

# Cabinet

## Agenda

### Date

Tuesday 21 July 2020

### Members of the Cabinet

Cllr S A Vincent  
Chairman (Leader) Policy

Cllr T M Mancini-Boyle  
(Deputy Leader) Finance

### Portfolio holders

Cllr J K Copplestone Economic Development

Cllr J J Emsell Transformation and  
Organisational Development

Cllr L H Hemsall Planning

Cllr J Leggett Environmental Excellence

Cllr F Whymark Housing and Wellbeing

### Time

6.00 pm

### Place

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

**If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Director / Assistant Director**

### Contact

James Overy tel (01603) 430540

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

E-mail: [james.overy@broadland.gov.uk](mailto:james.overy@broadland.gov.uk)



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### 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 ask a question, or make a statement on an agenda item, please email your request to [committee.services@broadland.gov.uk](mailto:committee.services@broadland.gov.uk) no later than 5.00pm on 16 July 2020.

## **A G E N D A**

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|-----------|--|------------|
| <b>1</b>  | <b>To receive declarations of interest under Procedural Rule no 8</b>  |            |
| <b>2</b>  | <b>Apologies for absence</b>   |            |
| <b>3</b>  | <b>Minutes of meeting held on 16 June 2020</b>   | <b>6</b>   |
| <b>4</b>  | <b>Matters arising therefrom (if any)</b>  |            |
| <b>5</b>  | <b>Public Speaking</b>   |            |
|           | 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.   |            |
| <b>6</b>  | <b>Representations from Non-Cabinet Members</b>  |            |
|           | 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.   |            |
| <b>7</b>  | <b>Overview and Scrutiny Committee</b>   | <b>16</b>  |
|           | To receive the Minutes of the meeting held on 30 June 2020.  |            |
|           | The Cabinet will also be advised of views expressed by the Committee at its meeting on 14 July 2020 in relation to items on this Agenda.   |            |
| <b>8</b>  | <b>Broadland and South Norfolk Council's – Our Plan for Recovery from the Covid-19 Crisis</b>  | <b>22</b>  |
| <b>9</b>  | <b>Council Performance – Broadland Business Plan</b>   | <b>42</b>  |
| <b>10</b> | <b>Environmental Strategy</b>  | <b>91</b>  |
| <b>11</b> | <b>Temporary Pavement Licensing</b>  | <b>127</b> |
| <b>12</b> | <b>Exclusion of Press and Public</b>   |            |
|           | 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.

**13      Review of Legal Services Provision**

**138**

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?

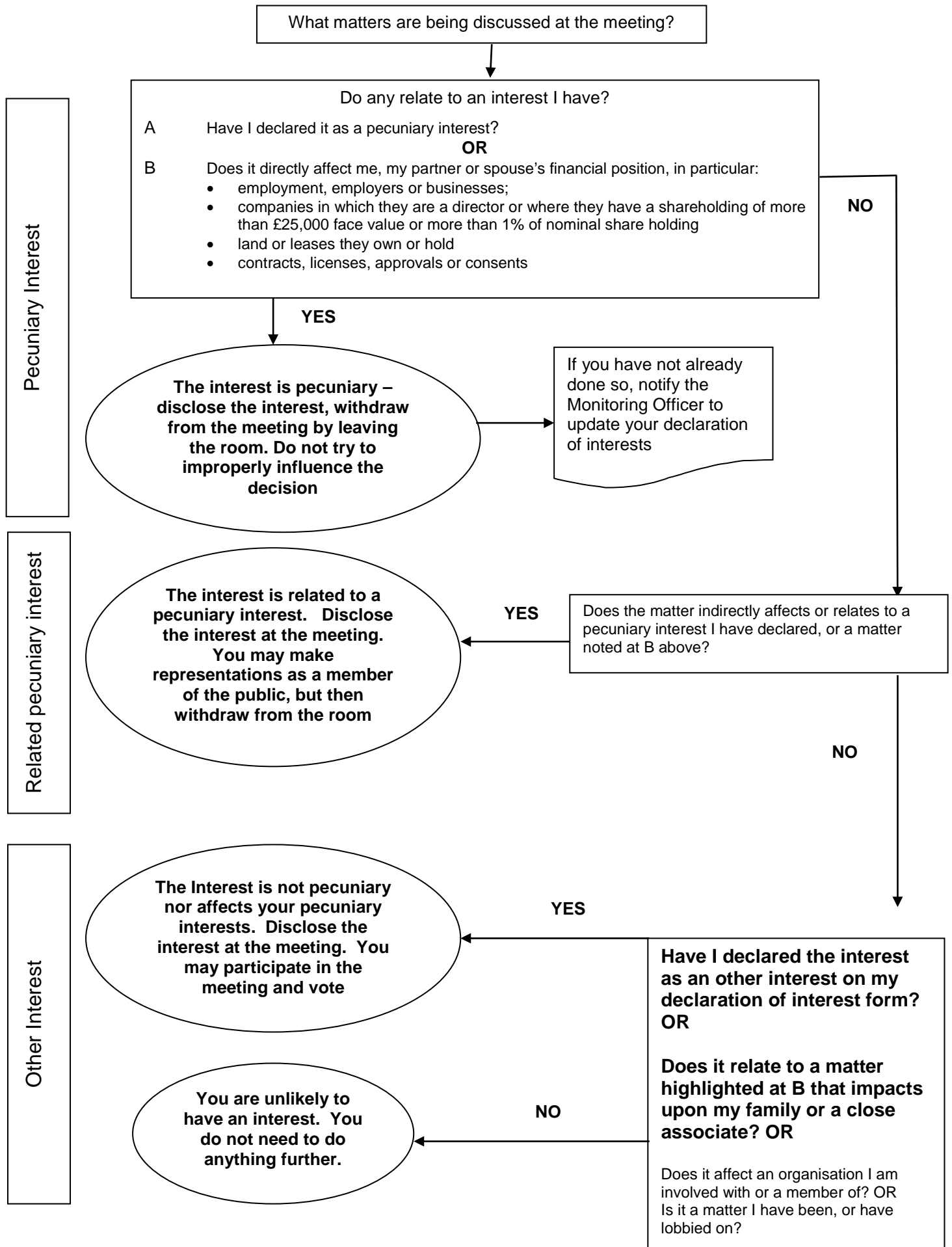
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

Is the interest not related to any of the above? If so, it is likely to be another 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 the **Cabinet** held by video link on **Tuesday 16 June 2020** 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 Hemsall       | Planning                                      |
| Cllr J Leggett         | Environmental Excellence                      |
| Cllr T M Mancini-Boyle | Finance                                       |
| Cllr F Whymark         | Housing and Wellbeing                         |

Cllr S Catchpole, Cllr G Nurden, Cllr S Riley and Cllr K Vincent also attended the meeting for its duration.

Also in attendance were the Managing Director, Director Place, Director Resources, Chief of Staff, Assistant Director Finance, Assistant Director Governance and Business Support (Monitoring Officer), Assistant Director Individuals and Families, PR Manager, Housing and Wellbeing Senior Manager, Policy and Partnerships Officer, Committee Officer (LH) and the Committee Officer (JO).

#### **97 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8**

| <b>Member</b>                    | <b>Minute No &amp; Heading</b>  | <b>Nature of Interest</b>   |
|----------------------------------|---------------------------------|---|
| Cllr J Copplestone               | 102 - Review of 2020/21 Budgets | In receipt of Business Support Grant.<br>Non pecuniary interest, Bure Valley Railway runs through Ward. |
| Cllr J Copplestone               | Armed Forces Covenant           | Non pecuniary interest, Armed Forces Covenant Champion.   |
| Cllr L Hemsall<br>Cllr S Vincent | 102 - Review of 2020/21 Budgets | Non pecuniary interest, Directors of Broadland Growth Ltd.  |
| Cllr K Vincent                   | 102 – Review of 2020/21 Budgets | Non pecuniary interest, spouse of a Director of Broadland Growth Ltd.                                   |

|                |                                 |  |
|----------------|---------------------------------|--|
| Cllr F Whymark | 102 – Review of 2020/21 Budgets | Non pecuniary interest, Bure Valley Railway runs through Ward. |
|----------------|---------------------------------|--|

**98 MINUTES**

The Minutes of the meeting held on 10 March 2020 were confirmed as a correct record.

**99 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.

**100 OVERVIEW AND SCRUTINY COMMITTEE**

Cabinet received the Minutes of the meeting of the Overview and Scrutiny Committee held on 17 March 2020.

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 9 June 2020, as each item was considered.

**101 ECONOMIC SUCCESS PANEL**

Cabinet received the Minutes of the meeting of the Economic Success Panel held on 15 May 2020.

The Portfolio Holder for Economic Development advised the meeting that the Panel meeting had largely been taken up by the Covid-19 Business Recovery Plan. Members received a presentation on Operation Beacon, which was a coordinated response by Broadland, South Norfolk and Breckland Councils to the economic impact of the Covid-19 pandemic. Measures to help market towns had initially started in Aylsham, but would also be rolled out in Acle and Reepham shortly.

The Portfolio Holder for Economic Development drew attention to the Panel's recommendations to Cabinet and it was:

**RESOLVED**

1. To support Operation Beacon; the Council's response to the Covid-19 pandemic;

2. To establish a bespoke Discretionary Grant Fund; and
3. To assist residents in rural poverty access full fibre broadband through the Community Infrastructure Fund.

## **102 REVIEW OF 2020/21 BUDGETS**

The report provided financial information on the impact of Covid-19 and the measures and proposals to mitigate the pandemic.

The Assistant Director Finance advised Cabinet that it was probable that the income budget of the Council could see a 25 percent reduction in planning fees, waste charges, land charges, Housing Benefit over payment and Council Tax recovery. This would lead to a reduction in income of £431,000 for 2020/21. Some of this income would never be recovered, whereas in areas such as planning it was expected to be delayed as opposed to lost, as developers were still keen to obtain planning permission.

It was, therefore, proposed to rebase the 2020/21 income budgets to take account of these reductions.

On top of the reduction in income Covid-19 would lead to an increase in expenditure.

The main additional costs were:

- Additional communications to residents and businesses.
- The additional costs of ensuring all homeless persons were provided with safe accommodation.
- Additional IT costs to enable effective homeworking and video conferencing and software to facilitate grant payments.

It was, therefore, propose to create a new budget of £250,000 for general Covid-19 costs and also to increase the homelessness budget by £250,000. These budgets were based on best estimates, given the additional costs incurred during March/April.

To support the recovery of the economy, Broadland was working with South Norfolk and Breckland Councils to launch Operation Beacon to provide support to businesses. Part of this project was to provide support for the high streets and adapt them to meet social distancing restrictions. To facilitate this a £50 million Government fund had been announced of which Broadland had been allocated £116,155. If additional resources over and above this sum were needed, then a further request for funding would be made at a later date.

The Council had received a 17 percent increase in claims for Council Tax support, with new claims being received daily. It was, therefore, proposed to increase the Council Tax support budget by £224,000 to £892,000. This



figure took into account the possibility that some people currently furloughed might be made redundant and eligible for Council Tax support when the furlough scheme ended.

Broadland Growth Limited, the Council's jointly owned development company remained on track to deliver between 50 to 100 dwellings per year. There was uncertainty around the impact of Covid-19 on house sales. But alternatives such as renting them out for a time to allow the housing market to recover could be considered, if necessary.

The Council had received £1.352 million in additional Government funding, to help to cover the Council's additional operating costs and lost income as a result of Covid-19.

