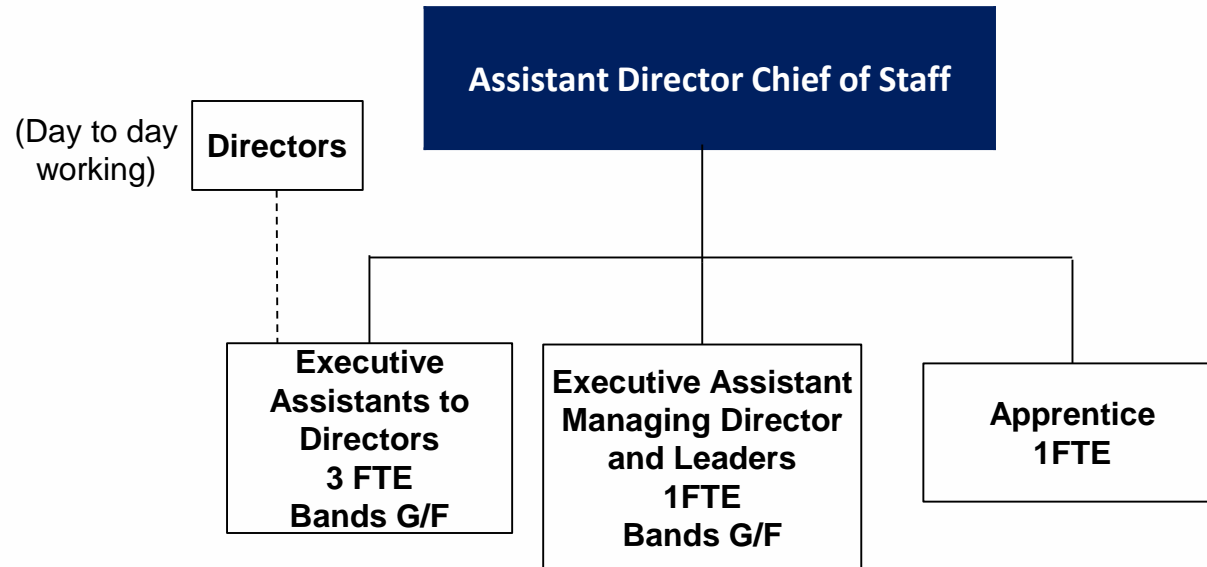


Chief of Staff

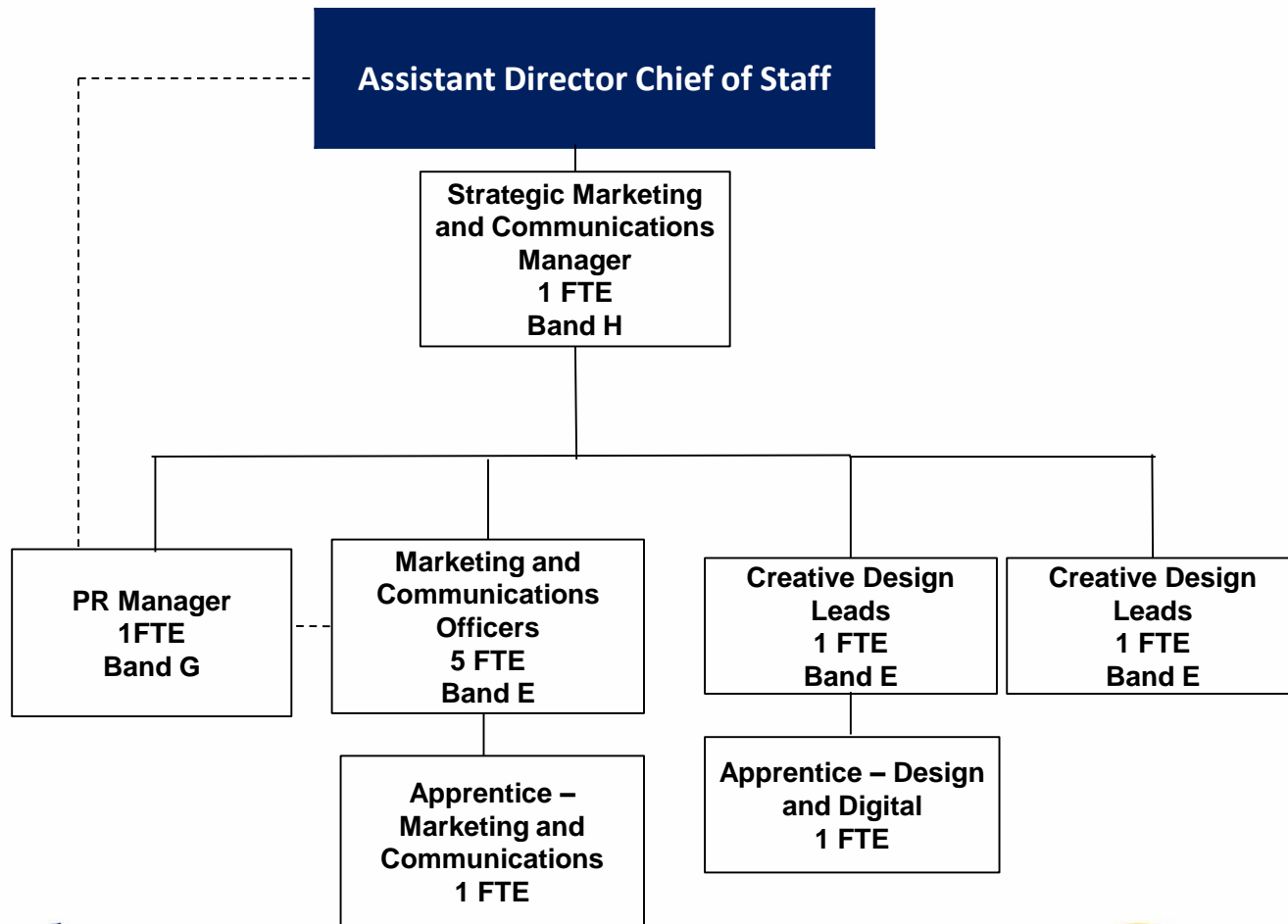
Innovation, Strategy and Programmes Team



Executive Support Team



Marketing and Communications



Appendix 5 – Terms and Conditions



Final Employee Information Pack

November 2019

The Negotiation Forum have collectively agreed the revised Terms and Conditions. These are now subject to the Unison consultative ballot and Council ratification.

Content

Foreword from Trevor

Introduction

Final Terms and Conditions

1. Final Terms and Conditions of Employment
2. Final Job Families and Salary Pay Spines
3. Final Values and Behaviours
4. Next Steps

Appendices

- A. Summarised Feedback and Responses
- B. Terms and Conditions Matrix

Foreword from Trevor

I am very proud of how far we have come as one team over the past few months.

The level of engagement from staff over the formal consultation period has been superb with 100s of 1:1s, regular drop in sessions with Directors and Assistant Directors and over 300 responses received to the formal consultation. I want to thank each and every one of you for taking the time and effort to respond constructively and positively to help shape our collective future.

Over the past few weeks we have been working with our Unison colleagues and staff representatives through the Negotiation Forum to consider the feedback from staff and proposals from Unison on the proposed Terms and Conditions. These meetings were exceptionally constructive and I want to personally thank Unison and staff representatives who were part of these meetings for the thought, energy and professionalism they showed throughout these conversations.

This document sets out the revised Terms and Conditions based on these conversations and negotiations and I am pleased that the negotiation forum have reached collective agreement on all the revised Terms and Conditions.

As outlined in our staff briefing on Monday, these final Terms and Conditions will now be subject to Unison consultative ballot and will be considered by Councils in December.

I know that many of you will now be looking to your one team structures and your position within these. Over the coming few weeks, as everyone becomes clear on their roles going forward I hope that we can move forward with renewed energy and vigour to the next chapter of our one team work. When we come back from our Christmas break with friends and family, our focus will firmly be on the transformation of our services to enhance the lives of our communities.

We work in a fantastic organisation with dedicated, motivated and hard-working colleagues, who have an absolute commitment to do the right thing. The potential of our one team to deliver the best possible outcomes for the people and places we serve is limitless, and I look forward to us continuing to work together as one team over the coming months and years to deliver this.

Trevor Holden
Managing Director

Overview

To support the move towards becoming one team serving two autonomous councils, there needed to be a single-salary pay spine, identical terms and conditions and a single organisational structure in place to support our councils and senior management team.

A consultation was held throughout September and early October 2019 around the proposed new employment package for all staff. This package was designed to give staff greater certainty as they work across our two councils, start us on our journey to becoming an employer of choice, create a flexible and adaptable organisation based on a core value of trust and give us greater ability to attract and retain the best staff.

The package included proposals on:

Part 1 including:

- Terms and Conditions
- Salary bands and pay spine
- Job Families (A job family is a collection of related jobs that requires employees having similar knowledge, skills and abilities at different levels)
- Values and Behaviours

Over 320 formal feedback forms were received, with over 2,000 individual lines of feedback relating to the Part 1 Terms and Conditions proposals. Alongside this, a great number of 1:1s were held and a significant number of responses and comments were received relating to the Part 2 team proposals.

This feedback and the feedback represented by UNISON has been reviewed and considered. Via a series of formal negotiation meetings with our recognised Negotiation Forum we have been able to develop and collectively reach agreement on the following final employment package contained within this pack.

This package is now being taken forward to the Unison consultative ballot and Council ratification in readiness for changes coming into effect from the 1st January 2020.

All staff will also receive team level responses to the feedback received on structures and role profiles, alongside individual position letters.

Next Steps

All staff will receive their individual position letters throughout the week commencing 4 November 2019 outlining whether you are being assimilated into a role, ring-fenced, have an opportunity to express your preferences for roles or are required to take part in a competitive process.

The selection process for these roles will be through a written expression of interest process and may include an interview/assessment.

Alongside the letters, all staff will receive the final response to feedback on team specific structures and the final role profiles for their area.

All policies, procedures and guidelines will be reviewed with the key contractual ones being highlighted for completion by 1 January 2020.

Further details on next steps can be found in the table below:

Item	Dates
Individual Position Letters	4 November – 8 November
Expressions of Interest (EOI) close	15 November
Assessment/Selection Process/Interviews	18 November – 6 December
New roles, structures and pay spine come into effect	Wednesday 1 January 2020
New Terms and Conditions, Pay Spine and Job Families come into effect	Wednesday 1 January 2020
Essential car user allowance ceases and protection begins.	Wednesday 1 January 2020

Final Terms and Conditions, Salary Pay Spines, Values and Behaviours and Job Families

Final Terms & Conditions, Salary Pay Spines, Values and Behaviours and Job Families

1. Overview of rationale

Coverage

The new terms and conditions are applicable to all members of staff who are currently on either a Broadland District Council or a South Norfolk Council contract.

The pay spine and job families are applicable to everyone except Directors and Assistant Directors as these roles fall outside of the pay spine.

2. Final Employment Package

This section outlines the final agreed Terms and Conditions on the following areas:



2.1 Holiday and work/life balance:

- Hours of work
- Annual leave entitlement
- Buying and selling leave
- Carry over of leave
- Special leave
- Flexible working
- Sickness entitlement



2.2 Travel:

- Mileage rates
- Essential users



2.3 Pay-related:

- Performance-Related Pay (PRP)/Salary Progression Scheme
- Cost of living increase to salary and/or bands
- Pay day



2.4 Overtime:

- For 37 hrs + week
- Saturday working
- Sundays/Bank Holiday working

2.5 Other:



- Pay protection
- Redundancy
- Professional fees
- Notice periods
- Relocation
- Market Supplements
- Tea and Coffee
- Flu jabs
- Occupational Health, Physiotherapy & other associated services
- Social Club
- Childcare

2.6 Third Party Staff Benefit Schemes



- Benefits Scheme
- Company Car Leasing
- “Shared Cost” Additional Voluntary Contribution (AVC)

Policies

It is intended to harmonise all HR related Policies, Procedures and Guidelines (key policies to be reviewed are identified below).

The aim is to have the contractual policies below harmonised by 1 January 2020. An exception could be the parental related guidelines, as these will be informed through Government consultation, which closes in October and November. Where statutory changes are made relating to any policies and/or terms and conditions, these will be recognised and used to update appropriate procedures.

- | | |
|--|---|
| • Disciplinary | • Probation |
| • Grievance | • Redundancy (Informed through consultation) |
| • Capability | • Redeployment (Informed through consultation) |
| • Maternity, Adoption, Paternity, Parental leave | • Retirement (Including pension discretion) |
| • Absence management | • Recruitment (Informed through system development) |
| • Bullying and Harassment | • Annual Leave/Flex (Informed through consultation) |
| • Equal Opportunities | • Travel Guidelines (Informed through consultation) |
| | • Relocation Guidelines (Informed through consultation) |



2.1 Holiday and work/life balance

Hours of Work

A standard working week is 37 hours, with part-time staff being paid and taking holiday at a pro rata amount.

Annual Leave Entitlement

Taking paid time off work as annual leave is an important part of ensuring a healthy work/life balance. It is your opportunity to enjoy quality time with friends and/or family, to take a break from work and to rest and re-energise.

All employees except Director and Assistant Director level will receive the same level of holiday as follows, paid at the basic salary rate:

Leave Entitlement:

New starters will receive 25 days and move to 28 days on completion of five years continuous local government employment.

The leave entitlement is in addition to bank holidays falling within an employee's leave year. Leave entitlement for employees joining or leaving the authority will be proportionate to their completed service during the leave year.

Directors and Assistant Directors receive 30 days of leave from date of joining/commencement.

Holiday Years:

Holiday years commence on the first day of employment.

If employment ends part way through a holiday year, the entitlement during that holiday year shall be calculated on a pro rata basis, rounded up to the nearest half day.

Nomination of Leave:

Planned and considered nominated leave will be negotiated through the Negotiation Forum.

You will be notified of this as soon as possible during the relevant year.

The Councils retain the ability to introduce a nominated leave day in an exceptional circumstance or in the event of an emergency

Bonus Days:

The Councils can award additional days at its discretion.

Where Bonus days are awarded these may be nominated to a specific day.

For part time employees bonus days are pro rata unless otherwise indicated.

This year (2019), 27 December is a nominated bonus day. Those who are required to work this day due to operational requirements will be given an alternative day in replacement.

Buying and Selling Leave

Purchase of Holiday:

All employees are encouraged to take their full holiday entitlement each year.

Employees will be able to **purchase additional** holiday with agreement from their line manager, provided there is organisational cover in place.

Selling Leave:

Employees will also be able to **sell purchased leave** back to the Council, however you will not be able to sell leave that is part of your contractual entitlement.

Exceptions to these arrangements may apply in the case of long-term absence.

Carry Over of Leave

It is possible to carry over a maximum of your working week into the next holiday year.

For example, if you work 37 hours per week, you can carry over a maximum of 37 hours.

If you work 20 hours per week, you can carry over a maximum of 20 hours.

These should be taken in the first three months of your new leave year.

Special Leave

Up to six days special leave is available with Assistant Director discretion for exceptional circumstances e.g. bereavement.

Up to three days may be given for public duties, with Assistant Director approval.

Any alternative arrangements will be on an exceptional basis.

Flexible Working

Where operationally possible, all employees will be given the opportunity to work their hours flexibly with the aim of improving work life balance. This means that any work and life clashes are covered off during the working week.

Staff will be able to work flexibly to meet the organisation's operational needs and their personal commitments. This is an opportunity to harmonise the way of working across the two Councils and contributes to our overall journey to become an Employer of Choice, a flexible working employer and one with a focus on results and outputs, rather than the presenteeism of its employees.

Our approach to flexible working will be based on trust. As an organisation, we need to be outcome focused and recognise that time in the office is not a good indicator to measure effort or outcomes. The MD, Directors and Assistant Directors are able to work their hours flexibly during the day but are not able to take days back through flex (e.g. they cannot take flex days off).

All employees will automatically be opted into an unstructured flexible working scheme, however following concerns raised by staff we are giving everyone the opportunity to opt out of the unstructured flexible working approach and have outlined a new structured flex system below.

Unstructured Flexible Working

No core hours: If working from an office, the availability for you to work will largely be determined by when the office is open (dependant on office location). However, if you are working from other locations, you may choose to start, or finish work earlier or later in the day. The removal of core hours means your hours can be managed flexibly according to the needs of the service.

Time recording - There is no requirement for manually recording time worked through spreadsheets/paper.

Flexible Working Allocation – There are no minimum or maximum working days. There is no specific allocation of flex time or credit, instead staff are encouraged to manage their time flexibly in order to meet the needs of the service and their own personal commitments. The expectation is that you will be taking time off that has previously been worked or will be worked and therefore the credit is available unless it is an exceptional circumstance i.e. family emergency and the time can be made up later

By working flexibly, any work and life clashes are covered off during the working week. You do need to make your line manager aware and as long as office cover is available there is not expected to be any issues with employees managing their appointments, family commitments etc during the working day, albeit in their own time. This includes working from alternative sites and home.

Carry over - There is no maximum carry over. Time can be taken at a point convenient for the individual as long as it fits with operational needs. There is an expectation that individuals will manage their time effectively to avoid significant build up.

Debit - There is no maximum debit as long as operational needs are being met and agreement is sought from the line manager.

Toil – We no longer need formalised toil due to the provision around flexible working and overtime and therefore Toil has not been included in the Terms and Conditions.

Working Day - starts when you start work at your designated location for that day.

Managing mis-use of system – We are aware of the concerns relating to the potential misuse of the flexible working systems. Training will be put in place for all managers and staff regarding managing flexible working effectively. Regular 1:1 conversations with managers and staff on outcomes, outputs, working hours and work life balance. Abuse of trust and system will be dealt with robustly through disciplinary proceedings.

Operational Teams – working arrangements within operational teams will remain unchanged.

Current Informal Arrangements – if you have an informal arrangement or localised agreement, i.e. compressed/annualised hours that you feel falls out of the scope of the principles outlined above, please

Speak to your immediate line manager to see if we can now make your arrangement more formal. Please remember this is not about taking anything away, it is about providing as much flexibility as we can.

Opting out of the unstructured flexible working system:

Following some concerns raised by staff, everyone will be given the opportunity to opt out of the unstructured approach to flexible working. In this instance the following applies:

No core hours: Same as unstructured as outlined above.

Time recording – Time recording is mandatory when opting out of the unstructured flex system. The organisation will make available to staff a generic time recording sheet to enable time recording to take place. Time sheets must be submitted and signed off by your line manager at the end of each four-week flex period.

Carry over - There is a 16-hour maximum carry over, carry over occurs at the end of each flex period.

Debit – There is a maximum debit of 8 hours as long as operational needs are being met and agreement is sought from the line manager.

Time taken must be authorised by your line manager following the principle of this being taken at a point convenient for the individual as long as it fits with operational needs. There is an expectation that individuals will manage their time effectively to avoid significant build up.

Toil – Same as unstructured as outlined above.

Working Day - Same as unstructured as outlined above.

Managing the system – When opting out of the unstructured flexible working system, you are required to record your hours and have these approved by your line manager at the end of each period. Training will be put in place for all managers and staff regarding managing structured flexible working effectively. Regular 1:1 conversations with managers and staff on outcomes, outputs, working hours and work life balance. Abuse of the time recording system will be dealt with robustly through disciplinary proceedings.

Appointments – Same as unstructured as outlined above.

Current Informal Arrangements – Same as unstructured as outlined above.

Operational Teams – working arrangements within operational teams will remain unchanged, this is the same as unstructured as outlined above.

