Broadland District Council
Community at heart

Cabinet
Agenda

Members of the Cabinet:

Cllr S A Vincent Chairman (Leader)	Policy
Cllr T M Mancini-Boyle (Deputy Leader)	Finance
Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr L H Hempsall	Planning
Cllr J Leggett	Environmental Excellence
Cllr F Whymark	Housing and Wellbeing

Date & Time:

Tuesday 16 March 2021 6.00pm

Place:

To be hosted remotely at: Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich

Contact:

James Overy tel (01603) 430540
Email: committee.services@broadland.gov.uk
Website: www.broadland.gov.uk

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link:
https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng

If a member of the public would like to attend to speak on an agenda item, please email your request to committee.services@broadland.gov.uk, no later than midday on Monday 8 March 2021.

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communication for all

AGENDA

1. To receive declarations of interest under Procedural Rule no 8 **4**

2. Apologies for absence

3. Minutes of meeting held on 9 February 2021 **6**

4. Matters arising therefrom (if any)

5. Public Speaking

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

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

6. Representations from Non-Cabinet Members

To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.

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

7. Overview and Scrutiny Committee

The Cabinet will be advised of views expressed by the Committee at its Meeting on 9 March 2021 in relation to items on this Agenda.

8. Economic Success Panel **21**

To receive the Minutes of the meeting held on 1 February 2021.

9. Wellbeing Panel **23**

To receive the Minutes of the meeting held on 3 February 2021.

10. Q3 Strategic Performance / Finance **28**

11. Covid-19 Hardship Fund **76**

12. Community Connectors **84**

13. Affordable Home Ownership **90**

14. New Homes Bonus Consultation **106**

15. Exclusion of the Press and Public

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

16. Exempt Minutes of meeting held on 9 February 2021 **98**

17. Exempt Minutes of the meeting of the Economic Success Panel held on 1 February 2021 **102**

Trevor Holden
Managing Director

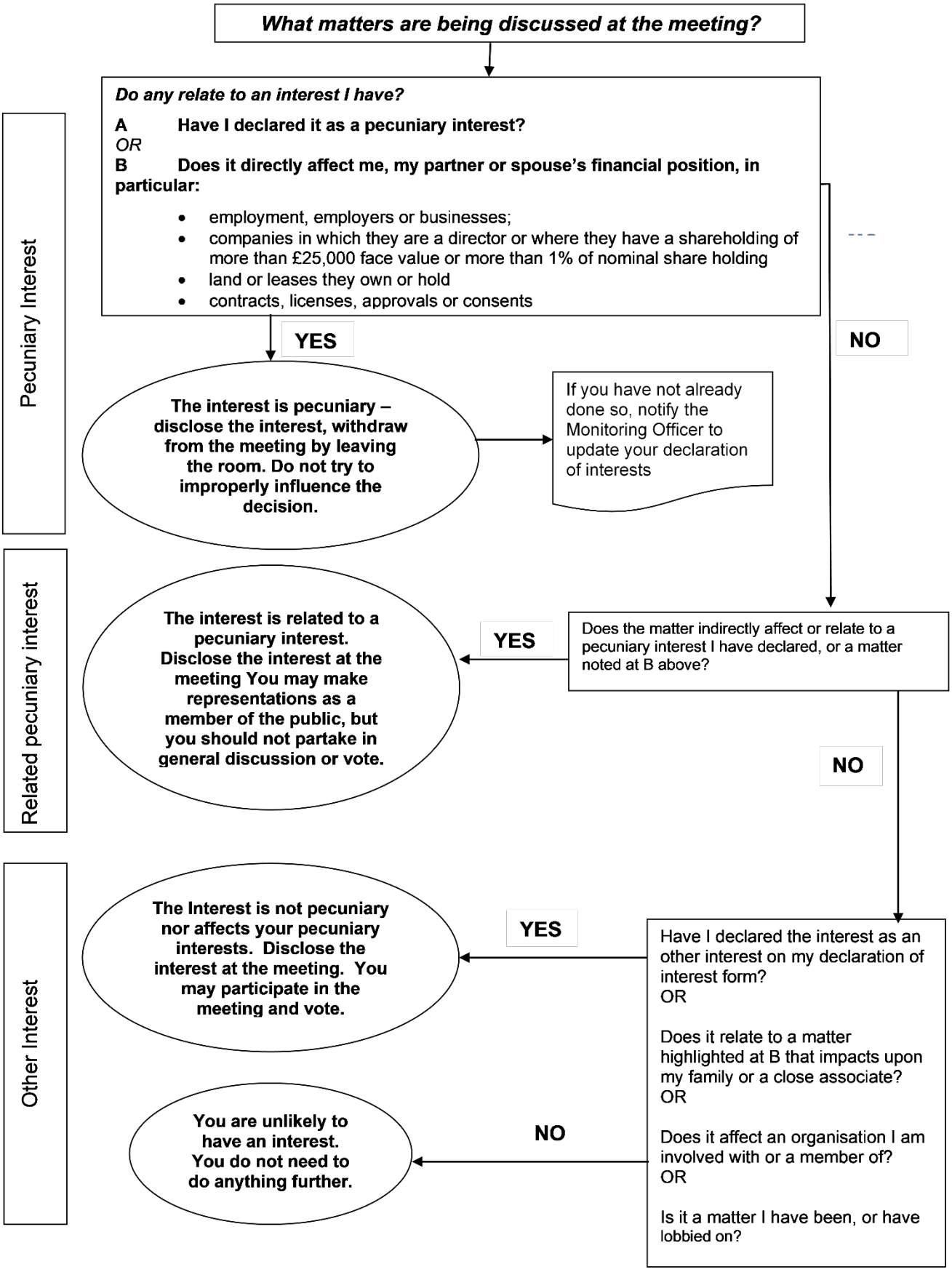
DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.
Does the interest directly: 1. affect yours, or your spouse / partner's financial position? 2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in If the answer is "yes" to any of the above, it is likely to be pecuniary. Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.
Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above? If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.
Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.
Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Minutes of a meeting of **Cabinet** held by video link on **Tuesday 9 February 2021** at **6.00pm** when there were present:

Cllr S A Vincent – Policy (Chairman)

Portfolio holders:

Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr L H Hempsall	Planning
Cllr J Leggett	Environmental Excellence
Cllr T M Mancini-Boyle	Finance
Cllr F Whymark	Housing and Wellbeing

Cllr T Adams, Cllr K Kelly, Cllr K Leggett, Cllr M Murrell, Cllr S Riley and Cllr K Vincent also attended the meeting.

Also in attendance were the Managing Director, Director Place, Director Resources, Director People and Communities, Chief of Staff, Assistant Director Economic Growth, Assistant Director Planning, Assistant Director Finance, Assistant Director Governance and Business Support (Monitoring Officer), ICT Lead Housing Standards, Communities and Help Hub, Senior Economic Development Officer: Funding and Strategy and the Democratic Services Officers (LA, JO).

186 MINUTES

The Minutes of the meeting held on 12 January 2021 were confirmed as a correct record, save for the following typographical error:

Minute No 182 – Warm Homes Fund – Additional Funding – Contract Award

The Portfolio Holder for Housing and Wellbeing confirmed that he would bring this project to the notice of the SNAPB Community Links Group, when he attended their meeting next week.

The Portfolio Holder for Housing and Wellbeing advised Members that the meeting referred to above was the South Norfolk and Broadland Community Links Group. The Warm Homes Fund project had been well received at the meeting.

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187 REPRESENTATIONS FROM NON CABINET MEMBERS

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

188 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 2 February 2021, as each item was considered.

189 ECONOMIC SUCCESS PANEL

Cabinet received the Minutes of the meeting of the Economic Success Panel held on 7 December 2020.

190 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Cabinet received the Minutes of the meeting of the Service Improvement and Efficiency Committee held on 11 January 2021. The Portfolio Holder for Transformation and Organisational Development informed the meeting that the Committee would receive a further update on Member IT in April.

191 PLACE SHAPING PANEL

Cabinet received the Minutes of the meeting of the Place Shaping Panel held on 18 January 2021.

192 ENVIRONMENTAL EXCELLENCE PANEL

Cabinet received the Minutes of the meeting of the Environmental Excellence Panel held on 28 January 2021. The Portfolio Holder for Environmental Excellence advised members that the post for an Environmental Coordinator, to deliver the Environmental Strategy, was currently being advertised.

193 REVENUE BUDGET AND COUNCIL TAX 2021/22

The Assistant Director Finance introduced his report, which covered the various elements that needed to be considered when setting the Council's budget for the coming year as well as the Council Tax for the District.

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The report proposed that Broadland increase its Council Tax for a Band D property from £125.52 to £129.91 for 2021/22. This equated to a rise of 3.50%.

Cabinet was advised that the proposed 2021/22 revenue budget was balanced and had no calls on general revenue reserves.

The proposed revenue budgets and associated Delivery Plan sought to advance the following priority areas:

- Growing the Economy
- Supporting individuals and empowering communities
- Protecting and improving the natural and built environment, whilst maximising quality of life
- Moving with the times, working smartly and collaboratively.

The Assistant Director Finance drew members' attention to Appendix B, which showed the main changes to the base budget for 2021/22

The revenue budget took account of Covid-19, which would have a long lasting impact on residents, businesses and the Council's operations. For 2021/22 the budgets include provision for £662,000 of additional expenditure to respond to the pandemic. This was fully funded from Government grants.

Since the report was drafted the final Local Government Financial Settlement had been announced and it was confirmed that none of the main figures had changed from the provisional settlement.

The Council was reliant on income of around £2.8m in Business Rates for delivering it services and there was the risk of a significant drop in this figure for 2021/22. Similarly, the New Homes Bonus Grant was being reduced from £2.3m in 2020/21 to £1.6m in 2021/22.

A new one-off Lower Tier Services Grant of £366,000 had been introduced by the Government in response to the current exceptional circumstances.

It was proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure of 1.1%. The only exception to this was the Green Waste Bin charge, which had remained the same since 2018/19. This year it was proposed to increase the charge by £5 to reflect inflationary growth in operating costs.

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It was also proposed to increase the special expense band D charge by £5 in order to provide funding for future essential street lighting works in Drayton, Great Witchingham and Hellesdon.

Cabinet was advised that the budget requirement compared to the predicted total funding over the next few years, showed a funding gap in 2022/23 of approximately £1m. The primary reason for this was an anticipated reduction in New Homes Bonus Grant.

The meeting was informed that the Local Government Act 2003 required the Assistant Director Finance, as Section 151 Officer, to report on the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves.

In summary this advice was:

- Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.

- Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

The Portfolio Holder for Finance advised members that the Cabinet was reluctantly proposing an increase in Council Tax due to the funding gap in the Medium Term Financial Strategy.

She also drew Members' attention to Appendix B and informed the meeting that Cabinet wished to propose some amendments under Cost Pressures.

The Portfolio Holders then suggested the following changes to the Base budget:

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	Per Report	Change	As agreed	Reason
Cost Pressures				
Governance – Internal Audit days	10.0	-10.0	0.0	Audit days in 21/22 now anticipated to be lower than originally estimated
HR – Training budget	48.0	-12.0	36.0	Reduction in allowance for Member training to £250 per Member
ICT & Digital – Software licenses	85.0	-7.5	77.5	Provision for desk booking system to be funded by Covid-19 monies
ICT & Digital – Allowance for additional upgrades	50.0	-50.0	0.0	Rather than providing an annual budget, to consider need on a case by case basis
ICT & Digital – Additional consultancy to help align systems	30.0	-30.0	0.0	Rather than providing an annual budget, to consider need on a case by case basis
Community Assets – Northwest Woodlands County Park	27.0	-27.0	0.0	Initial maintenance costs are able to be funded from transferred funding
Community Assets – Play areas	55.0	-27.0	28.0	Reassessment of likely need.
Planning – £10k NSP, £145k GNLP, £31k GNGB, £12.5k GNGB Sports	199.0	-145.0	54.0	£145k GNLP to be funded from Equalisation Reserve in line with treatment in previous years
Waste – Disposal costs	186.0	375.0	561.0	Increase to provide for potential increase in gate fee
Extra RSG	0.0	-30.6	-30.6	
Draw on reserves	0.0	-35.9	-35.9	
	690.0	**0.0**	**690.0**	

The Portfolio Holder for Finance advised the meeting that the additional Revenue Support Grant of £30,630 together with the reductions made in the base budget would go towards the anticipated increase in the Waste Disposal Gate Fee although this would still leave a draw of around £30,000 on General Reserves.

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The Assistant Director Finance confirmed that none of the proposed changes would affect the robustness of the budget.

Voting was carried out by way of a roll call and it was unanimously:

RECOMMENDED TO COUNCIL

- The approval of the 2021/22 base budget; subject to the amendments proposed above (Appendix A to F attached to the signed copy of these minutes).
- The use of the earmarked reserves as set out in Appendix E.
- That the Council's demand on the Collection Fund for 2021/22 for General Expenditure shall be £6,061,601 and for Special Expenditure shall be £169,801
- That the Band D level of Council Tax be £129.91 for General Expenditure and £3.64 for Special Expenditure.

RESOLVED

- Changes to the proposed fees and charges as set out in section 5.

To note:

- The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
- The future budget pressures contained in the Medium-Term Financial Strategy.

Reasons for decision

The report was a factual account.

194 CAPITAL BUDGET STRATEGY AND CAPITAL PROGRAMME 2021/22 TO 2025/26

The Assistant Director Finance presented the report that consisted of two elements; the Capital Strategy and the proposed Capital Programme for 2021/22 to 2025/26.

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The Capital Strategy set out the Council's approach to the use of its capital assets and resources and was the framework for determining the capital programme and the effective use of the Council's resources.

The Capital Programme expenditure for 2021/22 was estimated to be around £17.6m, which was significantly higher than in previous years. Projects included:

- £2m investment in Broadland Growth Ltd to develop housing in the District and generate income for the Council and the public purse.
- £8.8m for the Food Innovation Centre (although Members were asked to note that the majority of this sum would be made up from European funding and the LEP).
- £3m to allow for the potential purchase of refuse vehicles and/or the refurbishment of the existing waste depot at Frettenham.
- £885,000 for Disabled Facilities Grant to help people stay in their own homes. This was fully funded by Government grant through the Better Care Fund.
- The IT System Replacement Programme was estimated at £485,250 for 2021/22.

The Assistant Director Finance confirmed that the Capital Programme was affordable and that there was no requirement to borrow to fund it.

The Portfolio Holder for Finance advised the meeting that she had some concerns regarding the proposed street lighting budget and would like a business case to be drafted for it, before it was approved.

Voting was carried out by way of a roll call and it was unanimously

RECOMMENDED TO COUNCIL

To approve the Capital Strategy (Appendix A attached to the signed copy of these minutes) and the Capital Programme for 2021/22-2025/26 (Appendix B attached to the signed copy of these minutes), subject to a business case being drafted for the proposed street lighting budget.

Reasons for decision

The report was a factual account.

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195 TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22

The Assistant Director Finance introduced the report, which set out the Treasury Management Strategy Statement 2021/22 and associated policies.

He advised the meeting that there were three key treasury management principles:

The first was security; which was maximised by ensuring that the Council's money was placed with appropriate high quality counterparties commensurate with the organisation's risk appetite.

The second was liquidity; which sought to ensure that the cash flow was adequately planned, with cash being available when it was needed.

The third principle was yield, which sought to maximise investment returns, commensurate with risk.

The Treasury Management Strategy Statement for 2020/21 encompassed a number of areas including the following:

- The Treasury Management Policy Statement – an overarching policy statement that set out the member steer for the Treasury Management of the Council.

- The Annual Investment Strategy – which set out the investment risk management policy and the key parameters that underpinned this approach.

- Expected Investment Returns – these were expected to be low as the bank rate was unlikely to rise above 0.10 percent for the foreseeable future.

- Prudential Indicators – these were used to ensure that the Council's capital expenditure plans were affordable and prudent.

- Borrowing Strategy – the Capital Programme did not indicate any need to borrow. But this situation might change in the future, for example, for the development of a new waste depot.

The Portfolio Holder for Finance noted that the expected investment return for 2021/22 was better than expected at £346,300. She also noted that the Council had the option of borrowing from the UK Municipal Bonds Agency, if necessary.

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Voting was carried out by way of a roll call and it was unanimously

RECOMMENDED TO COUNCIL

(1) The Treasury Management Strategy Statement 2021/22

(2) The Treasury Management Policy Statement 2021/22 (Appendix 1)

(3) The Annual Investment Strategy 2021/22 (Appendix 2)

(4) The Treasury Management Practice (TMP1) (Appendix 3)

(5) The Treasury Management Scheme of Delegation (Appendix 4)

(6) The Prudential Indicators (Appendix 5)

(7) The Minimum Revenue Provision (MRP) Statement (Appendix 6).

(Appendices 1-6 attached to the signed copy of these minutes).

Reasons for decision

The report was a factual account.

196 COUNCIL TAX ASSISTANCE SCHEME 2021/22

The Housing and Wellbeing Senior Manager introduced the report, which requested that Cabinet approved the Council Tax Assistance Scheme, with no changes, for the financial year 2021/2.

He advised the meeting that the Council was required to review and approve its Council Tax Assistance Scheme annually and that as the scheme had worked well over the last year no changes were proposed for 2021/22.

The Portfolio Holder for Finance noted the 106 percent increase in claims for Council Tax Assistance due to the pandemic.

In response to a query about assistance for residents it was explained that Universal Credit claimants could notify their local authority as part of the claims process. It was emphasised that officers were building up relationships with their counterparts at Job Centres in order to signpost residents to the support that was available for them and that the Early Help Hub was playing a key role in this.

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RESOLVED

To approve the Council Tax Assistance Scheme for 2021/22.

Reasons for decision

To support residents in need of help with their Council Tax bills.

197 GREATER NORWICH GROWTH BOARD: JOINT FIVE-YEAR INVESTMENT PLAN

The Director of Place introduced the report which asked Members to consider the Five-Year Investment Plan for 2021-2026, in addition to the Annual Growth Programme (AGP) for 2021-2022.

It was explained that the three Greater Norwich local authorities pooled their Community Infrastructure Levy (CIL) funding and allocated it to priority projects that supported the growth agenda across the three districts.

Members were asked to note that two of the four projects identified for funding in the 2021/22 AGP fell within Broadland. These were: £100,000 for the Brundall Sports Hub and £312,000 for the Bure Valley Path: Access and Recreational Enhancement project. In addition, it was proposed that £2m be awarded to support the education capital programme across Greater Norwich.

The Portfolio Holder for Economic Development noted the importance of the Bure Valley Path as green infrastructure and as a safe means of crossing the A140.

It was also noted that improvements to areas outside the District, such a Marriott's Way could have benefits for Broadland.

The Leader noted how well the three local authorities worked to pool their CIL money and deliver infrastructure across Greater Norwich.

RECOMMENDED TO COUNCIL

(1) To agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2021-2026, included in Appendix A; and

(2) To approve the allocation of CIL to 4 specified projects, these projects will form the 2021/22 Annual Growth Programme (AGP); the allocation of £2M to support the Education Capital Programme within Greater Norwich; and, the allocation of an additional £341,000 to projects GP46 and GP53 that were initially allocated funding within the 2018/19 AGP.

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Reasons for decision

To support the provision of infrastructure in the District

198 DELIVERY PLAN 2021/22

The Strategy and Programme Manager introduced the report, which recommended the adoption by Council of the 2021/22 Delivery Plan and set out the activities and projects the Council would be undertaking to meet the priority areas outlined in the four-year Strategic Plan.

Members were informed that it had been intended that the Council would develop a new two-year plan for 2021/22, aligned to a new two-year budget setting process. However, the impact of Covid-19 pandemic meant that it would be too challenging to develop a two-year plan at this stage and, therefore, a one-year plan had been drafted for 2021/22 instead.

The Delivery Plan set out the key activities and budgets for 2021/22, which were broken down by directorate and also included delivery measures to enable the success of activities to be monitored.

The Plan also set out the ways in which the Council would respond to the challenges the pandemic had brought and how it would for support the District in the future.

In response to a query from the Portfolio Holder for Organisational Development it was confirmed that the redesign of the Early Help and Prevention model would be taken to the Service Improvement and Efficiency Committee as part of the development of the project.

It was also confirmed that the alignment of the waste customer services and the full business cases for the future of the Frettenham and Ketteringham depots would not be brought forward until the new waste contractor was in place.

The Portfolio Holder for Planning noted the excellent work being carried out by the Planning Team in liaising with parishes to assist with their spend programmes for Community Infrastructure Levy (CIL) and S106 receipts.

The Portfolio Holder for Economic Development drew attention to the importance of the Council's work in supporting aspirations and the skills of residents, in particular through the Kickstart scheme and the Choices programme, which were more important than ever during the pandemic.

She also noted the Action Plan for the North West Woodland Country Park and the work being carried out to provide a coordinated integration in Market

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Towns regeneration and the Bure Valley Path and Railway improvements and enhancements facilitated by £1.2m of funding from Interreg Visitor Economy fund.

The Leader noted that Cabinet were keen to see the Choices programme being brought forward. In response, the Director of Place confirmed that he would be bringing a report to an informal meeting of Cabinet in due course.

The Portfolio Holder for Housing and Wellbeing highlighted the work that the Council did in partnership with other bodies and organisation to support the vulnerable in the District

RECOMMENDED TO COUNCIL

To approve the adoption of the one-year Delivery Plan for 2021/22.

199 COVID-19 UPDATE

The Internal Consultancy Lead - Housing standards, Communities and Help Hub introduced the report, which provided an overview of the impact of Covid-19 on the people, communities and businesses in Broadland, together with the detail of the Council's ongoing response.

The report set out the rapidly changing environment caused by the pandemic. Members were asked to note the significant level of funding that had been provided by the Government to alleviate hardship and to support businesses and the number of staff that had been redeployed in response to a request from the NHS.

Since the advent of Covid-19 the Council had also developed a series of interventions designed to support staff and promote their wellbeing during this crisis. These included:

- Training 43 Mental Health First Aiders
- Wellbeing surveys.
- Launched 'Your home workout' which allowed free access to a variety of virtual fitness classes.
- Workout and desk stretches available on the intranet, created by the Leisure Team
- Guidance provided to employees on flexible working, working remotely and email management.

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The good news was that over the past two weeks the infection rate in Broadland had declined from 515 per 100,000 to 205 per 100,000.

The Council was actively involved in supporting the vaccination programme and in Norfolk and Waveney 90 percent of over 80s had been vaccinated, with 12 percent having received their second dose. In the 75 -79 age group 81 percent had been vaccinated.

The Leader noted the huge number of activities and support being provided by the Council to combat the pandemic, including enhanced contact tracing for which the Hub were dealing with 300 cases a week. The Director for People and Communities emphasised that this demonstrated the value of the local intelligence that the Council had to support residents.

Members commended the remarkable response of staff to the crisis and thanked the volunteers who were working in support of the NHS.

The Managing Director thanked members for their kind words and emphasised that the whole of the One Team had played their part in supporting and helping residents and businesses throughout the District and collectively working to make a difference.

RESOLVED

To note the content of the report regarding the local impact of Covid-19 together with the activities the Council is taking to mitigate those impacts

Reasons for decision

To provide effective and targeted local support in response to the pandemic.

200 MUTUAL AID AGREEMENT NORFOLK AND WAVENEY HEALTH & CARE PARTNERSHIP

The Assistant Director Governance and Business Support (Monitoring Officer) introduced the report, which confirmed that the Council had entered into a mutual aid agreement as a voluntary reciprocal exchange of employees between partners in the area.

The agreement would maximise an efficient response to the management of Covid-19 across Norfolk, by providing much needed resource to the NHS through those staff who were able to be redeployed.

Following a call to arms to the One Team, over 100 members of staff had put themselves forward to offer their time and help. Twenty one staff members

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had been inducted at the Norfolk and Norwich University Hospital and had confirmed they were being well supported.

It was confirmed that the agreement did not override employee terms and conditions and made no change to contracts of employment. No employee would be made available to another party without their agreement and without the agreement of their Assistant Director.

Cabinet was advised that the Moratorium of Understanding would put the Council in good stead for an ongoing reciprocal relationship with the NHS.

Voting was conducted by way of a roll call and it was unanimously:

RESOLVED

To retrospectively agree the decision to enter into the Mutual Aid Agreement, as agreed under urgency provision between the Leader and the Managing Director.

Reasons for decision

To maximise an efficient response to the management of Covid19 across Norfolk.

201 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

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

202 FOOD INNOVATION CENTRE –CONTRACTS AND AGREEMENT

Cabinet considered the exempt report from the Assistant Director Economic Growth, which requested delegated authority be given to senior officers and Portfolio Holders to enter into specific contracts, service level agreements and tenancy agreements on behalf of the Council in relation to the Food Innovation Centre project.

Voting was conducted by way of a roll call and it was unanimously:

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RESOLVED

To agree recommendations 1-7, as set out in the exempt minutes.

Reasons for decision

To progress the development of the Food Innovation Centre.

203 CONTRACT FOR THE ICT INFRASTRUCTURE TO SUPPORT ONE NETWORK

Cabinet considered the exempt report of the Transformation Manager and the ICT and Digital Manager**,** which sought approval from Cabinet to award a contract to the preferred provider for the provision of new ICT Infrastructure.

Voting was conducted by way of a roll call and it was unanimously:

RESOLVED

To approve recommendations 1-3, as set out in the exempt minutes.