Currently the Council had a budget of £100,000, which was considered sufficient to cover direct hardship payments to residents during the Covid-19 pandemic.

The Government had also provided £637,216 to cover the cost of awarding £150 Council Tax support to all working age Council Tax Support claimants. However, there were concerns that this could soon run out and it was, therefore, recommended that an additional £100,000 be set aside to cover this cost pressure.

There also remained a likelihood that pressure would increase on the £158,116 Discretionary Housing Payment grant provided by the Department of Work and Pensions, when the embargo on evictions was lifted. If additional resources over and above the £158,116 were needed, then a further request for funding would be made at a later date.

The Bure Valley Railway (BVR) had requested that the £30,000 rent that it paid to the Council be waived for this financial year. Prior to considering any request for funding, it was recommended that the Economic Recovery Team look to assist the BVR develop a re-opening plan.

The Director of Place informed the meeting that he had been in contact with the owners of the BVR, who had informed him that the pandemic had placed the railway in a dire financial position. Currently, there was no clear message from the Government about when they could resume operation and they had identified 1 August 2020 as the cut-off point, beyond which it might not be viable to open for the season and redundancies would have to be made. The BVR would like to re-open as soon as possible, but social distancing and an increase in staff to monitor this would lead to increased costs and reduced income.

Cabinet noted the social and tourism benefits that the BVR brought to the District and it was suggested that the rent could be deferred until later in the year. But it was also proposed that a re-opening plan should be put in place to focus the BVR on beginning to operate again.

The Portfolio Holder for Economic Development noted that the Covid-19 pandemic had reinforced the importance of broadband and she confirmed that the Programme Director of Better Broadband for Norfolk would be invited to the 22 July 2020 meeting of the Economic Success Panel to discuss improving rural broadband.

Moving on through the report the Assistant Director Finance confirmed that there were no changes proposed to the Capital Budgets.

The Medium Term Financial Strategy (MTFS) had a funding gap of approximately £1m in the years to 2024/25. The key point to note was that the updated MTFS showed that:

- The additional Government grant had helped offset the spending pressures and lost income in 2020/21.
  - The longer term financial outturn had got worse by approximately £0.5m.
- It should also be noted that progressing with savings from the collaboration with South Norfolk Council, still remained an important element in the MTFS.

Cabinet was recommended to request Council to note that the 2020/21 budget remained in balance and that the small surplus of £62,000 be retained, as a contingency for any additional spending pressures. Measures to address the longer term funding gap would be considered as part of the normal budget setting cycle later in the year.

A number of actions had occurred, or were proposed, to help mitigate the impact of Covid-19 on the Council's finances, including:

- 97 members of staff had been redeployed to directly support Covid-19 work.
- Marketing of chargeable services such as brown bins and bulky waste collections.
- Procuring goods and services locally and ensuring payment was made as soon as possible.

In year savings included:

- Holding some vacancies, which had resulted in a £242,000 salary saving.
- A saving on the training budget of £22,000, due to a temporary reduction in training taking place.

The key risks and issues highlighted in the report were:

- The possibility of a second wave of infections, which could require a second full lockdown incurring further costs and income losses to the Council.
- Uncertainty over whether the Government would provide any more funding to help deal with the financial implications of Covid-19.

The Portfolio Holder for Finance noted that a lot of the figures in the report were estimates, and that the Council was being prudent with its finances and putting aside extra in order to act as quickly as possible if necessary.

She drew attention to the Council's activity in market towns to boost confidence in the high street and the importance of rolling this out to the whole of the District. Similarly, Broadland Growth Ltd was seeking to stimulate the local economy.

Whilst, in respect of broadband, the Council was bidding for Local Enterprise Partnership funding, as well as money from the Community Infrastructure Levy.

The Portfolio Holder for Finance also noted that many town and parish councils had significant reserves and, moreover, did not have constraints on their ability to raise income through their precepts. Therefore, she recommended that the approach recommended in the report should be endorsed

Cabinet was also advised that although there was a budget surplus for 2020/21 the longer term financial outturn was down by £0.5m over the next five years and sources of income, such as the New Homes Bonus could no longer be assumed.

The Chairman of the Overview and Scrutiny Committee drew Members' attention to the additional recommendations made by the Committee in respect of the BVR, broadband and parish and town councils.

In response, it was noted that the further deferment of the BVR rent had been proposed and that the Economic Success Panel was to look at broadband at its next meeting on 22 July 2020. As already noted by the Portfolio Holder for Finance the approach suggested in the report in respect of town and parish councils would be recommended for endorsement.

#### **RECOMMENDED TO COUNCIL**

- The proposed changes to the 20/21 income budgets, as set out in the table at paragraph 2.2.
- The proposed changes to the 20/21 expenditure budgets, as set out in the tables at paragraph 3.3 and 3.11.
- The following request for additional funding - Hardship Payments (£150 Council Tax Support) (£100,000).
- The 20/21 estimated surplus of £62,000 is retained as a contingency for any additional spending pressures.
- The proposed in year savings, as set out in paragraphs 9.4 and 9.8.

#### **RESOLVED**

1. To note the following:
  - The £116,115 received by the Council from the Reopening High Streets Safely Fund and that if additional resources over and above the £116,115 are needed, then a further request for funding will be made at a later date.
  - The impact on Broadland Growth Limited.
  - The impact on the Capital Programme.
  - The impact on the Medium Term Financial Strategy over the longer term.

- The proposed mitigation actions.
- 2. To endorse the approach proposed in the report in respect of payment to town and parish councils (paragraph 5.27).
- 3. To defer any rental payments by the Bure Valley Railway up to September 2020 and for the Economic Development Team to assist in developing a re-opening plan for the railway, prior to further consideration by Cabinet.
- 4. That broadband provision should be considered at the 22 July 2020 meeting of the Economic Success Panel.

**Reasons for decision**

To review the 2020/21 budgets in response to the economic impact of the Covid-19 pandemic.

**103 INSURANCE PROCUREMENT**

The Director of Resources advised Cabinet that entering a Local Government Mutual Insurance Scheme, as agreed by Cabinet on 10 March 2020, had not been possible, as the other prospective members of the mutual had withdrawn to focus their attention on dealing with Covid-19.

The Council's current insurance contract expired on the 31 May 2020 and, therefore, it was proposed to take advantage of the option to extend the existing contract by sixteen months to 30 September 2021, in order to align contract dates with South Norfolk Council.

Aligning the end dates of the individual insurance contracts for both Councils, would provide the opportunity to jointly procure in future and would also provide an opportunity to look again at a Local Government Mutual Insurance Scheme.

**RESOLVED**

To endorse the extension the Council's current insurance contract until the 30 September 2021.

**Reasons for decision**

To extend the Council's insurance cover in order to align contracts with South Norfolk Council, to allow for joint procurement in the future and subsequent savings.

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**104 ARMED FORCES COVENANT**

The report set out the Council's current status in respect of the Armed Forces Covenant and its ambition to become the first local authority in Norfolk to achieve Gold status.

The Armed Forces Covenant scheme encompassed Bronze, Silver and Gold awards for employer organisations that pledged support to defence and the Armed Forces community and aligned their values with the Armed Forces Covenant.

In December 2019 Broadland was awarded Bronze status, which showed recognition of the Council's commitment to support the Armed Forces community through its employment practices and a pledge to the Armed Forces.

A nomination for the Silver award was submitted in May 2020 and it was expected that notification of whether the bid had been successful would be made by early August.

If successful in achieving Silver status, the Council could apply for Gold status in 2021. However, to do this there was a requirement for the provision of an additional ten days paid leave for armed forces reservists, which would need to be approved as a policy change by Cabinet.

Currently there were two members of staff that were reservists. If both were employed at the top of salary band J, there would be a maximum annual cost to the Council of £4,243.12.

The Assistant Director of People and Families advised Cabinet that the Overview and Scrutiny Committee had raised concerns that costs could be prohibitive if large numbers of staff became reservists. However, he could reassure Members that it was not an irrevocable commitment and it could be reviewed if it was thought to be too costly.

**RESOLVED**

1. To note actions and progress towards achieving Silver and Gold status through the Armed Forces Employer Recognition Scheme; and
2. To approve the proposed policy change to offer an additional 10 days paid leave to Reservists employed by the Councils.
3. That Cabinet would receive an update on the scheme on an annual basis, within the Council's Performance Report.

### **Reason for decision**

To reaffirm the Council's ongoing support for the armed forces.

## **105 TEMPORARY CHANGE TO HOUSING ALLOCATIONS POLICIES**

The Housing and Wellbeing Senior Manager introduced his report, which proposed a temporary adjustment to the Council's Housing Allocations Policy to help reduce the unprecedented demand on temporary accommodation caused by Covid-19.

The pandemic had led to a sustained rise in numbers housed within temporary accommodation. Usually the number in temporary accommodation would be around 30 at any one time for both Broadland and South Norfolk combined, this number currently stood at between 60 and 70.

Key drivers for this were:

- The Government's 'Everybody in' requirement placed an accommodation duty on all councils, no matter the person's circumstances during the Covid-19 pandemic.
- Presentations from sofa surfers and the hidden homelessness who experienced a reduction in accommodation options due to the restrictions on movements put into place.
- Due to their often-chaotic nature these people are often not ready to take on a property for themselves.
- The suspension of the social housing sector, which had seen the availability of housing reduced from 200-240 properties over a four month average period to two during the pandemic.

To address this situation, officers had temporarily moved to a nominations process for those in temporary accommodation and directly nominated anyone who was ready and suitable for a social tenancy.

To facilitate this process, it was suggested making a temporary change in the allocation policy to allow those in supported accommodation to be placed in a high priority banding, which would enable the necessary throughput to reduce temporary accommodation numbers.

By increasing the priority of those in supported accommodation the Council was increasing their opportunity to move into more suitable accommodation. This in turn would ensure those in temporary accommodation get the support and skills they needed to move on to a secure a long-term tenancy.

Overall, the Housing Team had been very successful in housing an increased amount of people who had presented during the pandemic. However, the

number of people currently in temporary accommodation was unsustainable and making the proposed temporary changes to the allocations policy would reduce the number of people in precarious housing situations and be a valuable opportunity to ensure sustainable outcomes for those individuals by making sure they had a strong foundation to move forwards and build better lives.

The Portfolio Holder for Housing and Wellbeing noted that the change proposed would help clear the log-jam by unlocking further housing supply. He added that he wished that the second recommendation be amended from a delegated decision to a Cabinet decision and that after the initial period of three months Cabinet be provided with an update on the change in policy and be given a recommendation on how to proceed further.

### **RECOMMENDED TO CABINET**

1. Agree a temporary amendment to the criteria within the Council's Housing Policy to allow officers discretion to place eligible, and suitable, individuals currently living in supported accommodation within the 'High' category for allocation;
2. Subject to recommendation 1 being agreed that this will be in place for an initial period of 3 months, and then brought back to Cabinet with an update and recommendation on how the allocations policy should proceed.

### **Reasons for decision**

To relieve pressure on temporary accommodation in the District.