Sickness Entitlement

The terms and conditions around sickness entitlement are outlined below:

Length of service	Entitlement
Less than 4 months	Statutory sick pay only (occupational sick pay will not normally be paid)
4 months up to 2 years	1 months full pay + 2 months half pay
On or after 2 years	2 months full pay + 2 months half pay
On or after 3 years	4 months full pay + 4 months half pay
On or after 4 years	5 months full pay + 5 months half pay
On or after 5 years	6 months full pay + 6 months half pay



2.2 Travel

As part of the one team transformation we want to create more efficient working across multiple office locations. This work will include, but is not limited to, understanding how technology can better support our one team, how we can reduce our environmental impacts of travel through more efficient cars and how we can make office locations more accessible through car sharing and car lease schemes.

Our aim is to ensure that all employees can work where they need to work whether that be in an office or from home. On this basis, travel between any of the Councils' sites will be treated as follows:

- Essential and reasonable travel between offices during the working day will normally be claimable (From an HMRC perspective you must undertake your substantive duties at both sites during the day)
- Where the employee works from one site for the day, that will be deemed their workplace and no mileage or travel time will be claimable for the journey to or from that site

Mileage Rates

Reasonable business travel will be reimbursed at HMRC rates, which are:

Cars: 45p per mile for the first 10,000 miles travelled in the tax year. 25p for every additional mile thereafter.

Motorcycles: 24p per mile for any distance travelled in the tax year.

Bicycles: 20p per mile for any distance travelled in the tax year.

If you carry another employee in your own car or van on a business journey: Passenger payment of up to 5p per mile is to a maximum of 4 passengers, therefore making a maximum claimable amount of 65p per mile.

Essential Users

All essential car user allowances and additional mileage rates will end with effect from 1st January 2020.

For staff already in receipt of the allowance and whom meet a threshold of 1,800 miles, this allowance payment will be protected for a period of 18 months.

During these 18 months, the organisation will work with Unison and staff to identify if a new approach is required moving forward.



2.3 Pay Related

Performance-Related Pay (PRP)/Salary Progression Scheme

To provide an opportunity for the Councils to fully consider a suitable salary progression scheme against the new pay spine we are ending the current performance related pay schemes to enable a new approach to be developed.

While the new scheme is in development, an interim one-off, non-consolidated, pro rata payment of £250 will be implemented for 2020 and paid in January 2020 in replacement of the 2020 PRP scheme.

This will be the same for all staff, regardless of level of seniority. The payment is a thank you to all staff for their hard work over the year and will be paid as the one team structures come into place.

A new scheme will be developed and consulted on in the near future in readiness for 2021

Please note: The interim payments will be in addition to the cost of living increase outlined in the section below.

Cost of living increase to salary and/or bands (Pay Award)

We will be adopting a 2% cost of living increase for all staff, across both Councils, effective from April 2020.

This is a one-year local agreement whilst the Councils work with Unison to review the pay award for future years.

This will be in addition to the interim approach for PRP outlined in the section above.

Pay Day

The day on which you are currently paid will remain the same for each authority until the payroll functions and processes across the two Councils are aligned.

A single HR and payroll system is currently being developed and the payroll element for this will be implemented on 1 April 2020.

Should a change be made to your pay day date, you will be notified of the change well in advance. During the transition period, where necessary, consideration will be given to making one-off advance payments.



2.4 Overtime

Consideration has been given to the overtime proposals and the new arrangements have been agreed as follows:

- All overtime should be pre-planned and, therefore have the permission of your line manager prior to being undertaken.
- All overtime should be based on business needs and only where other options such as flexible working have been exhausted or do not apply.
- Overtime rates only apply for hours above 37 per week and will usually be paid at plain rate.
- Overtime will usually only apply as standard to those on Band C and below of the new salary pay spine. Provisions have been made in the proposal below where exceptional business specific requirements may determine overtime is required but this is not expected to be a regular occurrence.
- For those on Band D-E, overtime should be exceptional and flexible working principles should apply. If flexible working cannot be applied, then agreement is required from the Assistant Director/Director/Senior Operational Manager on an exception basis for a defined service requirement.

How does this work in practice?

Operational Services:

The pattern of working for operational services differs greatly from the majority of other services we deliver as a council and flexible working does not largely apply. As such overtime has been considered to ensure that operational needs of these services can be maintained.

Leisure:

- All overtime will be paid at plain rate where flexible working does not apply.
- Where there is a specific exceptional business requirement, overtime at a rate of 1.5 can be applied, where 37 hours or more have been worked, with Assistant Director/Director/Senior Operational Manager approval.
- Double time can only be paid with prior agreement from the Managing Director (or delegated approval).

Depot:

- For those on Band C or below, all overtime will be paid at plain rate for hours above 37+ where flexible working does not apply.
- For those on Band D and above, overtime should be an exception as flexible working principles should apply in the first instance. If flexible working cannot be applied, then agreement is required from the Assistant Director/Director/Senior Operational Manager on an exception basis for a defined service requirement.
- Refuse collections relating to Bank Holiday catch ups will be paid at a rate of 1.5 for all staff required to deliver this service operationally.
- Double time can only be paid with prior agreement from the Managing Director (or delegated approval)

All other Areas

- For all other business areas flexible working should be considered in the first instance.
- For those on Band C or below, all overtime will be paid at plain rate for hours above 37+ where flexible working does not apply or where it has been exhausted.
- For those on Band C or below, where there is a specific exceptional business requirement, overtime at a rate of 1.5 can be applied with Assistant Director/Director/Senior Operational Manager approval.
- For those on Band D-E, overtime should be exceptional and flexible working principles should apply. If flexible working cannot be applied, then agreement is required from the Assistant Director/Director/Senior Operational Manager on an exception basis for defined service requirement and will be paid at plain rate.
- Double time can only be used with prior agreement from the Managing Director (or delegated approval).

Please note overtime is a separate consideration to on call. Where on call arrangements apply these have not been amended within the new terms and conditions, although these will be reviewed in the future.



2.5 Other

Pay protection

All Staff who are affected negatively in their pay in the current restructure will be protected for a maximum period of 3 years. This is an increase of 2 years for staff with South Norfolk contracts and guarantees staff with Broadland contracts the maximum of 3 years.

Both Councils will move to an 18-month salary protection period from 1 January 2020.

All staff receiving salary protection on the new scheme will be entitled to any non-consolidated payments, however the salary protection element will not incur a cost of living increase.

On this basis, the overall salary amount that is protected is frozen whilst your new substantive salary increases e.g., through cost of living rise.

Staff appointed to either Council after 2 January 2020 will receive 18 months' pay protection.

Redundancy

Both Councils will have a designated redundancy multiplier of 1.6 from 1 January 2020 for a period of 2 years. From 1 January 2022, the designated redundancy multiplier will move to 1.4. This applies to all staff.

Professional Fees

Reimbursement of professional memberships will be paid by the Council if it is a mandatory requirement to enable the individual to carry out their statutory role.

All other professional memberships will be considered at the discretion of the Director/Assistant Director in liaison with the Senior HR Lead and will be determined based on service specific requirements.

Notice Periods

Notice periods relate to the band of the position held, these are outlined as follows:

Band E & below: 1 month

Band F to J: 2 months (Unless operational requirements dictate more is required, where this is required agreement will be reached with the employee upon offer and acceptance of the role)

Director/Assistant Director: 3 months

Relocation

The Councils can pay up to a maximum of £8,000 for relocation, as per HMRC guidelines. The decision of whether relocation applies to specific roles needs to be made at the point of the Joint Recruitment Authorisation Form (JRAF) approval stage, alongside the level of the reimbursement. Guidelines will be developed to support this decision-making.

Market Supplements

For some posts it may be necessary to apply a market supplement in order to recruit or retain suitably qualified and experienced employees in certain occupations to meet the needs of the service.

A pre-requisite to formal consideration of a market supplement will be based on recruitment, retention or 'market un-competitiveness' difficulties.

All supplements will be reviewed on an annual basis to consider the necessity to maintain these and the rates applied.

Tea and Coffee

We are aiming to gain equity across all sites in terms of the provision of tea and coffee. The current contracts relating to these services are due to end in June 2020.

Therefore, as an interim, the current provision at the Lodge remains as is with free vending machines.

Access to free tea, coffee, milk and sugar will be made available at each South Norfolk Council site. Cold water is already provided. This will be in place from January 2020.

Flu Jabs

Flu Jabs will be offered to staff who wish to be vaccinated and will be made available via a pre-purchased voucher scheme.

Occupational Health, Physiotherapy and other associated services

Both Councils have Occupational Health Services which we will work toward aligning under one contract. As part of this we will look at physiotherapy and other associated services to ensure that we can offer support to staff as and when needed. In the meantime, we will continue to offer the services delivered through Broadlands contract with Norfolk County Council.

Referral for Physio will continue to be through your HR representative.

Social Club

Work is underway to bring the two Sports and Social Clubs together, with all staff being considered members rather than having an opt in system.

The Sport and Social Clubs across both sites are leading on the work to combine the Clubs together with immediate effect.

Childcare

Available from the Lodge and open to all - Wrap-around childcare is available at the Lodge during school holidays as a bolt on to the Tots to Teens provision for all staff and residents. This is on a first come, first served basis and should be booked in advance. This means free, qualified childcare is provided before and after Tots to Teens and is available from 8.30am up to 5.15pm.

A minibus with a capacity of 15 passengers will be available to take the children to their pre-booked and paid for place across the District. There is a limited number of spaces available due to the capacity of the minibus and so places need to be pre-booked with the Communities Team.

Available from the House and open to all - Long Stratton Leisure Centre opposite the House runs Kids Camps and is available to staff and the public during school holidays for children aged between 5 and 15. Due to the location of the venue there is no requirement to arrange for transport from South Norfolk House as it is within short walking distance and is available from 8.00am to 6.00pm. Places can be booked directly

with Wymondham or Long Stratton Leisure Centres.

Please be aware: The Tots to Teens and Kids Camp element of the childcare provision must be pre-booked in advance and paid for by the employee.



2.6 Third Party Staff Benefit Schemes

Benefits scheme

The procurement of a benefits packages for staff is now underway with a view to implementation early in the new year. This will assist in helping your pay to go further, while at the same time positively contributing to your health and wellbeing. This will be fully funded and therefore will not cost you anything. There may be further optional offerings that you can choose to sign up for and these would be an additional personal cost.

For clarity, existing cycle-to-work and childcare vouchers will continue although these could be transferred to the new provider, thus providing one overarching contract for the Councils to manage.

Our chosen Employee Benefits provider will be able to provide a number of key elements within the contract such as:

High Street Discounts – this would cover over 100,000 stores providing choice in terms of reloadable cards, vouchers, cashback, e-vouchers and instant offers, giving discounts of up to 10%

Supermarket discounts – this could reduce your shopping bill by up to 5%

Days out and Dining – again considerable discounts available

Cinema discounts – these would be for chain and independent cinemas

Holiday discounts – this is through a fully ATOL protected and ABTA bonded travel agent – with up to 10% discount be available

It is estimated that you and your family could save up to £1,000 through the use of the discount scheme that would be made available to you.

It is not all about the discounts available though as we also want to provide a comprehensive employee assistance programme that can provide support as and when you need it – whether that be relating to caring responsibilities, health issues, benefits and entitlements, anxiety, depression or for another reason. This would give you anytime support (24/7) through accredited counselling services. You would be able to access these services however suites you best for example online, by telephone or face to face.

Company Car Leasing

The procurement of car leasing scheme is now underway with a view to having this available early in the new year. For all interested employees, company car leasing has the advantage that income tax, national insurance and VAT can be saved. It is a salary sacrifice option which, from 1 April 2020, offers big savings for an employee if using a company car scheme to lease a low-emissions car or an electric car.

The scheme would be an all-inclusive scheme which means that you would have one monthly payment for your car and then all you would need to do is add fuel.

All-inclusive is:

- All servicing, MOT & Maintenance
- Fully comprehensive insurance for you – additional drivers can be added
- Replacement tyres
- Vehicle tax
- Accident Management
- Comprehensive breakdown and recovery assistance

This scheme replaces any car loan schemes previously offered by the Councils. Any current car loans will be honoured for the remaining period of the agreement.

“Shared Cost” Additional Voluntary Contribution (AVC)

We will commence work on this with a view to being able to offer this option to staff early in the new year. ‘Shared cost’ relates to how an employee pays into the pension AVC. E.g., if you want to pay an additional £50 per month, with shared cost you would pay: £1 per month from your net salary, plus £49 per month from your gross salary, via salary sacrifice thus savings on tax and NI contributions (this is viewed as the employer’s contribution). The salary sacrifice has no impact on your overall pension benefit in terms of your current contributions.

The difference (saving) between ‘Shared cost’ AVC and a standard AVC is that as the employee you save National Insurance on the salary sacrifice portion, e.g. your take home pay could go up as you would pay less NI than if you paid into a standard AVC.

Further details on the scheme can be found by following this link: [here](#)

3. Proposed Salary Pay Spines and Job Families

Job Families

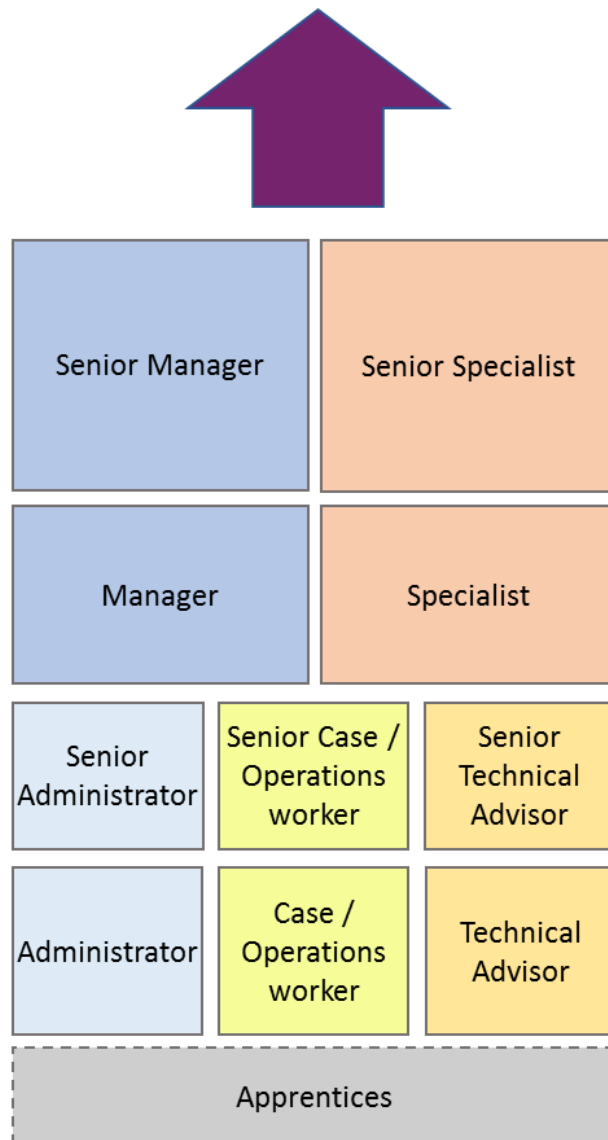
Job Families are new to both Councils. They have been designed to bring together similar roles from across the organisation into groupings of jobs that have similar or the same characteristics, these are usually focussed on key skills, experiences and knowledge.

Job Families also help to identify overlaps and gaps in responsibilities between the different service areas and teams across the Councils, strengthening the organisational structure. They also allow for clear progression plans to be developed, alongside a defined pay scale within the job family

(See the section below on pay scales to understand how the job families and pay spines relate to one another).

Every role in the new organisational structure will belong to a specific job family.

Feedback on the job families were positive. The final job families can be found below:



Senior Manager

- Clear **Leadership** and ability to **influence** and persuade others.
- Significant **responsibility** for one or more service areas.
- Significant managerial **Decision-making** duties involving significant resources.
- **Significant Communications** skills including regular presentation to the Corporate Management Leadership Team, Portfolio Holders, Full Councils, Cabinets, Scrutiny, other Member Committees/Panels and other key external bodies.
- **Recognition** from peers as a significant manager of resources.

Manager

- Provide **Leadership** and **influence** to others.
- **Responsibility** for one or more service areas.
- Managerial **Decision-making** duties involving significant resources.
- **Excellent Communications** skills including regular presentation to stakeholders such as the Corporate Management Leadership Team, Portfolio Holders, Full Councils, Cabinets, Scrutiny, other Member Committees/Panels or other key external bodies.

Senior Specialist

- Significant **problem-solving** duties on significantly complex technical activities.
- Significant **responsibility** for one or more technical specialist areas.
- Significant technical **Decision-making** duties involving significant resources.
- **Significant Communications** skills including regular presentation to corporate management, Members, Committee/Panels and other key external bodies.
- **Recognition** from peers as a leading specialist in the technical field of work.

Specialist

- Undertake **problem-solving** duties on significantly complex technical activities.
- **Responsibility** for one or more technical specialist areas.
- Technical **Decision-making** duties involving significant resources.
- **Excellent Communications** skills including regular presentation to stakeholders such as corporate managers, Members, Committee/Panels or other key external bodies.

Senior Administrator

- Undertake a **broad range** of administrative work, sometimes complex and non-routine, in a variety of environments.
- **Responsibility** - Work under broad direction, being responsible for own work and/or others in a supervisory role.
- **Good Communications** skills including occasional presentation to stakeholders such as corporate managers, Members, Committee/Panels or other key external bodies.

Administrator

- Undertake a **range** of administrative work, sometimes complex and non-routine, in a variety of environments.
- **Responsibility** - Work under direction, being responsible for own work.
- **Administrator** duties involving discretion in resolving problems or enquiries.

Senior Case / Operations worker

- Undertake a **broad range** of case/field work, sometimes complex and non-routine, in a variety of environments.
- **Responsibility** - Work under broad direction, being responsible for own work and/or others in a supervisory role.
- **Good Communications** skills including occasional presentation to stakeholders such as corporate managers, Members, Committee/Panels or other key external bodies.

Case / Operations worker

- Undertake a **range** of case/field work, sometimes complex and non-routine, in a variety of environments.
- **Responsibility** - Work under direction, being responsible for own work.
- **Case / Field work** duties involving discretion in resolving problems or enquiries.

Senior Technical Advisor

- Undertake **problem-solving** duties on complex technical activities.
- **Responsibility** - Work under broad direction, being responsible for own work and/or others in a supervisory role.
- **Technical advisory** duties involving significant resources.
- **Good Communications** skills including occasional presentation to stakeholders such as corporate managers, Members, Committee/Panels or other key external bodies.

Technical Advisor

- Undertake **problem-solving** duties on technical activities.
- **Responsibility** - Work under direction, being responsible for own work.
- **Technical advisory** duties involving discretion in resolving problems or enquiries.

Salary Pay Spines

Following the consultation, the final salary pay spine has been confirmed and is outlined below.