Reasons for decision

To support the creation of One Network.

The meeting closed at 8.06pm

DRAFT

Minutes of a meeting of the **Economic Success Panel** held by video link on **Monday 1 February 2021** at 6pm when there were present:

Cllr A Crotch – Chairman

Cllr S Beadle	Cllr S Catchpole	Cllr T M Mancini-Boyle
Cllr N Brennan	Cllr J Copplestone	Cllr K Vincent
Cllr P Bulman		

Officers in attendance were the Director of Place, the Assistant Director Economic Growth, the Assistant Director of Governance and Business Support (Monitoring Officer), the Senior Economic Development Officer - Funding and Strategy (NC), the Senior Finance Business Partner (MB) and the Democratic Services Officers (DM and LA).

37 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

None made.

38 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr D King and Cllr N Harpley.

39 MINUTES

The non-exempt minutes of the meeting held on 7 December 2020 were confirmed as a correct record and signed by the Chairman.

The Chairman commented that the recommendations to Cabinet set out in the minutes had not been referred to Cabinet as they had been superseded by the report being considered by the Panel that day reflecting the most up to date position with the project. In answer to a question, the Democratic Services Officer confirmed this was this was an appropriate course of action.

40 MATTERS ARISING

No matters were raised.

41 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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

42 FOOD INNOVATION CENTRE (FIC) – DELEGATED AUTHORITY

The Panel considered the report of the Assistant Director Economic Growth which sought delegated authority for a range of functions in relation to the Food Innovation Centre (FIC). It also sought approval of the establishment of an internal FIC Project Advisory Board and endorsement of its Terms of Reference.

The Director of Place and the Assistant Director Economic Growth outlined progress to date on the project, explained the background to the report, and the reasoning behind the request for delegated authority.

A detailed discussion took place and a number of questions were raised as set out in the exempt appendix to these minutes.

Members then voted on the recommendations contained in the report, and it was, by way of a roll call

RESOLVED to recommend Cabinet to support the recommendations contained in the report and set out in the exempt appendix.

The meeting closed at 7.40pm.

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WELLBEING PANEL

Minutes of a remote meeting of the Wellbeing Panel of Broadland District Council, held on Wednesday 3 February 2021 at 6pm.

Committee Members Present:	Councillors: M Murrell (chairman), A Crotch, R Foulger, S Lawn, J Neesam, S Prutton, N Shaw, L Starling and F Whymark.
Officers in Attendance:	The Director of People and Communities (J Sutterby), the Assistant Director of Individuals and Families (M Pursehouse), the Communities Senior Manager (K Gallagher), the Housing and Benefits Manager (R Dunsire) and the Committee Officers (DM and LA) Colin Dutton and five members from the Youth Advisory Board (YAB) were also in attendance.

35 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

No declarations of interest were made.

36 MINUTES

The minutes of the Wellbeing Panel meeting held on 9 December 2020 were confirmed as a correct record.

37 YOUTH ADVISORY BOARD UPDATE

The Youth Advisory Board gave members an update on the work carried out in the Broadland community. The group emphasised the importance of giving young people a voice on issues alongside a chance to learn, grow and meet new people. Members were advised of the achievements of the group, including participation in the Norfolk Youth Against Bullying conference and, campaigning as part of Black History Month and Pride Month. The Panel was advised of the group's action plan for the upcoming year which included a focus on the wellbeing of the young people in the Broadland area. The group presented their *Recipe for Happiness:*

- Being creative
- Zoom meetings with Friends
- Spending time alone
- Spending time with our pets
- Cooking
- Listening and making music

The Chairman thanked the speakers and congratulated them on their informative presentation. He opened the meeting for discussion and comments from members.

A member asked how the group was coping with the COVID pandemic and the YAB explained that all meetings were being held on the Zoom platform to comply with Government Guidelines. It was noted at the time of the meeting, the group was holding two sessions each week but were looking forward to being able to meet in person once restrictions were lifted. A follow-up question was asked on how other young people could get involved with the group. Members were advised that all young people were welcome to join at any time and there was no formal commitment when attending YAB meetings.

The Portfolio Holder for Housing and Wellbeing spoke of the importance of hearing from the young people of Broadland and asked what the Council could do to support the group with its aims for 2021. In response, it was suggested that a way forward could include an opening of dialogue between Councillors and the group outside of the meetings where discussion could take place on key topic areas.

In response to further questions on how young people could engage with the group and with organisations such as parish councils, it was noted that access points consisted of local magazines and through the youth worker assigned to the group. Members were keen to encourage opportunities for participation in the work of the group and suggested further advertisements in schools and parish newsletters could be an option.

In response to the discussion, the Assistant Director for Individuals and Families commented that often the young person's voice was overlooked and, moving forward, the Council would need to champion these voices within the early stages of discussions. The Director of People and Communities agreed and stated there were several areas where this could be incorporated. It was noted that a starting point could be around the revision of the Health and Wellbeing Strategy and work around the current COVID pandemic.

The chairman thanked the Youth Advisory Board for their attendance and looked forward to working with them in the future. Members congratulated them on their contribution to the meeting which had been very professional and useful.

38 FUTURE POLICY DISCUSSION FOR COVID RECOVERY

Officers delivered the update on the work undertaken to support residents during the pandemic through a presentation attached at appendix one to the signed copy of these minutes. Members noted that the Council had been working closely with partners on a range of issues around the impact of COVID on residents. With regard to the topics covered in the presentation, members were asked to identify areas where policies could be developed and explored further in the future. Throughout the presentation, members were given the opportunity to comment and discuss the different areas.

Communities and Help Hub

In response to the Communities and Help Hub section, a member was pleased to hear the vaccine programme was going well but stressed the need for people who were offered the vaccine to take it up. The Senior Communities Manager assured members that the Council was working with several partners to support the vaccine rollout, including help with transport.

A member raised concern about social isolation, stating there had been a loss of some community resources as a result of COVID. Speaking about a project in her Ward, the member explained that, in the current climate, it was becoming harder for volunteers to keep the community group going and wondered if there was anything the Council could offer to support these groups. Officers were concerned to hear of the potential loss of community groups and encouraged any group facing difficulties to contact the Council for help.

Several Members raised concerns over the statistics regarding social prescribing. Officers explained when social prescribing had originally been commissioned, it was on a countywide basis involving different partnership arrangements. As a result, individual areas had different social prescribing contracts. The Broadland area was covered by a consortium of voluntary partners which also enveloped Norwich. It was noted that a lot of the work tended to focus on the city without the same emphasis in the more rural Broadland area. Members were informed of the key differences in the approaches to social prescribing which included areas where Social Prescribers were embedded in the GP Surgeries, allowing engagement with people on a first-hand basis. Officers were hopeful as time progressed that social prescribing would develop in the area with better engagement with GP Surgeries and the Voluntary Sector Partners to achieve this.

The Director for People and Communities acknowledged the importance of having a strong social prescribing structure in place, and the long term benefits it would achieve. Members were informed that a business case was being developed by officers, to demonstrate that investment in a service such

as social prescribing, would see a benefit by reducing demand on the Housing and Benefits statutory functions. A member asked if this issue could be brought back to the Panel as soon as possible to review and discuss further and it was agreed that this would be revisited later in the meeting as part of the forward work plan.

Housing and Benefits

The Housing and Benefits Manager presented this section and updated members on the following work: Test and Trace £500 isolation payments, COVID-19 Hardship Fund, the new Housing telephone system, the £250 heating payments and the temporary accommodation figures.

The Chairman opened the discussion by commenting on the importance of the Test and Trace isolation payments in providing essential support for residents. The presenting officer confirmed the payments were being processed within a three-day turnaround.

During the discussion, members thanked officers and their teams for all the work they had undertaken. The Housing and Benefits Manager added that recognition needed to be given to the staff who had been redeployed from other areas of the Council and had helped the team meet its targets.

Housing Standards

The Assistant Director for Individuals and Families gave members an update on Housing Standards. In the main, officers had been able to continue to access residents' houses and implement work associated with Disabled Facility Grants in the current lockdown unlike the previous lockdown, with unspent funds being carried forward. It was also noted that the Council had received additional funding to help with a range of adaptations to keep people in their homes. Officers also explained that new options had become available where the money could be spent; this included Mental Health and Care Support grants.

The Portfolio Holder for Housing and Wellbeing emphasised the value of Disabled Facility Grants in allowing residents to access help at an early stage, and helping to avoid calls on other services at a later date.

Potential areas to explore and the Forward Work Plan

Members' attention was drawn to the areas which officers had identified to explore. These included: mental wellbeing, housing, employment, domestic abuse, community development, loneliness and isolation, hospital discharge and admission avoidance and home adaption. Members were asked to comment and suggest changes to these areas alongside the forward work programme.

In relation to the earlier concerns around social prescribing, officers confirmed the item would be added to the work programme with a report coming back to the Panel as soon as possible.

In supporting the key areas to explore, the Chairman made reference to the impact of Covid on employment and skills and that this was an area for further investigation. Members were advised that this was currently part of the Delivery Plan, but officers would look to bring this forward in light of the current pandemic.

The discussion turned to the review of the Health and Wellbeing Strategy scheduled for Q4 21/22 and whether this could be brought forward. It was noted that the strategy linked with several other items listed on the work programme. The framework for the Strategy was already in place and whilst items could be brought forward for review, a big part of the review would include consideration of people's long-term wellbeing resulting from the current pandemic as well as short-term implications.

The Chairman acknowledged the future involvement of the YAB when shaping and discussing policies, highlighting that there was a need to gather different viewpoints on the topics in the work programme.

The Chairman thanked officers and members for their participation in the meeting and it was

RESOLVED

To note the information presented and that the discussion outlined above be used to help inform future Policy Development.

(The meeting concluded at 8pm)

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Chairman

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Agenda Item: 10
Cabinet
16 March 2021

STRATEGIC PERFORMANCE AND FINANCE REPORT FOR QUARTER 3

Report Authors:

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Portfolio: Transformation and Organisational Development

Finance

Wards Affected: All

Purpose of the Report:

The purpose of the Strategic Performance and Finance Report is to provide an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2020/21. This Quarterly Report covers Quarter 3, the period from October to December 2020.

Recommendations:

Cabinet to:

1. Note the revenue and capital position (variance details in Appendix 1)
2. Note the 2020/21 performance for Quarter 3 (detail in Appendix 2).

1 SUMMARY

1.1 This report provides an overview of the performance of the Council and is aligned to the key outcomes set out in the Council's Delivery Plan for 2020/21. This Quarterly Report covers Quarter 3.

2 BACKGROUND

2.1 The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, the Council developed an in-year Delivery Plan for 2020/21, which has been updated and agreed by Cabinet in September 2020 to reflect the ongoing impacts of the Covid-19 pandemic.

2.2 At the heart of the Strategic Plan 2020-2024, is the vision for our place:

'Working together to create the best place for everyone, now and for future generations'

2.3 This vision is underpinned by the Council's strategic priorities:

- Growing the economy
- Supporting individuals and empowering communities
- Protecting and improving the natural and built environment, whilst maximising quality of life
- Moving with the times, working smartly and collaboratively

2.4 The Delivery Plan sets out the key activities to be delivered within the first year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. There is clear link between the Council's vision and aspirations, detailed in the Strategic Plan, the Council's priorities and projects, and the Strategic Performance and Finance Reports. To enable the activities to be monitored, the Delivery Plan provides several delivery measures which are reported into Cabinet in Quarter 2, Quarter 3 and Quarter 4.

2.5 This report summaries the Council's performance and finance position for Quarter 3, with additional detail set out in the appendices as follows:

Appendix 1 – Finance
Appendix 2 – Delivery Measure Performance

3 CURRENT POSITION/FINDINGS

3.1 The below sections provide a summary for Q3 finance and performance data.

Finance Revenue Dashboard Overview

3.2 The following table provides a summary of the revenue budget position. It shows the actual spend as at end of December 2020, and the estimated outturn for the 20/21 financial year.

	Original Annual Budget £'000	Latest Annual Budget £'000	Actual Spend to End Dec £'000	Estimated Outturn for year £'000	Variance (LAB - EO) £'000
Managing Director	951	947	663	938	9
Resources	5,080	5,033	3,422	5,013	20
Place	2,064	2,074	1,338	1,995	79
People & Communities	4,166	4,193	2,849	3,749	444
Net Cost of Services	**12,261**	**12,247**	**8,272**	**11,695**	**552**
Investment Income	-282	-282	-414	-515	233
Interest payable	75	75	-	-	75
Internal Drainage Board Levy	252	252	252	252	-
Transfers to Earmarked Reserves	30	30	-	30	-
Total Amount to be Funded by Taxpayers and Government Grant	**12,336**	**12,322**	**8,110**	**11,462**	**860**

3.3 It is currently estimated that Broadland District Council will underspend this year by £860,000.

3.4 **Managing Director and Resources** are forecasting to achieve close to budget.

3.5 **Place directorate** is forecasting an underspend of £79,000. The reasons for this underspend are primarily as follows:

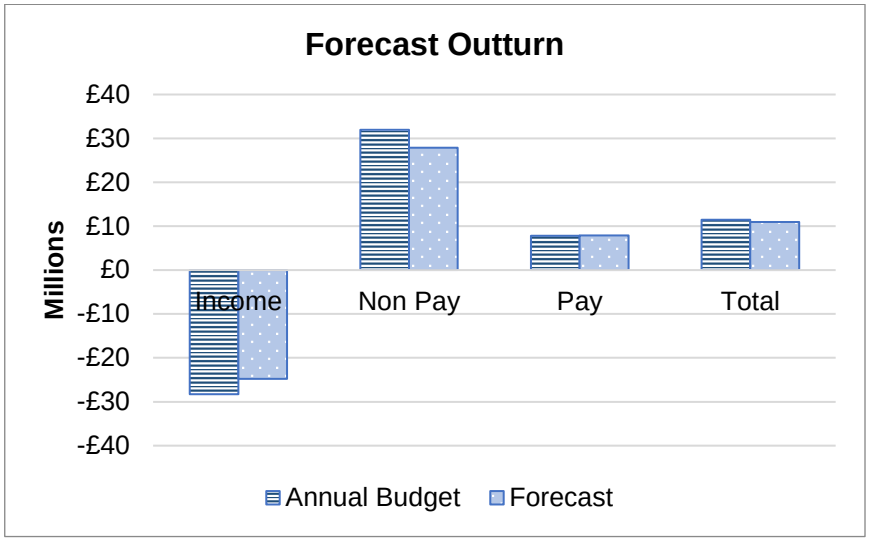
- There are salary savings across teams due to vacant positions.
- Additional land charge fee income, due to the stamp duty fees exemption currently in place until March 21 £49,000.

3.6 **People and Communities directorate** is forecasting an underspend of £444,000. The reasons for this underspend are primarily as follows:

- An increase in tonnages has led to increased income from recycling credits.
- Clinical waste saving in the new doorstep collection as only a pilot scheme was undertaken at this stage £74,000.
- Saving on money set aside for waste procurement £68,000.
- There is a £129,000 favourable variance on Housing Benefit payments.

3.7 A more detailed analysis of the variances is attached as an Appendix.

3.8 The forecast outturn position is shown graphically below.



3.9 **Income** is forecast to be £3.5m down compared to budget.
This is largely explained by a compensating reduction in Housing Benefit Grant from Government of £3.9m (see non pay variance below).

Setting aside the housing benefit grant reduction, BDC has seen an increase in income as follows:

- An increase in tonnages has led to increased income from Recycling credits.
- £49,000 additional income due to increased land charge fees due to the national stamp duty exemption currently in place until March 21.

3.10 **Non-Pay budgets** are expected to underspend by £4.1m**.**
This is primarily because Housing Benefit expenditure is down by £4.0m, as more claimants migrate over to Universal Credit. This is however offset by a compensating reduction in the Housing Benefit Grant from Government.

3.11 **Pay budgets** are expected to underspend by £82,000.
This is primarily as a result of vacancies.

Covid-19

3.12 In 2020/21, BDC has been award £1.625m in additional grant to cover the additional costs it has incurred responding to the Covid-19 pandemic.

3.13 Members have allocated this funding to specific areas to cover specific pressures as follows.

	£'000	£'000
COVID-19 Emergency Funding for Local Government		

	£'000	£'000
- Tranche 1 – May - Tranche 2 – May - Tranche 3 – Aug - Tranche 4 – Nov	-51 -1,301 -173 -100	 -1,625
Allocation of Funding - General Expenditure - Homelessness Expenditure - Cost of Council tax support - Reduction in Council tax collection - Contribution to Norfolk Strategic Fund - Rollout of laptops to better facilitate home working - Member IT to better facilitate remote meetings - Additional regulatory expenditure - Hardship money	 500 300 224 120 150 115 35 45 100	 1,589
Lost Income - Estimated lost income - Offset by compensation grant	 431 -215	 216
Saving used to offset pressures		-265
Overall position (positive is worse off/ negative is better off)		**-85**

3.14 At the end of the year it is likely that there will be some underspend on these budgets. It is proposed that any underspends are added to a specific earmarked reserve to be carried forward to support the Covid-19 response in 21/22.

3.15 In additional to the general funding, the Council has also been awarded various other funding streams to support specific projects – e.g. grant to businesses, provision of Covid Support Advisors, track and trace payments etc.

Finance Capital Dashboard Overview

3.16 The following table provides a summary of the capital budget position.
To date BDC has spent £1.2m on capital schemes.

Scheme	Annual Budget including slippage £'000	Budget to End Dec £'000	Actual to End Dec £'000	Variance to End Dec £'000	Comment
Approved Schemes					
Disabled Facilities Grants	1,006	755	303	452	Spend being impacted by COVID. In Dec we received an extra allocation of £120k from NCC - this has been included in the budget for the year and the team are working on committing these funds. We have recently received confirmation that if any of the original allocation from the Better Care Fund remains unspent at year end, we can roll the funding forward into 2021-22.
Minor Improvement Grants	30	23	23	-	
Warm Homes Fund	600	600	569	31	External funding will be claimed to cover all expenditure.
Local Authority Delivery - Green Homes Grants	1,240	-	-	-	This is a new budget which was added to the Capital Programme following the award of funding from Central Government. The project is still in early phases and the framework agreements for the appointment of contractors for the project were approved by Cabinet on 12th Jan. The team have now started to allocate grant funding.
Wheeled Bin Purchases	92	69	55	14	Bins are purchased as required
IT Projects	861	646	92	554	The vast majority of the budget relates to the new infrastructure project and as the award of the contract is now not expected to be agreed until mid Q4, it is likely that the cost of this will slip into 21-22
Thorpe Lodge Refurbishment	295	221	-	221	Project is on hold whilst options are considered - it is proposed that this budget is slipped into 21-22
Street Lighting	37	28	-	28	No major columns replacements are planned to take place this financial year, but a budget has been included in the 21-22

					Capital Programme to facilitate a larger replacement programme.
Historic Buildings Grants/Buildings at Risk	33	25	-	25	Some grants are due to be paid in Q4
Capital Grants to Community Organisations	5	5	5	-	
Car Park Improvements	50	38	-	38	No expenditure expected in the short term. It is proposed that this budget is slipped into 21-22.
Reed ham Quay	20	15	-	15	It is likely that any work required will be maintenance and therefore revenue in nature, so it is unlikely that this budget will be spent.
Public Conveniences	50	38	-	38	Toilets provision to be reviewed before any work takes place; it is therefore proposed that the budget be slipped into 21-22.
Bure Valley Railway	220	165	-	165	Procurement of contract ongoing and survey has been commissioned on fence line. Budget unlikely to be spent this financial year, so it is proposed that it is slipped into 21-22.
Total Approved Schemes	**4,539**	**2,626**	**1,047**	**1,579**	
Provisional Schemes					
Investment Borrowing	5,000	-	-	-	
Contribution to Food Hub Project	870	170	163	7	Only pre-construction costs have been incurred to date in line with Cabinet approval. As external funding for this project will not be confirmed until mid-March expenditure will not exceed £400k by the end of the year.
Total Provisional Schemes	**5,870**	**170**	**163**	**7**	
TOTAL	**10,409**	**2,796**	**1,210**	**1,586**	

Performance Dashboard Overview

3.17 **Delivery Measure Status against targets**: The following table shows the number of Delivery Measures with the associated RAG (Red, Amber, Green) status (where applicable). More detail is outlined in Appendix 2.

	Totals
Green Indicator	**11 Measures are on target to meet the year end success criteria** • *Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1)* • *Staff absence levels - working days lost to short term sickness (Measure reference 4)* • *Staff retention (Measure reference 5)* • *Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15)* • *Number of residents supported to live independently (Measure reference 17)* • *Delivery of housing standards enforcement (Measure reference 18)* • *Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 20)* • *Number of affordable homes delivered (including help to buy) (Measure reference 21)* • *Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 23)* • *Household food waste recycled (Measure reference 25)* • *Tonnage by household of garden waste being recycled (Measure reference 27)*
Amber Indicator	**6 Measures are at risk of not meeting the year end success criteria** • *Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 19)* • *Percentage of household waste recycled (Measure reference 26)* • *KGs of residual waste collected per household (Measure reference 28)* • *Number of verified missed bins for all waste per 100,000 collections (Measure reference 29)* • *Percentage of planning decisions made within statutory timescales – majors (Measure reference 23)* • *Percentage of planning decisions made within statutory timescales – householders (Measure reference 23*
Red Indicator	**2 Measures are not on target to meet the year end success criteria** • *Collection rate of Council Tax (Measure reference 7)* • *Collection of Business Rates (Measure reference 8)*

Baseline	**9 Measures are currently being baselined to determine the target** • *Customer satisfaction survey (Percentage) (Measure reference 2)* • *Staff Satisfaction (Measure reference 3)* • *Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6)* • *Percentage of vacant retail space in market towns (Measure reference 12)* • *External funding to support growth (Measure reference 14)* • *Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good) (Measure reference 24)* • *Number of litter picks / clean up initiatives supported (Measure reference 30)* • *Number of confirmed incidents of fly tipping (Measure reference 31)*

3.18 As part of the new Delivery Measure design, not all measures were given a specific 'target' to meet over each quarter. Where 'targets' have been provided, a Red, Amber or Green (RAG) status has been used. A RAG status signifies whether or not progress is on track. In deciding RAG ratings, data on current performance and an assessment of progress is considered:

- Green RAG rating – the delivery measure is performing to the success criteria and no action is needed.
- Amber RAG rating – the delivery measure is at risk of not meeting the success criteria. This could be due to a problem or challenge to the service.
- Red RAG rating – the delivery measure is not currently meeting the success criteria and its anticipated it will not by the year end.

Performance Highlights and Areas for Improvement

3.19 The following section of the report provides an overview of the key performance highlights and areas for improvement for the Council.

3.20 Covid-19 has had a significant impact on our residents, communities, businesses and Council, with increased demands and changing priorities. The impact of Covid-19 is clearly demonstrated in the performance against the measures of previous quarters, particularly in those service areas where demands have increased, or resources utilised to support the Covid-19 response.

3.21 The revised Council Delivery Plan agreed by Cabinet in September 2020 provides a revised platform of activity. The Council will continue to monitor the impact of the pandemic on performance and recommend appropriate additional resources and activities to ensure the Council continues to deliver key services and transformation projects alongside an effective local response and recovery plan to the pandemic.

Growing the economy

3.22 Percentage of vacant retail space in market towns (Measure reference 12)

Vacancy rates in market town retail space has remained relatively stable over the last two quarters, despite the increasing challenges faced by businesses. However, there may be a delayed effect on our market towns as businesses are currently supported with full rates relief to the end of March 2021, and with business grant funding. Changes from the previous quarter end have only been very slight with there being one less vacant unit in Aylsham and no net change in vacant units in Acle and Reepham (based on a snapshot of Business Rates data). There are no vacant retail units in Reepham. The Council is currently working on a suite of proposals to support the economic recovery of the market town high streets.

3.23 External funding to support growth (Measure reference 14)

Although no new funding has been secured in the last quarter, the Council continues to move closer to the delivery of the Food Grade Innovation Centre Facility located on the Food Enterprise Park near Eaton. Work continues to secure European Regional Development Fund (ERDF) funding for this project and a decision on this is expected by end of March 2021. Central Government Covid-19 related funding in excess of £38m has also been received since the beginning of the pandemic for distribution to businesses affected by national and local restrictions. This has not been included within the quarterly figures.

3.24 Collection of Business Rates (Measure reference 8)

In Q3, 80% of business rates have been collected. This is below the performance in Q3 in 19/20 and it is expected that we will not achieve our 99% collection target by year end. While some particularly affected sectors (such as the food industry) have benefited from additional help through emergency Business Rate relief and grants, other sectors have not had assistance. The team have worked with businesses to offer extended and deferred payments where appropriate and this has involved proactive contact to offer assistance.

Supporting individuals and empowering communities

3.25 Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15)

In Q3, 240 people were supported through our discretionary prevention services, bringing our total in 20/21 so far to 1,629. These services include the Help Hub, Community Connectors, Welfare and Debt and Advice as well as our community welfare response to Covid-19. The introduction of a second lockdown in November 2020 saw an increase in the numbers requesting assistance in relation to Covid-19. Work is ongoing to increase the public awareness of the Help Hub in Broadland and attract more direct referrals from members of the public.

3.26 Percentage of successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 19)

In Q3, our average during 20/21 has been 62% of successful interventions to prevent or relieve homelessness. This is below our target of 80%. The main hurdles to increasing performance are predominately Covid-19 related as with each lockdown, more people find themselves immediately homeless. The team are currently recruiting and providing training to improve performance in the coming weeks and months.