*The meeting closed at 7.37 pm.*

## Overview & Scrutiny Committee

Minutes of a meeting of the **Overview & Scrutiny Committee** held by video link on **Tuesday 30 June 2020** at **10.00 am** when there were present:

Cllr S Riley – Chairman

Cllr A D Adams  
Cllr S C Beadle  
Cllr N J Brennan  
Cllr P E Bulman

Cllr S J Catchpole  
Cllr N J Harpley  
Cllr S I Holland  
Cllr K S Kelly

Cllr G K Nurden  
Cllr S M Prutton  
Cllr N C Shaw

Also in attendance were the Director Resources, Assistant Director Governance and Business Support (Monitoring Officer), Governance Manager, Senior Governance Officer, Democratic Services Officer (LA) and the Democratic Services Officer (JO).

### 137 MINUTES

The Minutes of the meeting held on 9 June 2020 were confirmed and signed by the Chairman as a correct record, save for the addition of the following Declarations of Interest:

| Member                       | Minute No & Heading             | Nature of Interest   |
|------------------------------|---------------------------------|--|
| Cllr Catchpole<br>Cllr Riley | 136 – Review of 2020/21 Budgets | Non pecuniary interest, Bure Valley Railway runs through Ward. |

### 138 OVERVIEW AND SCRUTINY ANNUAL REPORT 2019-20

The Senior Governance Officer presented the Annual Report of the Overview and Scrutiny Committee, which set out the work it had undertaken over the last year and reported to Council its outcomes and achievements. In presenting the report, the Senior Governance Officer drew the Committee's attention to a number of amendments which had been made by the Chairman since the paper copy of the committee papers had been dispatched:

*During the 2019/20 programme the Committee had the following training:*

*July 2019 – CfPS*

*To provide members with a clear understanding of their role in scrutinising the council executive and relevant partner organisations. ~~and to develop confidence in developing effective questioning techniques.~~*

The above clause was removed as the Committee had not received their



second training module on effective scrutiny questioning.

*December 2019 – CfPS*

*Effective Scrutiny & Questioning Techniques – Members to increase their understanding and experience as effective and confident scrutiny practitioners, [with particular regard to finance and commercial scrutiny].*

*Finance and Commercial Scrutiny – to give councillors an understanding of the role scrutiny plays in the development and delivery of the Council's medium-term financial plans and budget.*

[Further training will also be provided for members of the Committee during 2020/21.]

The report had been scheduled to be considered at the March meeting for presentation to Council at the AGM, however, due to the impact of Covid-19 this year's report had been delayed.

The Committee was asked to consider the draft Annual Report and suggest amendments where necessary, before it was presented to Council on 30 July 2020.

It was noted that the Chairman's Foreword was still to be finalised.

A number of minor typographical errors were identified, which would be amended for the final version.

It was suggested that the final paragraph in the introduction section was too focused on finance and did not reflect the other areas of local concern that the Committee looked into. It was, therefore, amended to the following:

*~~In an age of austerity~~ It is ~~only~~ through demonstrating the value and impact that effective scrutiny can have in supporting councils and other organisations to deliver better, more cost-effective services, that scrutiny ~~will endeavour to be~~ is a valued element of local democracy.*

Under the Scrutiny of Cabinet section the paragraph under Meeting with Cabinet to discuss the budget was amended to the following:

*In December 2019, the Committee held a pre-budget workshop ~~met informally~~ to discuss proposed questions for Cabinet on the budget for 2020/21. These were presented at the meeting on 28 January 2020 and Cabinet Members were in attendance to respond.*

The Committee noted that the Annual Report also included a record of recommendations that the Overview and Scrutiny Committee made between March 2019 and March 2020 when reviewing Cabinet papers. This was considered at Minute no: 140 below.

### **RECOMMENDED TO COUNCIL**

To note the Annual Report of the Overview & Scrutiny Committee for 2019-20 as attached at Appendix 1 to the signed copy of these Minutes.

#### **139 TIME AND TASK LIMITED PANEL – ECOCUBE: FINAL REPORT**

The Chairman of the Time and Task Limited Panel – EcoCube introduced the report, which presented the final findings of the Panel.

The Panel met on 10 March 2020, when the former Portfolio Holder (Cllr Clancy) was in attendance. Cllr Clancy had confirmed that he had been guided by officers in respect of the disposal of the EcoCube.

The Committee were asked to note that Cabinet had accepted the recommendations of the Panel in October 2019 and that processes and procedures were now in place to ensure that such losses would not be made again.

Therefore, the Time and Task Limited Panel had now completed its work and could be disbanded.

### **AGREED**

To note that the Time and Task Limited Panel had concluded its investigations into the disposal of the EcoCube and no further action was necessary.

#### **140 SCRUTINY OF CABINET**

The Senior Governance Officer introduced the report, which had arisen from a request from the Chairman at the Committee meeting on 17 March 2020.

The report provided a summary that set out the number of recommendations made by the Committee that had been accepted by Cabinet over the last five years.

Analysis of the data showed that of the 269 decisions made by Cabinet over the past five years; only 1 of the 59 recommendations made by the Committee had been agreed by Cabinet.

For 2019/20, a total of 51 decisions were made by Cabinet with the Committee putting forward seven recommendations, one of which was agreed by Cabinet.

The Committee was invited to review the approach taken to the pre-scrutiny of the Cabinet Agenda; possibly by targeting the key decisions that Cabinet were making, rather than reviewing every report as this could be seen as a much more focused approach. The Committee could also conduct reviews after Cabinet decisions had been taken to monitor their effectiveness.

The Chairman noted that although the practice of Overview and Scrutiny varied across local authorities, he considered that the approach at Broadland was the right one and he would not be happy selecting items from the Cabinet Agenda to be considered and others to be disregarded. This was because he was convinced that robust scrutiny of even the most mundane reports could lead to significant findings.

The Vice-Chairman concurred with this view and drew Members' attention to Government guidance, which recommended the scrutiny of decisions that the Executive were going to take.

Following a suggestion that the Committee did not get enough feedback from Cabinet about why they rejected recommendations by the Committee the Chairman confirmed that he and the Vice-Chairman would explore this issue with the Assistant Director of Governance & Business Support.

Having reviewed the process of how the Committee carried out its role in terms of reviewing the Cabinet Agenda it was:

### **AGREED**

That the Committee would continue with the current arrangements that it had in place for pre-scrutiny of the Cabinet Agenda.

## **141 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME**

The Senior Governance Officer advised that, following discussion with both the Chairman and Vice-Chairman, the Work Programme had been updated to reflect the most up to date position.

Members were advised that the Economic Success Panel had invited the Programme Director of Better Broadband for Norfolk to their next meeting on 22 July 2020 to discuss improving rural Broadband. It was suggested that the Committee be invited to attend the meeting on 22 July to hear the discussion and then determine if this issue needed to be retained on the committee's work programme for further investigation.

The item on staff turnover was on track and would be presented to the 8 September 2020 meeting. The delivery of Affordable Housing item was scheduled for the 17 November 2020 meeting.

The Committee were advised that a briefing paper on Water Management was attached to the Work Programme, which might address some of the concerns that Members had expressed.

The Vice-Chairman informed the meeting that although the briefing paper identified water management problems being faced and the actions that would be taken to address them; there was no detail about how these actions would be achieved. He suggested that the paper left a lot of questions still to be answered.

A Member suggested that it might be informative to ask the Chief Executive of the Water Management Alliance, which was comprised of the six Drainage Boards in the Anglian region, to address the Committee.

The Assistant Director Governance and Business Support (Monitoring Officer) emphasised that when choosing a topic for the Work Programme Members should be very clear about their objectives and reasons for the review and what outcomes they would like to achieve.

In response, the Chairman suggested that scoping reviews at Committee meetings could take up a significant amount of time and he noted that when Time and Task Panels were convened their first task was to draft a Terms of Reference that set out the objectives of the investigation.

It was **AGREED** that the Chairman, together with the Vice-Chairman and Cllr Kelly, would undertake a scoping process to assess if a review of water management in the District should take place. Any other items on the Work Programme that required the same assessment could be considered for scoping at the next meeting.

A Member advised the meeting that a joint cross party working group was already looking at housing allocations and affordable housing provision and reports on these issues would be coming through the Committee cycle in due course.

The Chairman expressed concern that he was not aware of this Group and that it was carrying out work that the Overview and Scrutiny Committee had put onto its Work Programme some time ago, as a joint investigation with South Norfolk Council.

The Committee adjourned at 11.40am and reconvened at 11.45am when all of the Members listed above were present.

The AD for G&BS confirmed that the working group was a non-decision making body set up at an informal meeting of the Wellbeing Panel on 20 February 2020. The Broadland Members of the Group were: Cllr Kelly, Cllr Lawn, Cllr D Thomas and Cllr Whymark. The Assistant Director Governance and Business Support (Monitoring Officer) confirmed that she would forward more information on the working group to the Committee following the meeting.

Following consideration of the three housing related items on the Work Programme it was decided that the working group did not affect the work of the Overview and Scrutiny Committee and it was **AGREED** that these three items would remain on the Committee's Work Programme.

The Committee noted the officer response regarding the Time and Task Panel Review of Apprenticeships which was due to commence and accepted that, due to the Covid-19 pandemic, it would be appropriate to defer the investigation into the effect of the Apprenticeships Levy.

*The meeting closed at 12.19pm*

## **BROADLAND AND SOUTH NORFOLK - OUR PLAN FOR RECOVERY FROM THE COVID-19 CRISIS**

**Report Author:** Sinead Carey  
Strategy & Programmes Manager  
01509 533661  
[sinead.carey@broadland.gov.uk](mailto:sinead.carey@broadland.gov.uk)

**Portfolio:** Policy

**Wards Affected:** All

### **Purpose of the Report:**

This report provides an overview of our Plan for Recovery from the Covid-19 Pandemic. The purpose of this report is to seek Cabinet's recommendation to Council for the endorsement of the Covid-19 Recovery Plan and subsequent agreement to update the 2020/21 Delivery Plan in light of the Recovery Plan priorities.

### **Recommendations:**

1. Cabinet to consider and recommend to Council, the endorsement of the initial Recovery Plan and priorities to support recovery from the Covid-19 crisis in Broadland.
2. Cabinet to recommend to Council the in-year review and update of the 2020/21 Delivery Plan, to be brought back to Cabinets in September 2020 and then onto Councils for agreement.

## 1 SUMMARY

- 1.1 This report outlines the plan for recovery in response to the ongoing Covid-19 pandemic, working in collaboration with South Norfolk Council. It includes an overview of the current context in terms of the impacts and challenges of the pandemic on our economy, communities and councils to date, alongside a review of the key priority delivery areas to focus on in the coming months.

## 2 BACKGROUND

- 2.1 Covid-19 is an unprecedented global crisis, which is continuing to have significant impacts on our communities, businesses and council.
- 2.2 The response of our communities, partners, volunteers and businesses over the last few months has been incredible, and we are thankful to everyone who has provided support and help during the crisis.
- 2.3 The pandemic is not yet over, and the impacts continue to be significant both globally and locally. The initial response phase in Broadland, South Norfolk and across the UK has rightly been focussed on the immediate emergency response to deal with the impacts of the pandemic since March 2020. Although our work on responding and adapting to the current challenges will continue for some time, we are now needing to start planning ahead for longer term impacts and challenges that will begin to become clearer as we emerge from the immediate emergency phase of the pandemic.