Band Name	Minimum Salary Scale	Maximum Salary Scale
Apprentice	£11,833	£16,981
A	£17,588	£18,800
B	£18,801	£22,127
C	£22,128	£25,972
D	£25,973	£30,508
E	£30,509	£34,788
F	£34,789	£39,970
G	£39,971	£44,820
H	£44,821	£49,929
I	£49,930	53,958
J	£53,959	£58,690

The following shows how the new Pay Spine relates to the Job Families

<u>New MIN & MAX Salary</u>	<u>New Band names</u>	<u>New Job Families</u>		
£53,959 - £58,690	J	Senior Manager	Senior Specialist	
£49,930 - £53,958	I			
£44,821 - £49,929	H			
£39,971 - £44,820	G	Manager	Specialist	
£34,789 - £39,970	F			
£30,509 - £34,788	E	Senior Administrator	Senior Case / Operations worker	Senior Technical Advisor
£25,973 - £30,508	D			
£22,128 - £25,972	C	Administrator	Case / Operations worker	Technical Advisor
£18,801 - £22,127	B			
£17,588 - £18,800	A			
£11,833 - £16,981	Apprentice	Apprentice		

4. Final Values and Behaviours

Feedback on the Values and Behaviours for the organisation were extremely positive. This have now been agreed and the final version can be found below. These will feed into the development of a new People Strategy for the organisation.

Our values and behaviours

We live by our values to:



5. Next Steps

All staff will be receiving their final individual position letters throughout the week commencing 4 November 2019. This letter will confirm whether you are being assimilated into a role, ring-fenced, have an opportunity to express your preferences for roles or are required to take part in a competitive process. The selection process for these roles will either be through a written expression of interest process or interview/assessment.

Alongside the letters, all staff will receive the final response to feedback on team specific structure proposals and the final role profiles and structures for their area.

All policies, procedures and guidelines will be reviewed with the key contractual ones being highlighted for completion by 1 January 2020.

Further details on next steps can be found in the table below:

Item	Dates
Individual Position Letters	4 November – 8 November
Expressions of Interest (EOI) close	15 November
Assessment/Selection Process/Interviews	18 November – 6 December
New roles, structures and pay spine come into effect	Wednesday 1 January 2020
New Terms and Conditions, Pay Spine and Job Families come into effect	Wednesday 1 January 2020
Essential car user allowance ceases and protection begins.	Wednesday 1 January 2020

Appendix A - Detailed response to consultation feedback

	Summary of Consultation Feedback	Response
Holiday and Work/life balance	Annual Leave Entitlement Annual leave days <ul style="list-style-type: none"> The majority of responses were supportive of the proposals for annual leave and the increase to 25 days annual leave for new starters. A number of respondents commented on the number of days Directors/AD's receive (30) and asking that all staff, no matter of rank, receive the same number of annual leave days. There were some comments around it being unfair to those staff who have worked their length of service of plus 5 years. A number of comments raised concern that the 2 additional days could be taken away with the 2 days nominated leave. Suggestion that leave entitlement recognises length of service. UNISON response: <ul style="list-style-type: none"> Unison welcomes the proposal to increase annual leave day entitlement. Question raised over the rationale of Directors/ADs receiving 30 days leave when the flexible working approach doesn't specify they will be excluded from the arrangement. 	<p>Following consideration of the feedback, it has been agreed that the proposal as set out in the consultation pack will be implemented.</p> <p>The Councils want to recognise long service of its employees but will work on developing a form of reward outside of the terms and conditions.</p> <p>Reasoning behind D/ADs annual leave arrangements - Directors and Assistant Directors Terms and Conditions were agreed with UNISON during the restructure process of the senior management team for the two Councils. They have 30 days annual leave as their Terms and Conditions and requirements on them vary slightly to the rest of the organisation. The MD, Directors and Assistant Directors are able to work their hours flexibly during the day but are not able to take days back through flex (e.g. they cannot take flex days off). Alongside this, there is an expectation on the senior management team to work unsociable hours as and when needed.</p>
	Nominated Leave: <ul style="list-style-type: none"> A large proportion of staff who responded to the proposal on nominated leave commented that it would be unfair to ask staff to save 2 days annual leave for nominated leave. Some respondents were supportive of the proposal but ask that staff are told far enough in advance to plan for the 2 days. Some staff commented that they would prefer if we could choose the days taken off as nominated leave. 	<p>Consideration was given to the feedback on nominated leave from staff and from Unison. Following negotiation with Unison, it has been agreed that the nominated 2 days leave will be removed from the proposal and future nominated days will be agreed through the Negotiation Forum.</p> <p>In some circumstances, the Council may need to close the office in an emergency situation, and reserves the right to do this, without the formal agreement through the Forum, which would</p>

Holiday and Work/life balance	<ul style="list-style-type: none"> A number of responses asked that the 2 days nominated leave to be added to baseline annual leave entitlement. A number of people asked for more detail in terms of what instances this would apply in. <p>UNISON response:</p> <ul style="list-style-type: none"> Requests that nominated leave should not be imposed through contractual terms but dealt with through discussion at the Consultation Forum. 	not be viable in an emergency. The Forum agreed that this is a practical approach.
	<p>Bonus days</p> <ul style="list-style-type: none"> Majority of responders supportive of bonus day proposals. A number of staff asked whether the bonus days could be given prior to public holidays. A few responders asked how this would work for part time staff. <p>UNISON response:</p> <ul style="list-style-type: none"> UNISON asked that any proposals to offer bonus days should be discussed with staff reps on the Consultation Forum. UNISON also comments that the introduction of bonus days is undermined due to nominated days. 	<p>Following consideration of feedback, it has been agreed that the proposal as set out in the consultation pack for bonus days will be implemented.</p> <p>Bonus days may be given for a variety of reasons, therefore may not fall near a public holiday or at the Christmas Period every time. Staff will be given enough notice to plan for the bonus day in advance.</p> <p>This year, for example, 27 December 2019 is a bonus day to thank everyone following a year of significant change. For part time staff, bonus days will be pro-rated and if the day falls on a non-working day, the time can be taken in agreement with your line manager at another point.</p>
	Buying and Selling Leave	
	<ul style="list-style-type: none"> Many of the responders were supportive of the proposals for buying and selling leave, adding that it increased flexibility for staff to manage their own time. There were a few comments raised around the flexibility of being able to sell leave (even if you haven't bought any) and whether this could be reviewed. <p>UNISON response:</p> <ul style="list-style-type: none"> UNISON are supportive of the proposal for buying and selling leave. 	<p>Following consideration of feedback, it has been agreed that the proposal as set out in the consultation pack for buying and selling leave will be implemented.</p> <p>We want to encourage staff to take their annual leave and have the right work/life balance, so purchased annual leave cannot be sold below your contractual entitlement.</p> <p>Policies will be developed prior over the coming months which will pick up the process around applying this.</p>

Holiday and Work/life balance	<ul style="list-style-type: none"> Response raised that there needs to be a clear and transparent process on decision making for this. 	
	Carry over of leave	
	<ul style="list-style-type: none"> The majority of responses to this proposal were supportive. A few people asked whether the requirement of taking the days carried over within the first 3 months was fair and should this be more flexible as everyone's leave years run at different times of the year. Clarification was asked in terms of what process will be followed to carry over leave. <p>UNISON response:</p> <ul style="list-style-type: none"> UNISON supports the principle of staff being able to carry over a maximum of one week's annual leave entitlement based on an individual's working hours. Clarity required on the process for doing this. 	<p>Feedback has been considered and it has been agreed that the proposals on carry over of leave will be implemented.</p> <p>A policy on annual leave will be developed in the coming months which will highlight the process behind how carry over of leave will work in practice.</p>
	Special Leave	
	<ul style="list-style-type: none"> Many responders were supportive and welcoming of the proposal for 6 days for special leave. A number of responders raised that the number of days for special leave has been reduced from 9 days to 6 days for staff at the Lodge and clarity was required around the additional 3 days for public duties which isn't mentioned in the consultation pack. A few questions were raised around how the process will work for applying for special leave. <p>UNISON response:</p> <ul style="list-style-type: none"> Increase to 6 days is a welcomed increase for South Norfolk staff. Proposal removes the additional 3 days for public duties which are presently afforded to Broadland staff 	<p>Feedback has been considered and it has been agreed that the proposal will be revised to include up to 3 days for public duties.</p> <p>The Councils will work with Unison to identify the parameters around what constitutes 'public duties' and the policy that will set out the process.</p>

Holiday and Work/life balance	Sickness Entitlement	
	<ul style="list-style-type: none"> There was a limited response to this proposal and the answers that were received were mixed, particularly on the proposal for those in their first 4 months of service. Some responses were in support of the changes, suggesting that this was fair to staff but requested to have more detail on how sickness was going to be recorded e.g. will the Councils be using the Bradford score. Some responses were against the proposal for statutory sick pay for those with under 4 months service, commenting that this proposal does not reflect an employer of choice. <p>UNISON response:</p> <ul style="list-style-type: none"> Sick pay should be paid to all staff from the beginning of their employment. 	<p>Feedback particularly on the proposals for the first 4 months of service were considered. To reflect the situation of an exceptional circumstance, it has been agreed that the wording of the proposal will be amended to say:</p> <p>'Less than 4 months - Statutory sick pay only (occupational sick pay will not normally be paid)'</p>
	Flexible Working	
	<p>Mixed feedback was received on the different options for flexible working in the future. There was a relatively equal split between those preferring to retain a structured approach and those wishing to move to an unstructured approach.</p> <p>Feedback included:</p> <ul style="list-style-type: none"> There was a split of responses of those in favour of the unstructured approach, but some wanting to record time and those preferring not to. Acceptance that it is a change in culture and will therefore take time to get used to. Many respondents raised that flexible working is a benefit to staff and would welcome increased ways to work flexibly in the future. Requests for guidance on how an unstructured approach would work in practice. 	<p>Following the end of the consultation, feedback was considered on the different models for flexible working. It has been agreed that an unstructured approach to flexible working will be implemented. Some staff raised concerns regarding working in an unstructured flexible way, therefore staff will have the option of opting in to a more structured approach.</p> <p>We want to be an organisation that works in a truly flexible way and recognise that we have some way to go in order to fully benefit from flexible working practices. We will be holding training sessions for managers to support them in managing remote teams and staff working flexibly, alongside continuing to improve our IT and systems to enable improved flexible working.</p> <p>Staff will be able to have the option of completing a timesheet if they would like to, but this will not be a formal requirement of all staff. It is also agreed that if a staff member wishes to complete a timesheet, this will be recognised by the manager and the individuals flex time will be managed in a structured way.</p>

<p>Holiday and Work/life balance</p>	<ul style="list-style-type: none"> • A number of respondents raised that the Councils would need to have the right infrastructure and IT in place to support increased levels of flexible working (especially for working at home) • A number of responses queried how a flexible approach would work for those in front line services, with some commenting that flexible working was unfair for those who could not work from home or flexibly throughout the day. • There were many suggestions for hybrid approaches such as an unstructured approach but with time recording and structured approaches without core hours <p>UNISON response:</p> <ul style="list-style-type: none"> • UNISON requests the following changes to be made to the proposal on flexible working: <ul style="list-style-type: none"> - Remove core time during the working day - Allow staff to work at the office between the hours of 7.30am and 6.00pm, Monday to Friday - Reinforce a maximum working day - Any work patterns outside these hours with line manager approval - The Councils to provide a generic timesheet for staff to complete - Where staff complete a timesheet, acknowledgement that it will be recognised by managers as a recording method • UNISON also requests that clear messages are given on how and when flex and TOIL can be recouped after 1 Jan 2020. 	<p>Further details on how the final proposal will work can be found in the final terms and conditions. If there is outstanding flex or toil at the end of December, then this will be carried into the new scheme effective from 1st January.</p> <p>Operational and front line staff will continue to work as they do now therefore using flexible working where they can whilst ensuring operational delivery requirements are met</p>
	<p>Place of work</p> <p>There were mixed responses to the proposal that staffs place of work will be all Council owned sites. In summary, there were 45 responses to this proposal, 2 were in support of the proposals, 26 were against the proposals and the rest were queries/clarifications.</p> <ul style="list-style-type: none"> • A number of respondents have raised issues with the proposal that where an employee works from one site for the day, that will be 	<p>Moving forward, we are becoming one officer team, supporting two autonomous councils. This will require us to work flexibly and across different sites and locations as and when needed. It is envisaged that some teams may work more often from a single site and there will be some staff who work more flexibly across many sites. The proposal for your deemed workplace to be the site you start work from remains. Staff will be able to claim</p>

	<p>deemed their workplace and no mileage or travel time will be claimable for the journey to or from that site. In particular, the focus was on:</p> <ul style="list-style-type: none"> - Travel between CNC Wisbech and the House has been raised as an issue if staff cannot claim for the travel. - Staffs ability to be able to have a designated place of work and be able to walk/run etc - Financial impacts on staff in terms of paying additional mileage and time to travel further to different sites. <ul style="list-style-type: none"> • There were a number of people raise that they believed the new terms and conditions meant that no one will be able to claim any mileage at all. • Some respondents proposed that staff should be able to choose their location of work, dependent upon what is best for their circumstances. • A number of respondents proposed that this should be a phased approach. • Some respondents commented that we need better IT and flexible working to prevent the need to travel in-between sites often. • Some proposals came forward which included: <ul style="list-style-type: none"> - Shuttlebuses in-between sites - Pool cars <p>UNISON:</p> <ul style="list-style-type: none"> • No response submitted on this point. 	<p>mileage for essential and reasonable travel between offices during the working day will normally be claimable.</p> <p>The Councils want to support a green agenda and recognises there is some work to do in order to support this. Proposals from staff around exploring pool cars and other transport opportunities and improved IT will be explored.</p>
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Travel	
<p>HMRC Mileage rates: Limited responses were received on the mileage rates, but the majority of those received, were in support of the HMRC rate. In total, 13 responses were received which made comment on HMRC rates, 8 were in support, 3 were against the rest were queries/comments.</p> <ul style="list-style-type: none"> • Some comments were raised on whether the HMRC rate fully compensates for travel in remote areas and over rough grounds. • Some comments on whether the HMRC payment of up to 5p for carrying passengers would be used. • Proposal put forward that pool cars/electric pool cars should be used to lower the amount claimed by staff for travel throughout the day for site inspections etc. <p>UNISON response:</p> <ul style="list-style-type: none"> • The majority of staff support using the HMRC rate. UNISON are undertaking work nationally to review the rates as they have not been increased since 2011. 	<p>Following consideration of the feedback on the HMRC mileage rates, it has been agreed that the proposals will be implemented.</p> <p>It is considered that the HMRC set rates are reasonable for reimbursement of car mileage expenses including the cost of maintaining a vehicle and fuel.</p> <p>Alternative modes of transport such as pool cars and electric vehicles will be considered and explored.</p> <p>HMRC allows for 5p passenger rate for up to a maximum of 4 passengers which will be payable if claimed. This increases mileage rates to a maximum of 65p per mile, where passengers are in the vehicle.</p>
Essential Car Users	

	<p>In total, 50 responses were received which commented upon the proposals for essential car users. 40 responses were against the changes, 5 responses were in support of the changes and the rest were either queries or questions.</p> <ul style="list-style-type: none"> • A large proportion of the responses were received were from those directly affected by the proposal. • A number of the responses raised that staff feel the essential car user removal was a reduction in pay which will have an impact on staff financial situations. • Many of the responses comment on the HMRC rate not being enough to cover wear and tear, depreciation or car insurance of a vehicle which needs to be used for work purposes. • A number of responses highlighted that though the proposal was to remove ECU, staff could benefit from the car leasing scheme. • Those in support of the proposal stated that HMRC rates were fair. • A number of proposed changes were submitted which included: <ul style="list-style-type: none"> - Essential Car User Allowance to be built into the salary of those who were previously entitled to the allowance which would ensure equity moving forward when it is removed and that there is no further erosion of salary for those who have been reliant on the fund. - Removal of ECU to be balanced with the removal from the contracts of the requirement to provide a car to carry out roles. - Proposal to review the posts and ascertain which jobs require it in the future. Only those who are deemed 'necessary' to carry out their role to have access to the allowance. - A) Review the existing SNC essential user matrix to ensure that only "high" mileage and users for essential business needs qualify B) Establish two rates of essential user allowance C) Ensure that an annual review of any essential user receiving the allowance is undertaken 	<p>Following consideration of the feedback and the negotiations with the Forum, it has been agreed that:</p> <p>All Essential Car User allowances and additional mileage rates will end with effect from 1 January 2020.</p> <p>For staff already in receipt of the allowance and whom meet the threshold of 1,800 miles, this allowance payment will be protected for a period of 18 months.</p> <p>During these 18 months, the organisation will work with Unison and staff to identify if a new approach is required moving forward.</p>
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	<p>It needs to be accepted that usage of one's car especially over rough terrain e.g. building sites and/or country roads does incur a greater risk of vehicle car damage and depreciation resulting in a significantly lower re-sale or trade-in value.</p> <ul style="list-style-type: none">- Pool cars (low emission cars) to be introduced instead.- Protected pay to cover those losing ECU for a transition period. <p>UNISON response:</p> <ul style="list-style-type: none">• UNISON do not support the removal of essential car user and asks for further work to be done on this to understand how staff who rely on their cars to complete their roles will continue to do this without the allowance.	
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	Performance Related Pay/Salary Progression	
Pay-related	<p>In total, there were 59 responses with 16 in favour of the £250 and 11 against, with the common theme for against being the value. The remaining of the responses were either queries or proposals as follows:</p> <ul style="list-style-type: none"> • How has the value of £250 been arrived at? • Why is the £250 non-consolidated? • Will everyone get this regardless of when they started at the council? • Will there be a payment in 2020 or is this in lieu of this? • How is PRP and cost of living applied when staff are at the top of the grade? • Current PRP is part of current T&Cs, would applying something different in January 2020 be a breach of this. • Will the PRP be taxed? • Abolishing the current scheme without a firm replacement – this should have further negotiation, should have been negotiated on now • Proposals for consideration: Performance to be measured at a team level – if your team performs, then you get rewarded, Directors/ADs to have a small pot of money for individual performance bonuses throughout the year, small ‘thank you’ such as gift cards etc. • Proposed scheme needs to be less bureaucratic and much fairer in terms of payments. <p>Clarity requested on a team approach to performance.</p> <p>UNISON response:</p> <ul style="list-style-type: none"> • Supportive of the opportunity to develop a new performance management scheme. • Requests that the amount given to staff should be at least £500 per person pro-rata’d. 	<p>Following the consideration of the feedback and negotiation with the forum, it has been agreed that all staff will receive a £250 prorated ‘thank you’ one off payment, whilst a new performance management scheme is developed.</p> <p>Both Councils have a budget set aside for PRP payments and cost of living awards, but the amount and the approach to applying this across the two Councils is different. It was decided that a new approach needs to be developed across the two Councils, based on a joint performance scheme. In order to engage with all staff on this, it was agreed to do this after the consultation on terms and conditions.</p> <p>The £250 per person prorated will be available to all staff and will be taxed (any monetary bonus to staff has to be taxed).</p> <p>£250 per person prorated was derived from modelling work based on the existing budgets for both Councils and the average amount received by staff at both Councils in the existing models. In order to be equitable and fair, the proposal was for all staff to receive the same amount, no matter the grade or hierarchy. £250 is a fair amount for all staff and is actually exceeds our existing budgets set aside.</p> <p>Proposals put forward from staff such as measuring performance at a team level and small bonuses throughout the year will be considered as part of the development of a new approach in the new year.</p>

	Cost of living	
	<p>In total, there were 24 responses with 7 in favour of the proposed 2% and 4 against the proposal.</p> <p>The remaining of the responses were queries as follows:</p> <ul style="list-style-type: none"> • How long will the 2% be applied for, when will the scheme be fully reviewed? • Will the 2% be applied if you are on top of the salary spine? • Will the 2% be applied to the salary spine? • If the centrally negotiated 2% is more than 2% will the difference be honoured? • The 2% should be the guaranteed minimum. • The amount should be in line with inflation / cost of living. <p>UNISON response:</p> <ul style="list-style-type: none"> • Welcomes the proposal to pay staff at least 2% cost of living increase but asks that the final pay award agreed nationally in April 2020 is matched if it is above the 2% per annum. 	<p>Providing staff with a 2% cost of living increase is an interim measure which will be effective and paid in April 2020. The aim of implementing an interim measure is to give staff as much certainty as possible for the future, alongside providing time to develop a new scheme alongside a new performance management approach with staff.</p> <p>The 2% cost of living increase is applied to the pay spine (therefore the top and bottom of the pay spine will increase by 2%).</p> <p>This has been agreed with the Negotiation Forum.</p>
	Pay Day	
	<p>There were 21 responses with all stating that if there is a move in the date then this should be brought forward to the 20th of the month.</p> <p>No UNISON response was received in relation to this proposal.</p>	<p>If it becomes necessary to change either of the pay days you will be notified in advance of this.</p>
Overtime	Overtime	
	<p>In total, 116 responses were received which made comments on overtime and TOIL. All responses are against the change to time & half or double time.</p> <p>General questions/queries about overtime/TOIL:</p> <ul style="list-style-type: none"> • What does specific operational needs mean? • Hours worked outside normal business hours will only be paid at plain time which will reduce the willingness of staff to work on events 	<p>Consideration has been given to the overtime proposals. Overtime should be an absolute exception and it is important for staff to utilise the flexible working approaches where possible.</p> <p>Following the negotiation with the forum, the new arrangements have been agreed as follows:</p> <ul style="list-style-type: none"> • All overtime should be pre-planned and, therefore have the permission of your line manager prior to being undertaken.