Protecting and improving the natural and built environment, whilst maximising quality of life

3.27 Number of affordable homes delivered (including help to buy) (Measure reference 21)

Improved affordable housing delivery has been seen during Q3 with a total of 65 new build homes for rent and affordable home ownership being delivered, almost double that of the previous two quarters. The cumulative new build affordable housing completions within this year are still expected to be lower than that seen for previous years. The Strategic Housing Market Assessment for Central Norfolk (2017) indicates a yearly target of 96 new affordable homes for Broadland. With a cumulative total in Q3 of 101 new build affordable homes (and not including Help to Buy Equity Loan figures) Broadland has exceeded the yearly target requirement for new affordable homes.

3.28 Percentage of planning decisions made within statutory timescales – minors/others (measure reference 23)

The % of decisions made within statutory timescales currently sits at 91% which is above our target of 90%. Compared to previous years, the Council is performing well and has increased the % of decisions made within statutory timescales.

3.29 Household food waste recycled (Measure reference 25)

The household food waste tonnage for Q3 has increased 33 tonnes compared to Q2 and by 70.5 tonnes in comparison to the same period for 2019/20. As the food waste service has not been expanded since October 2019 this increased tonnage will be due to increased participation rates and not an increase in new householders on the rounds.

3.30 Percentage of planning decisions made within statutory timescales – majors and % of planning decisions made within statutory timescales – householders (Measure reference 23)

Householders – The % of decisions within statutory timescales currently sits at 91% which is below out internal target of 95%. There has been a significant increase in the number of applications submitted compared to previous years, which together with delays associated with Covid-19 restrictions such as delays in displaying site notices has resulted in a slightly lower performance. The Planning Team are currently reviewing how the Council can speed up the display of site notices for householder applications.

Majors – The Percentage of decisions within statutory timescales currently sits at 81% which is below our internal target of 95%. The team are reviewing the use of agreed extensions of time to ensure timely decisions and this will improve the overall performance on this measure.

Moving with the times, working smartly and collaboratively

3.31 Progress towards delivery of the predicted £8.6m savings through the South Norfolk and Broadland collaboration (Measure reference 1)

The Feasibility Study for the collaboration set out an indicative savings forecast of £8.6m over a five-year period. The current five-year saving forecast for the collaboration is £8.8m. This is £0.2m better than the Feasibility Study forecast. The savings delivered in 2019/20 were £1.419m and it is currently predicted that cumulative savings of £2.086m will be achieved by the end of 2020/21.

3.32 Staff absence levels - working days lost to short term sickness (Measure reference 4)

Staff absence levels for short term sickness currently sit at 2.83 days, which is lower than target of no more than 4.5 days. In Q3, there has been a slight increase in short term sick days. Qualitative feedback from staff suggests that staff working from home locations are able to work more flexibly to complete their hours. Health challenges that would typically result in staff taking sick leave are able to be better managed from home because staff can be more flexible with the completion of their hours and do not have to factor in the journey to work. Covid-19 related absences (i.e. where employees or household members were displaying symptoms) which are recorded under specific Covid-19 codes do not impact on the absence figures but are recorded and monitored outside of this measure.

3.33 Collection rate of Council Tax (measure reference 7)

Collection rates will be lower this year than in previous years and this is due to the impact of the Covid-19 pandemic. The usual process of proactive recovery action has been adapted to take account of residents' circumstances. Whilst our collection rate has been impacted, the proactive action taken to re-engage and continue to issue notices has helped us to maintain performance above the national trend. It is likely that the collection rate will fall below our target for this year

4 PROPOSED ACTION

4.1 Cabinet is asked to note the contents of this report and agree the recommendations.

5 OTHER OPTIONS

5.1 None applicable to this report.

6 ISSUES AND RISKS

6.1 **Resource Implications** – the finance section of this report provided an overview of the finance resource implications for this quarter.

6.2 **Legal Implications** – no implications.

6.3 **Equality Implications** – no implications.

6.4 **Environmental Impact** – no implications.

6.5 **Crime and Disorder** – no implications.

6.6 **Risks** – Operational risks to the delivery of our Delivery Plan are managed within directorates. The organisation is currently developing a strategic risk register where strategic risks will be managed.

7 CONCLUSION

7.1 The report has provided an overview of the position of the Council for performance and finance for Quarter 3 2020/21. Despite the ongoing impacts of the Covid-19 pandemic, performance for the Council remains relatively stable in most areas and positive trends are now being seen.

8 RECOMMENDATIONS

Cabinet to:

1. Note the revenue and capital position (variance details in Appendix 1)
2. Note the 2020/21 performance for Quarter 3 (detail in Appendix 2).

Appendix 1
Broadland District Council – Finance for Quarter 3 2020/21

Appendix 1 provides an overview of the variances for the budget in Quarter 3.

Broadland District Council

Community at heart

Broadland District Council – Explanation of Variances Quarter 3 2020/21

Managing Director

Directorate	Service Area	FC Variance Level	Sub Service area	CC Description	Original Budget £000's	Latest Annual Budget £000's	Actual Spend to End Dec £000's	Estimated Outturn for year £000's	Variance (LAB - EO) £000's	Comments
Managing Director	Chief Of Staff	All Other			692	688	469	679	9	
	Chief Of Staff Total				**692**	**688**	**469**	**679**	**9**	
	Managing Director	All Other			259	259	194	259	-0	
	Managing Director Total				**259**	**259**	**194**	**259**	**-0**	
Managing Director Total					**951**	**947**	**663**	**938**	**9**	

Resources

Directorate	Service Area	FC Variance Level	Sub Service area	CC Description	Original Budget £000's	Latest Annual Budget £000's	Actual Spend to End Dec £000's	Estimated Outturn for year £000's	Variance (LAB - EO) £000's	Comments
Resources	Finance	Over £25k	Finance	Finance team	447	424	369	465	-41	Forecasted overspend due to vacancies in the team being covered by an agency resource which has been more expensive.
		All Other			1,353	1,376	916	1,360	16	
	Finance Total				**1,800**	**1,800**	**1,285**	**1,825**	**-25**	
	Governance & Business Support	Over £25k	Facilities	Facilities	620	620	387	575	45	Forecasted underspend due to the increase in home working. This has reduced the demand for canteen services, printing and postage.
		All Other			2,660	2,613	1,750	2,613	0	
	Governance & Business Support Total				**3,280**	**3,233**	**2,137**	**3,188**	**45**	
Resources Total					**5,080**	**5,033**	**3,422**	**5,013**	**20**	

Place

Directorate	Service Area	FC Variance Level	Sub Service area	CC Description	Original Budget £000's	Latest Annual Budget £000's	Actual Spend to End Dec £000's	Estimated Outturn for year £000's	Variance (LAB - EO) £000's	Comments
Place	Director of Place	Over £25k	Business Support	Business Support And Admin	0	0	52	52	-52	This overspend represents the 19/20 share of the cost of the Business Support team. This should have been accrued back into 19/20 but was accidently missed. The cost therefore gets charged to 20/21.
				Business Support - Regulatory	88	83	37	56	27	Forecasted underspend on salaries due to secondment of staff.
				Business Support - Land Charges	-81	-53	-59	-103	50	Income is forecast to be up compared to budget due to additional income from the stamp duty exemption which finishes 31/3/21.
		All Other			205	200	152	196	4	
	Director of Place Total				**212**	**230**	**182**	**201**	**29**	
	Economic Growth	Over £25k	Economic Development	BUSINESS SUPPORT	392	392	198	254	138	Forecasted underspends in salaries to be partially offset by overspends within the Growth Delivery Team.
				CARROWBRECK HOUSE	0	0	25	32	-32	Forecasted overspend as costs are still being incurred for the premises but Income from the hire of rooms is forecast to be down compared to budget.
			Growth Delivery Team	Growth Delivery Team	35	18	70	114	-95	A £30k unbudgeted spend on the contribution to the Greater Norwich Growth Board is shown here. In previous years these costs have been charged direct to the Spend Equalisation Reserve. At the year-end these costs may be funded from the Spend Equalisation Reserve
		All Other			480	535	308	460	75	
	Economic Growth Total				**907**	**946**	**600**	**861**	**85**	
	Planning	Over £25k	CNC	NON TRADING-ADVICE	39	39	115	115	-75	The district wide CNC agreement, provides that any losses (after 2018/19) are shared between the parties. It is good practice that any potential losses are recognised, even though in accordance with the agreement any settlement is only made 3 years in arrears. This variance represents these losses being recognised for the first time in 20/21.
			Development Management	APPLICATIONS	-927	-804	-677	-891	87	Income is forecast to be up compared to budget due to additional income from an increased number of large applications.
				Development Management	281	921	620	889	32	Forecasted underspend on employment costs due to vacancies and staff travel costs following the changes to employees terms and conditions.
			Planning Policy	LOCAL PLANS	886	210	198	300	-90	Forecast overspend is due to the partnership fees for GNGB and GNLP being shown here. In previous years these costs have been charged direct to the Spend Equalisation Reserve. At the year-end these costs may be funded from the Spend Equalisation Reserve.
		All Other			180	79	42	79	0	
	Planning Total				**459**	**445**	**299**	**491**	**-46**	
	Regulatory	Over £25k	Environmental Services	ENVIRONMENTAL SERVICES	71	56	16	20	35	Forecasted underspend due to recoding of travel expenses to a different cost centre.
		All Other			415	398	240	423	-25	
	Regulatory Total				**485**	**454**	**257**	**443**	**10**	
Place Total					**2,064**	**2,074**	**1,338**	**1,995**	**79**	

People & Communities

Directorate	Service Area	FC Variance Level	Sub Service area	CC Description	Original Budget £000's	Latest Annual Budget £000's	Actual Spend to End Dec £000's	Estimated Outturn for year £000's	Variance (LAB - EO) £000's	Comments
People & Communities	Community Service	Over £25k	Assistant Director - Community Services	Waste LATC	125	125	32	32	93	Forecasted underspend from LATC which is now going through procurement.
			Recycling	DRY RECYCLABLE COLLECTIONS	902	904	676	842	62	Forecasted underspend due to an increase in recycling credits. Original Income budget was £768k and now forecasting to receive £830k which is an additional £61,520 with no increased disposal costs
				GREEN WASTE	-946	-946	-848	-1,027	81	Green Waste recycling credits are forecast to be £850k compared to original budget of £730k due to increased tonnages generating £120k additional income. This is reduced by £39k for additional disposal costs from the increased tonnage.
				WASTE COLLECTION-CLIN WASTE	82	82	2	8	74	Forecast underspend due to delay in rolling out of whole scheme, as only a pilot scheme was undertaken at this stage.
				WASTE COLLECTION-PROCU	0	0	5	25	-25	Forecasted overspend in new cost centre for Waste Procurement costs
		All Other			2,391	2,447	1,770	2,434	13	
	Community Service Total				**2,553**	**2,611**	**1,638**	**2,313**	**297**	
	Individuals & Families	Over £25k	Benefits & Housing	Benefits & Housing Team	873	811	618	844	-33	Forecasted overspend due to the use of agency staff for covering staff sickness.
				HB Payments	-190	-140	-61	-269	129	Income is forecast to be up compared to budget as claimants migrate over to Universal Credit.
				Homelessness	-161	-161	-52	-121	-40	Income is forecast to be down compared to budget due to Consultancy fees for the one team system procurement.
			Communities	Communities Team	361	335	185	299	36	Forecasted underspend from hire charges and Instructor fees whilst clubs are closed.
			Early Help Hub	Early Help Hub	26	26	31	51	-25	Forecasted overspend due to Leeway Services contract payment of £39k not being budgeted for in error, this has been corrected for 21/22. Savings within the early help flex fund for residents in need have reduced this deficit.
			Housing Standards	Housing Standards Team	380	362	234	328	34	Forecasted underspend due to establishment savings.
				Warm Homes Fund	55	49	78	0	49	The WHF project costs are fully recoverable.
		All Other			271	302	178	304	-2	
	Individuals & Families Total				**1,613**	**1,583**	**1,211**	**1,436**	**147**	
People & Communities Total					**4,166**	**4,193**	**2,849**	**3,749**	**444**	

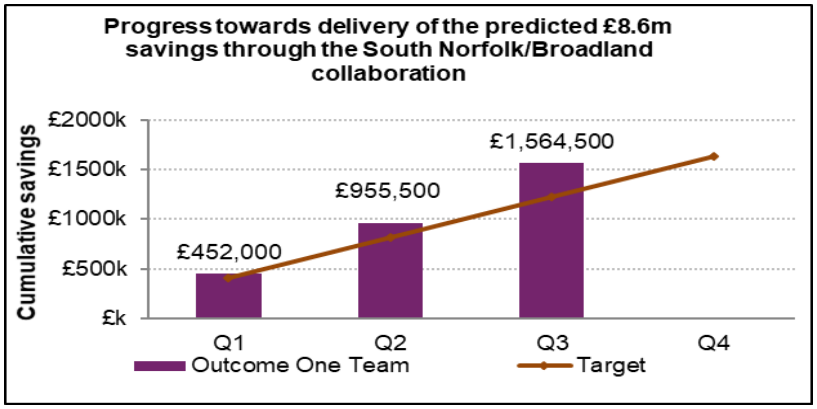
Appendix 2

Broadland District Council – Delivery Measure Performance for Quarter 3 2020/21

Appendix 2 provides a detailed overview of the performance of the Council against its Delivery Plan for Quarter 3. This includes the measures which are reported quarterly. There are a number of measures outlined at the end of the appendix which are reported annually to Cabinet, which will be included as part of the Quarter 4 reports.

Progress towards delivery of the predicted £8.6m savings through the South Norfolk and Broadland collaboration (Measure reference 1)

RAG Status: GREEN



Year End Success Target: £1,632,000

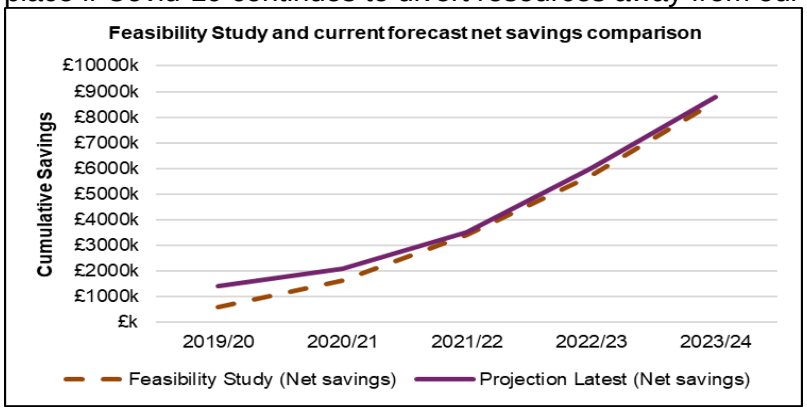
COMMENTS

In 2018, Broadland District Council agreed to the Feasibility Study with South Norfolk Council which began the collaboration between the two authorities. The Feasibility Study set out an indicative gross savings forecast of £8.6m over a five-year period.

The current five-year gross saving forecast for the collaboration is £8.8m. This is £0.2m better than the Feasibility Study forecast (The figure net of one officer team transitional costs is £7.5m). The savings delivered in 2019/20 were £1.419m and it is currently predicted that cumulative savings of £2.086m will be achieved by the end of 2020/21.

RISKS

Officers have reviewed the deliverability and timeframe for some of the One Joint Officer Team savings, as the impact of the Covid-19 pandemic has pushed back the timeframe for delivering some of the efficiency improvements and savings anticipated. There is a risk that further slippage will take place if Covid-19 continues to divert resources away from our programme of transformation.



CONTEXT

The graph to the left shows the current net savings projection (solid line) for the coming years for the collaboration compared to the Feasibility Study forecasts (dotted line) over the same period. This shows that the collaboration is currently forecast to achieve greater savings than originally anticipated.

Customer satisfaction survey (percentage) (Measure reference 2)

RAG Status: **BASELINE**

COMMENTS

With the exception of our customer complaints data, we do not currently have an embedded way of measuring customer satisfaction across the Council as part of our business as usual practices.

In recognition of this, a Customer Experience project is underway map where and how customer satisfaction is currently gathered to better understand how this can be shaped Council wide. Alongside this, research has been carried out as to best practice approaches and recommendations so that we can outline how we can begin to implement this in a way that customer satisfaction can be measured consistently across the Council and its' individual services.

Year End Success Target: Baselining

RISKS

Without confirmation of the customer satisfaction baseline, we are not able to fully impact the overall results of our wider transformation programme from a customer's perspective. However, snapshots of customer satisfaction can be taken prior to and post implementation on a case by case basis to mitigate this risk at an individual project level.

CONTEXT

As part of the Customer Experience project, we are reviewing the current mechanisms in place across the Council for the collation of customer feedback.

Once we have established a consistent baseline, we will be able to seek to benchmark this against both the public and private sector data, although it must be considered that there are multiple ways customer satisfaction can be recorded and measured and this will need to be considered in its' wider context when benchmarking.

Staff Satisfaction (Measure reference 3)

RAG Status: **BASELINE**

COMMENTS

We actively seek staff feedback and conduct regular staff 'pulse' surveys to understand what's important to our team - the most recent pulse survey conducted in October found that 84% of respondents enjoyed or generally enjoyed their job.

The One Team now have 43 Mental Health First Aiders in place to support with mental wellbeing.

All employees have the opportunity to work their hours flexibly with the aim of improving work-life balance.

Trade union and staff rep consultation and negotiation forums are in place to promote open and honest two-way dialogue and regular staff engagement in key organisational issues.

Year End Success Target: Baselining

RISKS

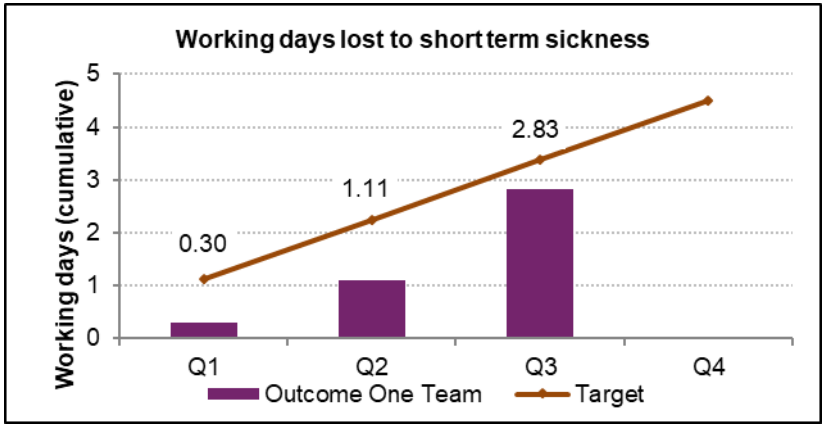
The challenging current climate (due to the Covid-19 pandemic and impact on workload) poses a risk to staff wellbeing that may in turn impact staff satisfaction levels.

CONTEXT

This is year one of tracking staff satisfaction as One Team, and as such no comparison data is available.

Staff absence levels - working days lost to short term sickness per FTE (Measure reference 4)

RAG Status: GREEN



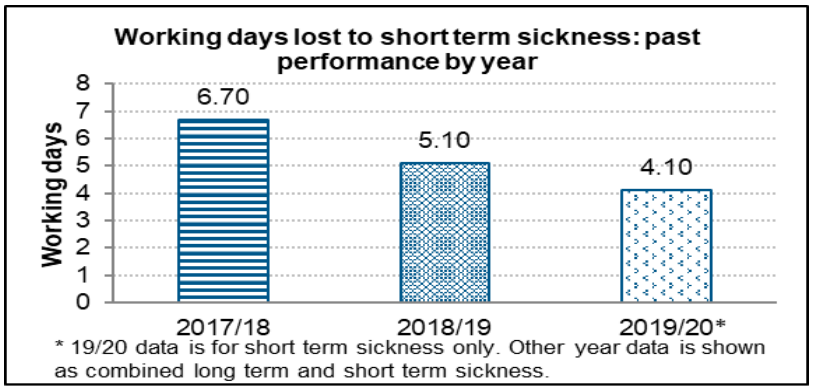
Year End Success Target: 4.5 days

COMMENTS

Absence figures are lower than the target, however we have seen an increase in short term sick days during Q3 and this will continue to be closely monitored to look for patterns and any particular issues. Qualitative feedback from staff (and via external networking with other HR professionals) suggests that staff working from home locations are able to work more flexibly to complete their hours. Health challenges that would typically result in staff taking sick leave are able to be better managed from home because staff can be more flexible with the completion of their hours and do not have to factor in the journey to work. Covid-19 related absences (i.e. where employees or household members were displaying symptoms) which are recorded under specific Covid-19 codes do not impact on the absence figures, but nonetheless are recorded and monitored outside of this measure.

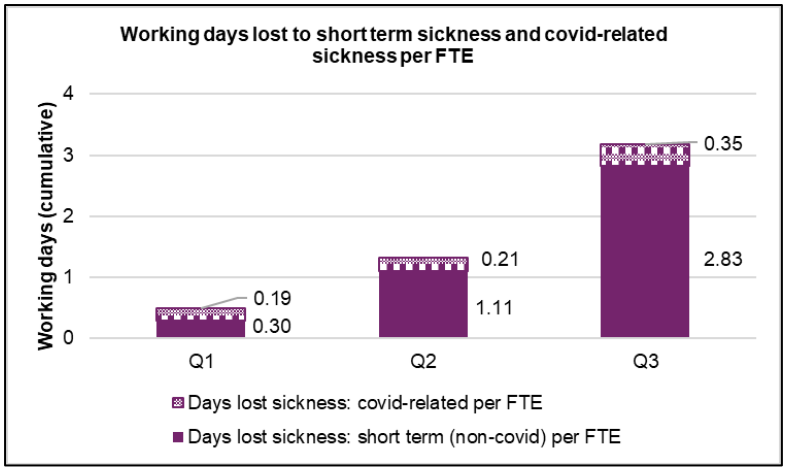
RISKS

Q3 has seen an increase in short term absence figures and the impact of the pandemic on mental health and wellbeing is a risk that is currently being monitored, with management action being taken as appropriate.



CONTEXT

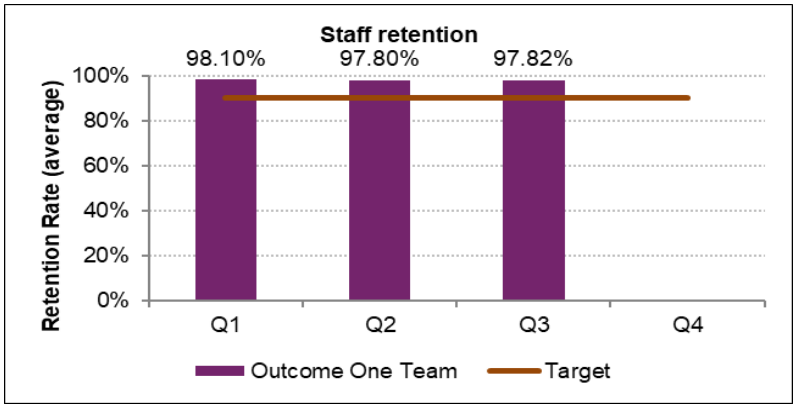
The graph to the left shows the comparison data for short term sickness days lost for 2019/20 and combined long term and short term sickness for previous years. This shows that the number of working days lost is lower than previous years for the One Team. The number of working days lost to sickness in the public sector has been consistently higher than the rate for the private sector since 1995, although both sectors have seen an overall decrease in the last few years (Office of National Statistics (ONS), Labour Force Survey 2019). In 2018, the number of days lost to the public sector stood at 5.6. For context, the One Team currently has a lower than average sickness rate.



The graph to the left shows the working days lost to short term sickness per FTE compared to days lost to covid-19 related absences.

Staff retention (Measure reference 5)

RAG Status: GREEN



Year End Success Target: 90%

COMMENTS

This is a measure which we are reporting for the first time this year. The figure is combined for the One Team serving Broadland and South Norfolk Councils.

Staff retention remains high at 97.82%, with a marginal increase in staff retention from Q2 to Q3. It is likely that staff retention will remain stable while local and national unemployment is increasing.

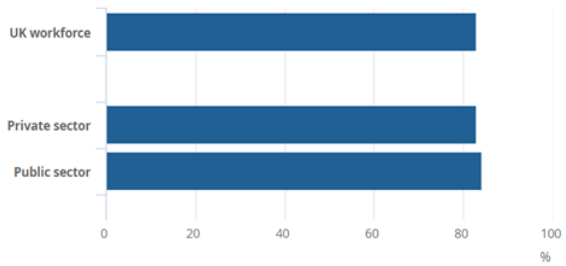
Nevertheless, we are not complacent on this and seek to engage with the workforce at every opportunity to assess engagement levels.

RISKS

Due to the current economic climate we anticipate retention figures remaining at a similar level for the remainder of 2020/21.