## 3 CURRENT POSITION

- 3.1 The Recovery Plan attached to this report outlines the planning work that is now under way to support the recovery from the pandemic in Broadland and South Norfolk. Early planning is critical to ensure that we are clear on the priorities for recovery across the districts, while also enabling us to internally to review changes needing to be made to how we operate in the future.
- 3.2 The Recovery Plan is shaped around a 6-point plan based on 3 key themes that need to be progressed to ensure we are prepared for recovery. This is outlined below:



- 3.3 Each point is broken down into high level short, medium- and longer-term priority actions, each with key measures of success to ensure we are tracking our performance against the recovery plan. Directorates and teams across the Councils will be developing more detailed operational action plans to ensure the key priorities set out in the recovery plan are delivered upon.
- 3.4 There are many interdependencies between the key priority areas, and these shouldn't be viewed independently of each other.
- 3.5 While it is important to set out our early priorities for recovery, it is also recognised that the plan will need to remain flexible as the impacts of the pandemic become clearer over time. Therefore, the Recovery Plan will remain under review and adapted where needed.
- 3.6 At present, Broadland District Council has a Joint Delivery Plan for 2020/21 in conjunction with South Norfolk Council which sets out the key pieces of work for the Councils to deliver in the coming year. This came into effect from April 2020. Due to the impacts of Covid-19 on our service delivery and key focus areas, it is also proposed that we review and update the Delivery Plan to ensure it reflects our new areas of focus and the revised current year budget, and this will be brought back to Councils in September for review and agreement.

## 4 PROPOSED ACTION

- 4.1 The report proposes that Cabinet recommends to Council the endorsement of the Recovery Plan and the subsequent review and update of the Delivery Plan for 2020/21. This will enable the Council to have a clear overview of the priority pieces of work for delivery within 2020/21, including those new pieces of work as part of the recovery phase.

## 5 ISSUES AND RISKS

- 5.1 **Resource Implications** – The budget for 2020/21 have been reviewed and updated in light of the pandemic. This will feed into the review and update of the Delivery Plan for 2020/21.
- 5.2 **Legal Implications** – Not applicable to this report.
- 5.3 **Equality Implications** – Not applicable to this report.
- 5.4 **Environmental Impact** – Not applicable to this report.
- 5.5 **Crime and Disorder** – Not applicable to this report.



- 5.6 **Risks** – Organisational risks associated with the Recovery Plan and Delivery Plan will be monitored and reported through to Members as part of the Quarterly Performance Reports.

## **6 CONCLUSION**

- 6.1 In summary, the Recovery Plan sets out our priorities for our areas as we make the shift from the response to recovery phase in light of the Covid-19 pandemic. The plan will ensure that organisationally, we have a clear overview of our priorities for recovery and will allow for us to subsequently update the Delivery Plan for 2020/21, ensuring we can effectively deliver our services across the Council.

## **7 RECOMMENDATIONS**

1. Cabinet to consider and recommend to Council, the endorsement of the initial Recovery Plan and priorities to support recovery from the Covid-19 crisis in Broadland.
2. Cabinet to recommend to Council the in-year review and update of the 2020/21 Delivery Plan, to be brought back to Cabinets in September 2020 and then onto Councils for agreement.

### **Background Papers**

Appendix 1 - Broadland and South Norfolk, Our Plan for Recovery from the Covid-19 Crisis



Broadland and South Norfolk

Appendix 1

# Our Plan for Recovery from the Covid-19 Crisis

Two Councils  
One Team

# Leading the recovery of our areas



Shaun Vincent,  
Leader of Broadland District Council

The world has changed in a way none of us ever expected. Broadland District Council led the way in managing the crisis locally, it is now the time to plan for the future and our recovery.

We are determined to see local jobs retained and facilitate businesses to recover quickly, while continuing to support those residents that need our help the most. This way we will drive our local economy and in turn, sustain our communities ensuring they prosper.

This plan ensures that local businesses are helped, not hindered, through the recovery, and can bounce back to prosperity. We will use our statutory, regulatory, licencing and financial powers to offer something practical to local businesses.

We have supported hundreds of residents during this crisis and it is vital we continue to during the recovery. That is why we will continue to work with our partners and local volunteers to help our most vulnerable residents and their families.

Broadland has community at its heart and with our deep understanding of local issues, we are best placed to lead this recovery.



John Fuller, OBE  
Leader of South Norfolk Council

This crisis has proven, once again, that local works. Bigger is not better. Our national recovery will only happen with hundreds of smaller, local ones. And District Councils, like ours, will mobilise our economy in the same way as we stood up with our community response.

While we continue to look after our most vulnerable residents, we will lead this recovery, working closely with our local businesses to get our market towns trading. We understand local issues and we are best placed to offer the help and support needed to get the cash registers, on our high streets, ringing again.

This is a major piece of work and as you will see from this plan, we are mobilising every part of the Council to deliver a bespoke response to every business, one job at a time.

We will measure our success by the way that businesses and consumers can get back to normal as quickly as possible in towns, industrial estates and villages and by how many jobs can be saved, if not created. Together we will work to ensure South Norfolk continues to be a great place for businesses to invest, grow and thrive.

# The impacts of the Pandemic and the plan for recovery

Coronavirus is the biggest challenge the UK has faced in generations. Its impact on people's health, wellbeing and the economy continues to be substantial. The response to date has required the support of people and organisations at all levels to work together. From delivering food to those in need to supporting businesses through quick access to grants; the wider community in our districts have truly pulled together.

**The Vision for our Place, as set out in our Strategic Plan, still stands true as we plan for recovery: 'Working together to create the best place and environment for everyone, now and for future generations'**

There is still much uncertainty about the pandemic, with one thing being clear, the pandemic is not yet over. Therefore, it is necessary that we, working in collaboration with our key partners,

start to take a look at how the pandemic is affecting our areas in the short term, while planning on how best to support and rebuild our districts longer term.

This document outlines our initial and strategic 6-point plan for recovery based around 3 key themes. Action plans will underpin each of these areas, to manage delivery and to achieve the measures of success set out for each area.

Recovery will be about rebuilding, restoring and rehabilitating our communities and economy and our plan seeks to address these points, alongside increasing our resilience as a community. The challenges facing us will require creativity and imagination. Our plan will need to remain flexible as we respond to the changing environment in an agile way.



# Our achievements working together – March - June 2020

Since the lockdown on 23 March we have:



Had over  
**6,000**  
calls come into our  
Help Hub

Updated residents with

**1,814**  
social media posts  
and over  
**57,844**  
residents engaged with these posts



Contacted  
**4,675**  
shielded residents



Awarded  
**£50M**  
in Grant Payments to  
local businesses

Provided  
**78**  
residents with  
temporary  
accommodation



Delivered  
**3,774**  
food and medicine parcels



Received  
**15,000**  
calls into the Communities team including  
benefits dedicated calls, online forms  
specific calls and contacts triaged  
through NCC



Published  
**3,678**  
page updates and had  
**252,712**  
visits to our websites



Received  
**9,312**  
calls into our  
Housing and Benefits Team

Had over  
**840**  
businesses sign up  
for e-news



Called  
**655**  
businesses to support  
them in claiming grants



Redeployed  
**92**  
members of staff  
to other areas of  
the businesses



Provided nearly  
**£1M**

in Council Tax Assistance to our residents.



Processed  
**4,281**  
Business grants



Collected  
**1,071,600**  
bins

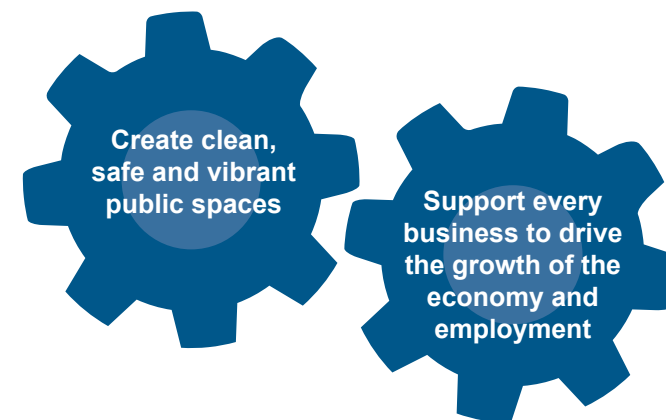
**Broadland**  
District Council  
*Community at heart*

**South Norfolk**  
COUNCIL

# Challenges for the future



# Our Plan for Recovery – Economy



In the first 3 months of the financial year, the UK has experienced the sharpest economic decline since the peak of the financial crisis in 2008<sup>1</sup>. The national unemployment rate has grown and continues to grow, alongside significant impacts anticipated for certain sectors of the economy.

The economic impacts within the East of England are expected to be less than a large proportion of the UK, but the pandemic still presents serious economic challenges in the future. Recent modelling by The Centre for Progressive Policy showed that the economic output for the UK will decline, with Broadland showing a 32% decline in GVA and South Norfolk showing a 25% decline in GVA<sup>2</sup>. Alongside this, challenges will grow for key sectors such as retail, tourism/hospitality, construction

and manufacturing. Both districts have a large percentage (89% in Broadland, 91% in South Norfolk) of micro businesses (0-9 employees) and these businesses are particularly vulnerable at this time.

Great work has taken place so far as part of the response phase to facilitate as many businesses as possible to become open for business, alongside providing advice, guidance and grants. Over the past few months, over £50m in grant payments has been made to local businesses to help keep them on their feet. More recently, the two Councils announced the launch of the Local Discretionary Grant Scheme, which will see over £2.7m of additional funding aimed at small businesses and charities who were unable to apply for previous grants. The Councils have also been working in partnership with Breckland Council to

launch the 'Shop in Confidence' campaign which in the first instance, aims to give people confidence that they can safely shop in their local towns and villages and help businesses get back on their feet.

Broadland and South Norfolk are great places for businesses to invest, grow and thrive. While recognising these challenges for the economy, our ambition is to continue to build a productive, high performing and dynamic economy for the future.

We know there is more to be done and below outlines our plan of action for the economy:

<sup>1</sup> The economic effects of coronavirus in the UK – Resolution Foundation

<https://www.resolutionfoundation.org/publications/the-economic-effects-of-coronavirus-in-the-uk/>

<sup>2</sup> Which local authorities face the biggest immediate economic hit? – The Centre for Progressive Policy

<https://www.progressive-policy.net/publications/which-local-authorities-face-biggest-immediate-economic-hit>



# Our Plan of Action – Economy



## **Short Term:**

- Support our businesses to survive and continue to operate, including the delivery of grant schemes where appropriate
- Unlock business opportunities by utilising our regulatory powers to support small businesses where we can to set up and/or recover
- Support local businesses through reprofiling business rates payments and utilising discretionary business rates reliefs as appropriate
- Review and progress our Capital Programme, with the view of supporting our businesses and economy in the future
- Maintain an up-to-date overview of impacts and trends within our local economies to inform our support and services, working in partnership with key stakeholders
- Early engagement with the LEP skills board to understand the future skills needs within our Districts
- Explore the potential of working jointly with the LEP and DWP to support Education Accounts
- Continue to ensure that residents have access to employment support schemes and services

## **Medium Term:**

- Support businesses to diversify into new areas where the market has changed
- Promote the visitor economy in Broadland and South Norfolk
- Develop an unlock service to resolve furlough issues and skills support to enable both continued trading and growth in the economy
- Restart the Disabled Facilities Grant and Warm Homes Fund, in line with Government guidelines, to support local tradespeople and supply chains
- Facilitate business to business support, including clusters
- Review of how, working independently and in partnership, we can support and grow our businesses and economy long term
- Support business to buy local and promote social value in procurement by engaging with local businesses to ensure they have the opportunity where appropriate, to bid to supply the Councils with goods and services



### Long Term:

- Investigate new approaches which strengthen the economies of our areas and support businesses to diversify and innovate
- Continue to unblock constraints to growth through delivering and supporting infrastructure projects which will help to transform our areas including the Long Stratton bypass, Norwich Western Link Road and the dualling of the A47
- Encourage the adoption across Norfolk of a common set of Contract Standing Orders and procurement processes, to assist local businesses in responding to tenders for public sector contracts by reducing the bureaucracy



### Short Term:

- Continue to take the necessary steps as part of our 'Confidence Campaign' to promote our market towns and high streets and to encourage people to visit and transact with our businesses
- Utilise our licensing powers to support key business impacted by the pandemic to recover e.g. the hospitality sector
- Continue engagement with the community to inform the measures being taken in our high streets and market towns

### Medium Term:

- Deliver key community events and community based-leisure activities with key partners, in line with government guidance to support the creation of vibrant public spaces
- Continuously review and improvement of our measures to ensure clean, safe and vibrant public spaces

### Long Term:

- Work with local communities, businesses and Councils to ensure the vitality and vibrancy of our market towns and key service centres
- Review and consider the vision and future role of our market towns and highstreets and how we will play a role in leading the change required



## Measures of Success

- Employment Rates
- % of vacant retail space in market towns
- Business Survival Rates
- External funding to support growth
- Number of new jobs created

# Our Plan for Recovery – Communities

Central to the Councils' response to the Covid-19 pandemic was supporting the most vulnerable individuals and families in our communities. We recognised that our response needed to maximise and work in the context of the local community, voluntary and public sector, while ensuring that resources and support reached communities as quickly as possible.