	<ul style="list-style-type: none"> Proposed overtime restrictions in relation to banding and plain time for weekend working will have a negative impact on staff enthusiasm for weekend working. Not offering overtime at an enhanced rate will impact on willingness to work outside of core hours How does call out rates work in relation to overtime e.g. dangerous structures, building issues? Overtime is currently used to cover additional duties in services whereby flex isn't able to be provided i.e. depot and leisure Overtime should remain as an incentive for staff Removal of TOIL and overtime will have an impact on how the team can do the job that is needed, as much of the work is outside business hours Part of the willingness to do work outside of business hours is the recognition of that effort by being recompensed by receiving TOIL at a rate of 1.5 for meetings after 7.30pm weekdays and Saturdays and at a rate of 2.0 for Sundays. Proposed overtime restrictions in relation to banding and plain time for weekend working will have a negative impact on staff enthusiasm for weekend working. Business need means that systems updates and year end processes need to be run in evenings and at weekends to minimise the impact on the staff & the ability to use the systems – removal of TOIL and overtime will remove staff willingness Clarity on exception basis. <p>Depot</p> <ul style="list-style-type: none"> Depot staff are required to work most Saturdays because of a bank holiday, the proposal means a pay cut for the lowest paid staff Removal of overtime from Band C workers will have a critical effect on the operation of the Depot. The Depot are required to operate weekend working post Bank Holiday periods and unfortunately the rounds will not go out without maintenance cover from the 	<ul style="list-style-type: none"> All overtime should be based on business needs and only where other options such as flexible working have been exhausted or do not apply. Overtime rates only apply for hours above 37 per week and usually paid at plain time. Overtime will usually only apply as standard to those on Band C and below of the new salary pay spine, provisions have been made in the proposal below where exceptional business specific requirements may determine overtime is required but this is not expected to be a regular occurrence. For those on Band D-E, overtime should be exceptional and flexible working principles should apply. If flexible working cannot be applied, then agreement is required from the Assistant Director/Director/Senior Operational Manager on an exception basis for a defined service requirement. <p>The pattern of working for operational services differs greatly from the majority of other services we deliver as a Council and flexible working does not largely apply. As such overtime has been considered to ensure that operational needs of these services can be maintained.</p> <p>Further details on overtime can be found in the terms and conditions.</p>
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	<p>Workshop. Additionally, the full cohort of Workshop personnel is required to undertake weekend working post a Bank Holiday period that does not fall on a Monday (Xmas, Easter and VE day) as up to 23 rounds are required to run on a Saturday.</p> <ul style="list-style-type: none"> Petition from 90 staff at the Depot responding to the following: “we kindly ask you to consider our request to not implement cuts to overtime and to remove the wording from my job description implying I will have no choice but to undertake additional hours. <p>UNISON response:</p> <ul style="list-style-type: none"> UNISON opposes the removal of overtime rates above plain time for all staff. The branch believes that overtime should be voluntary for all staff and contracts should not be amended to allow any manager to insist that an employee work above 37 hours per week. UNISON requests that the Councils undertake a review of the duties carried out and paid at overtime rates to create a new overtime policy. 	
Other	Pay Protection	
	<p>In total, there were 60 responses which made comment on the proposals for pay protection. 6 were in support of the proposals, 34 were against the proposals, 11 put forward alternative options and the remaining were questions or queries.</p> <p>In summary the main focus of the majority of responses was around the disparity between the 3 year and 1 year protection between Broadland and South Norfolk employees in the interim period.</p> <p>In support</p> <ul style="list-style-type: none"> Recognise generous pay protection not realistic in this era 1 year pay protection generous- need to consider residents and future budget envelope. Proposal in line with current practice. 	<p>The Councils recognise that a large proportion of the feedback was based on the current disparity between the pay protection amounts for both Councils. As an employer, we want to be supporting our staff as much as possible, whilst also being responsible for our residents and spending council tax money wisely.</p> <p>Following negotiation, we have collectively agreed a new model for pay protection for existing staff in this current restructure and a new protection for January 2020 onwards.</p> <p>Recognising the disparity and our drive to support our existing staff, it has been agreed that all staff at Broadland and South Norfolk who are affected in this current restructure, will all receive a 3 year pay protection.</p>

	<p>Against</p> <ul style="list-style-type: none"> • A number of comments regarding disparity between 1 year BDC pay protection and SNC 3 year as per current T&Cs • Proposal does not make us an employer of choice • 3 years is enough time for people to find another job • Not fair that officers doing the same role after 1 year will be on different salaries <p>Alternative Proposals</p> <ul style="list-style-type: none"> • Suggestion to extend the pay protection by 2 years at SNC for all staff affected • Several responses proposing pay protection kept at 3 years. • Protected pay should receive a cost of living increase. • Need to offer better terms than neighbouring authorities • A couple of proposals to move to 2 year pay protection • Push start back for pay protection to April 2020- or be clear only applies to new starters. • Need to move to 1 year pay protection for all to make it fair for all staff. • Authority should continue to make pension contributions where protected salary is in place. • Variations of 2 year pay protection from 2020 and 1/2 year pay protection from 2021 <p>Queries</p> <ul style="list-style-type: none"> • Clarity on how PRP will be awarded if there is pay protection • Seeking reassurance that further restructures won't take place and staff won't be affected by changes. • Clarity if proposals are focussed on industry standard and/or financial savings • Proposal to increase SNC salary protection by 50% • Would be helpful to share rational • Clarity around 1.5 statutory multiplier on gov.uk <p>UNISON response:</p> <ul style="list-style-type: none"> • Believe the one year pay protection is too low. 	<p>An 18-month pay protection will come into effect on 1 January 2020.</p> <p>The interim PRP payment is non-consolidated, meaning that all staff will receive the same amount, whether they are on pay protection or not.</p>
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Redundancy	
<p>In total, there were 107 responses received which made comment on the proposals around the redundancy multiplier. 5 were in support of the proposals, 68 were against, 22 made alternative proposals and the remaining were questions or queries.</p> <p>In support</p> <ul style="list-style-type: none"> • Recognition that alignment required • Recognition that incredibly generous pay protection not realistic in current era • Need to save money and think about the public purse • Multiplier proposed is generous <p>Against</p> <ul style="list-style-type: none"> • Number of queries about why reduce the multiplier if there are not any redundancies • Redundancy multiplier not an employer of choice • Shouldn't change redundancy at this stage <p>Alternative proposals</p> <ul style="list-style-type: none"> • SNC should adopt BDC multiplier • Suggestions to move to 1.6 multiplier • Proposal to move to 1.9 multiplier • Only make changes for new staff • Suggestion to move to 1.5 multiplier • Suggestion of a gradual decrease <p>Queries</p> <ul style="list-style-type: none"> • Clarity around what unbroken service means in regard to redundancy • Concerns around redundancies in the future • Queries around rational for the changes – e.g. savings <p>UNISON response:</p> <ul style="list-style-type: none"> • Disagrees with the proposal on the multiplier. Requests a multiplier of 2.2 for all staff to be adopted. 	<p>Following the feedback received and through negotiations with the Negotiation Forum, the proposal on redundancy multiplier has been revised. As outlined in the feasibility study, we are working on the presumption of no redundancies. Alongside this, as a Council, we have the responsibility to ensure our budgets and MTFP are safeguarded for the future.</p> <p>Taking this into account, the final negotiated position on redundancy multiplier is as follows:</p> <p>Both Councils will have a designated redundancy multiplier of 1.6 from 1 January 2020 for a period of 2 years.</p> <p>From 1 January 2022, the designated redundancy multiple will move to 1.4. This applies to all staff.</p>

Professional Fees	
<p>There was a mixed response to the proposal around professional fees. In total, 53 response were received, 15 were in support of the proposals, 30 were against the proposals and the rest were either questions or queries.</p> <ul style="list-style-type: none"> The majority of those who disagreed with the proposals, did not disagree on the principle of reimbursement of fees, but suggested that instead of being considered case by case, it should be as suggested below: <ul style="list-style-type: none"> If a professional membership is required for a job role (e.g. in the role profile as essential criteria), then the Councils should reimburse the cost, instead of being on a case by case basis. Those in support of the proposal welcomed the possibility of professional fees being reimbursed. There were a few comments on ensuring that the criteria is transparent and open for people to see. <p>UNISON response:</p> <ul style="list-style-type: none"> Requests that if a job description has professional membership as an essential criteria, then these should be automatically paid by the employer. 	<p>As an employer, we have a responsibility to ensure that our staff have the right training and memberships where required. Following consideration of the feedback, the proposal has been amended to reflect the key themes.</p> <p>Professional fees include professional memberships. These will automatically be paid for those roles that are statutory. All other professional memberships will be considered at the discretion of the Director/Assistant Director in liaison with the HR Lead, as per service requirements.</p>
Notice Periods	
<p>In total, 7 responses were received which commented upon notice periods. 4 were in support of the proposals, 2 were against and 1 was a query/question on the proposal. Feedback included:</p> <ul style="list-style-type: none"> Mixed view on whether band E should be 1 or 2 months notice. Potential for managers to have discretion in terms of the notice periods when needed. <p>UNISON response:</p> <ul style="list-style-type: none"> UNISON is in support of the notice period proposals but ask that the notice periods should not be subject to caveats. 	<p>No changes made to this proposal.</p>
Relocation	
<p>In total, there were 2 responses to the proposal for relocation, both were supportive of the proposals.</p>	<p>No changes made to the proposals on relocation.</p>

<p>UNISON response:</p> <ul style="list-style-type: none"> • Accepts the proposal. 	
Market Supplements	
<p>In total, 10 responses were received to the proposal on market supplements. 3 were in support, 3 were against and the rest were questions or queries. Feedback included:</p> <ul style="list-style-type: none"> • A few respondents commented that market supplements should not be necessary if the Councils are paying the market rate for certain roles and that this could cause inconsistency in salaries across similar roles. • Those in support of the proposals for market supplements said that it was necessary to retain and recruit hard to fill roles. <p>UNISON response:</p> <ul style="list-style-type: none"> • UNISON are in support of the proposal and ask that where market supplements are approved, the councils should undertake regular equality monitoring with UNISON. 	<p>Taking the feedback into consideration, no changes were made to the proposals on market supplements.</p> <p>Market supplements are required for some 'hard to recruit' to roles or to retain suitably qualified or experienced employees. This doesn't necessarily mean that market rates are not being paid, but it could mean that there is a shortage of a particular skill set or experience.</p>
Tea/Coffee	
<p>In total, 37 responses were received which made comments on the proposal for tea and coffee. 23 were in support of the proposals, 11 were against and the rest were questions/queries. Feedback included:</p> <ul style="list-style-type: none"> • Free tea/coffee is highly valued and seen as a benefit to staff. Many have asked for this not to be via vending machines. • Those against the proposals have highlighted that free tea and coffee could have an impact on the canteens at both sites and should council tax payers be paying for free tea and coffee for staff. <p>Alternative proposals put forward:</p> <ul style="list-style-type: none"> • Vending machines • Free fruit instead of tea and coffee • Staff to pay in for the tea and coffee so tax payers are not picking up the bill 	<p>Following the consideration of the feedback, as an interim measure as we look at the wider catering provisions, we will be implementing free tea and coffee at all South Norfolk Council sites. The vending machines at Broadland will remain as is.</p> <p>We will be considering other proposals put forward, outside of the terms and conditions.</p>

	<ul style="list-style-type: none"> • Small dishwashers for mugs • Subsidised canteen instead • Chilled drinking water <p>No UNISON response received on these proposals.</p>	
Flu Jabs		
	<p>In total, there were 17 responses which made comments on the flu jab proposals. 7 were supportive of the proposals, 1 was against and the rest were questions or queries.</p> <ul style="list-style-type: none"> • The majority of staff who responded to this proposal were in support but asked whether the flu jabs would be free for staff and paid for by the Councils. <p>Additional proposals put forward:</p> <ul style="list-style-type: none"> • Free eyesight/hearing tests <p>No UNISON response received on these proposals.</p>	<p>Following consideration of the feedback on Flu Jabs, it has been agreed that the proposals will be implemented.</p> <p>Both Councils already have free eye care vouchers and we will be looking into a hearing voucher scheme in the coming months.</p>
Occupational Health, Physiotherapy & other associated services		
	<p>There were 5 responses made which made comments on occupational health, physiotherapy and other associated services. 2 were in support of the proposals and the rest were questions/queries.</p> <p>There were minimal responses made to these proposals. The main query from staff on these proposals were: can counselling services be taken during work time and is this included under occupational health?</p> <p>No UNISON response received on these proposals.</p>	<p>Following consideration of the feedback on occupational Health, Physiotherapy & other associated services, it has been agreed that the proposals will be implemented. This contract is in place for BDC and will be extended to SNC staff.</p> <p>A comprehensive employee assistance programme will be provided through the new benefit scheme which would include counselling services. It is accepted that counselling is a very personal matter. If an individual's appointment falls into work time that is fine from an organisational perspective however the individual would need to make the reason for absence known to their line manager.</p>

	Social Club	
	<p>Feedback included:</p> <ul style="list-style-type: none"> Those that responded to proposals on social clubs welcomed that the two approaches were being reviewed to bring them together for all staff. Mixed response was received, with some staff asking for the social clubs to be voluntary if staff have to pay to be a member and the other option of all staff being members and this being subsidised by the councils. A key theme arising was that staff want a wider variety of benefits through the social club. <p>No UNISON response received on these proposals.</p>	<p>Work is underway to bring the two Sports and Social Clubs together, with all staff being considered members rather than having an opt in system.</p> <p>The Sport and Social Clubs across both sites are leading on the work to combine the Clubs together with immediate effect.</p>
	Childcare	
	<p>In total, minimal responses were received on the proposals around childcare. Feedback included:</p> <ul style="list-style-type: none"> Supportive and welcoming of the proposal, Tots2Teens seen as a valuable service for staff Some concerns around the cap on number of spaces for Tots2Teens. <p>No UNISON response received on these proposals.</p>	<p>Following consideration of the feedback on Childcare, it has been agreed that the proposals will be implemented.</p>
Third Party Staff Benefit Schemes	Third Party Staff Benefit Schemes	
	<p>Benefits Scheme</p> <p>In total, there were 38 responses which made comment on the benefit scheme. The majority of respondents (23) would use the benefit scheme as opposed to 4 who would not.</p> <p>Feedback included:</p> <ul style="list-style-type: none"> The scheme seems to have a focus on national not geographic discounts Clarity required on how it would work in practice Confidence on cost to the Council with some saying would happily pay and others indicating they would not 	<p>Feedback on the benefit scheme proposals were positive. We are therefore in process of procuring a scheme which will be effective early in the new year</p>

	<p>Feedback included a number of additional proposals for the staff benefit scheme:</p> <ul style="list-style-type: none"> • Discounted Gym membership • Eye & hearing tests • Car share/pool cars • Car loan/cycle to work scheme etc <p>No UNISON response received on these proposals.</p>	
	<p>Car Lease Scheme</p> <p>In total, 59 responses were received which made comment on the proposal for a car lease scheme. 36 of 59 responders were positively in favour of the introduction of a car lease scheme particularly around environmental friendly vehicles.</p> <p>5 responders did not think the scheme was a viable option.</p> <p>Feedback included:</p> <ul style="list-style-type: none"> • Charging points required at main offices for electric vehicles • Introduction of electric pool cars would be a benefit • Consideration to be given to other modes of transport • Would like retention of car loan scheme in addition to car lease. <p>No UNISON response received on these proposals.</p>	<p>Feedback on the proposals were on the whole positive. We are therefore in process of procuring a scheme.</p>
	<p>AVC Wise Pension</p> <p>In total, 16 responses were received which made comment on the ACV Wise Pension scheme proposals. 13 were positive about the scheme and the remaining would like further details on the scheme.</p> <p>No UNISON response received on these proposals.</p>	<p>Feedback on the proposals were on the whole positive. We are therefore in process of procuring a scheme.</p>
Salary Pay Spine	Salary Pay Spine	
	<p>In total, 127 responses were received which made comments on the pay spines. 40 were in support of the proposal and 11 were against.</p> <p>All other responses were in relation to queries:</p> <ul style="list-style-type: none"> • How will you move onto the new pay spine? • How do you move through the band? • SNC staff will be getting the higher paid jobs • Why aren't we moving onto NJC pay spines? • How do you move between bands i.e. from Band D to Band E? 	<p>Following consideration of the feedback, and negotiation with the forum, it has been collectively agreed that we will implement the new salary pay spine. The pay spine was designed to remove the disparity within the pay bands created by overlapping grades.</p> <p>In response to some of the queries:</p> <p>Where staff will be mapped onto the new pay spine will depend upon whether they are being assimilated, ring fenced or applying through a competitive process. Staff who are being assimilated,</p>

	<ul style="list-style-type: none"> • The salary structure for Assistant Directors, Directors and Managing Director should also be shown • How does career progression work? • Requests for understanding peoples career pay? • Will the bands be adjusted in terms of cost of living increases? • There should be overlapping salary bands. <p>UNISON response:</p> <ul style="list-style-type: none"> • Welcomes the removal of gaps between the pay grades • Asks for an alternative option which was modelled to be adopted. 	<p>will be mapped across onto the new pay spine on their current salary (pay protection may apply).</p> <p>A new performance management scheme will define the process for moving through the pay bands and this will be developed in the coming months with staff.</p> <p>As the pay award is applied, both the top and bottom of the bands will increase (e.g. by 2%).</p>
Job Families	<p>Job Families</p> <p>In total, there were 108 responses received which made comment on the job family proposals. There was generally a high level of support for the job families which provides clarity for how roles are classified and provides opportunities for career progression. Some clarification required on how evaluation has taken place.</p> <p>Feedback included:</p> <p>In support</p> <ul style="list-style-type: none"> • Job families good way of assessing roles • Like how they are laid out and are structured and work well for areas • Good opportunities for progression • Clear and concise • Like split between manager and specialist • Good that are paid for their role not their length of service. <p>Against</p> <ul style="list-style-type: none"> • Descriptions too restrictive • Job families are pointless. <p>Proposals</p> <ul style="list-style-type: none"> • For an additional management layer • ADs, Directors and MD should incorporated. • Should be greater gaps between the job families in terms of pay. <p>Queries</p> <ul style="list-style-type: none"> • How the percentage for external communication is evaluated 	<p>No changes made to the proposals on job families.</p>