Figure 1: One-year retention rates in the largest public sector occupations are mostly above the workforce average

One-year retention rates, by occupation, UK, 2016 to 2017



CONTEXT

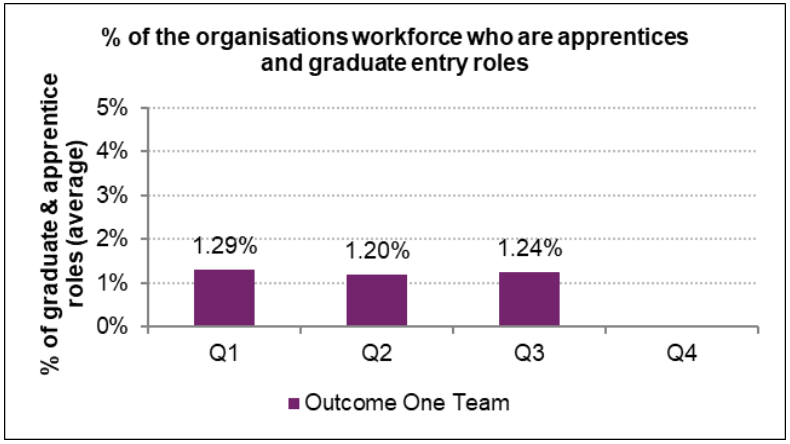
The latest data from the Office for National Statistics (ONS) shows that from 2016 to 2017, the UK workforce one-year retention rate was 83% and the overall public sector one-year retention rate was 84%.

For Local and National Government, the retention rate currently sits at 89%, showing that the One Team has higher retention rates than average.
Source: ONS, Annual Population Survey 2016/17

Percentage of the organisations workforce who are apprentices and graduate entry roles

(Measure reference 6)

RAG Status: BASELINE



COMMENTS

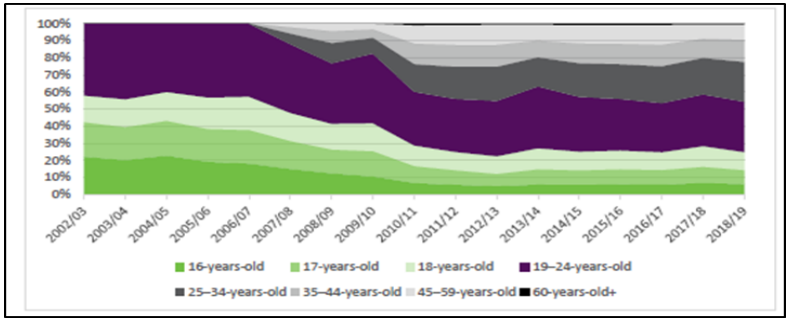
It is our aim to create apprentice roles for hard to recruit to service areas in order to grow our own skills. We currently have 15 apprentices in our One Team, in roles such as Business Administration, IT, Learning & Development and Exercise and Fitness. We will create an apprenticeship network both within our organisation and with our partners to provide learning opportunities and celebrate apprenticeships through events such as the Apprenticeship challenge. We will promote apprenticeships through events such as the Norfolk Careers and Skills festival and establish third party networks through schemes such as the Armed Forces and Disability Confidence schemes and create links with universities and local schools/colleges. We will work with local universities to identify career pathways for local graduates into the public sector. We will develop workforce plans with each directorate and to identify gaps and formulate plans to fill those with a focus on graduates / apprentices and work placement opportunities. We will also be supporting the Kickstart scheme which is a scheme supporting young people during the Covid-19 recovery by offering a minimum of 30 work placements through the Councils and partner organisations.

Year End Success Target: Baselining

RISKS

The availability of relevant Apprenticeship standards/courses is a risk. We are keen in invest in future growth and grow our own skills, however, some hard to recruit areas have limited Apprenticeship course options available.

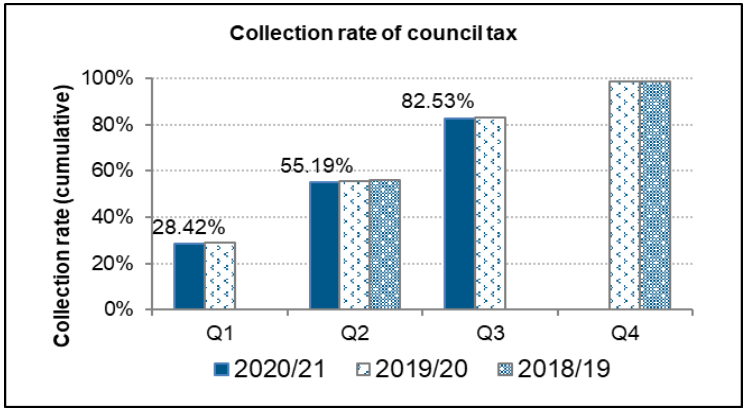
CONTEXT



The Chartered Institute of Personnel Development (CIPD) July 2020 report (left) found that most apprenticeships go to existing employees rather than new labour market entrants with an increasing share of opportunities going to those aged 25 and over. Since the introduction of the Apprenticeship Levy, employers have increasingly focused their investment in providing apprenticeship training to older and in many cases, already highly experienced and qualified workers, which is evidenced by the growing numbers of apprenticeships in leadership and management and other professional training. (Source: Apprenticeship statistics DFE, 2002-2019). The Council is in line with other businesses where apprentice and graduates starts have slowed due to the current climate, however it has been the aim of the Council to focus on recruiting entry level apprentices and graduates from September 2020.

Collection rate of Council Tax (Measure reference 7)

RAG Status: RED



Data for 18/19 is only available for Q2 and Q4 due to previous reporting timescales.

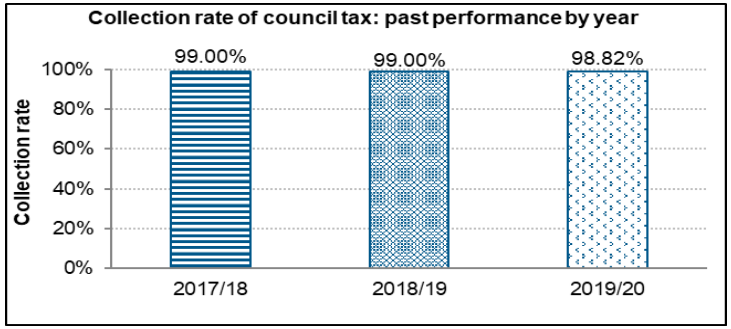
COMMENTS

The collection rate has been impacted by the effects of Covid-19 with an actual collection rate in Q3 of 82.53%, compared to the target of 83.3%. The usual process of proactive recovery action has been adapted to take account of residents' circumstances. No formal action was taken in Q1, with a re-engagement process beginning in Q2 to remind people of outstanding instalments. We then moved into a normal process of formal reminders and Final Notices but with staff offering a flexible approach to payment arrangements and signposting to debt advice and benefits. We were unable to take court action until October when courts re-opened to our work. One summons issue was undertaken before the second lockdown prevented further courts. We are resuming court action in January, but we are a long way behind our normal position with recovery action. While our collection rate has been impacted, the proactive action taken to re-engage and continue to issue notices has helped us to maintain performance above the national trend. There is no doubt however, that collection rates will fall below target.

Year End Success Target: 98.9%

RISKS

Collection rates will be lower this year than in previous years, due to the effects of the pandemic. The resulting increase in arrears may have an adverse effect on collection rates in the forthcoming financial year (2021/22) as some of our residents try to balance paying the new financial year's Council Tax with other debts and Council Tax arrears for 2020/21. There is a risk that as more people come off furlough, that they may become unemployed and find it difficult to pay ongoing charges.

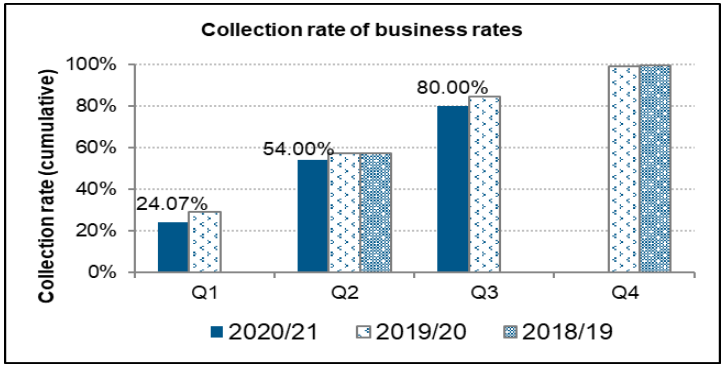


CONTEXT

The graph to the left shows the Council Tax collection rates performance for previous years for comparison. Collection rates are lower in comparison to previous years due to the effect of the pandemic.

Collection of Business Rates (Measure reference 8)

RAG Status: RED



COMMENTS

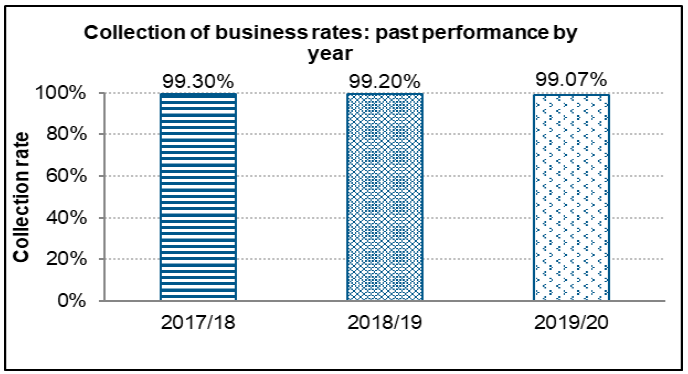
Collection performance has been impacted locally and nationally as a result of the pandemic, with an actual collection rates in Q3 of 80%, compared to the target of 84.5%. While some sectors have benefited from additional help through emergency Business Rate relief and grants, other sectors have not had assistance. The team have worked with businesses to offer extended and deferred payments where appropriate and this has involved proactive contact to offer assistance. Collection rates will be depressed this year. Recovery action recommenced in Quarter 2 and reminder notices have been sent and a dialogue encouraged with businesses to see how they can be assisted or signposted to our Economic Development team. Court action was, until recently, suspended by the Court service which has also impacted recovery. We recommenced issuing summonses in January.

Data for 18/19 is only available for Q2 and Q4 due to previous reporting timescales.

Year End Success Target: 99%

RISKS

There is no doubt that collection rates will be lower this year and probably for 2021/22. The pandemic and the resulting downturn in the economy has had a major impact on many businesses and arrears levels will be higher at the end of the year. The risk of further local or national lockdowns mean that there is a risk of collection rates being further affected.

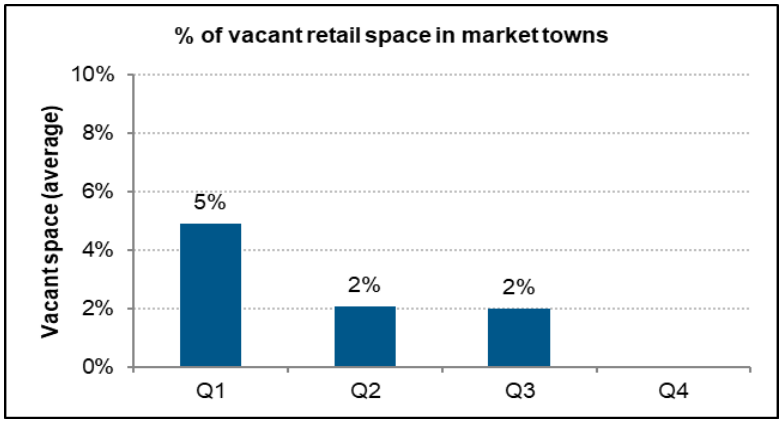


CONTEXT

The graph to the left shows the Business Rates collection rates performance for previous years for comparison. Collection rates are lower in comparison to previous years due to the effect of the pandemic.

Percentage of vacant retail space in market towns (Measure reference 12)

RAG Status: BASELINE



COMMENTS

The pandemic has not significantly impacted occupancy rates of retail units in the market towns at this time. However, there may be a delayed effect as businesses are currently supported with full rates relief to the end of March 2021, and with business grant funding. Changes from the previous quarter end have only been very slight with there being one less vacant unit in Aylsham and no net change in vacant units in Acle and Reepham (based on a snapshot of Business Rates data). There are no vacant retail units in Reepham.

Vacancy rates are:

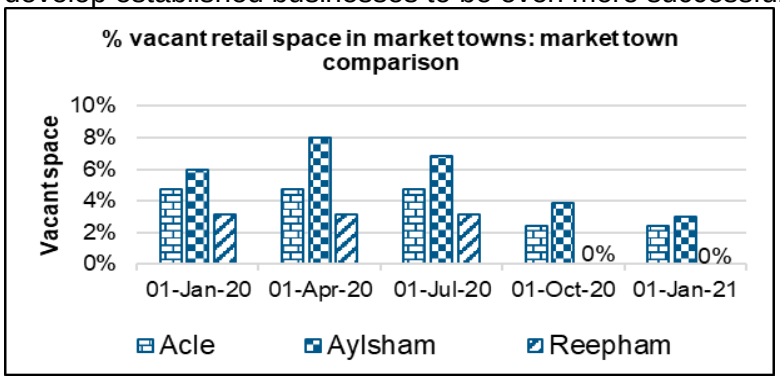
- Acle - 2.4%
- Aylsham - 3%
- Reepham - 0%

This measure is currently being baselined, therefore there is no previous year data to show.

Year End Success Target: Baselining

RISKS

While retail vacancy rates remain stable across the district, the true economic impact of the Covid-19 pandemic may not yet be presenting itself in terms of vacant units and the Council is working on a suite of proposals that will contribute to the recovery of the market town high streets. This includes the Enterprise Facilitation project - a bespoke package of training and business mentoring designed to take ideas into fully functioning businesses and to develop established businesses to be even more successful - linked to, and backed by grants from £3 to £25K

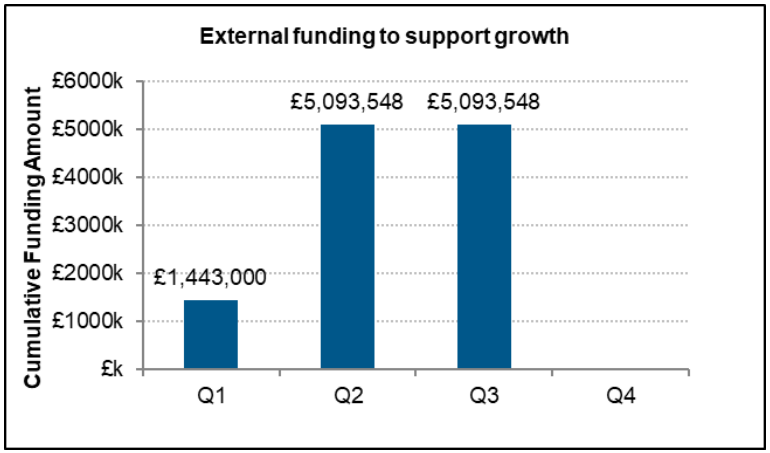


CONTEXT

The chart to the left shows the occupancy vacancy rates for each of the market towns in Broadland for 2020 - 2021.

External funding to support growth (Measure reference 14)

RAG Status: BASELINE



COMMENTS

No additional external funding has been secured in Q3, which brings the cumulative funding amount for 20/21 so far to over £5m. Confirmation of European match funding for the FIC is expected by the end of March 21. Figures associated with Q1 have been updated in this reporting period to reflect the new arrangement with New Anglia Local Enterprise Partnership (NALEP) which will now contribute £1.44m from its own funding rather than £1.86m as previously reported. This is due to the additional funding secured from the Government's Getting Building Fund as reported in Quarter 2.

Note: Central Government Covid-19 related funding in excess of £38m has also been received since the beginning of the pandemic for distribution to businesses affected by national and local restrictions. This has not been included within the quarterly figures.

Year End Success Target: Baselining

RISKS

Food Innovation Centre - The ability to secure the additional 50% of European funding needed to deliver this project remains the principle risk to the project. Work is ongoing to secure tenants for the building to ensure delivery against the business plan.

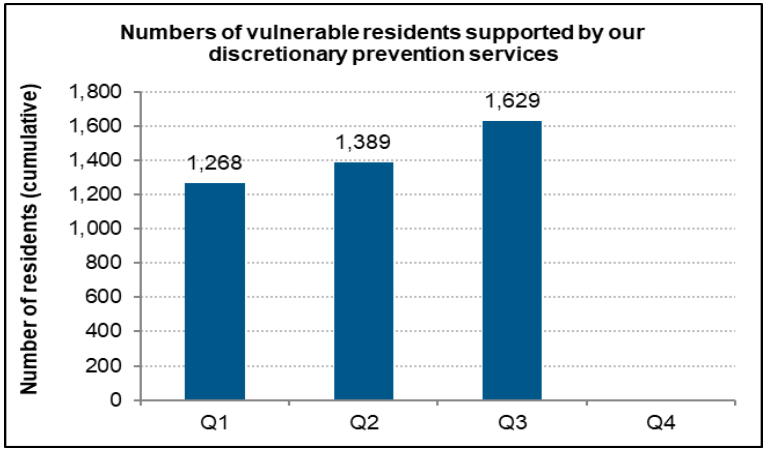
CONTEXT

Although no funding has been secured in Q3, Broadland District Council continues to move closer to delivery of the first dedicated Food Grade Innovation Centre facility in Norfolk and Suffolk. Located on the Food Enterprise Park near Easton, the facility will enable greater levels of innovation and growth within the food and drink processing sector, providing thirteen food grade units to help facilitate growth of food and drink businesses in conjunction with opening up the Food Enterprise Zone. The Centre will include a food innovation hub offering test kitchen facilities, a sensory tasting facility and meeting / exhibition space. The project will also deliver an innovation support programme for eligible businesses and a Food and Drink Cluster to facilitate greater levels of knowledge exchange, new business and supply chain opportunities and enabling ground-breaking innovation collaborations with e.g. the Norwich Research Park

Numbers of vulnerable residents supported by our discretionary prevention services

(Measure reference 15)

RAG Status: GREEN



Year End Success Target: 2,000 residents (combined figure for BDC and SNC)

COMMENTS

Figures for Q3 were 240, making the cumulative total for 21/22 so far 1,629. This is derived from discretionary prevention services including Help Hub, Community Connectors, Welfare and Debt Advice, as well as our community welfare response to Covid-19. The advent of a second lockdown in November 2020 saw an increase in the numbers requesting assistance in relation to Covid-19.

Work is ongoing to increase the public awareness of the Help Hub in Broadland and attract more direct referrals from members of the public.

RISKS

None noted, target for Broadland met.

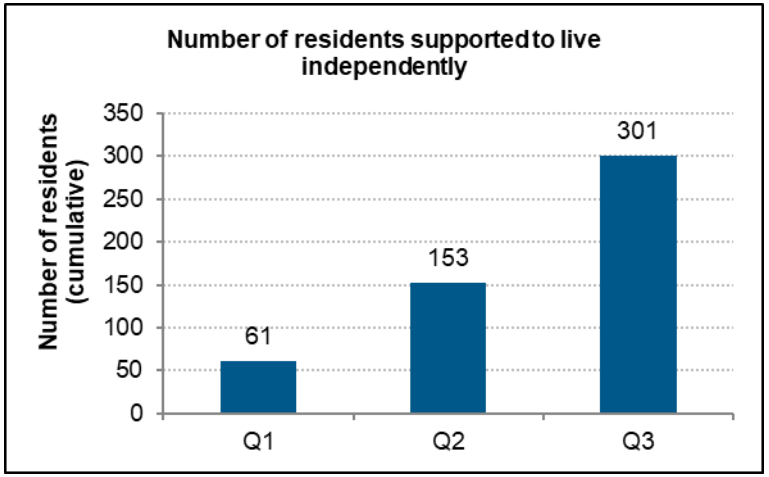
CONTEXT

Our Help Hub and communities support is based on tried and tested prevention services. By engaging early with residents, and dealing quickly with issues before they escalate, we know that not only do we improve outcomes for people, we reduce the cost of escalating issues into statutory services.

Our discretionary services provide a range of support to our communities, from debt and welfare advice, community navigation, feeling safe and secure, as well as supporting our communities to help themselves. Through our help hub approach, we work closely with partners to facilitate joint working and information sharing to prevent unnecessary delay in reaching support.

Number of residents supported to live independently (Measure reference 17)

RAG Status: GREEN



Year End Success Target: 700 residents

COMMENTS

In Q3, 23 DFGs have been completed along with 109 handyperson visits and 16 low level grants; a total of 148 homes supported, bringing the cumulative total for 20/21 to date to 301.

By the end of December 2020, £343k of the Council's £885,905 Better Care Fund (BCF) allocation had been spent with a further £281k of commitments. The Council's BCF representative has confirmed that underspend in 2020/21 resulting from the pandemic can be carried forward to 2021/22.

This compares to 18 DFGs, and 145 handyperson visits and 32 low level grants in the same period of 2019/20. Delivery in Q3 has been similar to that expected in a normal year, however the restrictions in early 2020/21 have severely impacted the number of residents supported to date.

RISKS

The vast majority of housing standards work relates to clinically vulnerable and extremely vulnerable residents. Any restrictions as a result of the pandemic, have the potential to significantly impact on delivery of the service. At this time, Council staff and tradespeople are permitted to work in people's homes, however some residents are understandably apprehensive about allowing people into their home resulting in delays to delivery.

CONTEXT

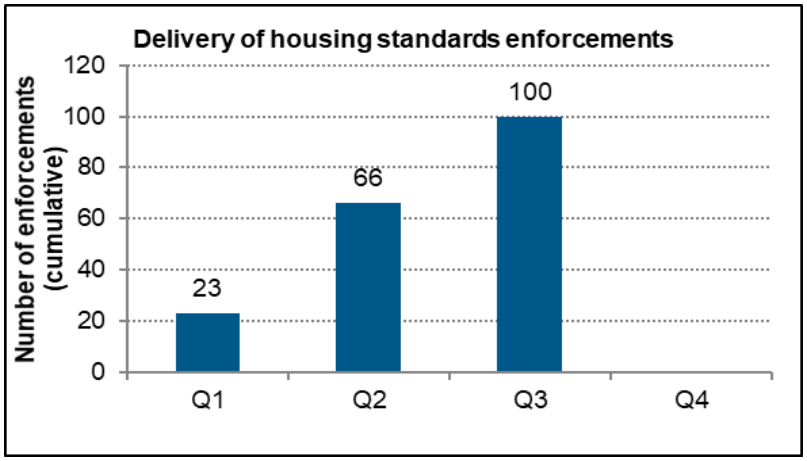
One of the key responsibilities for the Council is to support people to remain in their own home. This has the dual effect of reducing pressure on services but also enables our residents to remain independent, which is a key factor, particularly for older people.

We deploy a range of tools to help residents; the main focus is disabled facilities grants which enable us to physically adapt people's properties to meet their needs. Additionally, the Council's handyperson scheme offers small household repairs and minor adaptations.

This target enables us to judge how many people we are able to support, by assessing trends in cost, complexity, delivery levels and resource.

Delivery of housing standards enforcement (Measure reference 18)

RAG Status: GREEN



Year End Success Target: 75 enforcements

COMMENTS

In Q3, 31 disrepair complaints have been resolved and 3 occurrences of gypsies and travellers were reported with action taken. This brings the total number of housing standards enforcements in 20/21 to date to 100. This action involved assessing the welfare of the people on site and the impact the unauthorised encampment is having on the local community.

Where possible, disrepair issues are being sorted remotely with the use of photos, videos and the option of video calling.

RISKS

The main risk related to the complaint demand increasing in the tenanted private sector. At present, the demand is within the team's capacity, however, there has been a significant increase on the same period of the previous year.

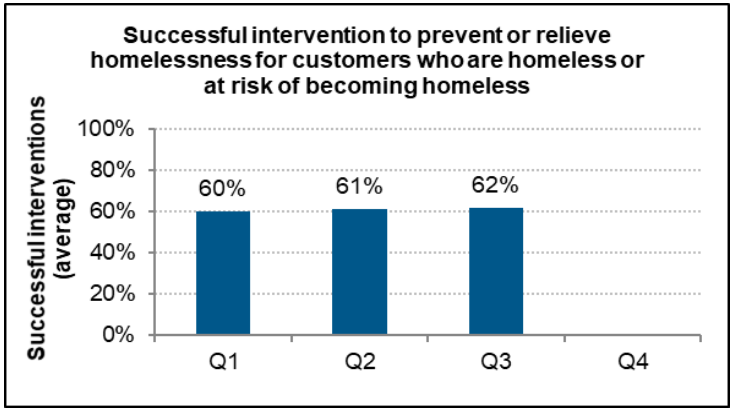
CONTEXT

A key aim of the Council is to ensure that we deal appropriately with private sector landlords who rent their properties out. Our role is to ensure that these properties are maintained to an acceptable standard. This work includes identifying, registering and monitoring Houses of Multiple Occupation to ensure they are safe, compliant and are not used for exploitation.

We also ensure that unauthorised gypsy and traveller sites are dealt with appropriately, balancing the welfare of gypsies and travellers, with the impact on the local community.

Percentage of successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 19)

RAG Status: AMBER



Year End Success Target: 80% successful interventions

COMMENTS

Performance remains relatively stable, albeit not where we would like to be. The main hurdles to increasing performance are predominately Covid-19 related as with each lockdown, more people find themselves immediately homeless. Many of these residents were not known to us before or were in relatively stable situations. This provides little or no time to prevent homelessness. The team provides the support to those who become homeless to find suitable long-term accommodation. Sustained increase in demand remains an issue however recruitment and training will facilitate increased staffing and performance from next financial year.