Since 23 March to the beginning of June, over 17,000 calls from the community have been triaged by our Help Hub's team of staff including redeployed Leisure Staff and volunteers, while also writing to all residents to offer support, making 3,500 home visits, and 5,000 calls to check shielding residents have what they need to stay safe. We also used our own data to help identify and contact any other residents who may be vulnerable and need support.

The impact of the pandemic on our communities has been vast. Many individuals and families have been affected, with some becoming ever more reliant

on support from the Government through different schemes such as furlough, council tax support, hardship funding etc. We know there has been an increase in the number of cases of domestic abuse across Norfolk as a whole as more people have been within their homes during lockdown. We have also seen an increase in demand for emergency temporary accommodation, with nearly double the usual number of people being supported, alongside an increase in out of work benefits being claimed.

As part of the response, our approach to support was and continues to be: 'Don't be afraid to ask for help'. We utilised our existing Help Hub models to provide a range of services from advice to practical help like collecting medicines and delivering food to people who are self-isolating or unable to go to the shops. The support was completely free and available to people of all ages who are local residents. We also set up our Hardship Fund for those in need and extended our operating hours to 7 days to ensure that no call went unanswered.



Moving forward into recovery, we will need to take a holistic, collaborative and leadership role to ensure we can put the building blocks in place to support our communities to adapt and recover. We know we can't do this alone and it will require working with all of our key partners, as well as harnessing community and volunteer power at a street level.



# Our Plan of Action – Communities



## **Short Term:**

- Working collaboratively, define our approach to responding to the surge of hidden issues which are likely to increase as the lock down reduces, such as support for victims of domestic abuse and mental health issues
- Produce a comprehensive Impact Assessment, to understand the impacts the pandemic has had on our communities. This will form an evidence base for future service design
- Harness the voluntary sector which has grown during the pandemic by engaging volunteers in meaningful activity which connects them within their local communities
- Ensure the Council Tax recovery process signposts those in need to the early help hub

## **Medium Term:**

- Review lessons learnt and the role of our Help Hubs, with the ambition to develop an even more effective collaborative Community Hub model
- Given the upsurge in neighbourhood schemes and mutual aid groups which have largely met local demand for community support, develop a clearer and cohesive position on community capacity development across the districts
- Support voluntary and community groups to return to their business as usual and support for new groups to continue providing critical support to the community

## **Long Term:**

- Build and harness the relationships we have developed with key partners during the pandemic, in particular adult social care and mental health services
- Further scoping of a Community Hub model, utilising existing community assets in our areas
- Develop a predictive tool which helps us to understand demand levels for key Community Hub services

## **Short Term:**

- Work closely with key partners such as the housing sector and County Council to ensure there is an effective approach in the short term to meet needs of vulnerable individuals
- Continue to utilise partnerships with the Help Hub to ensure those in hardship are supported to become independent

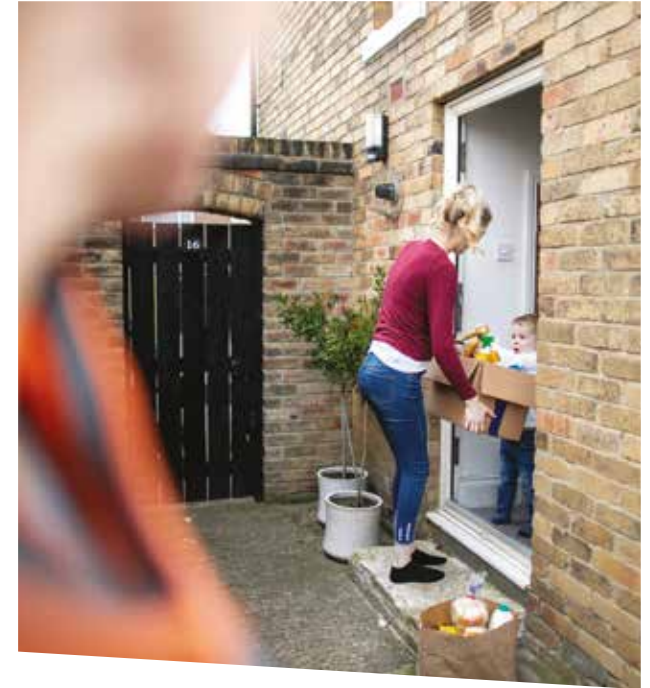


### Medium Term:

- Review opportunities for a County wide model for high needs accommodation
- Provide support to help people back into employment including skills development and encouraging apprenticeships and work placements

### Long Term:

- Secure longer-term resilience of our Hardship Offer through a review of our internal systems and policies



## Measures of Success

- Number of those in employment claiming benefits
- Successful interventions to prevent or relieve homelessness
- Number of residents supported by discretionary prevention services
- New Community Hub Model scoped and in place

# Our Plan for Recovery – Organisation and Governance

The way in which the organisation works and delivers services has had to change in response to the Covid-19 pandemic. The Councils needed to adapt fast, changing ways of working and governance models to ensure that key services and support could be delivered quickly and effectively to residents and businesses alike. We enabled the majority of our staff to be able to work remotely through increasing our IT capabilities and created an effective internal redeployment plan, utilising our flexible and agile workforce, to ensure services being provided to vulnerable people and our businesses were fully resourced.

Many services have seen an increase in demand over the past few months, in particular our community services such as the Help Hub and Housing and Benefits. Since late March, our Help Hub and Benefits teams alone, have seen nearly three times the usual number of calls compared to business as usual. Comparatively, some services have also seen a decrease in demand such as South Norfolk Councils' Leisure Centres. Though

some services have seen a decline, teams have been developing creative solutions to ensure that some level of service is maintained. For example, the South Norfolk Leisure Team launched a brand-new YouTube channel and developed an outdoor class programme to help residents keep fit and active during lockdown. As well as service changes, our governance processes have also had to change. Both Councils were keen to ensure that the key business matters of the Councils continued and that decisions that were needed to be made were progressed. The Councils embraced the use of technology to achieve this and held committee meetings virtually. With these changes has come opportunity and we are keen to take the learnings of delivery at pace, to create a modern and flexible organisational culture moving forward.

These changes and challenges have had a significant impact on the Councils' budgets. The combination of increased Covid-19 related spending and loss of income through key services will have a significant impact on South Norfolk Council's and



Broadland Council's 2020/21 budget, alongside our medium-term finances. The Councils have estimated that if the impacts of the lockdown last until the end of November, the full financial impact for Broadland District Council could be close to £4m in 2020/21 and closer to £10m for South Norfolk Council in 2020/21. Though Central Government has recognised the work that Councils have been doing by providing additional funding, this has proved to not be enough, with the consensus across Local Government being that without stable finances, recovery will become increasingly challenging.

Central to our long-term financial plan to become more financially self-sustaining focusses on utilising the benefits of commercialisation to support our economies to grow, work with our key partners to deliver economies of scale and secure our finances transforming and reimagining our services.

# Our Plan of Action – Organisation and Governance



## **Short Term:**

- Closely monitor the Councils' finances and the impact of Covid 19
- Continue to work alongside our Local Government partners to lobby Central Government for stable and fair funding to cover the cost pressures of Councils
- Support the commercialisation agenda through the production of clear business cases to allow Councillors to make informed decisions
- Explore new avenues for South Norfolk's Leisure service offer and income, including developing innovative ways of extending our offer both to make sure that opportunities to maximise income and extend the leisure offer to as many as possible
- Deliver a report to Councillors on how new ways of working for the One Team can enable and enhanced customer offer, use of space effectively and efficiently, reducing the carbon footprint, maximising the use of technology and developing an agile approach

## **Medium Term**

- Production of the 20/21 budgets and medium-term financial plans, reflecting the longer-term impact of Covid 19 on the Councils' finances
- Re-introduce existing and new leisure services, in accordance with evolving governmental advice, ensuring a safe environment is created
- Continue to expand our outdoor leisure offer

## **Long Term:**

- Review the Councils' development company structures to ensure they can deliver the number of properties in line with the aims and ambitions of the companies in order that they can deliver a return to the councils





### Short Term:

- Reset of our 2020/21 Delivery Plan to ensure that it reflects the changing nature of service delivery and new priorities for the districts
- Review our Transformation Programme in line with the update to the Delivery Plan
- Delivery of IT equipment which enables our staff to work in a more agile manner and improve the service for customers, this includes: a single telephony solution, laptop roll out (where appropriate) and the implementation of a joint Office 365 solution (includes Members)
- Ensure our staff are able to perform to the best of their ability by:
  - Ensuring the One Team Managers are trained to provide support for their staff and to identify and assist any wellbeing concerns
  - Upskilling Managers in managing staff remotely
  - Increasing the number of staff who are trained as Mental Health First-Aiders
  - Revisiting our recruitment and on-boarding process for new staff during this period of social distancing and remote working
  - Continuing to implement the wellbeing action plan

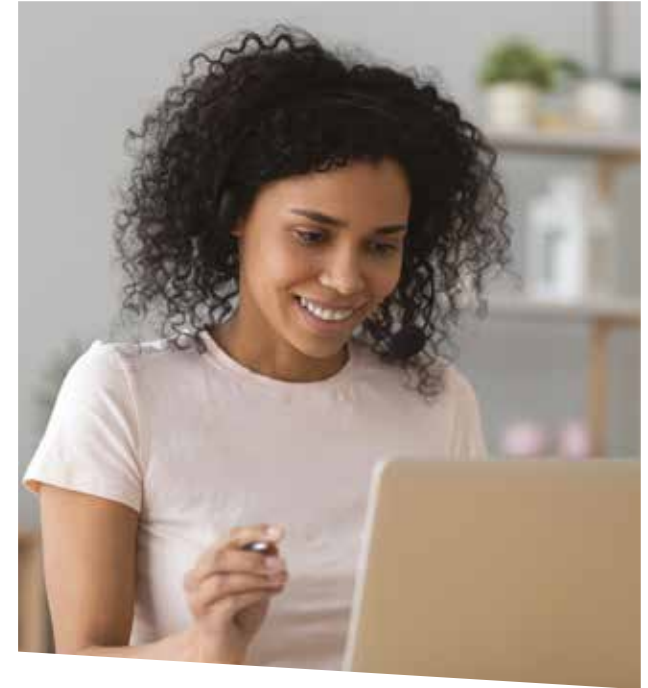


**Medium Term:**

- Improve our service offer by providing more services and appointments online to improve customer service and reduce the need for customers to travel to a physical location
- Ensure that our opening hours are reflective of the needs of our community and extend our offering through the availability of a 24/7 digital self-service
- Utilise IT to support locality working to provide improved accessibility to services
- In line with social distancing guidelines and in consultation with members, continue to run Committee Meetings virtually and live stream these to ensure transparency of decision making