	<ul style="list-style-type: none"> • How jobs are categorised into job families and if this has been done correctly. • Clarity required between specialise and senior specialist • Clarity around what significant means • Difference between managing/supervising job families • How have the categorisation of roles been considered independently. <p>No UNISON response received on these proposals.</p>	
Values and Behaviours	Values and Behaviours	
	<p>147 responses were received which made comment on the proposed values and behaviours. The majority of responses were positive and welcoming the opportunity to have joint aspirations for 'One Team'.</p> <p>Feedback included:</p> <ul style="list-style-type: none"> • Some suggested alternative wording over exceed expectations to ensure measurability. • A number felt that the proposals reflects the cultural change that is already happening while recognising that is in many instances this is how both Councils work now so a positive building block • Recognition that this need to be kept 'live' through communication channels other than screen savers etc <p>No UNISON response received on these proposals.</p>	<p>No changes made to the proposals on values and behaviours.</p> <p>Moving forward as one team, shared values and behaviours will be important when embedding our one team way of working and ethos. The positive comments on the proposals were welcomed and the final version will be used to develop a new People Strategy for the organisation.</p>

Appendix B - Terms and Conditions Matrix

Absence				
Area	Broadland Existing T&Cs	South Norfolk existing T&Cs	Initial proposed T&Cs	Negotiated T&Cs
Hours of Work	37 hours per week with part time staff being paid and taking holiday at a pro rata amount of this. Commence from start date of employment	37 hours per week with part time staff being paid and taking holiday at a pro rata amount of this. Commence from start date of employment	A standard working week remains at 37 hours, with part-time staff being paid and taking holiday at a pro rata amount.	A standard working week is 37 hours, with part-time staff being paid and taking holiday at a pro rata amount. Commence from start date of employment
Annual Leave Entitlement	Annual leave for new employees – 22 days Annual leave after 5 years' service – 27 days or 28 days with 2 years BDC service	Annual leave for new employees – 23 days Annual leave after 5 years' service – 28 days	New starters will receive 25 days and move to 28 days on completion of five years of employment. The leave entitlement is in addition to bank holidays falling within an employee's leave year. Leave entitlement for employees joining or leaving the authority will be proportionate to their completed service during the leave year. Directors and Assistant Directors receive 30 days of leave from date of joining/commencement.	New starters will receive 25 days and move to 28 days on completion of five years continuous local government employment. The leave entitlement is in addition to bank holidays falling within an employee's leave year. Leave entitlement for employees joining or leaving the authority will be proportionate to their completed service during the leave year. Directors and Assistant Directors receive 30 days of leave from date of joining/commencement.
Buying and Selling Leave	Buying leave - Up to 5 days paid over 12 months. Selling leave - Up to 5 days paid over 12 months.	Buying leave - Up to 5 days paid over 3 months. Selling leave - Not able to sell leave.	Purchase of Holiday: All employees are encouraged to take their full holiday entitlement each year. Employees will be able to purchase additional holiday with agreement	Purchase of Holiday: Employees will be able to purchase additional holiday with agreement from their line manager, provided there is organisational cover in place.

			<p>from their line manager, provided there is organisational cover in place.</p> <p>Selling Leave: Employees will also be able to sell purchased leave back to the Council, however you will not be able to sell leave that is part of your contractual entitlement.</p> <p>Exceptions to these arrangements may apply in the case of long-term absence.</p>	<p>Selling Leave: Employees will also be able to sell purchased leave back to the Council, however you will not be able to sell leave that is part of your contractual entitlement.</p> <p>Exceptions to these arrangements may apply in the case of long-term absence.</p>
Carry Over	<p>If you have 22 days annual leave entitlement you can carry over 2 days</p> <p>If you have 28 days annual leave entitlement you can carry over 8 days</p>	<p>If you have 23 days annual leave entitlement you can carry over 3 days</p> <p>If you have 28 days annual leave entitlement, you can carry over 5 days</p>	<p>It is possible to carry over a maximum of your working week into the next holiday year.</p> <p>For example, if you work 37 hours per week, you can carry over a maximum of 37 hours.</p> <p>If you work 20 hours per week you can carry over a maximum of 20 hours.</p> <p>These should be taken in the first three months of your new leave year.</p>	<p>It is possible to carry over a maximum of your working week into the next holiday year.</p> <p>For example, if you work 37 hours per week, you can carry over a maximum of 37 hours.</p> <p>If you work 20 hours per week you can carry over a maximum of 20 hours.</p> <p>These should be taken in the first three months of your new leave year.</p>
Special Leave	<p>Up to 6 days at the Head of Service discretion</p> <p>3 extra days for public duties</p>	<p>Up to 3 days at the managers discretion.</p>	<p>Up to six days special leave is available with Assistant Director discretion for exceptional circumstances e.g bereavement and</p>	<p>Up to 6 days special leave is available with Assistant Director discretion for exceptional circumstances e.g bereavement.</p>

			is inclusive of public duties. Any alternative arrangement will be on an exception basis.	<p>Up to 3 days may be given for public duties, with Assistant Director approval.</p> <p>Any alternative arrangement will be on an exception basis</p>
Flexible Working	<p>Pattern: No core times. Flex time accrued between 8:00 - 18:00</p> <p>Can take 1 flex day per month</p> <p>Recording of flex time on flex sheet</p>	<p>Pattern: Start between 7:30 - 10:00 Lunch 12:00-14:00 Finish 16:00-18:30</p> <p>Can carry over 16 hours and run into debit by 8 hours</p> <p>Can take 2 flex days per flex period.</p> <p>Recording of flex time on flex sheet.</p> <p>Leisure or Depot do not have flex time.</p>	<p>The proposal was to move to a more unstructured flexible working approach.</p> <p>The consultation set out two different models for staff consideration: a structured approach and an unstructured approach.</p>	<p>An unstructured approach to flexible working is adopted by the councils. Where operationally possible, all employees will be given the opportunity to work their hours flexibly with the aim of improving work life balance. This means any work and life clashes are covered off during the working week. A healthy working policy will be developed over the coming months.</p> <p>Staff are able to opt into a structured approach to flexible working, it is expected that if staff opt into the structured approach a timesheet is completed, which will be provided by the organisation.</p> <p>The timesheet must be submitted to your line manager at the end of each four week period, with credit hours at a maximum of 16 and debit hours at maximum of 8.</p> <p>If staff then wish to opt out of the structured approach, this is with the agreement of their line manager.</p> <p>See the full terms and conditions for more information.</p>

Sickness Entitlement	<p>>4 months = 1 months Full Pay</p> <p>4 months – 1 year: 1 months Full Pay + 2 months Half Pay</p> <p>during 2nd year: 2 months Full Pay + 2 months Half Pay</p> <p>during 3rd year: 4 months Full Pay + 4 months Half Pay</p> <p>during 4th and 5th year: 5 months Full Pay + 5 months Half Pay</p> <p>after 5 years: 6months Full Pay + 6 months Half Pay</p>	<p>>4 months = Statutory Sick Pay Only</p> <p>4 months – 2 years: 1 months Full Pay + 2 months Half Pay</p> <p>on/after 2 years: 2 months Full Pay + 2 months Half Pay</p> <p>on/after 3 years: 4 months Full Pay + 4 months Half Pay</p> <p>on/after 4 years: 5 months Full Pay + 5 months Half Pay</p> <p>on/after 5 years: 6 months Full Pay + 6 months Half Pay</p>	<p>Less than 4 months service – Statutory sick pay only</p> <p>4 months up to 2 years - 1 months full pay + 2 months half pay</p> <p>On or after 2 years -2 months full pay + 2 months half pay</p> <p>On or after 3 years - 4 months full pay + 4 months half pay</p> <p>On or after 4 years - 5 months full pay + 5 months half pay</p> <p>On or after 5 years - 6 months full pay + 6 months half pay</p>	<p>Less than 4 months service – Statutory sick pay only (occupational sick pay will not <u>normally</u> be paid)</p> <p>4 months up to 2 years - 1 months full pay + 2 months half pay</p> <p>On or after 2 years -2 months full pay + 2 months half pay</p> <p>On or after 3 years - 4 months full pay + 4 months half pay</p> <p>On or after 4 years - 5 months full pay + 5 months half pay</p> <p>On or after 5 years - 6 months full pay + 6 months half pay</p>
Travel				
Area	Broadland Existing T&C's	South Norfolk existing T&C's	Initial proposed T&Cs	Negotiated T&C's
Mileage Rates	<p>HMRC rates:</p> <p>First 10,000: 45p per mile</p> <p><10,000: 25p per mile</p> <p>Motorcycle: 24p per mile</p>	<p>HMRC rates:</p> <p>First 10,000: 45p per mile</p> <p><10,000: 25p per mile</p> <p>Motorcycle: 24p per mile</p>	<p>Reasonable business travel will be reimbursed at HMRC rates, which are:</p>	<p>Reasonable business travel will be reimbursed at HMRC rates, which are:</p> <p>Cars: 45p per mile for the first</p>

	Able to claim for travel to other offices for additional mileage over and above normal travel to their primary location even when working for the full day.	Able to claim for travel to other offices for additional mileage over and above normal travel to their primary location even when working for the full day.	<p>Cars: 45p per mile for the first 10,000 miles travelled in the tax year. 25p for every additional mile thereafter.</p> <p>Motorcycles: 24p per mile for any distance travelled in the tax year.</p> <p>Bicycles: 20p per mile for any distance travelled in the tax year</p>	<p>5p can be claimed per passenger 10,000 miles travelled in the tax year. 25p for every additional mile thereafter.</p> <p>Motorcycles: 24p per mile for any distance travelled in the tax year.</p> <p>Bicycles: 20p per mile for any distance travelled in the tax year.</p>
Essential Users	<p>£1,239 per annum (not pro rata for part time staff)</p> <p>Essential user's mileage rates: 451-999cc: 36.9p per mile 1000-1199cc: 40.9p per mile 1200-1450cc: 50.5p per mile</p> <p>If terms of employment change this reverts to HMRC rates.</p>	<p>£963 per annum (pro rata for part time staff). This is reviewed annually.</p> <p>Essential user's mileage rates: Casual mileage rate applies: First 10,000: 45p per mile <10,000: 25p per mile Motorcycle: 24p per mile</p>	<p>In line with the general local government trend it is proposed that all essential car user allowances and additional mileage rates will end with effect from 1st April 2020.</p> <p>This will provide equity across both Councils. Broadland commenced the phasing out of this allowance in 2008. Mileage rates will be paid as per the rates outlined above.</p>	<p>All essential car user allowances and additional mileage rates will end with effect from 1st January 2020.</p> <p>For staff already in receipt of the allowance and whom meet a threshold of 1,800 miles, this payment will be protected for a period of 18 months.</p> <p>During these 18 months, the organisation will work with Unison and staff to identify if a new approach to this is required moving forward.</p>
Pay Related				
Area	Broadland Existing T&C's	South Norfolk existing T&C's	Initial proposed T&Cs	Negotiated T&C's
Performance Related Pay (PRP)/Salary Progression Scheme	The scheme at Broadland District Council is applied in July (not backdated to April). The scheme is integrally linked with the Annual review cycle and relates directly to the performance rating of each individual	The scheme at South Norfolk Council is applied in June/ July and backdated to the start of the financial year in April. The scheme is integrally linked with the Annual review cycle and relates directly to the	<p>Both Councils currently have their own annual PRP scheme.</p> <p>To provide an opportunity for the Councils to fully consider a suitable salary progression scheme against the new pay spine we are proposing</p>	To provide an opportunity for the Councils to fully consider a suitable salary progression scheme against the new pay spine we are ending the current schemes to enable a new approach to be developed.

	<p>based on the year's performance. Varying percentage increases are applied to the salaries of staff, depending on the Standard Merit Unit (SMU) and the percentage thereafter ranges depending on where each individual is on the pay spine. Award is not given to those at the top of the grade.</p>	<p>performance rating of each individual based on the year's performance. Varying percentage increases are applied to the salaries of staff (Ranging from 0% to 4%) but once an individual is at the top of the grade the percentage is delivered in the form of a non-consolidated one-off payment.</p>	<p>to end the current schemes to enable a new approach to be developed.</p> <p>While the scheme is developed, an interim one-off, non-consolidated, pro rata payment of £250 will be implemented for 2020 and paid in January 2020. This will be the same for all staff, regardless of level of seniority. The payment is a thank you to all staff for their hard work over the year and will be paid as the one team structures come into place.</p> <p>A new scheme will be developed and consulted on in the near future.</p>	<p>While the new scheme is in development, an interim one-off, non-consolidated, pro rata payment of £250 will be implemented for 2020 and paid in January 2020 in replacement of the 2020 PRP scheme.</p> <p>A new scheme will be developed and consulted on in the near future in readiness for 2021</p>
<p>Cost of living increase to salary and/or bands (Pay Award)</p>	<p>Advised by Inbucon. Currently 2% for both cost of living and PRP.</p>	<p>Follows NJC pay award scheme. This is paid in addition to any PRP payments</p>	<p>It is proposed to adopt an interim 2% cost of living increase, effective from April 2020 (which mirrors previous years NJC increases) to ensure this is also applied equally across both Councils.</p>	<p>We will be adopting a 2% cost of living increase for all staff across both Councils, effective from April 2020.</p> <p>This is a one-year local agreement, to provide staff with certainty, whilst the Councils work with Unison to review the pay award for future years.</p>

Pay Day	Monthly 20 th unless this is a weekend then the Friday before	Monthly by 25 th Paid the Friday before where pay day falls on a weekend	The day on which you are currently paid will remain the same for each authority until the payroll functions and processes across the two Councils are aligned.	<p>The day on which staff are currently paid will remain the same for each authority until the payroll functions and processes across the two Councils are aligned, this is:</p> <ul style="list-style-type: none"> SNC - Monthly by 25th Paid the Friday before where pay day falls on a weekend BDC - Monthly 20th unless this is a weekend then the Friday before <p>A single HR and payroll system is being developed and the payroll element for this will be implemented on 1 April 2020.</p> <p>Should a change be made to the pay day date, staff will be notified of the change well in advance. During the transition period, where necessary, consideration will be given to making one-off advance payments.</p>
Overtime				
Area	Broadland Existing T&C's	South Norfolk existing T&C's	Initial proposed T&Cs	Negotiated T&C's
For 37hrs + week	<p>Time and a half up to BDC grade 9 for hours worked before 6.30 a.m and after 7.30 p.m.</p> <p>TOIL given above BDC grade 9</p>	<p>Time and a half up to SNC band 12</p> <p>Plain time above SNC band 12 in exceptional circumstances or TOIL</p>	<p>Overtime will only apply to those on Band C and below of the new salary pay spine, unless agreed by the Assistant Director/Director on an exception basis for specific work.</p> <p>All overtime should be pre-planned and, therefore, have the permission of</p>	<p>Leisure:</p> <ul style="list-style-type: none"> All overtime will be paid at plain rate for hours where flexible working does not apply Where there is a specific exceptional business requirement, overtime at a rate of 1.5 can be applied, where 37 hours or more have been worked with

	Part time staff must have worked over 37 hours to get the enhanced rate.	Part time staff must have worked over 37 hours to get the enhanced rate.	<p>your line manager prior to being undertaken.</p> <p>It is anticipated that overtime would only be used once flexible working options have been exhausted and with prior arrangement from your line manager.</p>	<p>Assistant Director/Director/Senior Operational Manager approval.</p> <ul style="list-style-type: none"> • Double time can only be used with prior agreement from the Managing Director (or delegated approval) <p>Depot:</p> <ul style="list-style-type: none"> • For those on Band C or below, all overtime will be paid at plain rate for hours above 37+ where flexible working does not apply • For those on Band D and above, overtime should be an exception as flexible working principles should apply in the first instance. If flexible working cannot be applied, then agreement is required from the Assistant Director/Director/Senior Operational Manager on an exception basis for a defined service requirement. • For refuse collections relating to Bank Holiday catch up only a rate of 1.5 for all involved • Double time can only be used with prior agreement from the Managing Director (or delegated approval) <p>All other areas</p> <ul style="list-style-type: none"> • For all other business areas flexible working should be considered in the first instance • For those on Band C or below, all overtime will be paid at plain rate for hours above 37+ where flexible
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				<p>working does not apply or where it has been exhausted.</p> <ul style="list-style-type: none"> For those on Band C or below, where there is a specific exceptional business requirement, overtime at a rate of 1.5 can be applied with Assistant Director/Director/Senior Operational Manager approval. For those on Band D-E, overtime should be exceptional and flexible working principles should apply. If flexible working cannot be applied, then agreement is required from the Assistant Director/Director/Senior Operational Manager on an exception basis for defined service requirement and will be paid at plain rate. Double time can only be used with prior agreement from the Managing Director (or delegated approval)
Saturdays	<p>Time and a half for up to BDC grade 9</p> <p>TOIL above BDC grade 9</p>	<p>Time and a half up to SNC band 12</p> <p>Plain time above SNC band 12 in exceptional circumstances or TOIL</p> <p>Part time staff must have worked over 37 hours to get the enhanced rate</p>	<p>Overtime on a Monday to Saturday will be paid at Plain Time, (unless a specific operational need is identified. Examples of this may include operational depot cover due to unforeseen circumstances such as inclement weather).</p>	As above.