RISKS

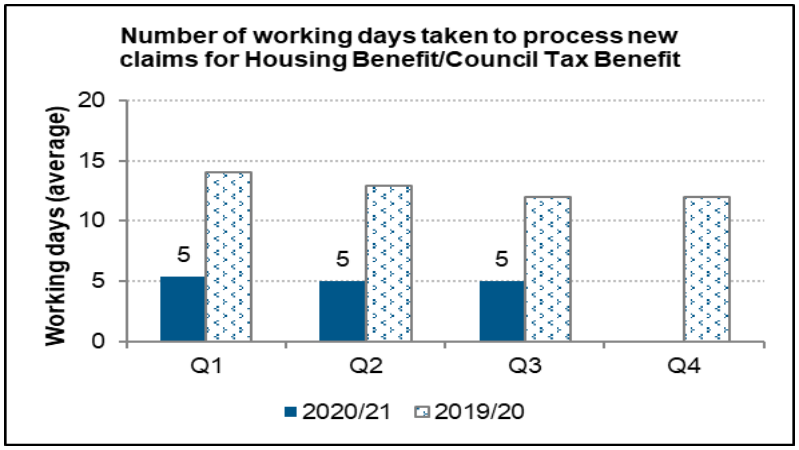
Risks remain Covid-19 specific – Officers are managing increased demand and the new flexible ways of working are allowing this to be sustained however with a growing presence of Covid-19 within the community there are greater opportunities for officers to become susceptible. At present, 3 housing officers have tested positive and were unable to work. Officers have utilised temps to mitigate this impact however transition of case officers will always attract increased inefficiency. Transition to best in class – the transition to the new system and way of working is going well however this transition is placing additional demand on frontline staff as we balance capacity with active involvement and empowerment. Homeless prevention goes beyond the 56 days statutory responsibility we have to respond, prevention can range from wide range of interventions for example, managing budgets, or support a family break up to minimise impact. Mental wellbeing is also a key factor in enabling people to cope with tenancies which the team will support with, this includes the impact of domestic abuse which is not just physical, but emotional and financial as well.

CONTEXT

Preventing and dealing with homelessness is a key legislative requirement for the Council. Under the Homelessness Reduction Action, we are required to support people if they are risk of homelessness, up to 56 days before they are made homeless. The Council has a strong advice and prevention ethos and this measure helps us to ensure we maintain this ethos. Nationally, there has been an increasing challenge when it comes to the impact of Covid-19 on homelessness. Since the start of the coronavirus crisis, Councils across the country have faced significant challenges housing large numbers of homeless people in a short space of time. Work continues on a national scale to ensure that Councils have the right support and funding in place to deal with the increased demand and support requirements

Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 20)

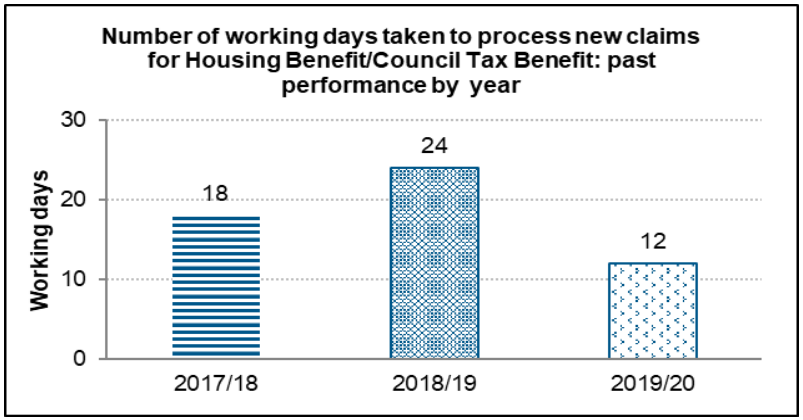
RAG Status: GREEN



Year End Success Target: 7 working days

RISKS

No risks anticipated



COMMENTS

Performance remains incredibly strong – the new ways of working and flexible approach to work officers have taken has allowed sustained high performance to be achieved. We have seen a circa of 100% new claims compared to last year.

The two councils one team approach has helped significantly as two strong performing teams learn from each other to create efficient and proactive solutions to problems as and when they arise.

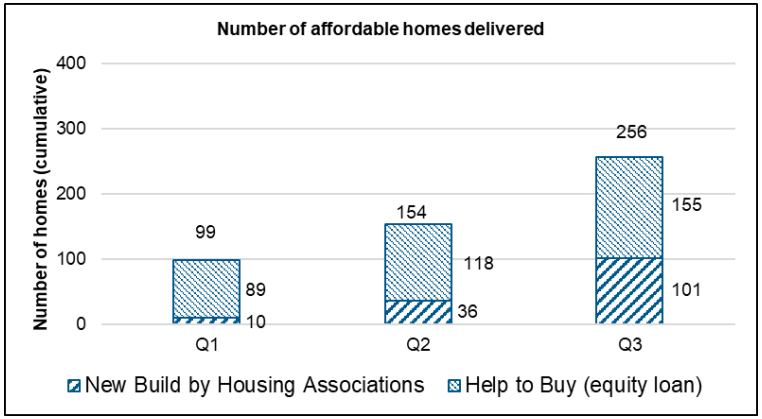
CONTEXT

The Councils performance over the last three years has been strong, although a target around number of days is a new this year for the Council. This target is set by the Council, but still falls well below the requirements set by DWP. This means we can ensure that we process new claims quickly to support our residents.

We have successfully embedded new staff in our one team approach, aligned the service, and provided flexibility to staff who are often balancing life and work to ensure we continue strong delivery in Housing Benefits.

Number of affordable homes delivered (including help to buy) (Measure reference 21)

RAG Status: GREEN



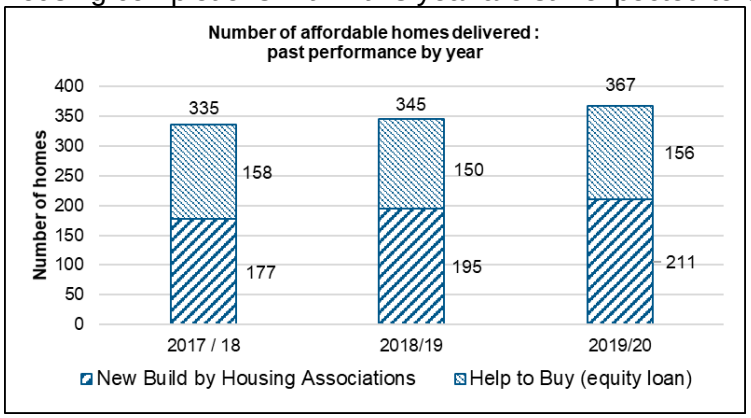
COMMENTS

Improved affordable housing delivery has been seen during Q3 with a total of 65 new build homes for rent and affordable home ownership being delivered. Therefore, delivery for this quarter is almost double that of the previous two quarters (a cumulative total of 36 units in Q1 and Q2). The cumulative new build affordable housing for 2020/21 (not including Help to Buy Equity Loan) is 101 new affordable homes which has included continued delivery on sites at Horsford (Kingfisher Meadow), Sprowston (White House Farm and Manor Reach) and Blofield (Yarmouth Road). There has also been commencement of delivery on sites at Hellesdon (Royal Norwich Golf Club) and Horsford (Cricketer's Corner). The Strategic Housing Market Assessment for Central Norfolk (2017) indicates a yearly target of 96 new affordable homes for Broadland. With a cumulative total in Q3 of 101 new build affordable homes (and not including Help to Buy Equity Loan figures) Broadland has exceeded the yearly target requirement for new affordable homes.

Year End Success Target: Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment

RISKS

The main risk anticipated will be slowing of the post-Covid-19 recovery that has been seen for Q3. Despite a second lock-down within this Quarter this has not impacted on the developer's delivery of new homes – such as was seen for Q1 and Q2 completions. However, the cumulative new build affordable housing completions within this year are still expected to be lower than that seen for previous years (see Graph below).



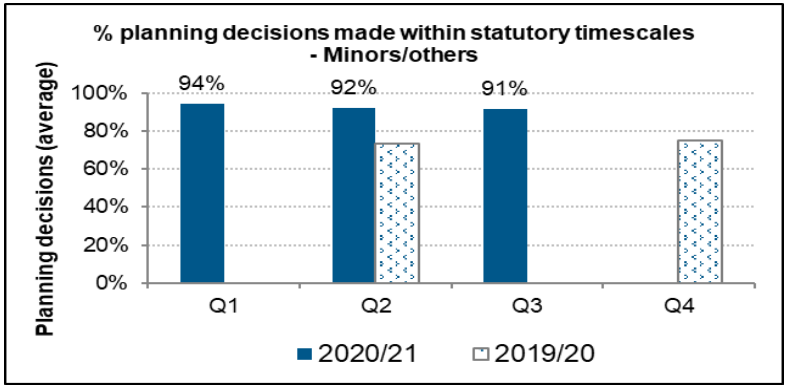
CONTEXT

This graph shows previous years' Total Affordable Housing Completions and Cumulative Total including Help to Buy (Equity Loan) Completions. The affordable housing delivery data over previous years shows fairly consistent new build affordable housing delivery. This approximates to 30% of the total new build dwellings per year. When the Help to Buy Equity Loan sales completions is included in the cumulative total, this provides in excess of 300 new affordable homes per annum.

Percentage of planning decisions made within statutory timescales – minors/others

(Measure reference 23)

RAG Status: GREEN



COMMENTS

Q3 figures relates to 238 out of 266 applications. 176 applications were determined in the statutory time period of 8 weeks and a further 62 were determined in an agreed extension of time. The national average for "Other" applications determined in 8 weeks or agreed time limit for Q3 in 2019 was 90%.

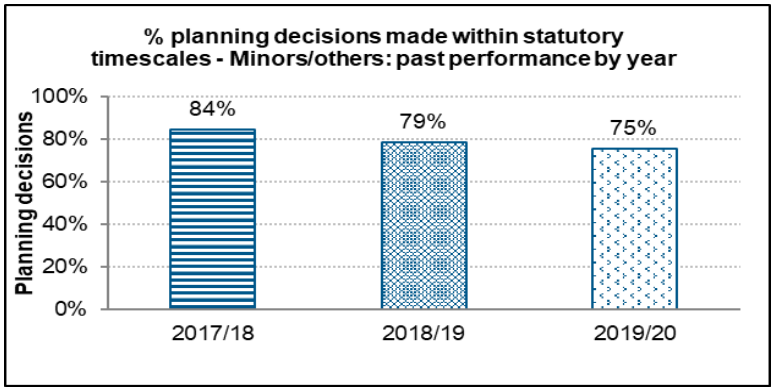
We are now measured as part of a national measure for a rolling 2 years performance. If we fall below the national measure of 70%, we will have special measures introduced. Our current rolling 2 year performance for minors/others is 93%, which against the national target of 70% is good, and as such the Authority is not at risk of special measures. “Other” applications include advertisement consent, Listed Building consent, Certificates of Lawfulness, etc.

Data for 19/20 is only available for Q2 and Q4 due to previous reporting timescales.

Year End Success Target: 90% minors/others in agreed time

RISKS

We are meeting our internal target and exceeding the national target of 70%, so there is limited risk.

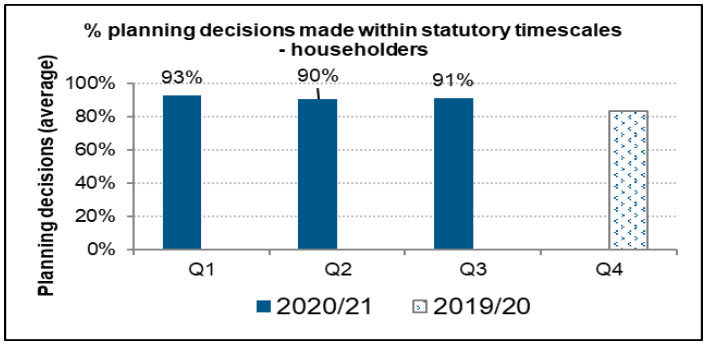


CONTEXT

The graph to the right shows a comparison for previous years. This shows that Broadland is currently performing better than previous years on this measure.

Percentage of planning decisions made within statutory timescales – householders (Measure reference 23)

RAG Status: AMBER



COMMENTS

This relates to 189 out of 203 applications. 152 (74.8%) were determined within the statutory time limit and 37 were determined within an agreed extension of time. 29 (14.2%) were determined in 6 weeks or less. This brings the average decisions to 91% for 2020/21 so far.

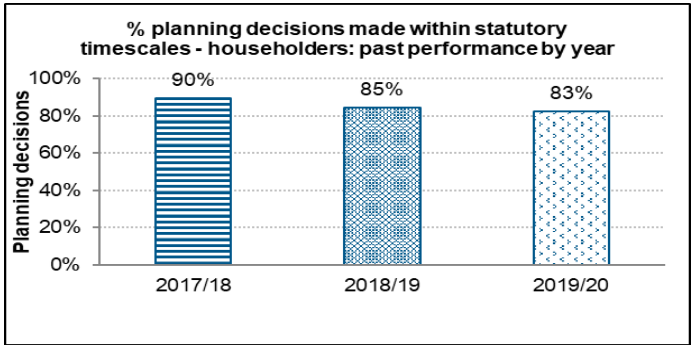
There has been a significant increase in the number of applications submitted compared to previous years, which together with delays associated with Covid-19 restrictions such as challenges of home working and delays in displaying site notices has resulted in a performance level below target although it remains higher than previous years.

Data for 19/20 is only available for Q4 as this was a new measure for Broadland at the end of 19/20.

Year End Success Target: 95% of decisions

RISKS

This is below our internal target of 95% which has been partly due to remote working during Covid-19 and the ability to display site notices. We are reviewing how we speed up the display of site notices for householder applications.

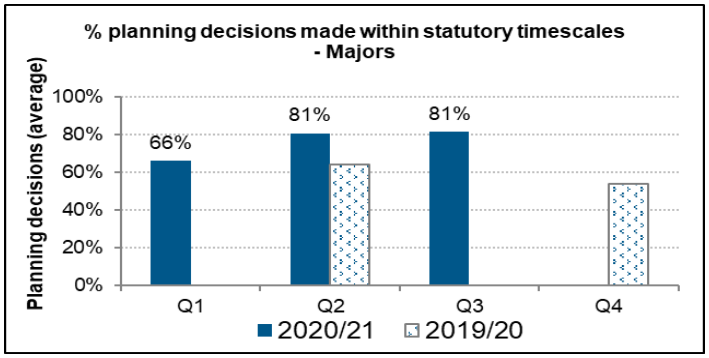


CONTEXT

The graph to the right shows a comparison for previous years. This shows that Broadland is currently performing better than previous years on this measure.

Percentage of planning decisions made within statutory timescales – majors (Measure reference 23)

RAG Status: AMBER



COMMENTS

This relates to 15 (83.3%) out of 18 applications. 7 (38.8%) were determined within the statutory time limit and 8 were determined within an agreed extension of time. The national average for "Major" applications determined in 13 weeks or agreed time limit for Q3 in 2019 was 89%.

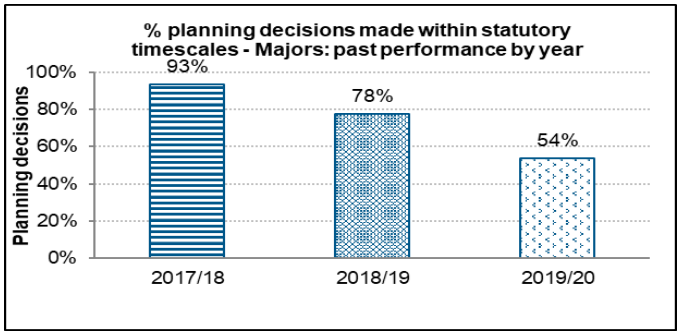
We are now measured as part of a national measure for a rolling 2 years performance. If we fall below the national measure of 60% we will have special measures introduced. Our current rolling 2-year performance for majors is 87.8%, which means the Authority is not at risk of special measures

Data for 19/20 is only available for Q2 and Q4 due to previous reporting timescales

Year End Success Target: 95% of decisions

RISKS

This is below our internal target of 95% and is lower than the national average for the same quarter last year (pre-Covid-19), however we are in excess of the national measure of 60% both for the quarter and for the rolling two year measure and significantly higher than previous years for BDC and as such, are not at risk. We are reviewing the use of agreed extensions of time to ensure timely decisions and this will improve the overall performance on this measure

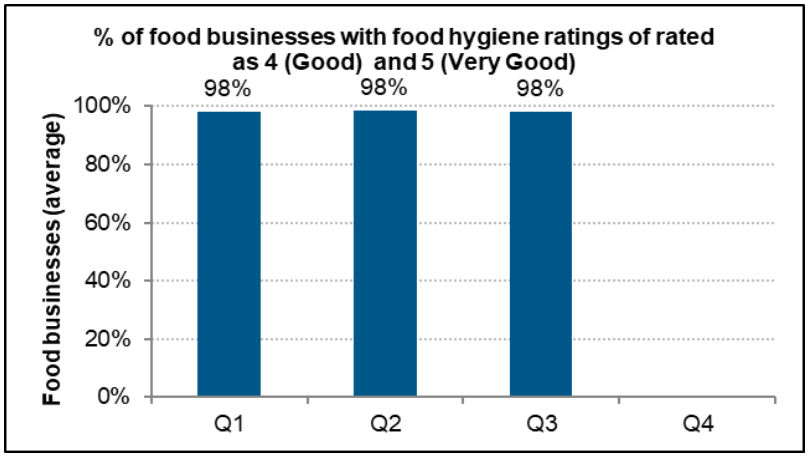


CONTEXT

The graph to the right shows a comparison for previous years. This shows that Broadland is currently performing better than in 18/19 and 19/20 on this measure.

Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good) (Measure reference 24)

RAG Status: **BASELINE**



COMMENTS

During Q3, the Food, Safety and Licensing team have continued to focus on compliance with The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020, as amended, proactively and reactively visiting businesses to ensure implementation of the necessary measures to reduce the risk of transmission of the virus, providing support to businesses and signposting to the Council website regarding potential financial support. As the Coronavirus Regulations have changed, businesses have looked to adapt and utilise/provide additional outside space to accommodate customers, particularly during November and December - seen as one of the busiest times of the year within the hospitality sector generating the need for further monitoring and support regarding Covid-19 measures. Members of the team continue to actively collaborate in a multi-agency approach across Norfolk gaining maximum impact and ensuring a consistent approach across the County. Food safety interventions focus on higher risk businesses, new registrations of food businesses and in providing support and advice where food businesses have changed/adapted their activities, for example, during periods of closure where businesses adapt to provide a takeaway service.

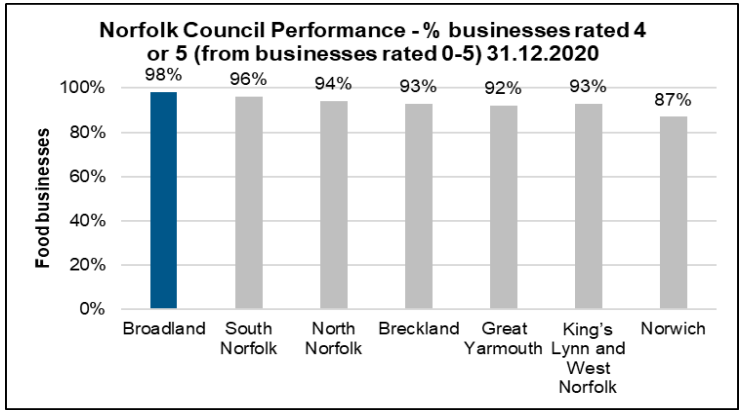
Year End Success Target: Baselining

RISKS

The Food Standards Agency are looking to work with Councils in addressing the backlog of interventions where businesses have been closed during restrictions but are very clear in their messaging to maintain focus on the higher risk food businesses. The challenge of vacant posts in the team has continued throughout Q3 but looks to resolution in Q4, with an officer returning from maternity leave and appointment to the Food, Safety and Licensing Team Manager's post commencing in January 2021. Additional capacity is likely to be required going forwards to target resources in the food safety interventions.

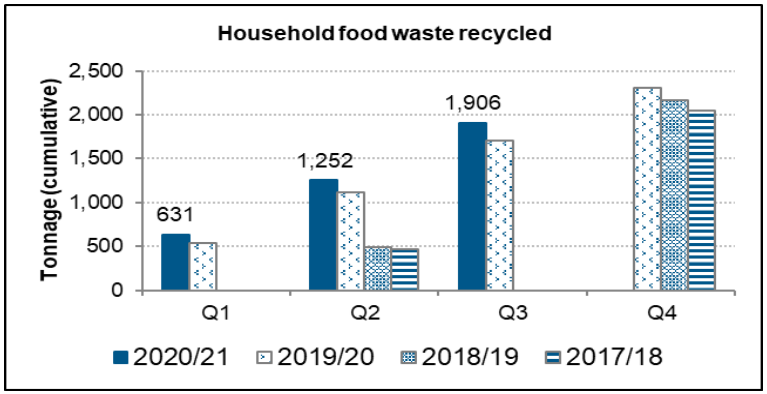
CONTEXT

The graph to the right provides an overview of the performance for Norfolk as a whole. This shows that the area of Broadland is currently performing well compared to other authorities.



Household food waste recycled (Measure reference 25)

RAG Status: GREEN



Data for 18/19 and 17/18 is only available for Q2 and Q4 due to previous reporting timescales.

Year End Success Target: Increase in overall gross tonnage

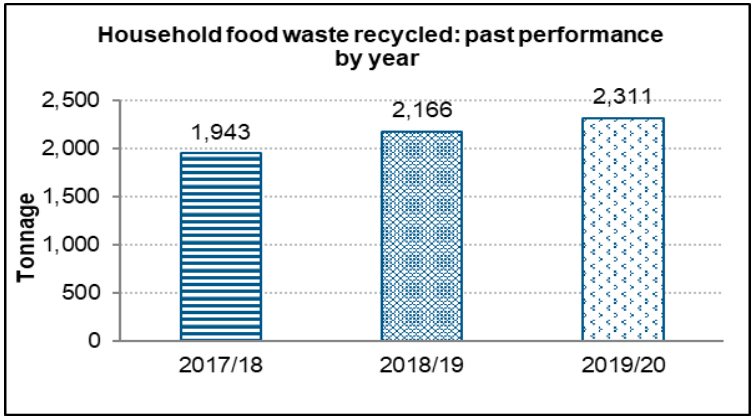
COMMENTS

The household food waste tonnage for Q3 has increased 33 tonnes compared to Q2 and by 70.5 tonnes in comparison to the same period for 2019/20. The cumulative figure for 20/21 so far is 1,906 tonnes of food waste recycled. As the food waste service has not been expanded since October 2019 this increased tonnage will be due to increased participation rates and not an increase in new householders on the rounds.

November 2020 was also the commencement of lockdown due to Covid-19. This would have led to more residents being at home and not eating out, resulting in a natural increase in food waste being collected by the service.

RISKS

Uncertainty as to whether continued increased in tonnage collected will be maintained in the medium to long term. As we move out of Lockdown 3 / population will be vaccinated and hospitality industry opens up, some people will start to eat out again as the restaurants and pubs re-open.

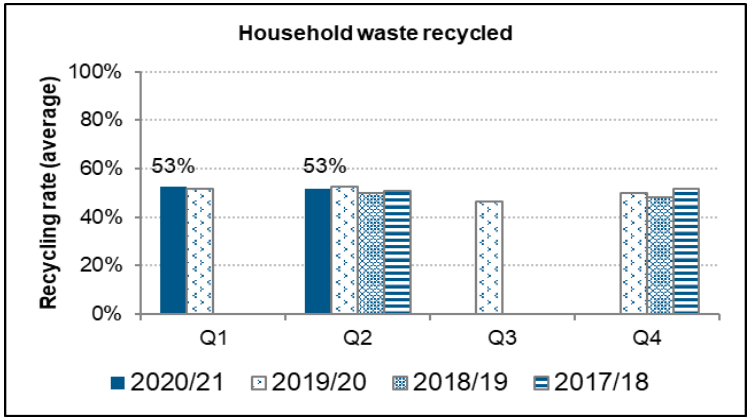


CONTEXT

The graph to the left shows past year performance for household food waste being recycled in Broadland. There is a national drive to minimise food wastage across the UK. WRAP research has shown that in 2018, the UK throws away 6.6 million tonnes of household food waste a year, compared to 8.1 million tonnes in 2007. Of the 6.6 million tonnes thrown away, almost three quarters (70% of the total) is food that could have been consumed (4.5 million tonnes). Source: Food surplus and waste in the UK, WRAP 2020. The contamination rate for dry recycling in Broadland was circa 16% (Oct 19 – Sept 20 latest figures available) of the total recycled material sent to the Materials Recycling Facility (MRF), however, the collective countywide arrangement for how the costs of contamination are paid means that if Broadland were able to reduce the level of contaminated materials sent to the MRF this would not directly result in either a reduced gate fee or increased recycling credits for Broadland.

Percentage of household waste recycled (Measure reference 26)

RAG Status: AMBER



COMMENTS

Q3 data is not yet available, this will be available in April 2021 in line with waste data flow submissions. There was a decrease from 52.6% to 50.6% in Q2 of this year compared to last year, making the average recycling rate 53%. This was a trend seen across Norfolk, this decrease in recycling rate is due to a corresponding increase in residual waste that has been seen during the pandemic, as more residents have been at home.