**Long Term:**

- Deliver the 5-year IT investment programme to release efficiencies through removing duplication of IT systems

**Measures of Success**

- Delivery of savings through the Broadland/South Norfolk collaboration
- Leisure Centre Income (SNC)
- Strong financial management to close our budget gaps



## Broadland District Council

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## South Norfolk Council

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## **COUNCIL PERFORMANCE – BROADLAND BUSINESS PLAN**

**Report Authors:** **Finance: Rodney Fincham (Assistant Director - Finance)**

01508 533982, [rodney.fincham@broadland.gov.uk](mailto:rodney.fincham@broadland.gov.uk)

**Performance: Emma Pepper (Transformation, Innovation and Internal Consultancy Manager)**

01508 535317, [emma.pepper@broadland.gov.uk](mailto:emma.pepper@broadland.gov.uk)

**Portfolio Holder:** All  
**Wards Affected:** All

### **Purpose of the Report:**

This report details the Council's performance against strategic measures, risk position and financial position for the fourth quarter of 2019/20

### **Recommendations:**

It is proposed that Cabinet:

- a) Notes the 2019/20 performance for the quarter and the combined efforts across the Directorates to deliver the Broadland Business Plan (detail contained in Appendix 1).
- b) Notes the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendix 2).

## **1 SUMMARY**

- 1.1 This report provides an update on delivery of the Business Plan objectives for the year ended 31 March 2020.

It provides a comprehensive view of the Council's performance for the year.

## **2 INTRODUCTION**

- 2.1 This report covers the quarter four position for 2019/20, and also includes the updated style as previously agreed with Cabinet.

## **3 BUSINESS PLAN DELIVERY**






- 3.1 **Appendix 1** sets out in detail how the Council has delivered against the 17 objectives that support the 6 ambitions within the Business Plan which ran to 2020 – The Council's ambitions are shown below:

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

- 3.2 The Appendix sets out the measures that are being used to evidence how the Council is delivering against the Business Plan and these are a mix of quantitative and qualitative data, there is also a section on risk which explains the risks to not achieving the objective and what mitigations are in place.

## **4 CURRENT POSITION**

- 4.1 With regard to risk management, the current organisational capacity position is positive, indicating the Council is proactively managing risks and capable of realising opportunities as they are identified. The table below presents a position that will assist the organisation to achieve its ambitious targets for the future.

| Capacity Indicator              | Present Position  | Present Risk Acceptability  |
|---------------------------------|---|---|
| <b>Financial</b>                | <p>The Council is has undertaken a review of its 2020/21 budgets and MTFS in the light of Covid 19, and a revised budget for 2020/21 was considered at Full Council on 30th June.</p> <p>There is a positive variance against revenue budget at Q4 of £2.8m. Further details are provided in section 5 of the report.</p>   |    |
| <b>Service Delivery</b>         | The Council continues to perform strongly against its suite of strategic performance indicators.  |    |
| <b>Legal / Compliance</b>       | No significant legal / compliance issues have been raised over the past quarter and the status remains the same.  |    |
| <b>Reputation</b>               | The Council continues to have a good reputation locally and nationally  |   |
| <b>Human Resources Capacity</b> | This remains strong and the Corporate Management Leadership Team continues to be in a position to drive the Council forward. The Council continues to ensure that it has the right skills and resources in place to fulfil the needs of the organisation. One Team came into place w.e.f 1 January. The impact of redeploying resource in response to Covid 19 will primarily be seen as we move into 2020/21 |  |

With regards to the financial position, there is a positive variance against revenue budget at year end of £2.8m, although the year-end figures are provisional at this stage whilst year end is finalised.

Looking ahead to 20/21, Covid 19 will have a significant financial and operating impact on the Council. It will therefore be important to closely monitor performance in 20/21

## 5 RESOURCES

### 5.1 COMBINED PERFORMANCE, RISK AND FINANCIAL COMMENTARY BY CORPORATE PRIORITY

5.2 The positive variance against the revenue budget of £2.8m at 31 March 2020 is a sign of the present strength of the Council's financial position which needs to be protected in the future. The revenue surplus includes the inclusion of the S31 grant income from central government which was not included when the budget was agreed. The Council was also participating in the Norfolk 75% business rates retention pilot during 2019/20.

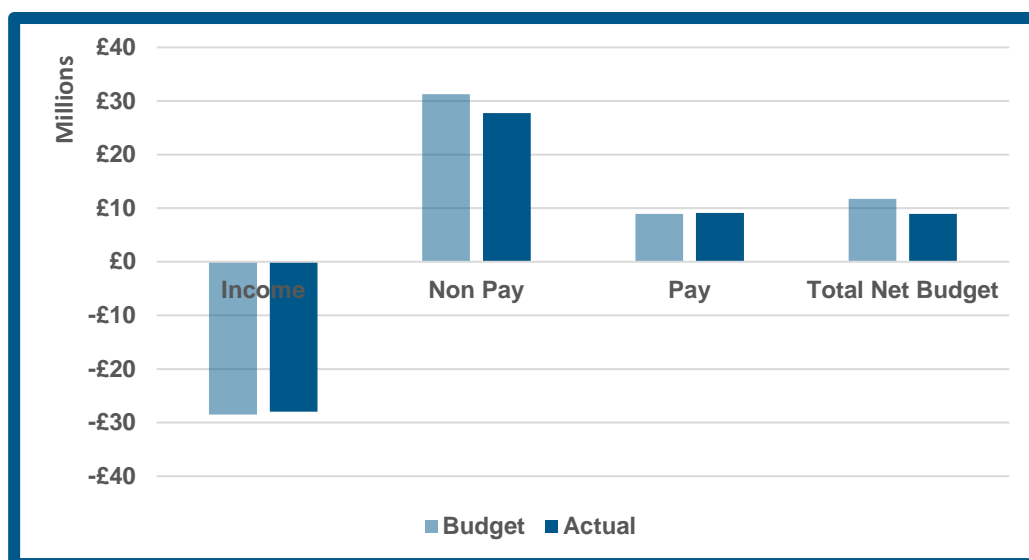
### REVENUE OUTTURN

5.3 The budget for 2019/20 was agreed at the Council Meeting on 21 February 2019.

5.4 The actual total net budget position is a favourable variance of £2.8m. Reasons for the variations are outlined in Appendix 3, but are chiefly

- An unbudgeted £1.3m s.31 Grant received.
- Additional £0.4m from Investment Income.
- Resource underspend of £0.6m, including Collaboration savings of £0.3m.
- Additional fee income of £0.1m within Place.
- Additional £0.4m within Housing Benefits Payments, driven by a £0.4m bad debt provision reduction.

5.5 The position is set out in the graph below



## Income / Expenditure as at 31 March 2020

5.6 **Income Budgets:** Overall income was £ 28.0m, compared to the budget figure of £28.5m. This represents an adverse variance of £0.5m, primarily as a result of:

- Unbudgeted s.31 grants of £1.3m,
- additional corporate income of £0.4m,
- additional fee income of £0.7m in Resources & Place,
- the above movements counteracting the deficit of Housing Benefit grants of £3.0m.

5.7 **Non-Pay budgets:** The overall non-pay expenditure was £27.7m, compared to the budget figure of £30.8m.

This represents a favourable variance of £3.1m. This is predominantly down to the reduction in payments for Housing Benefit as reflected above.

5.8 **Pay budgets:** The overall pay expenditure was £9.1m, compared to the budget figure of £9.4m.

There is a favourable variance of £0.3m through vacancy management and collaboration savings.

5.9 A more detailed analysis of the main areas of variance by service is attached as **Appendix 2**. These variances are the direct costs of each service and exclude recharging between services for overheads, depreciation charges and technical financial adjustments required for statutory reporting purposes at the end of the financial year.

## 6 CAPITAL OUTTURN

6.1 Capital expenditure for the year was £4.4m compared to the budget of £5.7m.

6.2 The table below outlines each capital scheme against the profiled budget.

Based on the actual outturn, detailed slippage from 2019-20 to 2020-21 is requested as follows:

| <b>Scheme</b>                        | <b>Budget<br/>£'000</b> | <b>Actual<br/>£'000</b> | <b>Variance<br/>£'000</b> | <b>Slippage<br/>request</b> | <b>Comment</b>  |
|--------------------------------------|-------------------------|-------------------------|---------------------------|-----------------------------|---|
| Warm Homes Fund                      | 1,343                   | 685                     | 658                       |                             | Net expenditure/income budget has been carried forward to 19/20 (external funding) and will be applied at a later stage. Slippage is due to the project not starting until later in the financial year. |
| Disabled Facilities Grant            | 1,354                   | 931                     | 423                       |                             |   |
| Loan to Broadland Growth             | 1,010                   | 1,010                   | -                         |                             |   |
| Purchase of Land Houghen Plantation  | 719                     | 719                     | -                         |                             |   |
| Contribution to Countywide Broadband | 560                     | 560                     | -                         |                             |   |
| Thorpe Lodge Refurbishment           | 138                     | 29                      | 109                       | 109                         | Carry forward applied to budget, expenditure on planned projects for 2019/20 delayed.   |
| Loans to Parish Councils             | 214                     | 214                     | -                         |                             |   |
| IT                                   | 158                     | 113                     | 45                        | 44                          | Projects are ongoing and span the financial year end.   |
| Other                                | 212                     | 127                     | 85                        | 78                          | Predominantly renovation of public conveniences and Reedham Quay restoration  |
| <b>Total</b>                         | <b>5,708</b>            | <b>4,388</b>            | <b>1,320</b>              | <b>231</b>                  |   |

## **7 ISSUES AND RISKS**

**7.1 Resource Implications** - There are no resource implications as the report is a factual account of how the Council is performing

**7.2 Legal Implications** – There are no legal implications as the report is a factual account of how the Council is performing

- 7.3 **Equality Implications** – There are no equalities implications as the report is a factual account of how the Council is performing
- 7.4 **Environmental Impact** – There are no environmental implications as the report is a factual account of how the Council is performing
- 7.5 **Crime and Disorder** – There are no crime and disorder implications as the report is a factual account of how the Council is performing
- 7.6 **Risks** - The major risk to the Council delivering its ambitions continues to be the need to find significant savings and efficiencies.
- 7.7 The Business Plan highlights other specific potential risks and appropriate mitigations.

## **8 CONCLUSION**

- 8.1 Overall, the position regarding performance, management of risks and financials is positive at year end, 31 March 2020.

## **9 RECOMMENDATIONS**

- 9.1 It is proposed that Cabinet:
- a) Notes the 2019/20 performance for the quarter and the combined efforts across the Directorates to deliver the Broadland Business Plan (detail contained in Appendix 1).
  - b) Notes the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendix 2).