Sundays/BH	<p>Sundays: Double time up to BDC grade 9</p> <p>TOIL above BDC grade 9</p> <p>Bank Holidays: plain time plus an extra day (TOIL)</p>	<p>Double time up to SNC band 12</p> <p>Plain time above SNC band 12 in exceptional circumstances or TOIL</p> <p>Part time staff must have worked over 37 hours to get the enhanced rate</p>	Overtime on a Sunday/Bank Holiday will be paid at Plain Time (time and half if a specific operational need is identified).	As above.
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Working Arrangements

Area	Broadland Existing T&C's	South Norfolk existing T&C's	Initial proposed T&Cs	Negotiated T&C's
Protections	Up to 3 year salary protection as negotiated	1 year salary protection	<p>Both Councils will move to a 1-year salary protection period. This new protection period will come into effect from 1 April 2020. All staff receiving salary protection on the new scheme will be entitled to any non-consolidated payments, however the salary protection element would not incur cost of living increase.</p> <p>On this basis, the overall salary amount that is protected is frozen whilst your new substantive salary increases e.g., through cost of living, rise.</p> <p>The current arrangements for salary protection (three years for Broadland District Council and one year for</p>	<p>All Staff who are currently affected negatively in their pay in the current restructure will be protected for a period of 3 years. This is an increase of 2 years for those on a South Norfolk contract and guarantees staff on a Broadland contract the maximum of 3 years.</p> <p>Both Councils will move to an 18-month salary protection period from 1 January 2020. All staff receiving salary protection on the new scheme will be entitled to any non-consolidated payments, however the salary protection element would not incur cost of living increase.</p>

			<p>South Norfolk Council) will be applied for existing staff where changes to salaries are made prior to 1 April 2020.</p> <p>After this date changes made to salaries resulting in pay protection will receive pay protection for one Year, as per the new salary protection period.</p>	
Other				
Area	Broadland Existing T&C's	South Norfolk existing T&C's	Initial proposed T&Cs	Negotiated T&C's
Redundancy	<p>Redundancy is based on statutory calculation using age and length of service.</p> <p>Multiplier: 2.2 multiplier and actual week's pay used</p>	<p>Redundancy is based on statutory calculation using age and length of service.</p> <p>Multiplier: 1.6 multiplier and actual week's pay used</p>	<p>Both Councils will move to a designated redundancy multiplier of 1.2. For existing staff this will come into effect from 1 April 2020 and immediately for new staff appointed on or after 2 January.</p>	<p>Redundancy is based on statutory calculation using age and length of service.</p> <p>Multiplier: Effective for Both Councils will have a designated redundancy multiplier of 1.6 from 1 January 2020 for a period of 2 years. From 1 January 2022, the designated redundancy multiplier will move to 1.4.</p>
Professional Fees	Not currently paid.	Not currently paid.	Reimbursement of professional memberships will be considered on a case by case basis, if through this membership the Employee is adding value to the organisation.	<p>Reimbursement of professional memberships will be paid by the Council if there is a mandatory requirement to carry out a statutory role.</p> <p>All other professional memberships will be considered at the discretion of the Director/Assistant Director in liaison with</p>

				the HR Lead and will be determined based on specific service requirements.
Notice Periods	Grade 1-4: 3 months Grade 5-9: 2 months Grade 13-10: 1 month	Band 5-1A: 3 months Band 11 - 6: 2 months Band 16 - 12: 1 month Key Operational roles are 3 months	Band E & below: 1 month Band F to J: 2 months, unless operational requirements dictate more is required Director/Assistant Director: 3 months	Band E & below: 1 month Band F to J: 2 months (Unless operational requirements dictate more is required, where this is required agreement will be reached with the employee upon offer and acceptance of the role) Director/Assistant Director: 3 months
Relocation	An allowance of up to £4,000 (or 25% of starting salary, whichever is the lower) is available to employees who need to relocate in order to take up an appointment with the Council. The maximum level of relocation allowance available for rent/B&B in order to facilitate the employee relocating is £600.	Up to £8,000	The Councils can pay up to a maximum of £8,000 for relocation, as per HMRC guidelines.	The Councils can pay up to a maximum of £8,000 for relocation, as per HMRC guidelines.
Market Supplements	None.	Only available for CNC.	For some posts it may be necessary to apply a market supplement in order to recruit or retain suitably qualified and experienced employees in certain occupations to meet the needs of the service. A pre-requisite to formal consideration of a market supplement will be based	For some posts it may be necessary to apply a market supplement in order to recruit or retain suitably qualified and experienced employees in certain occupations to meet the needs of the service. A pre-requisite to formal consideration of a market supplement will be based on

			<p>on recruitment, retention or 'market un-competitiveness' difficulties.</p> <p>All supplements will be reviewed on an annual basis to consider the necessity to maintain these and the rates applied.</p>	<p>recruitment, retention or 'market un-competitiveness' difficulties.</p> <p>All supplements will be reviewed on an annual basis to consider the necessity to maintain these and the rates applied.</p>
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Appendix 6 – Section 113 Agreement

DATED

BROADLAND DISTRICT COUNCIL

and

SOUTH NORFOLK DISTRICT COUNCIL

SECTION 113 AGREEMENT

for

OFFICERS WORKING ACROSS BOTH AUTHORITIES

THIS AGREEMENT is made the day of 2019

BETWEEN

- (1) Broadland District Council of Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, Norfolk, NR7 0DU ("Broadland") and
- (2) South Norfolk District Council of Cygnet Court, Long Stratton, Norfolk, NR15 2XE ("South Norfolk")

each a "Council" and together the "Councils"

WHEREAS

- (A) In order to provide more cost effective services and ensure that the Councils have access to the widest possible expertise the Councils have agreed to collaborate upon the basis set out in this Agreement.
- (B) The Councils agree that such an arrangement would contribute to the promotion and improvement of the economic well-being of their respective areas as provided under sections 1 and 2 of the Local Government Act 2000.
- (C) At their respective Council meetings in December 2018 the Parties decided by various resolutions to create a shared Joint Management Team for Broadland and South Norfolk and the newly formed Joint Management Team Structure is set out in Schedule 1 to this Agreement.
- (D) At their respective Council meetings in July 2019 the Parties resolved to enter into this Agreement which set out how the Councils will collaborate and work together.
- (E) This Agreement is made pursuant to the powers given to local authorities under sections 112 and 113 of the Local Government Act 1972 together with the general power within section 2 of the Local Government Act 2000 and the section 1 of the Localism Act 2011.
- (F) Pursuant to Section 113 of the Local Government Act 1972, the Councils agree that the services of an officer of Broadland may be placed at the disposal of South Norfolk and for that officer to be treated as an officer of South Norfolk and an officer of South Norfolk may be placed at the disposal of Broadland and for that officer to be treated as an officer of Broadland.
- (G) Nothing in this Agreement has (or is intended to have) the effect of transferring statutory functions from Broadland to South Norfolk or vice versa and the Councils may only delegate their statutory functions to each other pursuant to section 101 of the Local Government Act 1972 and the Local Authority (Arrangement for the Discharge of Functions) (England) Regulations 2012 made under s.9EA of the Local Government Act 2000 as amended. In the event that the Councils agree to enter into such an

arrangement it will be recorded in a separate agreement to be signed by both Councils.

- (H) The Councils confirm that they have obtained all necessary approvals and consents and have appropriate authority to enter into this Agreement.
- (I) The Councils acknowledge and agree that the Councils will keep this Agreement under review and in the future may wish to further extend, clarify, amend or alter the terms and conditions of this Agreement.

1. Definitions and Interpretation

- 1.1 In this Agreement, except where the context otherwise implies or allows, the following words shall have the meanings given to them:-

Commencement Date	XX 2019
Data	As defined in the General Data Protection Regulation 2016/679 and Data Protection Act 2018.
Data Protection Law	Means the General Data Protection Regulation 2016/679, the Data Protection Act 2018 and any national implementing laws, regulations and secondary legislation, as amended or updated from time to time in the UK and then any successor legislation.
Day	The working day of either Council as appropriate.
Employee(s)	Officers employed by either Council providing Services to both Councils
Exit Management Plan	The Exit Management Plan to be agreed by the Joint Senior Management Team, the Monitoring Officer and the Section 151 Officer, in the event that this Agreement is terminated, to ensure (so far as possible) a smooth and fair reversion to the position of the Councils immediately prior to the commencement of this Agreement.
Head of Paid Service	The officer appointed under Section 4 of the Local Government and Housing Act 1989 (and in accordance with the Joint Senior Management Team structure set out in Schedule 1) has the title of Managing Director.

Joint Senior Management Team	The Head of Paid Service, Chief Officers Deputy Chief Officers and those other officers set out in the Joint Senior Management Team structure set out in Schedule 1.
Joint Working Agreement	The Agreement between both Councils detailing the joint working arrangements for the Councils (including the joint working protocols referred to in Schedule 2) such Agreement to be subject to the approval of both Councils in accordance with their individual governance arrangements.
Monitoring Officer	The officer appointed under Section 5 of the Local Government and Housing Act 1989 who shall be the Monitoring Officer for both Councils.
Month	A calendar month.
Council or Councils	Either or both of the Councils to this Agreement (as the context requires) or their respective statutory successor or successors
Services	The joint provision of shared services as agreed between the Councils pursuant to their statutory powers set out in this Agreement.
Section 151 Officer	The officer appointed under Section 151 of the Local Government Act 1972 who shall be the Section 151 Officer for both Councils.

1.2 In this Agreement, except where the context otherwise implies or allows:-

- 1.2.1 Words importing any gender include any other gender and words in the singular include the plural and vice versa.
- 1.2.2 References to Appendices are references to the appendices to this Agreement.
- 1.2.3 References to time shall be construed during the period of summer time to be British Summer Time or its authorised replacement, and otherwise to be Greenwich Mean Time.
- 1.2.4 The clause headings shall not affect the interpretation thereof.
- 1.2.5 Any reference in any part of this Agreement to any Act of Parliament, Statutory Instrument, Order, Regulation or other subordinate legislation, or to any European Union Directive or other European Union legislation, shall be deemed to include reference to any Act of Parliament, Statutory Instrument, Order, Regulation or other subordinate legislation or to any European Union Directive or other European Union legislation amending or replacing the same

whether enacted, made or coming into effect before or after the date of this Agreement.

1.2.6 Any reference to European Union legislation will be taken in the event of the United Kingdom's withdrawal from the European Union to only include legislation applicable to English law.

2. Commencement, Review and Termination

2.1 This Agreement shall commence on the Commencement Date and shall operate until terminated in accordance with the provisions of this Agreement.

2.2 Either Council may terminate this Agreement by giving to the other Council and the Joint Senior Management Team a minimum of twelve calendar months' prior notice in writing in accordance with clause 22 of this Agreement or as otherwise agreed by the Councils in writing.

3. Obligations of the Councils

3.1 The Councils agree that they will each provide to the other the Employees required to fulfil the service need as agreed by the Chief Officer and / or Deputy Chief Officer

3.2 Subject to the requirements of Section 113 of the Local Government Act 1972 the Councils Employees may be employed by either one of the Councils and having been so employed may be placed at the disposal of the Council who is not their employing Council.

3.3 For superannuation purposes a service rendered by an Employee of one Council placed at the disposal of the other Council in pursuance of Section 113 of the Local Government Act 1972 and hence in pursuance of this Agreement, is a service rendered to the Council by whom they are employed. The Head of Paid Service may act and shall have powers to act under the constitutions of both Councils. The Head of Paid Service is the shared head of the workforce of the Councils and shall divide his time fairly and reasonably between the Councils and shall not show bias towards one Council or the other.

3.4 In the event that either Council or an Employee of either Council becomes aware of a conflict of interest or potential conflict of interest arising from the operation of this Agreement or the performance of the Services, that Council or Employee shall report such conflict or potential conflict immediately to the Monitoring Officer. The Joint Senior Management Team shall following advice from the Monitoring Officer decide what action is necessary to manage a conflict of interest or potential conflict of interest, such decision to be in the best interests of both Councils.

3.5 The Councils agree that they are committed to identifying ways of working together through a combination of sharing and a closer integration of services in order to develop and enhance service delivery, build resilience and achieve future efficiencies.

- 3.6 In the event that the Joint Senior Management Team considers it necessary, the Councils will work together to produce a Joint Working Agreement that will include the detailed joint working arrangements for the Councils including the adoption of the joint working protocols referred to in Schedule 2, such protocols to be approved by both Councils in accordance with their individual governance arrangements.

4. Personnel Arrangements and Employees

- 4.1 The HR Services of both Councils will work together to develop an HR protocol to support a consistency of approach in terms of the policies, procedures, training and terms and conditions of Employees across both Councils.
- 4.2 The Councils will work together to provide training for Employees to a sufficient standard to enable them to carry out their roles and responsibilities, such training shall include but not be limited to health and safety, data protection, equality and diversity and other service specific or professional training or CPD.
- 4.3 Subject to clause 4.4 below funding for the training of Employees shall remain with the employing Council unless provided otherwise in the HR protocol referred to in clause 4.1 or where both Councils agree otherwise.
- 4.4 Where training is to be provided for any member of the Joint Senior Management Team or for the Joint Senior Management Team as a whole to enable them to carry out their role on behalf of both Councils, the cost of such training shall be shared equally between both Councils.
- 4.5 The Councils agree and this Agreement requires that Employees of one Council when working for the other will abide by the other's policies and practices in place at that time.
- 4.6 Employees of either Council working on or in the premises of the other Council shall, at the commencement of their deployment, be advised of all health, safety and security policies relevant to the other Council's premises.
- 4.7 Employees of either Council, in performing Services on behalf of the other, will familiarise themselves with and comply with that Council's relevant policies and procedures (which will be aligned between the Councils as far is practicable), including but not limited to the following:-
- Constitution
 - Schemes of Delegation
 - Internal policies and procedures
- 4.8 In the absence of any negligence or other breach of duty by either Council or its servants or agents, no Council shall be responsible for any loss of, theft from, or injury or damage to Employees' vehicles, their contents, fittings or accessories, or to their personal possessions and effects of any kind.
- 4.9 Each Council confirms that:

- 4.9.1 it will continue to be responsible for payment in respect of each Employee employed by that Council of full salary, NI, tax, pension, subscriptions to professional bodies, etc, in accordance with the contractual or other legal entitlements of each Employee;
- 4.9.2 it is intended that the terms and conditions of employment of Employees shall be reviewed by the Councils and where appropriate amended and aligned in accordance with all relevant legislation and procedure to reflect the terms of this Agreement.
- 4.10 Subject to this clause and to all relevant legislation Employees that are the subject of this Agreement shall be treated as being and will be expected to act as if they are, Employees of both Councils.
5. Disciplinary and Grievance Procedures
- 5.1 Subject to clause 5.2 irrespective of the Council in which the Employee who is the subject of any disciplinary allegation or action works, all disciplinary issues will be raised and dealt with under the disciplinary policy and procedure in place in the relevant Employee's employing Council.
- 5.2 The Councils acknowledge and agree that notwithstanding clause 5.1 there may be disciplinary allegations or action involving an Employee(s) where it is not reasonable or appropriate to apply the principle set out in clause 5.1 and in this case the Councils shall agree alternative arrangements.
- 5.3 Irrespective of the Council in which the Employee raising a grievance works, the grievance raised shall be dealt with under the grievance policy and procedure in place in the employing Council.
- 5.4 There will be no facility to raise collective disputes across both Councils. Any collective grievance shall be raised with the employing Council.
6. Governance and Standards of Good Governance
- 6.1 The Councils shall work together to review and amend their constitutions including their schemes of delegation to ensure compliance with this Agreement and to enable the agreed arrangements to operate as smoothly and effectively as practicable. The same will be submitted for approval via the appropriate governance arrangements for each Council, as and when changes are required.
- 6.2 Nothing in this Agreement shall fetter the discretion of the Councils or require a Council to make amendments which in its reasonable belief would be inconsistent with its independent sovereignty.
- 6.3 Each of the Councils is an independent local authority and nothing contained in this Agreement shall be construed to imply that there is any relationship between the Councils of partnership or principal / agent. Neither Council shall have any right or authority to act on behalf of the other Council by contract or otherwise except to the extent expressly permitted by the terms of this Agreement.

- 6.4 The Councils will ensure the arrangements which are the subject of this Agreement comply with all statutory requirements national and local and other guidance on conduct and probity and good corporate governance.

7. Assignment and Novation

- 7.1 In the event that either Council is involved in any statutory re-structuring of local authorities during the term of this Agreement, this Agreement shall novate to any successor authority or authorities.

8. Data Protection

- 8.1 Each Council shall ensure that in carrying out their respective obligations under this Agreement it and its respective Employees:

8.1.1 do not access or carry out any action to the other Council's Data except in accordance with the terms of this Agreement or the Data Sharing Protocol (Schedule 3, Appendix1);

8.1.2 comply with any instruction given by the other Council with respect to that Council's Data;

8.1.3 do not allow any of the other Council's Data or any copy of it to leave the EU without the other Council's prior written permission;

8.1.4 do not disclose any of the other Council's Data to any other person without that Council's prior written permission (this sub-paragraph does not prevent the first Council from disclosing to its Employees who have a need to access the Data in order to perform the first Council's obligations under the Agreement).

- 8.2 When either Council terminates its involvement in this Agreement (for whatever reason and this term shall survive the termination of the Agreement or either Council's involvement in this Agreement), each Council shall within 14 days give the other Council a list of all Data it possesses which has been disclosed to the first Council by the other Council. Each Council shall destroy this data 14 days after the other Council has received the list unless before that time the other Council has served a notice on the first Council requiring it to deliver all or part of that Data to the other Council as relevant.

- 8.3 If either Council serves a notice on the other Council in accordance with Clause 8.2 then the other Party shall within 14 days of receipt hand over to the first Council the Data specified in the notice (in such format as the first Council shall reasonably require) and destroy the rest of the Data.

9. Indemnity

- 9.1 Each party agrees that in respect of any actions or omissions by an Employee of the other party placed at their disposal (under Section 113 Local Government Act

1972) under this Agreement for carrying out of their functions they shall keep indemnified the other and hold the other harmless from and against all actions, claims, demands, liabilities, damages, costs, losses or expenses (including without limitation, consequential losses, loss of profit, loss of reputation and all interest, penalties, legal and other professional costs and expenses) resulting from such actions or omissions and bear these actions, claims, demands, liabilities, damages, costs, losses or expenses themselves subject to the following specific provisions for claims in respect of the matters referred to below:

- 9.1.1 Public Liability to be met by the party against whom the negligence is alleged.
 - 9.1.2 Employer's Liability to be met by the party responsible for the location where the claim arises.
 - 9.1.3 Official's Indemnity to be met by the party the work is undertaken for.
 - 9.1.4 Claims relating to defamation to be met by the party who employs the Employee against whom the allegation is made.
 - 9.1.5 Motor to be met by the party for whom the journey is undertaken according to its purpose.
 - 9.1.6 Computer and Electronic Equipment to be met by the party who issued the Equipment.
 - 9.1.7 Property by ownership.
 - 9.1.8 Fidelity to be met by the party who has suffered the financial loss.
- 9.2 Each Party will inform the other if it takes out insurance against the liability in Clause 8.1 above or if it ceases to maintain such insurance.

Insurance

- 9.3 Each Council shall ensure that insurance cover of at least the following minimum amounts is effected and maintained and notified annually throughout the duration of this Agreement to the Joint Senior Management Team in respect of:

	South Norfolk	Broadland
Public Liability	£20 million	£21 million
Employer Liability	£20 million	£20 million
Professional Indemnity	£1 million	Not covered

- 9.4 Professional Indemnity Insurance refers to cover provided for the following services provided by South Norfolk; Internal Audit, Building Control and planning advice for pre-applications.

10. Dispute Resolution and Arbitration

10.1 Any disputes between the Councils arising from this Agreement shall be resolved in accordance with the following clauses.

10.2 Disputes concerning the construction, interpretation or application of any of the provisions of this Agreement (to be applied in the order given):

10.2.1 Referral to the Monitoring Officer;

10.2.2 Referral to the Chief Officer and/or Deputy Chief Officer, unless the matter concerns that Officer, in which case the matter will be raised with the Head of Paid Service;

10.2.3 Referral to the next meeting of the Joint Senior Management Team

10.2.4 Referral to an independent arbitrator from a professional body appropriate to the matter in dispute. The arbitrator shall be appointed with the Agreement of both Councils, or in the event that Agreement cannot be reached, by the President or chief officer of the appropriate profession. The costs of such arbitration may be awarded at the discretion of the arbitrator.

10.3 Disputes concerning one or more of the Employees (to be applied in the order given):

10.3.1 Referral to the Deputy Chief Officer – in consultation, where appropriate, with the relevant Employee's Human Resources team and Unison branch;

10.3.2 Referral to the Chief Officer – in consultation, where appropriate, with the relevant Employee's Head of Human Resources and Unison branch;

10.3.3 Mediation and resolution in accordance with the grievance or disciplinary procedure of the employing Council.

10.4 The Councils shall co-operate in attempts to resolve disputes whether any such dispute arises during the continuance of this Agreement or after the termination thereof by whatever cause.

10.5 The Joint Senior Management Team shall at all times act reasonably and fairly in managing and resolving disputes between the Councils and shall act in the best interests of both Councils.

11. Confidentiality

11.1 Except as required by law or as regards information already in the public domain or as authorised by the Monitoring Officer, the Councils shall regard as confidential and shall not disclose to any person any information acquired by either Council in or in connection with this Agreement or the provision of the Services.