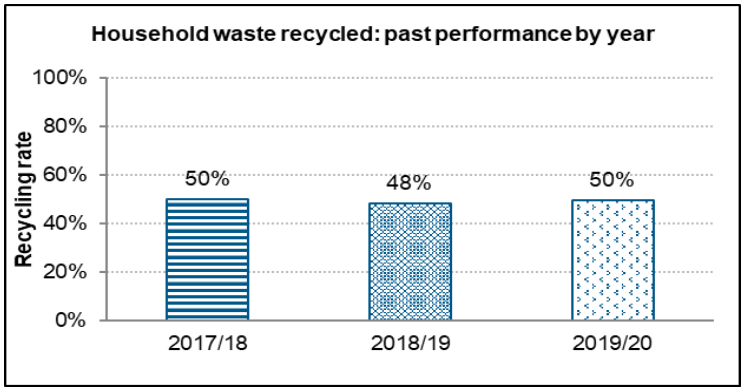
Dry recycling reduced slightly with the largest impact being a reduction in garden waste compared to Quarter 1. This may be due to no longer being in lockdown therefore less production of materials at home. This was also affected by an increased volume of residual waste.

Data for 18/19 and 17/18 is only available for Q2 and Q4 due to previous reporting timescales

Year End Success Target: 2% increase

RISKS

The total recycling rate is influenced by contamination rates, residual waste tonnages, food and garden waste tonnages. These are all influenced by adverse weather conditions and changes in household behaviour. To assist in mitigating this risk, officers are currently developing a number of different options aimed at directly impacting upon the behaviours of residents in their recycling and residual waste management.



CONTEXT

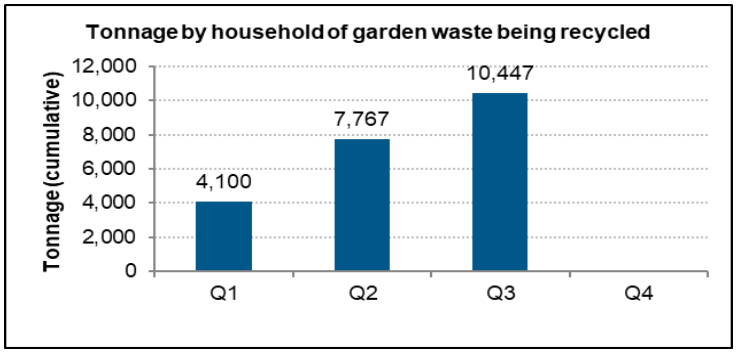
The graph to the right shows the annual % of household waste recycled in Broadland for the previous financial years.

On average across England, in 18/19, the annual recycling rate of household waste was 44.7%, showing that Broadland consistently has a higher recycling rate compared to average.

Source: Department for Environment, Food and Rural Affairs, ONS

Tonnage by household of garden waste being recycled (Measure reference 27)

RAG Status: GREEN



Year End Success Target: Increase in tonnage

COMMENTS

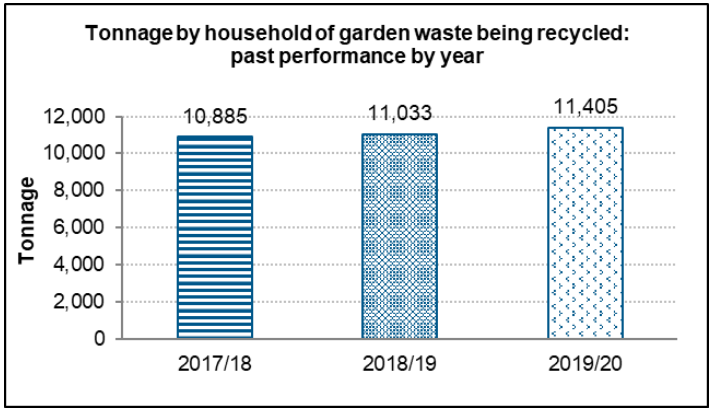
Q3 tonnage has increased by 332t compared to the same period last year.

This in part will be due to the increased number of garden waste brown bin subscribers, which has increased by 1,203 new subscribers since the beginning of April 2020.

This is also probably be due to the current pandemic and more residents being at home undertaking work in the garden.

RISKS

Garden waste tonnages are influenced by adverse weather conditions and changes in behaviour, which have occurred during the pandemic with more people being at home and in the garden. Various routes are used to publicise the availability of the service and to encourage take up. There is the risk that the Government obliges a free garden waste collection service without appropriate funding being provided. Officers continue to model potential impacts on finances and the operations in anticipation of the Government publishing its Waste and Resources white paper.



CONTEXT

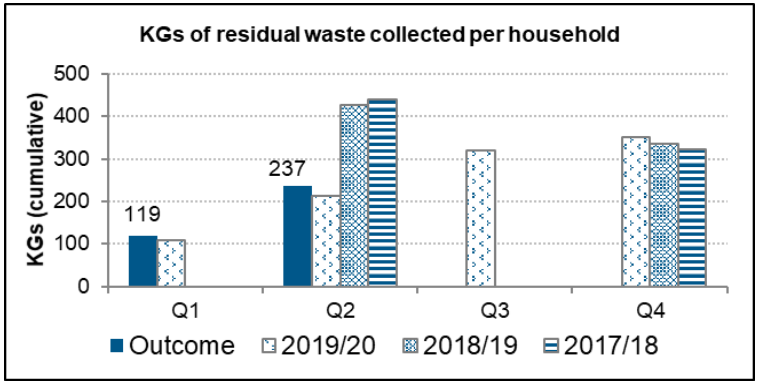
The graph to the left shows the past performance for Broadland for tonnage of garden waste being recycled. This shows the figure has been fairly stable over the last three years.

In comparison with neighbouring authorities, the latest information shows that Broadland sends a higher amount of garden waste to be recycled compared to average.

Source: Department for Environment, Food and Rural Affairs, LG Inform.

KGs of residual waste collected per household (Measure reference 28)

RAG Status: AMBER



COMMENTS

Q3 data is not available; this will be available in April 2021 in line with waste data flow submissions. Residual waste has increased by 15kg per household compared to Q2 last year.

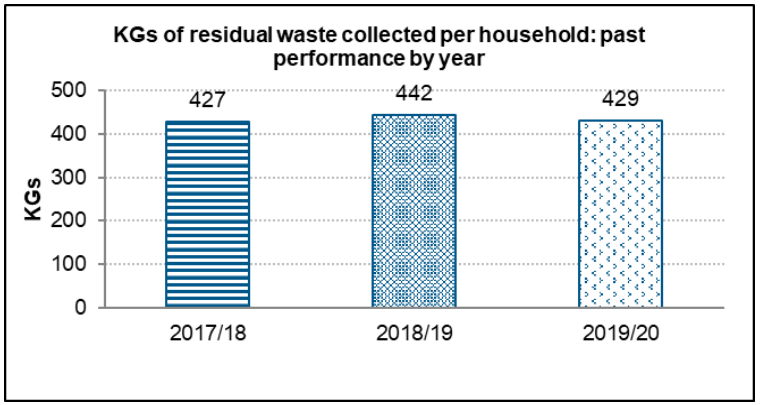
This is in line with the general trend for all districts in Norfolk and is largely explained by change in household waste behaviours due to more households being at home during the pandemic. These figures are estimates until household numbers are updated in Waste Data Flow.

Data for 18/19 and 17/18 and is only available for Q2 and Q4 due to previous reporting timescales. Please note these figures are cumulative.

Year End Success Target: Decrease in KGs of residual wate collected per household

RISKS

Pandemic changes in behaviour are driving an increase in residual waste as people clear out their homes and for several weeks the County's Household Recycling Centres were closed.

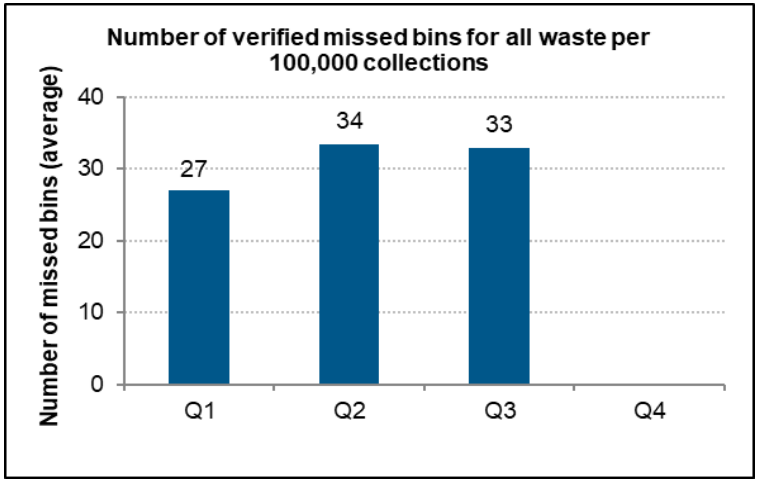


CONTEXT

The graph to the left shows past year performance for Broadland for KGs of residual waste collected.

Number of verified missed bins for all waste per 100,000 collections (Measure reference 29)

RAG Status: AMBER



COMMENTS

The verified missed bins have decreased from the Q2 2020/21 of 40 to 32, per 100,000 collections. This is due to the Q3 including December where for 2 weeks there are no Brown Bin collections.

This brings the average number of missed bins for 20/21 so far to 33 per 100,000 collections. The actual number of missed bins of all types over the quarter was 479.

The original concerns of restricted access due to parked cars, with more people working at home, has not materialised. However, some problems arose due to changes in collection days due to the Christmas period and adverse weather conditions.

Year End Success Target: No more than 30 missed bins per 100,000 collected

RISKS

Although extensive measures have been taken by Veolia to ensure the deport is Covid-19 secure a Covid-19 outbreak could significantly affect missed bins performance. Extensive mitigation has been put in place to make the operation as Covid-19 secure as possible and safe for staff and residents.

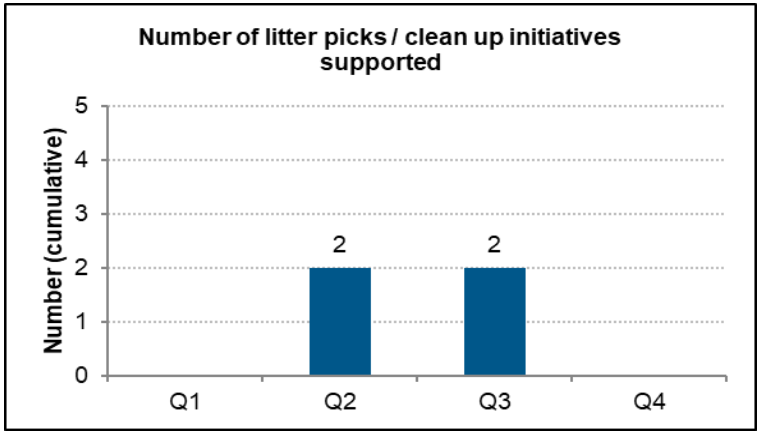
CONTEXT

The figure for Q3 2020/21 Verified Missed bins compares well against the Veolia Contract average of 48.

This figure is taken from an average of a number of Veolia contracts across the Country.

Number of litter picks / clean up initiatives supported (Measure reference 30)

RAG Status: BASELINE



Year End Success Target: Baselining

COMMENTS

Volunteer litter picking has been suspended due to the various states of lockdown that Broadland has been in during Q3 due to Covid-19. Therefore, the figures remain at a cumulative total of 2 litter picks for 2020/21. Instead, we asked volunteers to let us know about any litter issues so we can arrange for the council to clear, which resulted in six additional requests.

No litter picking equipment has been loaned out in Q3 due to Covid-10 restrictions.

RISKS

Lockdowns due to Covid-19 have limited the ability of people being able to undertake community litter picks, once we come out of lockdown we will look to undertake a campaign to communities to promote and encourage them to undertake litter picks to help clean up their local environment.

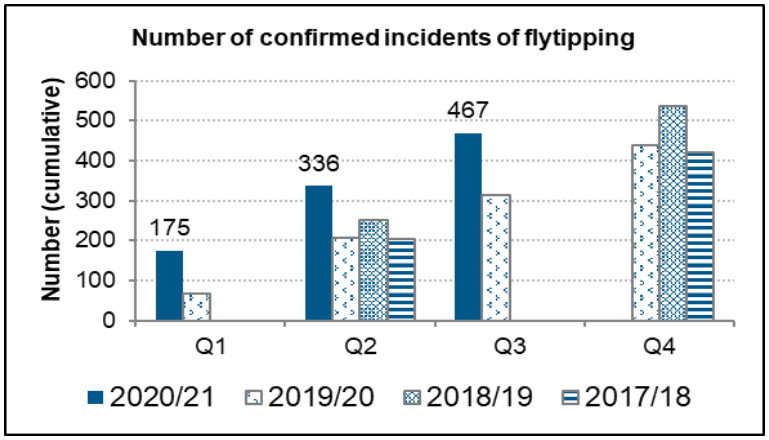
CONTEXT

Broadland have over 30 volunteer groups with equipment provided by Broadland on a long-term loan who litter pick on a regular basis.

No previous year data is available for comparison.

Number of confirmed incidents of fly tipping (Measure reference 31)

RAG Status: BASELINE



Data for 18/19 and 17/18 is only available for Q2 and Q4 due to previous reporting timescales

Year End Success Target: Baselining

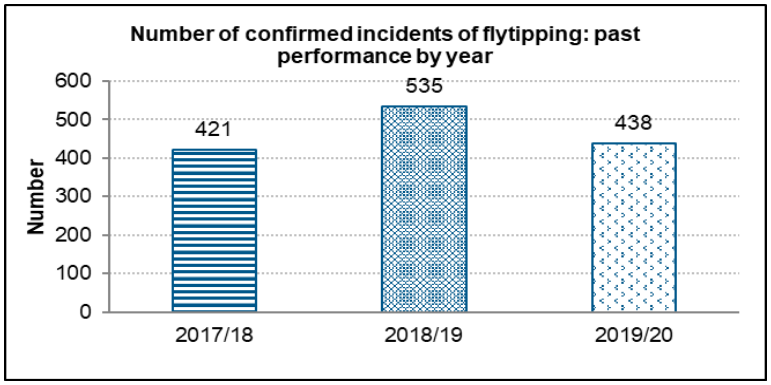
COMMENTS

The figure for Q3 2020/21 has decreased by 30 from the Q2 figure (Down from 161 to 131). This follows the trend set from Q2-Q3 in 2019/20 as the figure also decreased by around 30 from Q2-Q3. This brings the total number of confirmed incidents of fly tipping to Q3 to 467. Comparing the figure for Q3 2020/21 (131) and Q3 2019/20 (107), the quarterly number of recorded fly-tips has increased by around 22%, which follows the general trend of 2020/21 of an increase in fly tipping. This could be as a direct result of Covid-19 with more families clearing their homes as lockdowns have meant that residents were spending more time at their houses. The closing of the Household recycling Centres in the lockdown one could also have also resulted in an increase in fly tipping.

The graphs shows the cumulative number of fly tips per quarter.

RISKS

There is a risk that with the continuation of Covid-19 and lockdowns that the increased levels of fly-tipping will continue, however the reopening of Household Recycling Centres may help mitigate against this.



CONTEXT

The graph to the left shows the total number of confirmed fly tipping incidents in Broadland over the previous years.

ANNUAL DELIVERY MEASURES

There are a number of measures outlined in the Delivery Plan for 2020/21 which are reported annually to Cabinet. These measures will be brought through as part of the Q4 reports. The measures are:

- Collection rate of Council Tax (an update has been provided as part of the Q3 report, but a full update will be provided at Q4 on the annual collection rate) – measure reference 7
- Collection rate of Business Rates (an update has been provided as part of the Q3 report, but a full update will be provided at Q4 on the annual collection rate) – measure reference 8
- Number of new jobs created – measure reference 7
- Employment rate – measure reference 10
- Those in employment claiming benefits – measure reference 11
- Business survival rates – measure reference 13
- Number of new homes delivered – measure reference 22

Broadland District Council
Community at heart

Agenda Item: 11
Cabinet
16 March 2021

COVID-19 HARDSHIP FUND POLICY 2021/22

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Portfolio:

Wards Affected: All

Purpose of the Report:

To ensure the provision of the Covid-19 Hardship Fund continues for the financial year 2021/22, to provide short term stability for residents suffering financial hardship. The purpose of the report is to detail the policy relating to the hardship fund, eligibility and level of entitlement.

Recommendation:

That Cabinet approves the adoption of the Covid-19 Hardship fund policy for the year 2021/22

SUMMARY

1.1 The purpose of the report is to outline the Covid-19 Hardship fund policy, the purpose of which is to help mitigate the impact of Covid-19 on the local economy by providing short-term financial support for our residents.

2 BACKGROUND

2.1 An assistance fund has been established by the Council to help residents who are experiencing severe financial hardship due to the Coronavirus pandemic

2.2 The demand on the Housing and Benefit service has increased significantly due to the impact of the Covid pandemic on the local economy, reflecting the increase in hardship within the district due to unemployment, welfare assessment periods, furlough and the loss of income due to the need to self-isolate.

3 CURRENT POSITION/FINDINGS

3.1 The Council has been allocated a Covid support fund from Central Government of £117302.00. This paper is proposing £25,000 of this is apportioned for this hardship fund.

3.2 This policy will come into effect from 1 April 2021, for the financial year 2021/22

3.3 The amount applicants can receive is limited and will in the main be for daily living essentials such as food and heating. This policy will only be utilised where all other support and welfare systems have been explored but the claimant remains ineligible or are in a period of transition whilst welfare support is assessed.

3.4 This fund is part of a wider package of support available to residents in response to the pandemic, which includes £500 Test and Trace Support payments, fuel hardship payments for those who are Clinically Extremely Vulnerable support, Discretionary Housing Payments, the Norfolk Assistance Scheme, and our Work4all scheme which is focussed on building up skills for employment.

3.5 The fund will support residents who are in short term hardship by providing some short-term stability to allow them to look for work, to apply for any welfare benefits they may be entitled to or negotiate with lenders. The aim is that this short term support will enable the council to provide short term economic stability without residents having to utilise unsuitable funding mechanisms in a time of high need thus reducing evictions or future benefit applications. Payments will be restricted to short term allocation to meet household basic. This is complementary to our ongoing aim of supporting individuals and helping them back into work.

4 PROPOSED ACTION

4.1 We intend to apply the policy as contained within appendix 1. The keys themes of this policy are:

4.2 When making an assessment for a hardship fund application, the officer will utilise the Joseph Rowntree Minimum income standard as a guidance. If the applicant's household has gross income below this standard, and they are suffering severe financial hardship, then they will generally qualify.

4.3 If the household has savings, capital or investments to a value greater than £3,000 they will generally not qualify for the Covid-19 Severe Hardship Fund.

4.4 Due to the wide reaching economic impact of Covid-19, we have had a number of applications from people who would otherwise not need our assistance but have experienced sudden hardship due to a change in their circumstances. For any application where the applicant is suffering severe financial hardship but does not meet the above criteria then the decision to award can be made at a manager's discretion.

4.5 An award of Covid-19 Severe Hardship Fund, if paid directly to the applicant, will usually be no higher than £500.

4.6 It may be determined that it is more appropriate for a payment to be made to the applicant's Council Tax account to cover future instalments. The number of instalments covered will be at the discretion of the decision-maker.

5 OTHER OPTIONS

5.1 The options available are to utilise the Central Government allocated money to alleviate hardship for our residents by providing interim financial support, or to not pay this money and hope that the support funds which are currently in place are sufficient.

6 ISSUES AND RISKS

6.1 **Resource Implications** – This fund will be administered the Housing and Benefit Team and it is currently anticipated that no additional resources will be required as we have been administering this fund in the current financial year and have already allocated sufficient resources for this.

6.2 **Legal Implications** – There are no legal implications

6.3 **Equality Implications** – Although the policy is not aimed at any particular demographic, some groups of people have been adversely impacted to a greater extend by Covid-19 than others, such as women and young people. This policy will therefore have a positive effect on these groups.

6.4 **Environmental Impact** – There is no environmental impact.

6.5 **Crime and Disorder** – This policy will have no impact upon crime and disorder

6.6 **Risks** – Whilst we are confident this is a sufficient amount of money based on the level of demand this year, this is a limited fund, and therefore there is a risk that

the money will not be sufficient. Consequently, there is a potential risk that either we may not be able to assist people that we would otherwise want to, or we request that more money is allocated to the fund.

7 CONCLUSION

7.1 Adopting the Covid-19 Hardship Fund for the financial year 2021/22 will ensure that we can continue to provide short term financial support to residents when they are suffering severe financial hardship. This will provide stability for the resident while either moving into new employment or putting into place longer term financial support such as Universal Credit or Council Tax Assistance.

8 RECOMMENDATION

8.1 We recommend that Cabinet approves the adoption of the Covid-19 hardship policy for the financial year 2021/22

APPENDIX 1

COVID-19 HARDSHIP FUND POLICY 2021/22

1.0 Background

1.1 An assistance fund has been established by Broadland Council to help residents who are experiencing severe financial hardship due to the Coronavirus pandemic

1.2 The demand on the Housing and Benefit service has increased significantly in the past year, reflecting the increase in hardship within the district due to unemployment, furlough and the loss of income due to the need to self-isolate.

1.3 This fund is part of a wider package of support available to residents in response to the pandemic, which includes £500 Test and Trace Support payments, fuel hardship payments for those who are Clinically Extremely Vulnerable support, Discretionary Housing Payments, the Norfolk Assistance Scheme, and our Work4all scheme which is focussed on building up skills for employment.

1.4 The fund will support residents who are temporarily economically inactive by providing some short-term stability to allow them to look for work, or to apply for any welfare benefits they may be entitled to. The aim is that this short term support will enable them to become economically stable and reduce evictions or future benefit applications. This is complementary to our ongoing aim of supporting individuals and helping them back into work.

2.0 Purpose of this policy

2.1 The purpose of this policy is to specify how Broadland Council will administer Covid-19 Hardship Fund payments. It details the application process and indicates some of the factors that will be considered when deciding if a payment can be made.

2.2 This policy covers the financial year 2021/22

2.3 Due to the ever changing landscape of Covid support any changes to the eligibility criteria will be done in consultation with the portfolio holders.

2.4 The funding for the policy will be agreed by Council as part of the wider Covid-19 recovery plan.

3.0 Details of the Fund

3.1 The Covid-19 Hardship Fund is to support working age residents who are experiencing severe hardship due to the Coronavirus pandemic.

3.2 The amount of the fund will be £25,000 for each Council, which has been apportioned from the Covid support fund which has been allocated.

3.3 The amount applicants can receive is limited and will in the main be for daily living essentials such as food and heating. This fund will only be utilised once all other avenues of support available have been explored and utilised.

4.0 Applying for a Covid-19 Hardship Fund payment

4.1 The application for the Covid-19 Severe Hardship Fund is to be made online. We will support residents who are unable to do this or don't have access to the internet.

4.2 To process the application, we will require to see proof of bank account, and details of income, we will also check residency in the district using systems already held.

4.3 The Council may request (reasonable) evidence in support of an application. If the information is not provided within the time given, this will be treated as a withdrawal of the application by the applicant and it will be refused as such.

4.5 The Council reserves the right to verify any information or evidence provided by the claimant in appropriate circumstances.

5.0 Awarding a Covid-19 Hardship Fund payment

5.1 When making an assessment for a hardship fund application, the officer will utilise the Joseph Rowntree Minimum income standard as a guidance. If the applicant's household has gross income below this standard, and they are suffering severe financial hardship, then they will generally qualify.

5.2 For any application where the applicant is suffering severe financial hardship but the household has gross income above the Joseph Rowntree Minimum income standard, then the decision to award can only be made at a manager's discretion.

5.3 Severe financial hardship means the inability to meet their immediate basic needs, such as heating the home or buying food.

5.4 The Joseph Rowntree Foundation minimum income standard for 2020 is as follows:

- £37,400 for a family
- £26,000 for a couple with no children
- £19,200 for a single person

These figures are published annually and the criteria for this fund will update in line with the annual publication.

5.5 When considering any application, the circumstances of the whole household will be taken into account.

5.6 If the household has savings, capital or investments to a value greater than £3,000 they will generally not qualify for the Covid-19 Severe Hardship Fund.

6.0 Amount of an Award

6.1 An award of Covid-19 Severe Hardship Fund, if paid directly to the applicant, will usually be no higher than £500. This allows sufficient time for the applicant to apply and receive any other income they may be entitled to, for example welfare benefits or furlough payments.

6.2 An award may be made above the value of £500 but this can only be made at a manager's discretion.

6.2 It may be determined that it is more appropriate for a payment to be made to the applicant's Council Tax account to cover future instalments. The number of instalments covered will be at the discretion of the decision-maker.

6.2 On a case by case basis we may consider a further application. There will, however, be a full investigation into why other welfare systems are not sufficient and what action will be needed to avoid a further need. We will do this within our one Housing and Benefit team and in conjunction with our partners within the Early Help Hub thus allowing all aspects to be considered including but not limited to housing and money advice.

6.3 In all cases the amount of the award will be determined at the discretion of the Council and will be done so on the basis of the evidence supplied and the circumstances of the claim.

7.0 Method of Payment

7.1 Payment of the Covid-19 Severe Hardship fund will be made either

a) directly into the applicant's bank account.

Or

b) to the applicant's Council Tax account to cover future instalments.

7.2 Bank details used for Council Tax Direct Debit payments will usually be used to ascertain the applicant's bank details. If the applicant does not give consent for this or does not pay by direct debit the Benefits Team will contact them for details and evidence.