## **Background Papers**

None

For further information on this report call Shaun Crook on 01508 535307 or by email [shaun.crook@broadland.gov.uk](mailto:shaun.crook@broadland.gov.uk)



**Objective 1**

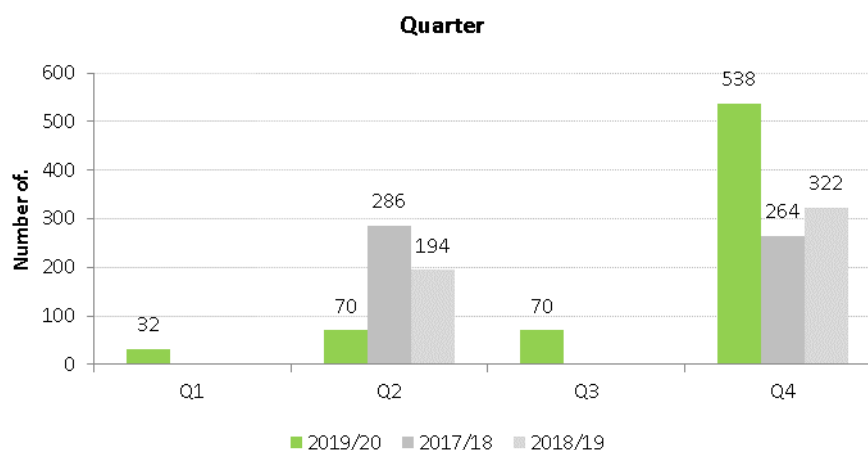
To back local businesses by providing information, advice and guidance to help them establish, grow and prosper

**Supporting ambitions:**

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

**Measures:**

**1.1 Numbers and types of support given to businesses approaching the Council directly through the Economic Development team**



**Directorate:** Place

**Measure owner:** AD Economic Growth

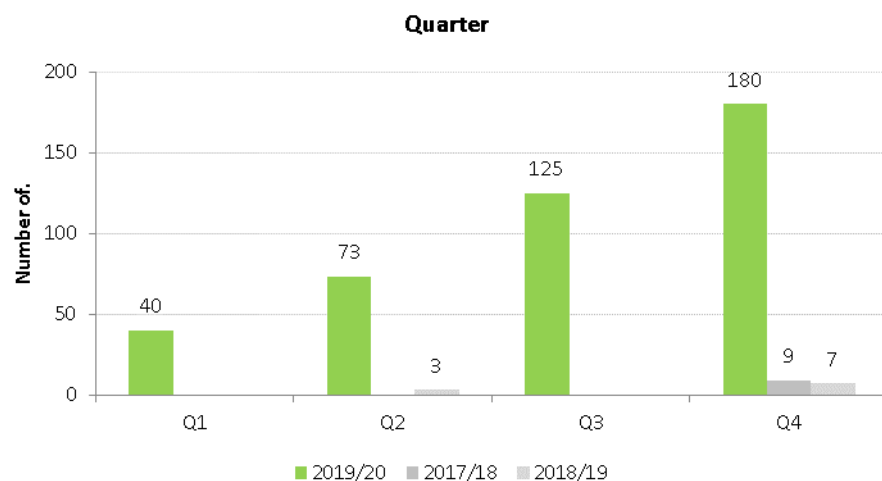
**Comments:**

A general range of support and advice was provided throughout the period. A further 6 business start-up and 2 enterprise grants were provided, supporting local people to start up or grow their businesses. These included a day care business, a new branded clothing range and a business consultant. 56 businesses attended the Broadland Business Breakfast in January at the Stower Grange Hotel in Drayton and the new Broadland MP Jerome Mayhew was also in attendance.

From 15th March businesses began contacting the Council for support and advice due to the Covid-19 outbreak. This resulted in a further 428 business contacts by the end of March. These were provided with ongoing updates as government support emerged and we were able to direct business owners to the various measures in place that would provide financial relief. Businesses were hugely grateful for this help.

**Risk:** Brexit was somewhat overshadowed by the Covid-19 crisis. Businesses were keen to access government support to enable them to cover business cost due to the lock down coming into force at the end of March. On the whole businesses were positive that they would come out of the crisis and be able to re-open. Some diversified quickly, particularly food businesses, and operated online delivery or collection services. During this short period of time in this quarter the full impacts of the crisis were beginning to be considered. The implications for a significant downturn in the economy emerged and the Council began to focus on how to support recovery. Solutions/support backed by central government and the LEP will be required to aid this process and the Confidence Campaign which is underway.

**1.2 Number of businesses engaging with sector groups facilitated by the Economic Development Team**  
**Financial Industries - Manufacturing Group - Tourism and Heritage Network**



**Directorate:** Place

**Measure owner:** AD Economic Growth

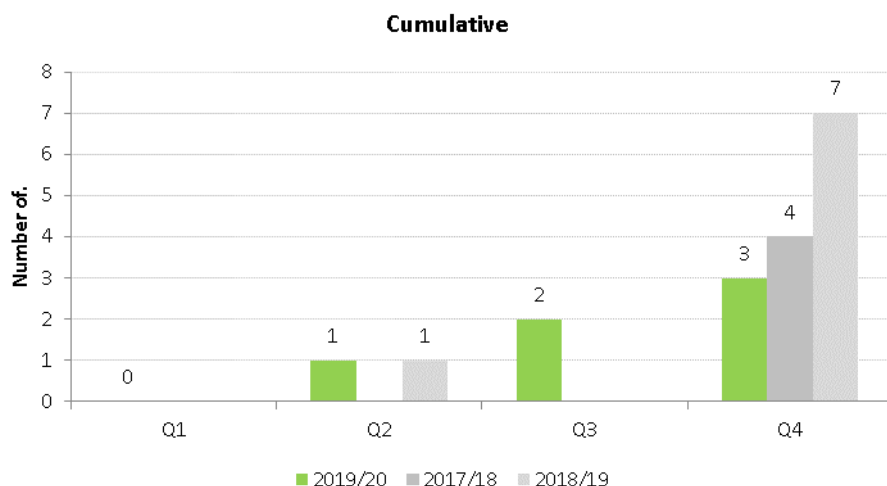
**Comments:** Financial Industries Group (FIG) hosted the first of its business breakfast events of 2020 at Howes Percival on 26th February. The theme was the changing face of employment law and how this will impact upon finance and professional services. Over 40 businesses attended the event. The FIG annual conference also took place on 12th November last year. Over 120 delegates gathered at the Assembly House in Norwich to hear a series of fascinating and engaging presentations centred upon employability and meeting the skills needs of the future. The discussion that ensued was most productive and the event gave rise to several connections and potential collaborations. It was hosted by Chris Sargisson from Norwich Chamber of Commerce.

The NAAME annual conference took place on 19th February in the Energy Skills Centre at East Coast College Lowestoft Campus. Overall, 110 delegates attended the event from 78 businesses.

The New Anglia Advanced Manufacturing and Engineering (NAAME) Industry Council (IC) met on 15th March to discuss the successful award of £180,000 from the LEP's Innovative Projects Fund and how this work will be taken forward. NAAME and the Cambridge Norwich Tech Corridor (CNTC) will soon be launching "Engineering Success", a new initiative which aims to ensure a bright future for engineering and manufacturing businesses in the region. It will analyse the industry across Norfolk and Suffolk and complement "Productivity East" (the new institute of productivity) which is being delivered at the UEA. It will identify opportunities for growth and challenges facing local companies. A new online talent-sharing platform, to allow businesses to share specialist staff, is also being developed as part of the project.

**Risk:** Clearly the Covid-19 crisis hit towards the very end of Q4. The impacts of this were only starting to be felt at that time but obviously, the situation will significantly heighten the risks to the success of this cluster development work. However, members of the networks are seeing benefits to being involved and in fact many stated they felt supported at this difficult time by the network. This issue was discussed in some detail at the NAAME IC meeting where it was concluded that the work undertaken by NAAME has helped to make industry more resilient to such events and will be essential to the economic recovery. Through NAAME and FIG vital intelligence to inform the Covid response has been obtained.

**1.3 Business collaborations resulting from engagement Financial Industries, Manufacturing Group - Tourism and Heritage Network**



**Directorate:** Place

**Measure owner:** AD Economic Growth

**Comments:** There has been a total of 14 examples of businesses making contact and exploring potential business opportunities through Greater Norfolk Manufacturing Group (GNMG), **3 of these occurring in 2019/20**. These have included examples of innovation and new product development. There has been a total of 5 examples of firms learning from each other, of which 1 has taken place in 2019/20.

Membership of the group has increased to over 165 contacts. There have also been multiple connections made between businesses that are members of GNMG and the wider NAAME network which now extends across all of Norfolk and Suffolk.

**Risk:** As mentioned under the risks for 1.2 the Covid-19 crisis hit towards the very end of Q4. The impacts of this were only starting to be felt at that time but obviously, the situation will significantly heighten the risks to the success of this cluster development work. However, members of the networks are seeing benefits to being involved and in fact many stated they felt supported at this difficult time by the network. This issue was discussed in some detail at the NAAME IC meeting where it was concluded that the work undertaken by NAAME has helped to make industry more resilient to such events and will be essential to the economic recovery. Through NAAME and Fig vital intelligence to inform the Covid response has been obtained.

**1.4 Number and type of actions devised to deliver against 'The East Economic Strategy for Norfolk and Suffolk' produced by the New Anglia Local Enterprise Partnership**

**Directorate:** Place

**Measure owner:** AD Economic Growth

**Comments:** The European Development Fund (ERDF) bid relating to the Food Innovation Centre was submitted and a decision is awaited. The bid submitted for the Innovative Projects Fund (IPF) was successful and will deliver against the 'The East Economic Strategy for Norfolk and Suffolk' in the following manner: increased productivity, increased levels of innovation, increased cross-sector collaboration, increasing the contribution of the sector to the regional economy (GVA) and hopefully increased investment to the area.