- 11.2 The Councils shall require and ensure so far as is possible that their Employees, agents and sub-contractors shall comply with the requirements of this clause.
- 11.3 The Councils shall use the same standard of care in dealing with confidential information as if it were confidential information of their own.
- 11.4 Requests received under the Freedom of Information Act shall be dealt with in accordance with the Data Sharing Protocol contained in Appendix 1, Schedule 3.

12. Rights of Third Parties

- 12.1 The Contracts (Rights of Third Parties) Act 1999 shall apply to this Agreement. Notwithstanding any other provision of this Agreement nothing in this Agreement confers or purports to confer any right to enforce any of its terms on any person or party who is not a party to it.

13. Copyright and Intellectual Property

- 13.1 Copyright and intellectual property in any documents, reports, policies and procedures produced by Employees of one Council for the sole benefit of the other Council shall vest solely in the other Council. Where any such documents, reports, policies and procedures are produced for the benefit of both Councils, copyright and intellectual property in them shall vest in both Councils equally.
- 13.2 Each Council hereby grants to the extent permissible by law a licence to the other to use its Intellectual Property Rights solely and exclusively for the purposes of and in connection with this Agreement.
- 13.3 Any Intellectual Property Rights created through the establishment and running of shared services by the Councils shall vest in the Councils and be held jointly by them at the time they were created.

14. Enquiries, Hearings, Proceedings and Investigations

- 14.1 The Councils shall co-operate fully with and at all hearings, proceedings, enquiries and investigations relating to the provision of the Services and shall permit access to each Council's records for this purpose. Each Council shall permit and ensure the full co-operation of its Employees in any hearing, proceedings, enquiry or investigation.
- 14.2 The Councils shall co-operate fully with:
 - 14.2.1 any investigation by a Local Commissioner following a complaint by or on behalf of a member of the public in accordance with the provisions of Section 26 Local Government Act 1974;
 - 14.2.2 all enquiries and investigations initiated by the other Council's internal or external auditors;

14.2.3 any requests affecting the Services under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004 (see Schedule 3, Appendix 1).

15. Law

15.1 The formation of this Agreement and all matters or disputes arising under or in connection with it shall be governed by English law and subject to the jurisdiction of the English Courts.

16. Notices

16.1 Any Notices required to be delivered under this Agreement shall be in writing signed by a duly authorised officer of the relevant Council and delivered or sent by pre-paid first class post to the other Council at its address given above. When delivered by hand during the day, the notice shall be deemed to be delivered on the day of delivery. When posted, the notice shall be deemed to be delivered on the second day following posting. E-mail may be used for ease of administration but communications by such means shall not be contractually binding unless confirmed by letter or some other means creating a proper and permanent record of despatch.

17. Rights reserved

17.1 All rights, powers, duties and functions which either Council has as a local authority or which either Council's Employees have as local authority officers are expressly reserved.

18. Severability

18.1 If any provision of this Agreement is held to be invalid, illegal or unenforceable for any reason, the remainder of the provisions hereof will continue in full force and effect as if this Agreement had been executed with the invalid portion eliminated.

19. Review and Variations

19.1 This Agreement will be reviewed annually by the Joint Senior Management Team.

19.2 Following the annual review referred to in this clause, the Head of the Paid Service shall if the Joint Senior Management Team considers it necessary, prepare a report to provide an annual update to both Councils on the overall progress of the joint working arrangements.

19.3 The Agreement may be varied at any time by the agreement in writing of both Councils.

19.4 Non-consequential minor changes may be made to this Agreement by the Monitoring Officer in consultation with the Head of Paid Service.

20. Waiver

- 20.1 Failure by a Council at any time to enforce the provisions of this Agreement or to require performance by the other Council of any of the provisions of the Agreement shall not be construed as a waiver of any such provision and shall not affect the validity of the Agreement or any part thereof nor the right of either Council to enforce any provision in accordance with its terms.

21. Whistleblowing Policy

- 21.1 Employees of each Council may use the relevant “whistleblowing” policy of either Council to raise concerns about the other Council or any of their Employees. A copy of each Council’s Whistleblowing Policy is available upon request.

22. Termination and Consequences of Termination of this Agreement

- 22.1 This Agreement may be terminated in accordance with clause 2 of this Agreement and the provisions of this clause,

- 22.2 The terminating Council shall give not less than 12 months’ notice in writing to the other Council and to the Joint Senior Management Team unless the Councils agree otherwise. In the event of notice of termination the Joint Senior Management Team shall consult the Councils and determine:

22.2.1 any loss of funding which may arise from such termination to include any non-payment, claw back or repayment of that funding;

22.2.2 any other loss, liability, damage, claim or expense which would be incurred by the remaining Council by reason of such termination;

22.2.3 whether as a result of the termination the Services should cease.

- 22.3 The Council wishing to terminate this Agreement in accordance with this clause undertakes as a condition of such termination to make, prior to the date of termination, such reasonable payment or payments as shall be determined in accordance with this clause by the Joint Senior Management Team and no notice of termination under clause 22.2 shall take effect unless and until such reasonable payment has been made.

- 22.4 The Council wishing to terminate hereby acknowledges and confirms that it will remain liable for and will make any reasonable payments that are due in respect of its participation under this Agreement up to the date that the notice of termination expires.

23. Exit Management Plan

- 23.1 Upon the service of notice of termination in accordance with clause 22 the provisions of this clause shall have effect and the Councils shall cooperate fully to enable the Joint Senior Management Team to agree an Exit Management Plan to ensure an orderly exit of the Councils from the arrangements set out in this Agreement.

- 23.2 On satisfactory completion of any action required to be taken in accordance with the Exit Management Plan (or where reasonably so required by either Council before such completion) the Joint Senior Management Team shall procure that all Data and other material belonging to each Council (and all media of any nature containing information and Data belonging to either Council or relating to the Services), shall be delivered to the Council from whom it was obtained as soon as practicable and in any event within 3 months of such termination.
- 23.3 A reasonable timeframe will be agreed between the Councils in order to deliver the Exit Management Plan.
- 23.4 Subject to the terms and conditions of the Exit Management Plan and its implementation, any Employees working formally across both Councils would revert back to their original employing authority.

**The Common Seal of
South Norfolk District Council
was affixed hereto in the presence of:**

Managing Director

Officer of the relevant service

**The Common Seal of
Broadland District Council
was affixed hereto in the presence of:**

Monitoring Officer

SCHEDULE 1

Joint Senior Management Structure

SCHEDULE 2

Joint Working Protocols

1. HR,
2. Financial,
3. Information Sharing(may not need as have Data Sharing Protocol already)
4. Technology and
5. Governance Arrangements.

SCHEDULE 3

Data Sharing Protocol

1. Data Sharing Agreement (“DSA”) Purpose

- 1.2 This Agreement sets out the principles, ethos and standards for the sharing of ‘Personal Data’ between the Councils to ensure compliance with ‘Data Protection Law’. It does not prejudice any existing agreements between the Parties.
- 1.3 ‘Data Protection Law’ means the General Data Protection Regulation 2016/679 (GDPR), the Data Protection Act 2018 and all other relevant applicable, amending or implementing legislation and Guidance, Guidelines and Code of Practice published by the Regulator, or other relevant authority.
- 1.4 Any reference to ‘Controller’, ‘Processing’, ‘Personal Data’, ‘Special Categories of Personal Data’, ‘Data Subject’ or ‘Data Breach’ are taken to have the same meaning as ascribed by Data Protection Law.
- 1.5 The Parties recognise that the sharing of personal information is necessary to facilitate the joint working arrangements and will only share data in line with this DSA.
- 1.6 Effective information sharing is required in order to carry out the joint working arrangements effectively.

2. Common Instances of Personal Data Sharing between the Parties

- 2.1 The Parties each identified themselves as a Data Controller and will be sharing the Personal Data referred to within this DSA as Controller to Controller. If there are any exceptions to this the Parties will separately agree to this in line with Data Protection Law.
- 2.2 There may be other requirements to lawfully share Personal Data which may include:
 - In regards to legal proceedings or where instructed by an Order of the Court.
 - To fulfil a legal obligation.
 - To protect the vital interests or safeguarding of an individual as prescribed under Data Protection Law.
 - In the other exceptions set out under Data Protection Law.

3. Lawful Sharing of Data

- 3.1 The Parties will ensure that they are sharing all data lawful in compliance with Data Protection Law and all other applicable law including the common law duty of confidentiality and the European Convention on Human Rights so that individual's privacy and confidentiality are protected.

4. Responsibilities

- 4.1 In compliance with Data Protection Law the Parties agree to ensure that they have all relevant notices and consents in place to lawfully share this Personal Data.
- 4.2 Both Parties confirm that it has in place, and that it will at all times maintain, appropriate technical and organisational security measures for the processing of the Personal Data shared under this DSA in accordance with the requirements of Data Protection Law.
- 4.3 Information shared by the Parties under this DSA becomes the responsibility of the receiving organisation in their capacity as a Data Controller and must be handled in accordance with Data Protection Law, and the policies and procedures of that receiving party.
- 4.4 The Parties are each responsible for ensuring that the data is only accessible to those who reasonably need to access the data and that those individuals including temporary and contract staff and any third party data processors are adequately trained to maintain compliance with Data Protection Legislation.
- 4.5 All individuals who have access to this data will have access to this DSA and to agree to abide by the terms herein.
- 4.6 The Parties agree the Personal Data shared under this DSA will not be shared or stored outside the EEA unless the Councils have given their written consent and it is of a standard which is in compliance with Data Protection Law.
 - 4.6.1 For the purposes of Clause 4.6 the EEA shall be taken to include the United Kingdom in the event of any withdrawal from the European Union.
- 4.7 The Parties will ensure that any other third party who has access to the Personal Data subject to this DSA will sign a Data Sharing Agreement similar to this DSA or if they are a Data Processor will sign a written contract with the clauses required under Data Protection Law.

5. Personal Data Breaches

- 5.1 In the event that one of the Parties alone fails to comply with the obligations in this DSA or under Data Protection Law that Party who failed to comply is entirely liable for any damage resulting from the Data Breach.
- 5.2 The Parties agree to indemnify one another against any losses which occur including both direct and indirect losses, fines, fees or other damage as a result of the data sharing of Personal Data between the Parties.
- 5.3 The Parties agree to advise the other immediately or anyway within 48 hours from the date of awareness in the event of a Data Breach which occurs as a result of any Personal Data shared within the remit of this DSA.

- 5.4 Data breaches and complaints received by either of the Parties which pertain to Personal Data subject to this DSA will be notified to the other Parties privacy officer. The Data Protection Officer for the Broadland can be contacted at dpo@broadland.gov.uk, the Data Protection Officer for South Norfolk can be contacted at right2know@s-norfolk.gov.uk
- 5.5 The Parties agree to share outcomes and to support one another in the timely resolution and in learning and implementation of mitigation steps arising from any Data Breach or complaint.
- 6. Data Subjects Rights
 - 6.1 The Parties agree that they will notify the other Party whereby a Data Subject exercises their rights as ascribed under Data Protection Law.
 - 6.2 The Parties agree to respond to the right exercised by the Data Subject in compliance with Data Protection Law.
- 7. Freedom of Information Requests and Environmental Information Regulations Requests
 - 7.1 Freedom of Information Requests and Environmental Information Regulations Requests shall continue to be dealt with separately by each Council to which they are addressed.

Broadland and South Norfolk Councils

Contract Procedure Rules

Statement of Intent

Subject to the overriding principles in section 2 below, there will be a focus on, wherever appropriate, enabling social value, encouraging participation by local businesses to support the local economy and assist to protect the environment using environmental criteria in all contracts when appropriate when bidding for Council procurement opportunities.

1. COMPLIANCE

- 1.1 These Contract Procedure Rules (CPR) are the Council's contract standing orders under section 135 of the Local Government Act 1972. They must be followed every time the Council enters into a contract for works, supplies or services.
- 1.2 All public procurement and other applicable laws (including any European Union law directly or indirectly in force in England at the relevant time) must be followed. Such laws override any conflicting provision of the CPR.
- 1.3 These, the CPR must be read in conjunction with the Council's Constitution, including its Financial Procedure Rules, Procurement Quick Step Guide, (QSG) decision making processes and delegated authorities.
- 1.4 These CPR are the minimum standards which must be adhered to. Particular procurements may require a more thorough procedure than one defined by value alone, depending on the identifiable risks to the Council, or it may be beneficial to the Council to secure greater competition. If in any doubt as to the position on any procurement, consult the Procurement Team.
- 1.5 The CPR aim to promote the highest standards of probity, integrity and impartiality using the key procurement principles of transparency, equal treatment, non-discriminatory and proportionate manner. They thereby offer the best justification against allegations of purchases having been made fraudulently or incorrectly.
- 1.6 If it comes to notice of an Officer that there has been non-compliance with these CPR in respect for any contract which s/he is responsible as the Officer of the procuring section, s/he shall without delay notify the Director of Resources who shall take such action as deemed necessary.

2. PROCUREMENT PRINCIPLES:

- 2.1 The aim of every procurement process should be to achieve Value for Money, compliance with all legal requirements and support the Council's policies and objectives as part of the general requirement to secure Best Value.
- 2.2 Contractual arrangements should be made, wherever possible, on the Council's standard general terms or standard form contracts. When appropriate it is acceptable to use industry standard model contracts, with supplemental terms for contracts. Contracting on the supplier's terms should be avoided and only done when agreed with (and with the changes to those terms required by) Director of Resources and the Procurement Team.

- 2.3 These CPR apply to the appointment of Consultants, sub-contractors and any other legal entity (when acting on behalf of the Council) and must be followed in accordance with.
- 2.4 Approval for any advance payments to the supplier before receiving the relevant works, supplies or services, must be sought from the Director of Resources before proceeding to ensure protection of the Council's interests.
- 2.5 Tenders and Quotations received by fax or email must be rejected if above £20,001 as detailed in 2.6.
- 2.6 Tenders over the value of £20,001 must be returned electronically via the Council's e-tendering system and opened by the procurement team and/or nominated officer.
- 2.7 All contracts except where lowest price was predetermined to be the appropriate contract award criterion shall be awarded based on the offer that represents the Most Economically Advantageous offer to the Council.

3. EXCLUDED CONTRACTS

Contracts are not subject to these CPR if they are of the following and will be managed by the relevant specialist team at the Council in accordance with the Council's Constitution:

- 3.1 Contracts of employment which make an individual a direct employee of the Council;
- 3.2 Agreements regarding the acquisition, disposal or transfer of land only (i.e. without any connected development);
- 3.3 Contracts where the price of the goods or materials is wholly controlled by government order or otherwise and no reasonably satisfactory alternative is available;
- 3.4 For other reasons where there would be no genuine competition, or where the requirements of the competition have already been met e.g. frameworks;
- 3.5 The disposal of obsolete assets (see Financial Procedure Rules).

4. COMPLEX PROCUREMENTS

Where the procurement involves any of the following criteria the Procurement Team and the Director must be consulted:

- 4.1 Where the Total Value exceeds the relevant Public Procurement Thresholds (see QSG);
- 4.2 Where the opportunity is likely, in view of its characteristics, to be of cross-border interest and therefore attract potential suppliers from outside the UK;
- 4.3 Where any staff of the Council or an existing supplier spend the majority of their time providing the services which are to be procured (investigation would be needed to identify any potential TUPE implications in advance and obtain/provide employee liability information);
- 4.4 The procurement involves leasing agreements;
- 4.5 Where it is proposed to use a supplier's own terms or any other form of contract which is not one of those normally used by the Council for other matters;
- 4.6 Procurement of application software with a Total Value above £75,000;

- 4.7 Agreements involving the development of land for public benefit;
- 4.8 Where it is proposed to extend or vary an existing contract;
- 4.9 Any collaborative procurements where the Council is working with other authorities to procure;
- 4.10 Where it is proposed to enter into a new contract with an existing supplier without competition (such as a new contract for a line of business software system);
- 4.11 Where the procurement is complex in any other way or involves unusual risks.

5. PRE-PROCUREMENT PROCEDURE

Before commencing a procurement process, it is essential that the Officer leading the procurement is fully aware of the QSG. Consideration shall be given to the Council's Procurement Strategy.

6. PRELIMINARY MARKET CONSULTATION

Before commencing a procurement process the Officer may conduct market consultations with a view to preparing the procurement and informing potential suppliers of the Council procurement plans and requirements. This should be proportionate to the value of the contract.

- 6.1 Before commencing preliminary market consultation advice must be sought from the Procurement Team ensuring that the market consultation, would not have the effect of distorting competition and would not result in a violation of the principles of non-discrimination and transparency.

7. CONTRACTS PROCEDURES

The following table outlines the minimum selection procedure to be used where the procurement is within these CPR and is not complex (see Rule 4 above) and a suitable existing corporate contract or appropriate framework is not being used.

Minimum Contracts Procedures for Works, Supplies or Services:

Estimated Total Value	Selection procedure	Selection recommendations
Less than £20,000	Single quotation in writing (recorded) including demonstration of value for money	Assistant Director or delegated to Officer
£20,001 to £75,000	At least three quotations in writing	Officer or Procurement Team
Above £75,001 but below the Public Contract Regulations 2015 Financial Threshold see QSG	Invitation to Tender issued to a minimum of three suppliers or an open tender.	Officer or Procurement Team
At or above the Public Contract Regulations 2015 Financial Threshold	Advice must be sought from the Procurement Team and/or Director	Consult with the Procurement Team and the Director

Estimating the Contract Value

The Council should make the best use of its procurement power by aggregating purchases wherever possible. It is not acceptable to split Works, Services or Supplies in attempt to avoid these CPR or the Public Contract Regulations.

Estimating the contract value must consider the value of the total contract duration. To determine the contract process, consult with the Procurement Team.

8. SINGLE QUOTATION PROCEDURE (Value less than £20,000):

Single quotes can be obtained in a variety of ways which may include phone, internet, letter, face to face, however the information needs to be recorded. Where quotations are obtained via phone or face to face interaction, these should be confirmed in writing (e.g. send e-mail or through third party providing written quote)

All quotes are subject to the following processes;

- 8.1 Although a formal procurement process does not need to be followed, value for money needs to be demonstrated.
- 8.2 Officers should select a supplier by any reasonable means.
- 8.3 Request a final written quote from the supplier.
- 8.4 Reasons for the selection are to be recorded centrally.
- 8.5 Raise an appropriate Purchase Order to the supplier using the Council's financial software, prior to placing the order ensuring this refers to or incorporates the relevant contract document(s).

9. MULTIPLE QUOTATION PROCEDURE (Value £20,001 to £75,000):

Having followed QSG:

- 9.1 Identify the appropriate contract to be used or contact the Procurement Team.
- 9.2 Develop and include in the relevant sections of the Council's invitation to bid documents, so that prospective suppliers (including at least one local supplier where practicable without improperly excluding other suppliers) can provide their quotations based on:

The evaluation criteria and

Specification of services/supplies/works required by the Council); and

Performance indicators (if appropriate).

The Procurement Team can assist with developing the relevant criteria/specification/performance indicators.

Open quotation opportunities should use the Council's e-sourcing system if appropriate and publishing the opportunity nationally using Contracts Finder with or without any other advertisement. Best practice would be to publish the opportunity for contracts over £20,000.