Broadland District Council
Community at heart

Agenda Item: 12
Cabinet
16 March 2021

SOCIAL PRESCRIBING

Report Author: Kerrie Gallagher
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Portfolio: Housing and Wellbeing

Wards Affected: All

Purpose of the Report:

This report will look into the impact and opportunities a Community Connector approach can have in Broadland to further develop support for our communities, our COVID response, and building a relationship with GP surgeries and NHS partners.

Recommendations:

1. To use COVID money (specifically the “containing outbreak management fund”) to implement a community connector service in Broadland district, to work as part of the Council’s early help offer and alongside the existing social prescribing service

2. To agree to recruit 2 FTEs on a 12-month contract with intention to review as part of setting the 2022/23 budget

1 SUMMARY

1.1 By further enhancing our community working, we can put ourselves in a stronger position to support our vulnerable residents through Covid recovery and beyond and help to prevent demand on our statutory services.

2 BACKGROUND

2.1 Broadland Council has a strong ethos for supporting our most vulnerable residents through our innovative help hub approach, community leisure and wellbeing offer, and housing and benefits support. This is coupled with a Council wide reputation of putting the 'community at heart' in all we do.

2.2 The Covid pandemic has further highlighted the importance of this ethos as we were able to quickly put local knowledge and relationships to good use to build a response model. The Council used the help hub infrastructure to provide a simple access point where residents who needed help could contact us. This enabled us to provide support through new and existing community and mutual aid groups.

2.3 However, the Covid pandemic also highlighted that there is still considerable vulnerability within our communities, through loneliness and isolation, financial hardship and medical needs such as mental health and wellbeing. As we move to a Covid recovery model we have the opportunity to refresh how we work with our communities to ensure we provide practical support to identify and help those who need it the most. The pandemic has identified that having 'boots on the ground' has been invaluable in being able to support people within their local community.

2.4 The Covid Support Advisors we have employed using containing outbreak management funding (COMF) have been vital in undertaking work in track and tracing and reassurance, but these staff are limited in the skills and support they can offer to residents, to drill down to the root cause issues. By tackling problems at the root cause, we can help to resolve, and reduce the likelihood that the resident will need further assistance from statutory services such as housing.

2.5 We also know that there is a social prescribing model in Broadland, commissioned by Primary Care Networks and delivered by a voluntary sector consortium. We have identified that this is far less effective than in other districts, which is having a negative impact on the support offered to residents as we pull out of Covid. A SP (social prescribing) model has been developed by the NHS to provide non-clinical support to patients who are seeking help from their GP surgeries. Local SP has been evaluated by NHS England in formulating national guidance for supporting patients to access non-clinical support.

3 CURRENT POSITION

A role for Community connectors

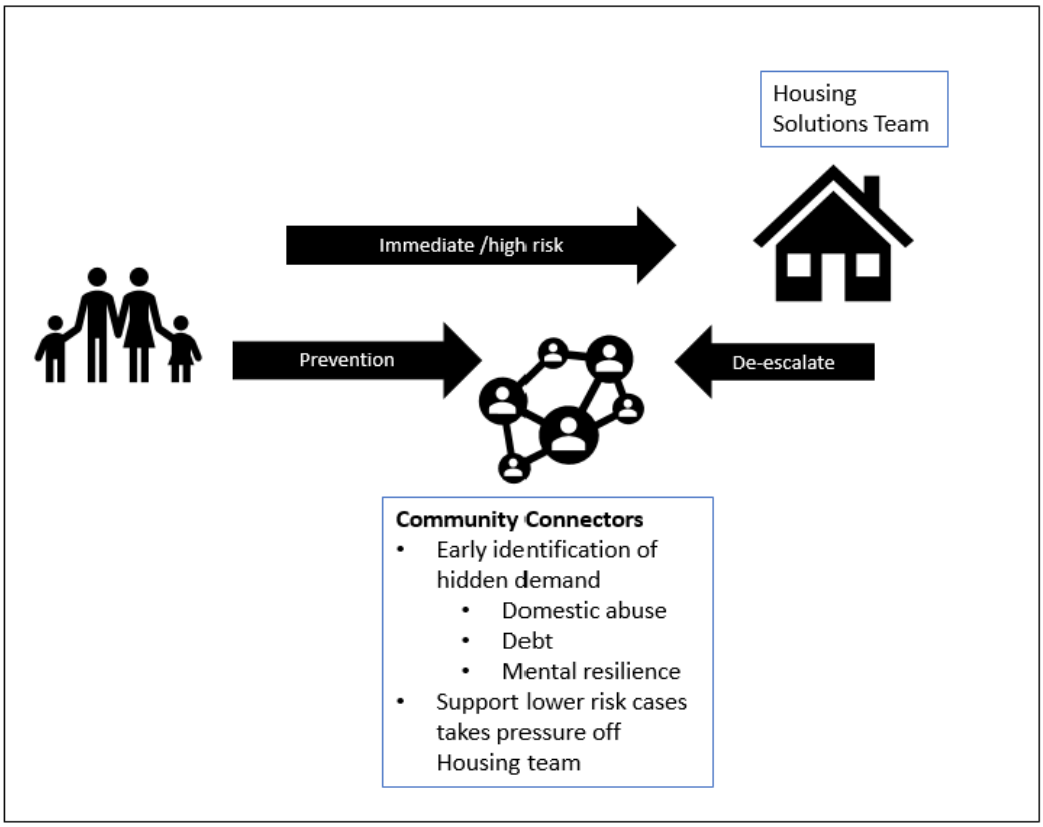
3.1 The role of a community connector is a key part of identifying and engaging residents who are in need of support, as well as recognising where the strengths are and assisting the community to build on these to develop ideas and support people who need our help. A connector is a staff member who has the ability to

engage and support those who would not normally ask for help, to give confidence and reassurance. These roles are based locally and can be an effective conduit between Council services and the community, practically supporting people as well as being able to transfer sensitive information quickly to enable support to be delivered. Community support needs to be delivered from the 'ground up', working closely with the community to develop and enhance support. This takes time, particularly to build trust and confidence to identify hidden need.

3.2 However, it is not just about supporting individuals, one of the key benefits of our response has been building links with mutual-aid groups. These groups have not only supported our communities with practical help such as prescription and shopping collections and dog walking, but they are additional eyes and ears on the ground to feed in intelligence which helps us to target support to the right areas.

3.3 This is particularly useful to our housing teams, where connectors can be utilised in a prevention role to identify those at risk of homelessness early, and support lower risk housing cases within the community, rather than through a statutory route.

3.4 Currently the housing and welfare rights teams in Broadland do not benefit from being able to drop down low-level cases, nor utilise them to identify and support residents with housing issues before these issues escalate. As we anticipate significant issue with debt and housing issues moving forward, a community connector model will help with our best in class housing model and will take pressure off the housing team during a period where we anticipate significantly increased demand in debt and potential eviction because of COVID. This is demonstrated in the model below.



3.5 Whist the Covid Support Advisors have been able to do this work at a basic level, by enhancing this offer we can provide more support to the most vulnerable by having community connectors on the ground.

3.6 Environmental Protection Officers would also benefit from being able to enlist the assistance of Community Connectors in addressing low level anti-social behaviour or engaging those for whom care and support to address difficulties is a more reasonable approach than enforcement action. A connector model would support the continued tension that COVID has brought into communities.

3.7 Typical case study example of how utilising the services of a community connector could typically have an impact.

A family with young children is struggling with finance, due to redundancy. Dad's mental resilience is poor as unable to find other work which is causing tension and hardship at home. Family do not normally need to access services as had not needed external support outside family in the past. Family are not connected into local support networks and mum's confidence is at rock bottom.

Mum contacts help hub to ask for debt advice around paying bills. Debt and welfare team realise there is more support required and community connector engaged, who meets up with mum and builds trust and confidence. As well as support offered around budgeting, the connector helps mum access local community group, going with her for the first session. Dad is introduced to the wellbeing service for support and receives job advice from the Council.

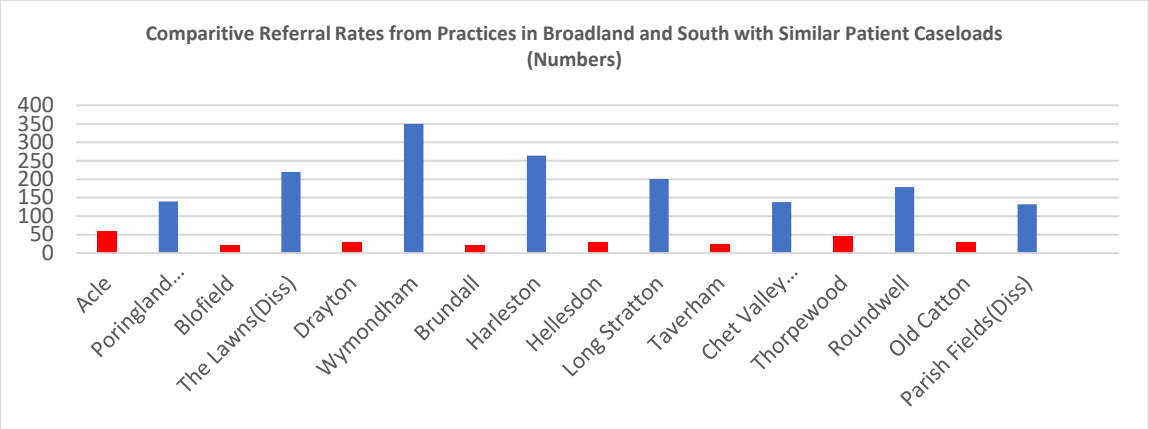
Social prescribing

3.8 From October 2020, following a competitive selection process, South Norfolk and Broadland Councils have been selected as the Lead Provider in the NHS Eastern Region for the National Academy of Social Prescribing.

3.9 However, as detailed above, Social Prescribing in the Broadland area is not currently provided directly by the Council, rather by a conglomerate of third sector providers currently commissioned jointly by Norfolk County Council and Primary Care Networks.

3.10 The current social prescribing provider in the Broadland area does not deliver a service on the same model as the South Norfolk service and does not enjoy the same close partnership based on trust with colleagues in Primary Care as can be demonstrated on fig 1.

Fig 1



Broadland – Red. South Norfolk – blue

3.11 We have already started to engage Primary Care Networks in Broadland to build relationships, with the intention of bidding for social prescribing in Broadland when the existing commissioning cycle expires.

Extended hours

3.12 Broadland residents benefit from extended help hub hours working to support our residents between the challenging times of 1700 – 2200. This is a time where the public sector closes down and before people go to bed and has been identified by blue light partners as a time where they see an increase in demand around issues that could really be dealt with through Help Hub support on the next working day. Currently the extended hours service is operated by South Norfolk NHS funded staff which raises a concern around sustainability but there is also a gap in local knowledge in the Broadland area as South Norfolk funded staff do not have this.

4 PROPOSED ACTION

4.1 The proposal is to employ two community connectors to cover the whole Broadland district for 12 months at a cost of £62,530 per annum which would be funded through external Covid recovery funds. This will support our COVID response in the second wave and recovery, including our housing and welfare rights pressures over the next year. This will be achieved through enhancing our offer to vulnerable residents to resolve issues and support our services in housing, debt, environmental protection and operational policing as well as supporting our community networks.

4.2 The connectors will also support our case for direct provision of social prescribing in Broadland in the future. The long- term aim is for us to bid to run social prescribing in Broadland and to draw in full salary costs from NHS sources which would be a nil cost to the Council.

5 OTHER OPTIONS

5.1 The Council could decide not to develop a community connector or social prescribing model for Broadland.

6 ISSUES AND RISKS

6.1 **Resource Implications** – Community Connectors would be funded externally.

6.2 **Legal Implications** – None

6.3 **Equality Implications** – None

6.4 **Environmental Impact** – None

6.5 **Crime and Disorder** – None

6.6 **Risks** – None

7 CONCLUSION

7.1 Broadland Council has a solid reputation for working in the community. By enhancing this work we can be in stronger position to support our vulnerable residents out of Covid and be in a good position to become the lead for social prescribing work in the future.

8 RECOMMENDATIONS

8.1 To use COVID money (specifically containing outbreak management fund) to implement a community connector service in Broadland District, to work as part of the Council's early help offer and alongside the existing social prescribing service

8.2 To agree to recruit 2 FTEs on a 12-month contract with intention to review as part of setting the 2022/23 budget

Agenda Item: 13
Cabinet
16 March 2021

AFFORDABLE HOME OWNERSHIP

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Portfolio: Planning
Housing and Wellbeing

Wards Affected: All

Purpose of the Report:

This report considers eligibility for homes provided for Affordable Home Ownership, focusing on those provided through negotiation with developers under planning policy (secured through S106 agreements). Supply and demand have been analysed, and it is concluded that the local connection criteria should be expanded to cover the Greater Norwich Policy Area (Norwich, Broadland and South Norfolk).

The report asks Cabinet to introduce the recommended changes to the current criteria for Affordable Home Ownership.

Recommendations:

It is recommended that Cabinet agrees the following:

(1) For Affordable Home Ownership products provided through negotiation with developers:
- There will be a local connection priority for Greater Norwich

(2) The new criteria will be applied as a pilot scheme via a reciprocal agreement for a trial period of 2 years.

1 SUMMARY

1.1 The joint working arrangement identified activities where a common approach by Broadland and South Norfolk Councils could benefit the residents of both Districts. One of the projects agreed was 'Affordable Home Ownership (AHO) – a common approach to tenures and qualification'.

1.2 A report to Broadland Council Cabinet in July 2019[1] was deferred for further investigation. That Affordable Home Ownership report, requested removal of the local connection criteria for AHO products only.

1.3 The report was deferred to explore a reciprocal agreement for AHO products between Broadland, South Norfolk and Norwich City Council.

1.4 The allocation of new homes for rent is as per the Council's current Housing Allocation Scheme (adopted April 2012)[2]. A new Allocation Scheme is due to be implemented in April 2021. However the recommendations within this report do not impact on the nomination of applicants for rental properties to Registered Providers.

1.5 There is no specific policy relating to approval of applicants for AHO products, currently this is via an informal arrangement with the relevant developer or Registered Provider. The arrangement requires applicants to have a local connection to Broadland district as a current resident, working or close family connection.

2 BACKGROUND

2.1 Homes England (which sets the regulations for developments by Registered Providers) does not permit any local eligibility criteria for Shared Ownership properties recorded by it, other than on exception sites. This is because the Government regards them as a contribution to meeting national housing need.

2.2 Therefore applicants being considered for future Shared Ownership dwellings will not need to meet any existing Local Authority local connection criteria. Instead applicants will be assessed direct by the relevant registered provider in conjunction with registration with Help to Buy South.

2.3 For other new build AHO products such as Shared Equity or Discounted Market Sale using a standard approach could simplify marketing and make the products more easily understood. In addition, this may allow for better choice and access to AHO properties for purchasers across the Greater Norwich area. So within this report the AHO products under consideration within the reciprocal agreement are either Shared Equity or Discounted Market Sale.

3 CURRENT POSITION

3.1 Currently purchasers meet the local connection criteria by either living, working or having close family within the district and as such are eligible to purchase an AHO property within the District.

3.2 Broadland has seen a large supply of affordable homes delivered within the Norwich Policy Area. This is expected to continue particularly for delivery of new build Discounted Market Sale and Shared Equity homes. For newer planning applications the aim has been to achieve greater delivery of Shared Ownership, as this is considered to be the more affordable tenure.

3.3 The majority of Norfolk Local Authorities require applicants to meet a local connection criterion for AHO. Primarily this will be as a current resident of the district – although many Authorities will waive this after a certain period of time of marketing the property. The local connection is generally for the whole Authority area rather than for a specific parish.

3.4 Some Authorities include former residents (such as those who have moved away for a short period of time) within their local connection criteria. Similarly many will approve applicants who are working in the district but who currently live within another Authority area.

4 PROPOSED ACTION

4.1 It is recognised that the Norwich housing market extends across several Local Authority areas. Indeed, the 2017 Central Norfolk Housing Market Assessment used housing and economic evidence to demonstrate that the housing market now extends beyond Greater Norwich to most of Norfolk.

4.2 These factors, combined with the anticipated supply, particularly within the Norwich Policy Area, support the proposition that the local connection criteria for AHO could be expanded.

4.3 The suggested expansion of the local connection criteria proposes including current residents of South Norfolk and Norwich City. We propose a pilot scheme across all three Local Authority areas for AHO products. This will be via a reciprocal agreement with Norwich and South Norfolk and is proposed for a trial period of 2 years.

5 POLICY IMPLICATION

5.1 Broadland does not have a specific policy relating to the purchase of AHO products. Sales of AHO products is via an informal arrangement with the developer, and usually requires the applicants to have a local connection to the district.

5.2 The local connection is confirmed by completion of a Local Authority application form. It is envisaged that all three Local Authorities will have

guidance on their website which interested parties can be directed towards. Applicants will also be encouraged to register with Help to Buy South as registration will allow applicants to access Shared Ownership properties within any of the districts.

5.3 Therefore once an applicant has been approved by Help to Buy they can then register an interest in any new build Shared Ownership dwelling and in addition can also access re-sales of Shared Ownership dwellings. Furthermore, if they are first time buyers they may also consider applying for the Help to Buy Equity Loan product, which is available on sites delivering new build homes across all the districts.

5.4 Broadland District Council already has several website pages providing information on the various AHO products. So links to Norwich and South Norfolk sites and the Local Authority form could be included on these pages.

5.5 The pilot scheme proposes a reciprocal agreement as outlined in Appendix 1. This would allow current residents living in any of the three districts to apply for a new build Shared Equity or DMS product within the district that they wished to live. Applicants would apply via the relevant developer or RP and applications will be dealt with on a first come first served basis.

5.6 The length of time for the pilot scheme has been extended to take into account the slowdown in new affordable home delivery due to the impact of Covid on housebuilding.

6 ISSUES AND RISKS

6.1 **Resource implications** – Would expand on the existing process for approval of applicants (to include residents of Greater Norwich and South Norfolk). If all Councils use a similar Local Authority application form it should not increase Officer time.

6.2 **Legal implications** – None.

6.3 **Equality implications** – No negative implications and may improve applicant access to Affordable Home Ownership for certain equalities groups. For Community characteristics this could have a positive impact on the Place and Low Income and Poverty characteristics. (EqCIA attached)

6.4 **Environmental impact** – None.

6.5 **Crime and disorder** – None.

6.6 **Risks** – If in the future applicants within Broadland with a local connection are unable to access new build homes then the Greater Norwich local connection criteria may need to be reconsidered. Hence the proposal of a 2 year trial period for the pilot scheme.

7 CONCLUSION

7.1 It is concluded that the Council's local connection criteria for Affordable Home Ownership should be retained and expanded to include applicants who are current residents of South Norfolk and Norwich City areas. This will be as a reciprocal arrangement with Norwich and South Norfolk.

8 OTHER OPTIONS

8.1 The alternative to agreeing to the proposal is to either:

- retain the local connection criteria solely for those with a local connection to Broadland
- remove the local connection priority for Affordable Home Ownership for all future sites coming through (unless delivered as an exception site).

9 RECOMMENDATIONS

9.1 It is recommended that Cabinet agrees the following:

(1) For Affordable Home Ownership products provided through negotiation with developers:

- There will be a local connection priority for Greater Norwich

(2) The new criteria will be applied as a pilot scheme via a reciprocal agreement for a trial period of 2 years.

Background Papers

1 Affordable Home Ownership in Broadland and South Norfolk – Cabinet 9 July 2019 (Agenda Item 11)

2 Broadland Housing Allocations Policy https://www.broadland.gov.uk/downloads/download/18/housing_allocations_policy

Appendix 1

Affordable Home Ownership – Reciprocal Agreement

This is a draft process for a reciprocal agreement between Broadland, South Norfolk and Norwich City. This relates to considering mutual qualification criteria and a common process for approving applicants for two new build Affordable Home Ownership (AHO) products. This consideration arises from a request by Broadland Members to explore a reciprocal agreement with Norwich City in conjunction with that proposed with South Norfolk.

- The expected process will be that current residents of any of the districts can apply for any new build Discounted Market Sale or Shared Equity products being delivered within any of the three districts.

- Applicants will need to be registered with Help to Buy South for Shared Ownership. Once registered this will allow applicants to also apply for new build and resales of Shared Ownership properties.

- Applicants can then apply via the relevant developer or sales agent on a site delivering new Affordable Home Ownership products

- The application will then be sent to the Enabling Officer of the administrative area where the site is located via a standard Local Authority application form for the relevant district.

- Applicants will be prioritised on a date received basis and equal weighting will be given to current residents of any of the three Local Authority areas.

This is proposed as a 2 year pilot scheme commencing from April 2021

Broadland District Council
Community at heart

South Norfolk COUNCIL

Equalities and Communities Impact Assessment

Appendix 2

Name of Officer/s completing assessment:
Kay Oglieve-Chan

Date of Assessment: 13 December 2020

1. What is the proposed Policy (please provide sufficient detail)?

For the purposes of the assessment the term 'Policy' relates to any new or revised policies, practices or procedures under consideration.

Cabinet are asked to consider a Pilot scheme for a reciprocal agreement around the local connection criteria. This will expand the local connection criteria to include Greater Norwich area for Affordable Home Ownership products. The Pilot will be for a trial period of up to 2 years to allow for enough data to be collected – post Covid recovery.

2. Which protected characteristics under the Equalities Act 2010 does this Policy impact: (indicate whether the impact could be positive, neutral, or negative			
Protected Characteristic	**Potential Impact**		
	Positive	**Neutral**	**Negative**
Age	**Positive**		
Disability		**Neutral**	
Race		**Neutral**	
Sex		**Neutral**	
Religion or Belief		**Neutral**	
Sexual Orientation		**Neutral**	
Marriage/Civil Partnership		**Neutral**	
Pregnancy/Maternity		**Neutral**	
Gender Reassignment		**Neutral**	
3. Which additional Communities characteristics does this policy impact?			
Health		**Neutral**	
Place inc. Rurality	**Positive**		
Low Income and Poverty	**Positive**		

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

Please include:

- **Partnership organisations worked with in the development of this policy**
- **Evidence gathered to inform your decision**
- **Where you have consulted, Who and How this has informed the decision/policy**
- **Any other groups impacted not detailed above**

Note: Impacts could be positive, neutral, or negative and impact groups differently

Do not appear to be any negative impacts on Equalities

There may be improved access for First Time Buyers (including those on lower incomes) towards accessing Affordable Home Ownership products. Similarly older applicants who are selling a property

and dividing the equity (such as due to a relationship breakdown) - even if unable to get a mortgage - may still be able to access these products. So these could be seen as a positive impact for certain age groups.

5. What do you believe are the potential communities impacts of this policy?

Please include:

- **How the policy can meet agreed priorities**
- **Evidence gathered to inform your decision**
- **Partnership organisations worked with in the development of this policy**
- **Where you have consulted, Who and How this has informed the decision/policy**
- **Any other groups impacted not detailed above**

Note: Impacts could be positive, neutral, or negative and impact groups differently

May be an increase in the number of applicants able to access AHO products delivered by Broadland, South Norfolk and Norwich City. By expanding the local connection criteria to include current residents of Norwich City and South Norfolk this may improve access to AHO products for purchasers across the Greater Norwich area. This will potentially provide a better choice and access to a range of AHO products for those living within the three LA districts.

This could also have a positive impact on those on lower incomes to help them access a new build Affordable Home Ownership property.

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

Please include:

- **Steps taken to mitigate, for example, other services that may be available**
- **If a neutral impact has been identified can a positive impact be achieved?**
- **If you are unable to resolve the issues highlighted during this assessment, please explain why**
- **How impacts will be monitored and addressed?**
- **Could the decision/policy be implemented in a different way?**
- **What is the impact if the decision/policy is not implemented?**

Some opportunities and risks for consideration are detailed below, however this is not an exhaustive list.

Opportunities:

- Opportunity to approve purchasers of AHO products across Greater Norwich

Risks:

- To review the process and impact on purchasers after 18 months to 2 years trial period to ensure that residents of Broadland are not being disadvantaged by expanding the local connection criteria

Signed by evaluator: Kay Oglieve-Chan

Signed by responsible head of department:

Please send your completed forms to the equalities lead Victoria Parsons) to be reviewed and stored in accordance with our legal duty.

REVIEW DATE - _____

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

Pages 98 to 105 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person

Broadland District Council
Community at heart

CABINET

16 March 2021

Final Papers

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DEMOCRATIC SERVICES

Broadland District Council
Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU
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IN TRAN communication for all

Broadland District Council
Community at heart

Agenda Item: 14
Cabinet
16 March 2021

NEW HOMES BONUS CONSULTATION

Report Author: Debbie Lorimer
Director Resources
01508 533981
dlorimer@s-norfolk.gov.uk

Portfolio: Finance

Planning

Wards Affected: None

Purpose of the Report:

To inform Cabinet of the Future of the New Homes Bonus Consultation that closes on the 7 April 2021 and the main elements of the Council's response.

Recommendation:

1. To delegate to the Portfolio Holders for Finance and Planning in consultation with the Director Resources and Director Place.

1 SUMMARY

1.1 To inform Cabinet of the Future of the New Homes Bonus Consultation that closes on the 7 April 2021 and the main elements of the Council's response.

2 BACKGROUND

2.1 The Government has recently issued a consultation on the Future of the New Homes Bonus Scheme which concludes on the 7 April 2021. The Cabinet meeting on 16 March 2021 is the only Cabinet meeting within the period of the consultation to seek Members views on the proposed Council response.