- 9.3 The period allowed for responses should be adequate, considering the complexity of the Council's requirements, to provide a reasonable opportunity for suppliers to prepare and submit a quotation. This will normally be at least 10 working days.
- 9.4 Invitation to bid documents should be sent or made available to the suppliers via the Council's e-sourcing system either to the selected suppliers or in an open opportunity. Access to the Council's e-sourcing system will be arranged by the Procurement Team on request.
- 9.5 Any bids received after the appointed date/time will not be considered and advice must be obtained from the Procurement Team as to next steps.
- 9.6 Bids will remain electronically sealed until the appointed time and date and will be opened by the Procurement Team and nominated officer.
- 9.7 Bids must be evaluated against the specified evaluation criteria, liaising with the Procurement Team and the Finance Team to check the information provided by the suppliers and when appropriate investigate the financial status of the supplier(s).
- 9.8 If less than two bids are received, consult with the Procurement Team and follow their recommendations as to whether to arrange a new invitation to bid or obtain other evidence demonstrating that (because of the nature of the opportunity, an absence of suitable competitor suppliers or otherwise) the bid(s) received represent Value for Money.
- 9.9 Record centrally the details of the procurement, including reasons for the selection of the winning bid and/or bids received.
10. **TENDER PROCEDURE (Value more than £75,001 but below the Public Contract Regulations 2015 Financial Threshold):**
- Having followed the QSG
- Identify the appropriate contract to be entered by using the QSG.
- 10.1 Officers should engage the assistance of the Procurement Team as soon as it is anticipated that a tender may be required.
- 10.2 The Procurement Team will assist Officers with the following steps, including design of scope, evaluation criteria, performance indicators (if appropriate) and mitigation of risks/costs.
- 10.3 Officers should then either:
- Select three or more specific potential suppliers to invite to tender (including at least one local supplier, where practicable without or
- improperly excluding other suppliers, or
- Open tender opportunities should use the Council's e-sourcing system if appropriate and publishing the opportunity nationally using Contracts Finder with or without any other advertisement. Best practice would be to publish the opportunity for contracts over £20,000.
- 10.4 Justification for inviting only selected potential suppliers must be approved by the Procurement Team and recorded with procurement documentation.

- 10.5 The period allowed for responses should be adequate, considering the complexity of the Council's requirements; to provide a reasonable opportunity for suppliers to prepare and submit a tender. This will normally be at least 20 working days.
- 10.6 Invitation to tender documents should be sent or made available to the suppliers via the Council's e-sourcing system either to the selected suppliers or in an open opportunity. Access to the Council's e-sourcing system will be arranged by the Procurement Team on request.
- 10.7 Any bids received after the appointed date and time will not be considered and advice must be obtained from the Procurement team as to next steps.
- 10.8 Bids will remain electronically sealed until the appointed time and date and will be opened by the Procurement Team and nominated officer.
- 10.9 The Procurement Team will manage evaluation of tenders against the specified evaluation criteria and liaise with the Finance Team to check the information provided by the suppliers and if appropriate investigate the financial status of the supplier(s).
- 10.10 The Procurement Team will assist in seeking approval, awarding the contract and completion of the procurement process.
- 10.11 Record centrally the details of the procurement, including reasons for the selection of the winning bid and/or bids received.

11. TENDER PROCEDURE FOR ABOVE PUBLIC CONTRACT REGULATIONS 2015.

Advice must be sought from the Council's Procurement Team where the estimated value is likely to exceed the PCR 2015 Financial Thresholds.

The Procurement Team will manage the procurement process to ensure compliance of the PCR 2015.

The evaluation criteria and weightings must be prepared to enable the most economically advantageous tender or bid (MEAT), to be identified, ensuring that all such criteria are appropriate for and proportionate to the relevant contract.

A report for Corporate Management Team Leadership Team must be prepared for all procurements over the PCR to include and not limited to:

- Nominated contract manager,
- Risk assessments and risk register,
- Contingency measures (including early termination and exit strategy)
- Annual review of insurance policy
- Contractual performance
- Innovations
- Social Value delivery
- Complaints and compliments
- Data Protection issues (if appropriate).

12. TENDER EVALUATION

Tenders must be evaluated in accordance with the evaluation criteria as set out in the invitation to tender documents.

The arithmetic in tenders must be checked by the appropriate officer as defined in the procurement documentation. If arithmetical errors are found they should be notified to the supplier, who should be requested to confirm or withdraw their tender.

13. DECLARATION OF INTEREST

If it comes to the knowledge of a Member or Officer (or other appropriate person) of the Council that a contract in which they have a pecuniary interest has been, or is to be, entered by the Council then they must immediately give written notice to the Monitoring Officer. This needs to be recorded on the annual return.

The Monitoring Officer shall maintain records of all declaration of interests notified by Members and Officers (or other appropriate person).

14. POST TENDER NEGOTIATION

Post tender negotiation is to be the exception and such negotiations shall be conducted strictly in accordance with the following:

- They shall take place at predetermined times and places;
- The Procurement team, Monitoring Officer and the Section 151 Officer or their Deputies, must be notified of the time and venue of all negotiations;
- More than one officer of the Council shall always be present, including either the Monitoring Officer or the Section 151 Officer or their Deputies, or their senior representative.
- The signed record of all meetings shall be kept on file.
- In the event of a contract being awarded, the relevant signed records of meetings shall be bound into the contract.

15. CONTRACT AWARD

15.1 The approval level for accepting tenders and quotations is as follows:

Value	Approval
Up to £20,000	Assistant Director
£20,001 to £50,000	Director
£50,001 to £100,000	CMLT
Above £100,001	Cabinet

15.2 Officers in conjunction with the Procurement Team must notify all suppliers simultaneously and as soon as possible of the intention to award the contract to the successful supplier and stipulating the standstill period (if any) applied in the notification. If an unsuccessful supplier challenges the decision, the Officer shall not award the contract and shall immediately seek the advice of the Procurement Team and Director of Resources.

15.3 Where a contract has been tendered below the PCR 2015 and above £20,000 the Council shall publish a contract award notice on Contract Finder.

- 15.4 Where a contract has been tendered pursuant to the PCR 2015 the Council shall publish a contract award notice as detailed by the PCR 2015.

16. CONTRACT TERMS AND CONDITIONS

Contracts shall be entered on the Council's terms and conditions, which shall be included with each purchase order and invitation to quote or tender. Exceptions to this rule must be approved in advance by the Director of Resources including terms and conditions used under Framework Agreements.

- 16.1 Every formal contract in writing within the meaning of CPR shall specify or contain (as a minimum) wherever possible:

- (a) the services, supplies or works to be provided;
- (b) the price to be paid, with a statement of discounts or other deductions;
- (c) the time or times within which the contract is to be performed;
- (d) that all relevant health and safety legislation and codes of practice must be complied with and that any specific health and safety requirements set out in the invitation to tender prior to contract award have been satisfied;
- (e) in appropriate cases (to be determined by the Director of Resources) provide for the payment of liquidated damages by the supplier where they fail to complete the contract within the time specified in the contract or any amendment thereto made in accordance with the terms of the contract;
- (f) a clause empowering the Council to cancel the contract and recover from the supplier the amount of any loss resulting from such cancellation, if the Supplier or any person acting on their behalf shall, in relation to the obtaining or execution of the contract or any other contract with the Council, have committed any offence under the Prevention of Corruption Acts 1889 to 1916, or shall have given any fee or reward the receipt of which is an offence under Section 117(2) and (3) of the Local Government Act 1972, Bribery Act 2010, Data Protection Act 2018 and Modern Slavery Act 2015;-
- (g) a clause requiring the supplier to provide information to the Council for the Council to fulfil its obligations under the Freedom of Information Act 2000 and Environmental Information Regulations 2004;
- (h) appropriate Employers Liability Insurance minimum of £10,000,000 or lower figure based on Officer's risk assessment in consultation with Finance (but not less than £5,000,000);
- (i) appropriate Public Liability Insurance minimum of £10,000,000 or lower figure based on Officer's risk assessment in consultation with Finance (but not less than £5,000,000); and
- (j) appropriate Professional Indemnity Insurance minimum of £1,000,000 or lower or higher depending on the risks and based on Officer's risk assessment in consultation with Finance.

17. EXECUTION OF CONTRACTS

Any contracts valued at above £100,000 shall be formal, made in writing and executed as a deed by the affixing of the Council's common seal or signed by the Director of Resources or other person duly authorised in this regard (as considered appropriate). All other contracts i.e.

less than £100,000) may be signed by the relevant Director or other person duly authorised in this regard (as considered appropriate) of the section.

18. CONTRACT REGISTER AND FORWARD PROCUREMENT PLANS

All Directors shall be responsible for the Contracts Register and Forward Procurement Plans and all prospective contracts entered into by the Council in excess of £5,000 unless the contract is less than three months duration.

Information required for maintaining the Contracts Register and Forward Procurement Plans will be provided in a timely manner to meet quarterly publication requirements.

19. FRAMEWORK AGREEMENTS AND DYNAMIC PURCHASING SYSTEMS

Framework Agreements and Dynamic Purchasing Systems (DPS) will contain instructions for use within its terms, and potentially include a requirement for a further competitive process between those suppliers who are parties to the Framework Agreements and DPS. In these cases, a Framework Agreement and DPS shall be tendered in accordance with these CPR and the Public Contract Regulations. Where the Council has entered into a Framework Agreement and/or through procurement or is able to place orders from existing Framework Agreements and/or procured by central government agencies, other local authorities or other third parties, then the Council may benefit from using those contracts without entering into a separate procurement. Procurement Team advice should be sought in advance before awarding a contract to a supplier using a Framework Agreement or DPS not procured directly by the Council.

If an appropriate Framework Agreement is available, it must be considered.

20. COLLABORATIVE PROCUREMENT

These CPR shall apply to any procurement where tenders are invited by the Council on behalf of any partnership, consortium, association or similar body of which the Council is a member, unless such tenders are invited in accordance with the method prescribed by such consortium, association or body and where necessary with the requirements of the PCR 2015.

21. CONTRACT EXTENSIONS

No contract may be extended except in accordance with its terms (subject to financial resources and satisfactory value for money assessment) and comply with the PCR 2015.

Prior to any contract extensions advice should sought from the Procurement Team.

22. WAIVERS OF CONTRACT PROCEDURE RULES

Waivers of any of these CPR shall only be given in exceptional circumstances provided the value does not exceed the PCR financial thresholds. Waivers may not be made retrospectively.

- 22.1 An Officer empowered to let a contract may seek a waiver from a Director and Section 151 Officer or their deputies and if above £100,000 Cabinet. All waivers shall be recorded on the Waiver Form and saved centrally.

23. BONDS, GUARANTEES AND INSURANCE

The Officer shall consider in all contracts the appropriate type (employee liability, public liability, professional indemnity, etc.) and level of insurance requirements for each contract. The Officer shall consult with Finance when determining the appropriate levels of insurance.

- 23.1 For all contracts over £100,000 (and any other circumstances deemed appropriate by the Officer and the Director of Resources), some form of security may be required from the potential supplier as part of the pre-procurement process,

24. OPERATIONAL EMERGENCY

In the event of circumstances rendering emergency measures necessary which cannot expediently be approved through normal Council procedures, the appropriate Officer(s) in consultation with the Managing Director (or a nominated officer), or not less than two Cabinet Members may, notwithstanding anything contained in the Council's CPR or Financial Procedure Rules, authorise the Officer to enter into a contract on behalf of the Council.

In a continuing emergency any action taken, or contract entered into shall be reported to a special Cabinet meeting as soon as possible which shall take such action as necessary to deal with the situation.

Prior to reference to Cabinet, such process of emergency measures shall be subject to a total limit of expenditure up to PCR 2015 Financial Thresholds.

Any adoption of these powers must be reported to the next Cabinet.

25. DISPOSAL OF ASSETS

Disposal and/or reallocation of assets needs to be managed with the same diligence as the acquisition process. Before any disposal and/or reallocation of assets reference must be made to the Council's Disposal Strategy. The Council has a duty of care regarding the disposal of equipment where environmental issues are appropriate.

- 25.1 Records must be retained for the disposal of assets in a similar way as for procurement decisions.
- 25.2 Any items of stock (other than land) deemed obsolete or surplus to requirements must, where the expected loss on disposal is no more than £20,000, be sold or disposed of only on the authorisation of the Director. Where the expected loss on disposal exceeds £20,000 the approval of the appropriate Director (s) must be obtained.
- 25.3 The method of disposing of surplus or obsolete stocks / stores or assets other than land must be determined as follows:

Total Value	Method
Up to £20,000	By whatever means the relevant Director shall decide consistent with the asset disposal rules
£20,000 and up to £100,000	Tender sought by public advertisement, by public auction, or such other means as the Section 151 Officer shall determine after formal written consultation with the Monitoring Officer
Above £100,000	Cabinet

- 25.4 Before an item is disposed of, consideration should be given as to whether there is a use for the item elsewhere within the Council. All options must be explored, and a record kept of the decisions made. It is the responsibility of each Director to establish that legal title rests with the Council prior to the disposal of any item. Disposal of land will in all cases require advice and guidance from the appropriate body as set out in the Council's Financial Regulations.

26. CONTRACT MANAGEMENT

Efficiencies secured under competitive processes will only be realised with effective contractual management.

- 26.1 Named Officer(s) within the relevant section will be responsible for the day to day operational management of any new contract in their section.
- 26.2 The Procurement Team will assist in contract management, particularly in cross-functional (or cross-authority) agreements, with roles being established with sections at contract mobilisation.
- 26.3 Requirements for contract management are to include and not limited to: (as a minimum);
- 26.4 An annual review (in consultation with the Finance Team) of the financial status of any supplier in contract with the Council
- 26.5 Annual check for validity of any required certifications and evidence of current insurance cover
- 26.6 Regular review meetings at agreed intervals to discuss:
- 1) Contractual performance (key performance measures)
 - 2) Social value delivery
 - 3) Innovations or other potential savings in areas relating to the contract or opportunities to improve the range of services provided.
 - 4) Risk identification, evaluation and management on subjects relating to the contract
 - 5) Customer complaints and compliments.
 - 6) Any data protection issues.

Intervals for these review meetings will vary depending on the complexity of the contract/commodity and the total value. Generally, the review meetings for any contract with a high-risk element or above the Public Contract Regulations financial threshold should be held at least six monthly and can be more frequent where performance or risk management are identified as an issue.

- 26.7 For all agreements with a total value above the PCR 2015 financial threshold a report must go annually, via the Managing Director, to the relevant Cabinet Member regarding:

Achievement of contractual objectives within the period

Current contractual direction (continue, review, exit, retender)

27. RETENTION OF DOCUMENTS

It is a legal requirement for commercial records to be retained for inspection by various Government authorities including HMRC.

- 27.1 The retention period commences once the Tender, Purchase Order or Contract is closed: all “open” documents are retained indefinitely.
- 27.2 The records to be retained, the retention period and which section retains them are detailed below:

Document	Retained by	Retention Period
Tenders/Quotations	e-procurement system/centrally	7 Years
Purchase Orders	Finance System/Section	7 Years
Contracts	Officer/Deed Room	7 Years
Suppliers Invoices	Finance System/Section	7 Years

The records should be kept in a format that facilitates accessibility for future use.

28. REVIEW AND AMENDMENT OF THE CONTRACT PROCEDURE RULES

The CPR shall be reviewed and updated on an annual basis.

JOINT INFORMAL CABINET TERMS OF REFERENCE

1. Meetings

The Joint Informal Cabinet will meet regularly and according to business need, linked to the strategy and policy development and as part of the collaborative working between Broadland District Council and South Norfolk Council.

2. Membership

Broadland District Council and South Norfolk Council shall appoint all Cabinet members to the meeting.

Two joint Chairmen of the Group shall be the Leaders of each Council. The role of Chairman will alternate between Broadland District Council and South Norfolk Council on a meeting by meeting basis, dependent on which Council is hosting the meeting

In the absence of the host authority Chairman the meeting will be chaired by the non-host Chairman. In the absence of both Chairman the Group will be chaired by the Deputy Leader of the host authority.

No substitute members will be permitted.

3. Quorum

The minimum number of members from each council required to transact any business of the Group shall be two thirds, rounded up to the nearest whole number.

4. Voting

The Chairman for the meeting has the discretion to conduct a vote either by show of hands or, if there is no dissent, by affirmation of the meeting.

If there are equal numbers of votes for and against, the Chairman of the meeting will have a second or casting vote.

5. Venue and Time

Meetings will be held at both Broadland District Council and South Norfolk Council offices, as appropriate to conduct business and at venues which are accessible to the public.

Meetings will commence at a date and time to be agreed by both of the Chairmen.

6. Protocol and Openness

The Chairman of the meeting will be responsible for maintaining order and the effective conduct of business at meetings.

Members of either Council are welcome to attend the meetings, subject to the agreement of the Chairman and may speak but not vote.

Members of the public will not be permitted to attend meetings of the Group.

Members will ensure that they abide by their respective Council's code of conduct at all meetings.

7. Terms of Reference

Provide political leadership to ensure integration and transformation of services across the two Council's.

Aligning activities at member level where this is appropriate and necessary to facilitate collaborative working.

Provide a steer on the policy framework of the councils, review strategy documents and review the Council's business plan.

JOINT LEAD MEMBERS GROUP TERMS OF REFERENCE

1. Purpose of the Joint Lead Members Group

To oversee progress with the Broadland and South Norfolk collaborative working partnership following agreement of the Feasibility Report recommendations by both Councils on 12 July 2018.

To provide a steer and act as a consultative group to the programme in the implementation of recommendations from the report.

To provide political leadership to ensure integration and transformation of management, staffing and services across the two councils.

To align activities at a member level where this is appropriate and necessary to facilitate collaborative working.

To identify lessons and opportunities from Members from other council areas that have delivered shared services to help inform the successful delivery of the programme.

To oversee the risks of shared services across the two councils and recommend mitigating actions to Broadland and South Norfolk Cabinet.

2. Membership

Broadland District Council and South Norfolk Council shall appoint four members of each council as members of the Group, three Members from the leading group and one Member from the opposition group.

Two joint Chairmen of the Group will be appointed; one each by the Leaders of Broadland District and South Norfolk Councils. The role of Chairman will alternate between Broadland District Council and South Norfolk Council on a meeting by meeting basis, dependent on which Council is hosting the meeting

3. Terms of Reference

The Joint Lead Members Group will act collaboratively, reaching conclusions by consensus.

The Joint Lead Members Group will make its comments to the programme team.

The Joint Lead Members Group will receive reports in line with the timeline for the programme and collaborative work develops.

Any conclusions and comments reached by the Joint Lead Member Group will not be binding on the two councils, each of which will retain its autonomy and consistency will be sought where possible.

4. Meetings

The Joint Lead Members Group will meet on a monthly basis (unless agreed otherwise by the Chairs of the Group), as implementation of collaborative working progresses.

5. Quorum

A minimum of two members of each council must be present to transact any business of the Group, with at least one of the joint Chairs also in attendance.

Both the leading group and opposition group are able to have named substitute Members (i.e. 1 Conservative and 1 Liberal Democrat from Broadland District Council and 1 Conservative and 1 Liberal Democrat from South Norfolk Council).

6. Venue and Time

Meetings will be held at both Broadland District Council and South Norfolk Council offices.

Meetings will commence at a date and time to be agreed by both of the Chairmen.

7. Protocol and Openness

The Chairman of the meeting will be responsible for maintaining order and the effective conduct of business at meetings of the Group.

Members of either Council are welcome to attend meetings of the Group, subject to the agreement of the Chairman.

Members of the public will not be permitted to attend meetings of the Group.

Members of the Group will ensure that they abide by their respective Council's code of conduct at all meetings.