3 CURRENT POSITION

3.1 Officers have started to draft a proposed response to the thirty questions within the Consultation. The questions concern not only the financial element of the New Homes Bonus but also the Government's desire to use the scheme to drive housing delivery and potentially the type of construction methods used.

3.2 Due to timescales officers will endeavour to provide an addendum to the Cabinet Agenda at the earliest opportunity of the draft response but it is likely that this will not be complete by the Cabinet meeting. Therefore, a delegation is sought to the Portfolio Holders for Finance and Planning in consultation with the Directors Resources and Place to finalise the Council's response in time for submission by the 7 April 2021.

3.3 The Consultation is attached in Appendix A.

4 ISSUES AND RISKS

4.1 The current New Homes Bonus scheme has provided significant funding over the past ten years. It is essential that the Council responds to the Consultation to try and safeguard future funding through ensuring the new scheme fairly compensates those councils that deliver housing growth.

5 CONCLUSION

5.1 Cabinet are asked to provide the necessary delegations to provide a robust response to the Consultation.

6 RECOMMENDATION

6.1 To delegate to the Portfolio Holders for Finance and Planning in consultation with the Director Resources and Director Place.

GOV.UK

Appendix A

1. Home (https://www.gov.uk/)
2. Funding programmes (https://www.gov.uk/topic/housing/funding-programmes)
3. The Future of the New Homes Bonus consultation (https://www.gov.uk/government/consultations/the-future-of-the-new-homes-bonus-consultation)

- Ministry of Housing, Communities & Local Government (https://www.gov.uk/government/organisations/ministry-of-housing-communities-and-local-government)

Open consultation

The Future of the New Homes Bonus: consultation

Published 10 February 2021

Contents

1. Consultation procedure
2. Introduction
3. Background
4. Options for reform
5. Summary of questions

About this consultation

Annex A: Personal data

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This publication is available at https://www.gov.uk/government/consultations/the-future-of-the-new-homes-bonus-consultation/the-future-of-the-new-homes-bonus-consultation

1. Consultation procedure

Topic of this consultation: This consultation seeks views on the future of the New Homes Bonus, from 2022/23 onwards. It covers a number of options for reforming the programme to provide an incentive which is more focused and targeted on ambitious housing delivery, complements the reforms outlined in the government's Planning White Paper, and dovetails with the wider financial mechanisms the government is putting in place, including the infrastructure levy and the Single Housing Infrastructure Fund.

Scope of this consultation: This consultation sets out a variety of options for reforming the New Homes Bonus, beginning in 2022/23. The options on which views are sought are:

- raising the baseline percentage
- rewarding improvement on average past housing growth
- rewarding improvement or high housing growth
- support infrastructure investment in areas with low land values
- introducing a premium for modern methods of construction (MMC)
- introducing an MMC condition on receipt of funding
- requiring an up-to-date local plan

Geographical scope: This consultation is applicable to England only.

Basic information

Body responsible for the consultation: Ministry of Housing, Communities and Local Government

Duration 8 weeks from 10 February 2021.

Enquiries: For any enquiries about the consultation please contact:

newhomesbonus@communities.gov.uk

Housing Investment and Diversification Division
Ministry of Housing, Communities and Local Government
Fry Building
2 Marsham Street
London
SW1P 4DF

Tel: 0303 444 1246

How to respond

If possible, please respond to the questions in this consultation via the online form (https://www.smartsurvey.co.uk/s/RODEYB/).

Responses may also be sent to:

newhomesbonus@communities.gov.uk

The deadline for responses is 7 April 2021.

2. Introduction

The New Homes Bonus ("the Bonus") rewards local authorities for net additional homes added to the Council Tax Base, thereby seeking to incentivise authorities to encourage housing growth in their areas. Introduced in 2011, the Bonus applies in respect of additional new builds and conversions delivered above a baseline of housing growth, using the national average band D council tax rate. It also applies in respect of long-term empty properties brought back into use, and there is a premium for affordable homes.

The Bonus is paid annually from a top slice of the Revenue Support Grant and forms part of the Local Government Finance Settlement. The funding is un-ringfenced so that councils can choose how to allocate the funding to meet local priorities, and, in two-tier areas, allocations are split 80/20 between District and County Councils. On introduction allocations were paid for 6 years, known as 'legacy payments'. Since its introduction in 2011, including the allocations for 2021/22, the Bonus has awarded a total of £9.5 billion to local authorities in England, recognising a net increase in housing stock of 2 million. This includes 500,000 affordable homes.

The government considers that it is now appropriate to consider the future of the Bonus and, in particular, options for reforming the scheme to ensure it provides an effective incentive which: is focused and targeted on ambitious housing delivery; complements the reforms outlined in the government's Planning White Paper; and dovetails with the wider financial mechanisms the government is putting in place, including the proposed infrastructure levy and the National Home Building Fund, a multi-billion pounds programme which will bring together existing housing land and infrastructure funding streams into a single, flexible, more powerful pot, to drive an increase in supply over the long term.

3. Background

The New Homes Bonus was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. The aim of the Bonus was to provide a financial incentive to reward and encourage local authorities to help facilitate housing growth. The five key stated principles of the policy were that it should be:

- a powerful incentive
- simple in terms of understanding and implementation
- transparent in terms of its recognition, significance and rewards from growth
- predictable in terms of expected future funding and perception of being a permanent feature of local government finance
- flexible in terms of how receipts are spent and spent in line with the wishes of the local community.

Following the outcome of the 2015 Spending Review, in December 2015 the government consulted on making changes to the way the Bonus is calculated to improve the incentive effect and make savings of at least £800 million to support authorities with specific pressures, such as adult social care. The consultation sought views on:

- reducing the number of years for which the Bonus is paid from 6 years to 4 years, 3 years or 2 years
- withholding the Bonus from areas where an authority does not have a Local Plan in place
- abating the Bonus in circumstances where planning permission for a new development has only been granted on appeal
- adjusting the Bonus to reflect estimates of deadweight (introducing a baseline above 0%)

Following the consultation, in 2017/18 we implemented changes to:

- reduce the number of years the Bonus is paid to 5 years in 2017/18 and 4 years from 2018/19
- introduce a baseline of 0.4% growth of housing stock below which the Bonus would not be paid (and retained the option of adjusting the baseline to ensure allocations remained within the funding envelope)

As part of the Local Government Finance Technical Consultation, in Summer 2017 the Department consulted on methodology for reducing payments for homes where planning permission is later granted on appeal but decided not to implement this measure.

For 2020/21, as part of the one-year Spending Round, the government announced that it would make a new round of allocations for 2020/21 but that these allocations would not attract new legacy payments and that it would consult on the future of the housing incentive.

4. Options for reform

This section outlines the broad options the government has been considering for reforming the Bonus. It describes the approaches that could be taken and sets out some of the key relevant considerations. In those cases where the government has a preferred approach, this is explained.

Importantly, the options for reform considered in this section would only be implemented for funding allocations made from 2022-23 onwards. No changes are proposed for either calculation of the in-year element of the 2021-22 allocations or payments due to be made in 2021-22 relating to previous years. This is to ensure that local authorities have sufficient time to reflect the proposed changes in their forward planning.

Legacy payments

Prior to reforms to the Bonus implemented in 2017/18, to provide a powerful and predictable incentive, each annual in-year reward was paid for six financial years, such that allocations built up incrementally over time as each 'in-year' reward continued to be paid in addition to the new reward for that year. These are commonly referred to as legacy payments. The longevity of legacy payments was reduced when the Bonus was reformed in 2017/18. New legacy commitments ceased to be made in allocations from 2020/21 and the government does not intend to reintroduce the concept of legacy payments.

4.1. Questions on the current New Homes Bonus

The efficacy of the current Bonus

The government would firstly like to hear stakeholders' views on the efficacy of the Bonus in positively influencing behaviour to promote ambitious housing delivery.

Question 1: Do you believe that an incentive like the Bonus has a material and positive effect on behaviour?

Question 2: If you are a local authority, has the Bonus made a material impact on your own behaviour?

Question 3: Are there changes to the Bonus that would make it have a material and positive effect on behaviour?

The split in two-tier areas

Under the current scheme, in two tier areas, allocations are split 80/20 between District and County Councils. The rationale for this split was that for the incentive to be most powerful, it needed to be strongest where the planning decision sits – the lower tier in two tier areas. The government however also recognised the role, in two tier areas outside London, of the upper tier in the provision of services and infrastructure and the contribution they make to

strategic planning. Payment of the Bonus was therefore split between tiers outside London: 80% to the lower tier and 20% to the upper tier. The government would now like to hear views on whether this arrangement should be continued in a reformed Bonus.

Question 4: Should the government retain the current 80/20 split in any reformed Bonus, or should it be more highly weighted towards the District Councils or County Councils?

The affordable housing premium

Under the current scheme, there is a premium of £350 per additional affordable home. This was introduced to reward local authorities that provide the right balance of housing to meet the needs of local people, ensuring that affordable homes are sufficiently prioritised within supply. The government seeks views on whether this feature should be retained in a reformed Bonus.

Question 5: Should the affordable housing premium be retained in a reformed Bonus?

Question 6: Is £350 per additional affordable home the right level of premium, or should this level be increased or decreased?

Empty homes

The current scheme also rewards local authorities for bringing long-term empty properties back into use. The rationale for this feature of the Bonus was to strengthen the incentive for local authorities to identify empty properties and work with property owners to find innovative solutions that allow these properties to be brought back into use. The government also seeks views on this aspect of the Bonus.

Question 7: Should a reformed Bonus continue to reward local authorities for long-term empty homes brought back in to use?

Time period on which payments are based

Payments under the current Bonus are based on the most recent year of housing delivery. However, there is considerable year-on-year fluctuation in housing delivery within local authorities – fluctuation which may not necessarily reflect an underlying change in performance. One possible approach would be to instead base payments on the average of the most recent three years of housing delivery. The government seeks views on whether a reformed Bonus should be adjusted in this way.

Question 8: Should the Bonus be awarded on the basis of the most recent year of housing delivery or the most recent three years?

4.2. Changes to the threshold for payment

Under the current scheme, the threshold for payment is a baseline percentage of annual housing growth: local authorities are only rewarded for net additional homes added to the Council Tax Base above a baseline of 0.4% growth in their housing stock over the previous year. In other words, if the housing stock has risen by 0.3% since the previous year, no Bonus is payable, whereas, if it has grown by 0.5%, Bonus is payable in respect of 0.1% housing growth.

The government now seeks views on possible reforms to the threshold for payment of the Bonus.

Option A: Raising the baseline percentage

One option would be to keep the payment threshold as a baseline of annual housing growth, but to raise the baseline percentage. The government is considering a new baseline of 0.6%, 0.8% or 1.0% growth, and invites views on each of these possibilities. The government considers that raising the baseline, making the reward more challenging to achieve, would sharpen the incentive effect of the Bonus and encourage more ambitious housing delivery.

Question 9: Do you agree that the baseline should be raised?

Question 10: If the baseline is to be raised, should it be raised to 0.6%, 0.8% or 1% of housing growth since the preceding year?

Question 11: Why should the government opt for the baseline you have recommended in answer to the previous question? A higher baseline could potentially be combined with a higher payment rate (so as to keep the total level of funding broadly constant). Alternatively, the same payment rate could be maintained (in which case total funding would fall).

Question 12: If the baseline is to be raised, should this change be combined with higher payment rate?

Option B: Rewarding improvement: setting the payment threshold by reference to a local authority's past performance

An alternative approach would be to set the threshold relative to a local authority's own past performance in respect of housing growth. Rather than having a single baseline of housing growth for all authorities, this approach would in effect reward authorities for improvement

on their average past performance. Authorities would be rewarded for each net housing addition to the Council Tax Base above a certain percentage (call it **x**%) of the annual average of past net housing additions (over a designated period of time).

The purpose of this reform would be to provide an incentive for authorities with a less successful record of housing delivery to improve rapidly. Both the value of the variable **x**, and the time period over which average past performance should be calculated, are parameters on which the government would welcome views. Time periods the government is considering for calculating average past performance are 5 or 10 years. The government is not minded to use a period shorter than 5 years, as year-on-year fluctuations in housing delivery within a given local authority likely make this inappropriate.

Question 13: Should the government adopt a new payment formula for the Bonus which rewards local authorities for improvement on their average past performance with respect to housing growth?

Question 14: If the government is to adopt such a payment formula, above what percentage (x%) of average past net housing additions should the Bonus begin to be paid? In other words, what should the value of x be?

Question 15: If the government is to adopt such a payment formula, over what period should the annual average of past net additions be calculated? Should it be a period of 5 years or 10 years?

Option C: A hybrid approach: rewarding improvement and high housing growth

A further alternative would be a hybrid of options A and B. This hybrid approach would involve adopting a new payment formula that rewards authorities for either improving on their average past performance or achieving high housing growth. Under this option, authorities would be rewarded for each net housing addition to the Council Tax Base above the lower of:

- x% of the annual average of past net housing additions (over the relevant designated period of time); and
- y% of the authority's housing stock.

The purpose of this hybrid approach would be for the Bonus to continue to incentivise authorities to perform well, but also provide an incentive for authorities with a less successful record of housing delivery to improve rapidly. The government welcomes views on what the values of the variables x and y should be in this payment formula. The government's current preferred approach would be to set the value of y significantly higher than the current 0.4% baseline.

Question 16: Should the government adopt a new hybrid payment formula for the Bonus which rewards either improved performance or high housing growth? Please explain why or why not.

Question 17: Above what percentage (x%) of average past net housing additions should the Bonus begin to be paid? In other words, what should the value of x be in this proposed hybrid payment formula?

Question 18: Above what percentage (y%) increase in the authority's housing stock should the Bonus be paid? In other words, what should the value of y be in this proposed hybrid payment formula?

4.3. Supporting infrastructure investment in areas with low land values

In the Planning for the Future White Paper, the government proposes to replace the existing system of developer contributions with a new Infrastructure Levy. The Infrastructure Levy would capture a proportion of land value uplift associated with housing development and use this to fund affordable housing and infrastructure. Land value uplift is greatest in areas where development values are high. The government is currently considering responses to Planning for the Future, and decisions on how to take the Infrastructure Levy forward are subject to this consideration.

Option D: Repurposing the Bonus to support infrastructure investment in areas with low land values

One approach would be to repurpose the Bonus to balance the effects of low developer contribution income in lower value areas by providing an incentive to local authorities to bring forward development in these areas. This would support local authorities in lower value areas to provide infrastructure and affordable housing alongside development. This approach depends on core elements of the Infrastructure Levy being taken forward in line with the approach proposed in the White Paper.

Question 19: Do you agree with the proposal to repurpose the Bonus to balance the effects of the Infrastructure Levy by providing an incentive to authorities to bring forward development in lower value areas?

Question 20: What, in your view, would be the advantages and disadvantages of repurposing the Bonus in this way?

Question 21: If the option is to be pursued, should this reform to the Bonus be postponed until the new planning system is enacted?

4.4. Modern Methods of Construction

The Bonus presently incentivises general housing growth, and the government intends to keep this as the primary objective of any reformed Bonus. However, the government also wishes to promote take up of modern methods of construction (MMC), and is considering ways in which the Bonus might, as a subsidiary objective, incentivise MMC. The government is keen to hear views on what levers local authorities have at their disposal to encourage the use of MMC and how a reformed Bonus might best reward these.

Question 22: In your view, what levers do local authorities have at their disposal to encourage uptake of MMC, and how impactful is such encouragement likely to be?

Option E: Introducing a premium for modern methods of construction (MMC)

One approach would be to introduce a premium for new homes built using MMC, analogous to the premium for affordable homes paid under the current scheme. The government recognises that the data on MMC required for this option is not currently collected and invites views on the burden these additional data requirements might impose on local authorities. One approach being considered by the government is to collect the relevant MMC data at the point at which a building is signed off as habitable.

Modern Methods of Construction

Modern Methods of Construction refers to a wide spectrum of technologies, ranging from offsite construction to smart techniques. The MHCLG Joint Industry Working Group on MMC produced a seven-category definition framework, which spans the MMC used in homebuilding. The categories are:

Category 1 – Pre-Manufacturing - 3D primary structural systems: A systemised approach based on volumetric construction involving the production of three-dimensional units in controlled factory conditions prior to final installation

Category 2 – Pre-Manufacturing - 2D primary structural systems: A systemised approach using flat panel units used for basic floor, wall and roof structures of varying materials, which are produced in a factory environment and assembled at the final workface to produce a three-dimensional structure

Category 3 – Pre-Manufacturing – Non-systemised structural components: Use of pre-manufactured structural members made of framed or mass engineered timber, cold or hot rolled steel or pre-cast concreter.

Category 5 – Pre-Manufacturing – Non-structural assemblies and sub-assemblies: A series of different pre-manufacturing approaches that includes unitised non-structural walling systems, roofing finish cassettes or assemblies, etc.

Category 6 – Traditional building product led site labour reduction/productivity improvements: Includes traditional single building products manufactured in large format, pre-cut configurations or with easy jointing features to reduce extent of site labour required to install.

Category 7 – Site process-led labour reduction/productivity improvements: This category is intended to encompass approaches utilising innovative site-based construction techniques that harness site process improvements falling outside the other categories

Pre-manufactured value (PMV) is a measure of the proportion of a project made up of on-site labour, supervision, plant and temporary works and is associated with increased productivity. Increasing manufacturing and/or reducing site labour can both be applied to improve PMV.

Question 23: Should the Bonus include a premium for new homes built using MMC? Please explain why or why not.

Question 24: If you are a local authority, would such a premium make a material impact on your behaviour? Would it, for example, encourage you to look for opportunities to bring through developments that are amenable to the use of MMC?

Question 25: How onerous a data burden would this option impose on local authorities? Do you agree with the proposal to collect the MMC data at the point at which a local authority signs off a building as habitable?

Option F: MMC as a condition on receipt of funding

An alternative approach to using the Bonus to encourage take up of MMC would be to make receiving Bonus funding conditional upon an authority's achieving an MMC-related target. This target could relate to the proportion of new housing additions which used MMC. For instance, the condition might require that w% of net additional homes used MMC in order for the Bonus to be paid.

Question 26: Should the government make it a condition of receiving the Bonus that w% of net additional homes used MMC in order for the Bonus to be paid? If so what should the value of w be?

Question 27: Why should or shouldn't such a condition be introduced?

4.5. Local plans

Government policy is that all local authorities should maintain up-to-date local plans as the fundamental building block of a plan based system. The government is also considering ways in which, as a subsidiary objective, the Bonus might incentivise the development and maintenance of up-to-date local plans.

Option G: Requiring an up-to-date local plan

One possible approach would be to make it a condition of funding that a local authority has an up-to-date local plan. An alternative would be that the local authority must be able to credibly demonstrate satisfactory progress towards developing one but such an approach would need to be sufficiently robust to prevent abuse. The government could consider payment of the bonus at a reduced rate until such time as an up-to-date local plan is in place. This could be a reduction of 25%, 50% or 75%.

Question 28: Do you think that local authorities should be required to have a local plan, or demonstrate satisfactory progress towards one, in order to receive funding?

Question 29: Do you think the bonus should be paid at a reduced rate until such time as a local authority has an up-to-date local plan in place, and should it by 25%, 50% or 75%?

Question 30: If you are a local authority, would this encourage you to develop or maintain an up-to-date local plan?

5. Summary of questions

Question 1:

Do you believe that an incentive like the Bonus has a material and positive effect on behaviour?

Question 2:

If you are a local authority, has the Bonus made a material impact on your own behaviour?

Question 3:

Are there changes to the Bonus that would make it have a material and positive effect on behaviour?

Question 4:

Should the government retain the current 80/20 split in any reformed Bonus, or should it be more highly weighted towards the District Councils or County Councils?

Question 5:

Should the affordable housing premium be retained in a reformed Bonus?

Question 6:

Is £350 per additional affordable home the right level of premium, or should this level be increased or decreased?

Question 7:

Should a reformed Bonus continue to reward local authorities for long-term empty homes brought back in to use?

Question 8:

Should the Bonus be awarded on the basis of the most recent year of housing delivery or the most recent three years?

Question 9:

Do you agree that the baseline should be raised?

Question 10:

If the baseline is to be raised, should it be raised to 0.6%, 0.8% or 1% of housing growth since the preceding year?

Question 11:

Why should the government opt for the baseline you have recommended in answer to the previous question?

Question 12:

If the baseline is to be raised, should this change be combined with higher payment rate?

Question 13:

Should the government adopt a new payment formula for the Bonus which rewards local authorities for improvement on their average past performance with respect to housing growth?

Question 14:

If the government is to adopt such a payment formula, above what percentage (x%) of average past net housing additions should the Bonus begin to be paid? In other words, what should the value of x be?

Question 15:

If the government is to adopt such a payment formula, over what period should the annual average of past net additions be calculated? Should it be a period of 5 years or 10 years?

Question 16:

Should the government adopt a new payment formula for the Bonus which rewards either improved performance or high housing growth? Please explain why or why not.

Question 17:

Above what percentage (x%) of average past net housing additions should the Bonus begin to be paid? In other words, what should the value of x be in this proposed hybrid payment formula?

Question 18:

Above what percentage (y%) increase in the authority's housing stock should the Bonus be paid? In other words, what should the value of y be in this proposed hybrid payment formula?

Question 19:

Do you agree with the proposal to repurpose the Bonus to balance the effects of the Infrastructure Levy by providing an incentive to authorities to bring forward development in lower value areas?

Question 20:

What, in your view, would be the advantages and disadvantages of repurposing the Bonus in this way?

Question 21:

If the option is to be pursued, should this reform to the Bonus be postponed until the new planning system is enacted?

Question 22:

In your view, what levers do local authorities have at their disposal to encourage uptake of MMC, and how impactful is such encouragement likely to be?

Question 23:

Should the Bonus include a premium for new homes built using MMC? Please explain why or why not.

Question 24:

If you are a local authority, would such a premium make a material impact on your behaviour? Would it, for example, encourage you to look for opportunities to bring through developments that are amenable to the use of MMC?

Question 25:

How onerous a data burden would this option impose on local authorities? Do you agree with the proposal to collect the MMC data at the point at which a local authority signs off a building as habitable?

Question 26:

Should the government make it a condition of receiving the Bonus that w% of net additional homes used MMC in order for the Bonus to be paid? If so what should the value of w be?

Question 27:

Why should or shouldn't such a condition be introduced?

Question 28:

Do you think that local authorities should be required to have a local plan, or demonstrate satisfactory progress towards one, in order to receive funding?

Question 29:

Do you think the bonus should be paid at a reduced rate until such time as a local authority has an up-to-date local plan in place, and should it by 25%, 50% or 75%?

Question 30:

If you are a local authority, would this encourage you to develop or maintain an up-to-date local plan?

About this consultation

This consultation document and consultation process have been planned to adhere to the consultation principles (https://www.gov.uk/government/publications/consultation-principles-guidance) issued by the Cabinet Office.

Representative groups are asked to give a summary of the people and organisations they represent, and where relevant who else they have consulted in reaching their conclusions when they respond.

Information provided in response to this consultation, including personal data, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 2018 (DPA), the UK General Data Protection Regulation, and the Environmental Information Regulations 2004.

If you want the information that you provide to be treated as confidential, please be aware that, as a public authority, the Department is bound by the Freedom of Information Act and may therefore be obliged to disclose all or some of the information you provide. In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the department.

The Ministry of Housing, Communities and Local Government will process your personal data in accordance with the law and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties. A full privacy notice is included at Annex A.

Individual responses will not be acknowledged unless specifically requested.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.

Are you satisfied that this consultation has followed the consultation principles? If not or you have any other observations about how we can improve the process please contact us via the complaints procedure (https://www.gov.uk/government/organisations/department-for-communities-and-local-government/about/complaints-procedure).

Annex A: Personal data

The following is to explain your rights and give you the information you are be entitled to under the Data Protection Act 2018.

Note that this section only refers to your personal data (your name address and anything that could be used to identify you personally) not the content of your response to the consultation.

1. The identity of the data controller and contact details of our Data Protection Officer

The Ministry of Housing, Communities and Local Government (MHCLG) is the data controller. The Data Protection Officer can be contacted at dataprotection@communities.gov.uk

2. Why we are collecting your personal data

Your personal data is being collected as an essential part of the consultation process, so that we can contact you regarding your response and for statistical purposes. We may also use it to contact you about related matters.

3. Our legal basis for processing your personal data

The Data Protection Act 2018 states that, as a government department, MHCLG may process personal data as necessary for the effective performance of a task carried out in the public interest. i.e. a consultation.

4. For how long we will keep your personal data, or criteria used to determine the retention period.

Your personal data will be held for two years from the closure of the consultation (you must make sure that any personal data is deleted after this time)

5. Your rights, e.g. access, rectification, erasure

The data we are collecting is your personal data, and you have considerable say over what happens to it. You have the right: a. to see what data we have about you b. to ask us to stop using your data, but keep it on record c. to ask to have all or some of your data deleted or corrected d. to lodge a complaint with the independent Information Commissioner (ICO) if you think we are not handling your data fairly or in accordance with the law. You can contact the ICO at https://ico.org.uk/ (https://ico.org.uk/), or telephone 0303 123 1113.

6. Your personal data will not be sent overseas

7. Your personal data will not be used for any automated decision making.

8. Your personal data will be removed from SmartSurvey within 6 months of the consultation closing.

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