**Risk:** A significant amount of groundwork has been undertaken to produce the ERDF bid and this work with the LEP and stakeholders will continue while we await the announcement on the bid. We will need to ensure we provide the right environment for the project to be successful and the challenges of the downturn

|  |   |
|--|---|
|  | <p>may impact on delivery or delay timescales. The economic situation will be carefully monitored to determine timely progression.</p> <p>The Covid-19 crisis hit as the announcement was made about the successful IPF bid so this is currently delayed, but we are working with the LEP and NAAME to prepare for planned activity as the lock down situation changes.</p> |
|--|---|

## Objective 2

To support our local communities by offering a range of opportunities, skills and employment prospects

*Supporting ambitions:*

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

|  |   |
|--|---|
| <b>Measures:</b>   |   |
| <b>2.1 Number of Broadland businesses offering apprenticeships and the Apprenticeships Framework being offered</b> | <div style="border: 2px solid green; padding: 5px;"> <p><b>Directorate:</b> Place</p> <p><b>Measure owner:</b> AD Economic Growth</p> </div> <p><b>Comments:</b> Government data for Apprenticeship Starts from January 2020 is not yet published however comparative data showing Apprenticeships Starts from Jan 2019 compared to Jan 2020 is available at local level. This data shows that, during that period, overall starts in Broadland declined by 7.69% compared to a decline of 4.05% and 7.2% for Norfolk and England respectively for the same period. This represents 480 overall starts at Jan 2020 against 520 starts at Jan 2019, a decrease of 40. There has also been a decline in Intermediate level starts in Norfolk of 17.89% and an increase of 23% on starts at Higher Levels. Despite the above figures, we are also aware of a few businesses who have laid off apprentices due to the crisis. Government guidance was issued and circulated, and discussions held with training providers. There are still some unknowns in this area. During this quarter we have established a 'Career Placement' programme for the Council and this was launched at the Careers Festival early March and opened to applications from young people. Unfortunately, due to the lockdown, this wasn't taken any further this year but will be resurrected as an opportunity for young people to experience the range of careers within local government.</p> <p><b>Risk:</b> Since the Levy and new Standards were introduced in 2017 there has been a steady decline in Intermediate Level Apprenticeship Starts. However, at the start of the year the outlook for apprenticeships was looking reasonably healthy with businesses confident in growth and supporting staff development through apprenticeships. When the crisis hit in mid-March there were indications that this impacted the take up of apprenticeships significantly. Training providers raised concerns around the ability for students to complete apprenticeships which would in turn potentially create financial difficulties for training providers, particularly the independent sector. It is anticipated that Apprenticeship provision for 16-18 year olds who could otherwise become disengaged, will be hardest hit, and alongside the expected Covid 19 impact on unemployment levels could lead to an increase in 'Not in Education, Employment, or Training' (NEET) figures. Any significant increase to the NEET group could require investment in accessible good quality vocational</p> |

|   | training provision going forward. We are part of the LEP's workforce group which is seeking to establish the impact on apprenticeships and the wider skills agenda. Currently this is a work in progress but will be key to aid recovery.  |         |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
|---|--|---------|---------|---------|---------|----|-----|--|--|----|-----|-----|-----|----|------|--|--|----|-----|-----|-----|
| <b>2.2 Businesses and residents engaging in training programmes provided by the Council and in partnership with other organisations. Both accredited and non-accredited courses</b>   | <p style="text-align: center;"><b>Quarter</b></p> <table><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>123</td><td></td><td></td></tr><tr><td>Q2</td><td>137</td><td>97</td><td>75</td></tr><tr><td>Q3</td><td>209</td><td></td><td></td></tr><tr><td>Q4</td><td>155</td><td>110</td><td>188</td></tr></tbody></table>   | Quarter | 2019/20 | 2017/18 | 2018/19 | Q1 | 123 |  |  | Q2 | 137 | 97  | 75  | Q3 | 209  |  |  | Q4 | 155 | 110 | 188 |
|   | Quarter  | 2019/20 | 2017/18 | 2018/19 |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
|   | Q1   | 123     |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
|   | Q2   | 137     | 97      | 75      |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| Q3  | 209  |         |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| Q4  | 155  | 110     | 188     |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| <div><b>Directorate:</b> Place<br/><b>Measure owner:</b> AD Economic Growth</div>   |  |         |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| <p><b>Comments:</b> 155 people attended courses before the lockdown closed the training centre. These courses included building and motivating teams, stress management and marketing with social media. Of the 155, 30 attended accredited courses. A further 30 different businesses took part in the monthly business growth club and an additional 53 attended taxi driver safeguarding workshops.</p>  |  |         |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| <p><b>Risk:</b> The Council uses a range of self-employed trainers to deliver the courses, all of which have ceased. Courses were cancelled from mid-March although the new programme for 20/21 had been prepared and a new brochure printed for launch as the closure happened. It is not known how long it will be before we can offer training again but the workforce implications and upskilling/reskilling being considered. The Business Growth Club is being delivered weekly as an online service to enable business networking.</p> |  |         |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| <b>2.3 Number of Broadly Active clients and those showing an improvement after 12 weeks</b>   | <p style="text-align: center;"><b>% of Broadly Active clients demonstrating an improvement to their health at completion (Quarter)</b></p> <table><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>94%</td><td></td><td></td></tr><tr><td>Q2</td><td>94%</td><td>77%</td><td>94%</td></tr><tr><td>Q3</td><td>100%</td><td></td><td></td></tr><tr><td>Q4</td><td>97%</td><td>79%</td><td>83%</td></tr></tbody></table> | Quarter | 2019/20 | 2017/18 | 2018/19 | Q1 | 94% |  |  | Q2 | 94% | 77% | 94% | Q3 | 100% |  |  | Q4 | 97% | 79% | 83% |
|   | Quarter  | 2019/20 | 2017/18 | 2018/19 |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
|   | Q1   | 94%     |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| Q2  | 94%  | 77%     | 94%     |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| Q3  | 100%   |         |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| Q4  | 97%  | 79%     | 83%     |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| <div><b>Directorate:</b> People &amp; Communities<br/><b>Measure owner:</b> AD Individuals &amp; Families</div>   |  |         |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |
| <p><b>Comments:</b> 34 patients completed the scheme with 100% of those demonstrating an improvement. 177 referrals were received during this period. There are a number of patients who would have completed during this period but</p>  |  |         |         |         |         |    |     |  |  |    |     |     |     |    |      |  |  |    |     |     |     |

|   |  |
|---|--|
|   | are now actively on hold due to the Covid-19 pandemic. This has impacted the overall Q4 figure (97%) Similarly, referral numbers would have been higher with the last referral received in early March.  |
|   | <b>Risk:</b> None identified   |
| 2.4 Number of children and young people engaged with Council facilitated activities and percentage of those with Special Education Needs or from low income | <p style="text-align: center;"><b>Cumulative</b></p> <p style="text-align: center;">■ 2019/20 ■ 2017/18 ■ 2018/19</p>  |
|   | <div style="border: 2px solid blue; padding: 5px;"> <b>Directorate:</b> People &amp; Communities<br/> <b>Measure owner:</b> AD Community Service         </div>  |
|   | <p><b>Comments:</b> 158 bookings were made for the February half-term, just over 80% of the spaces available. An increase from February half-term 2019 which was booked at 77% of capacity. 6 different urban and 6 different rural venues were used. 103 places were provided to children from low income families (65%). Young people with SEN attended 34 sessions, equating to 22% of all sessions booked.</p> |
|   | <b>Risk:</b> None identified   |

### Objective 3

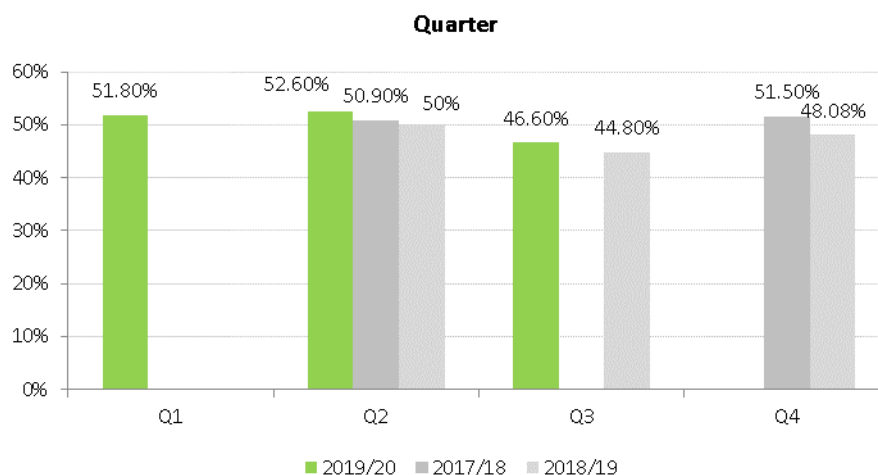
Enable and encourage our communities to recycle more

*Supporting ambition:*

- *To achieve Environmental Excellence in everything we do*

**Measures:**

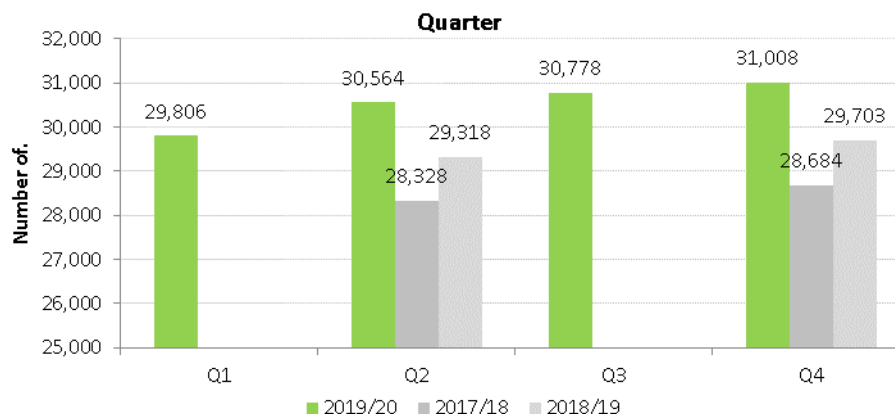
#### 3.1 Recycling rate





|  | <div><div>Directorate: People &amp; Communities</div><div>Measure owner: AD Community Service</div></div> <div><p><b>Comments:</b> Data for this measure is available quarterly but not until the following quarter. So, we are presenting results for Q3 in this report. It should be noted that quarterly Q3 is generally the lowest quarter for the total composting and recycling rate. In comparison the recycling rate for Oct-Dec 2018 was 44.8%. This shows an increase of 1.8%. When looking into the data further this is mainly due to the dry recycling rate, which excludes composting, so consists largely of the material sent to the MRF.</p><p>The dry recycling rate for Oct – Dec 2018 was 19.27% and this increased to 21.25% in Oct – Dec 2019, showing an increase of 1.98%. This is largely due to the reject rate at the MRF reducing from an average of nearly 27% for Oct – Dec 18 to just over 19% for the Oct – Dec 19. This increased the amount of material being recycled through less rejected material.</p><p><b>Risk:</b> There remains a risk of the recycling rate stagnating or dropping. Mitigation is in the Council trying new ways, locally and via the Norfolk Waste Partnership, to encourage resident and business behaviour changes towards recycling and contamination.</p></div>  |         |         |         |         |    |        |        |        |    |        |        |        |    |        |        |        |    |      |        |        |
|--|--|---------|---------|---------|---------|----|--------|--------|--------|----|--------|--------|--------|----|--------|--------|--------|----|------|--------|--------|
| 3.2 KG of residual waste collected per household | <div><div><div>Quarter</div><table><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>108.47</td><td>104.53</td><td>114.89</td></tr><tr><td>Q2</td><td>102.77</td><td>105.77</td><td>104.46</td></tr><tr><td>Q3</td><td>106.15</td><td>107.76</td><td>112.47</td></tr><tr><td>Q4</td><td>0.00</td><td>109.23</td><td>110.19</td></tr></tbody></table></div><div><div>Directorate: People &amp; Communities</div><div>Measure owner: AD Community Service</div></div><div><p><b>Comments:</b> Data for this measure is available quarterly but not until the following quarter. So, we are presenting results for Q3 in this report, which was 106.15kg per household compared to 112.47kg per household for the same quarter in 2018/19. The April – Dec 2019 average value is 105.8kg, which compared with an average of 110.61 kgs for April – Dec 2018, indicating a positive average reduction of 4.81kg in the amount of residual waste collected per household over the nine month period. The April – Dec 2019 cumulative total is 317.39kg per household compared to a total of 331.82 kg for April – Dec 2018, indicating a positive reduction of 14.43kg in the amount of residual waste collected per household over the nine month period.</p><p><b>Risk:</b> There is a risk of the reduction of residual waste rate stagnating or dropping, leading to an increase in the amount of residual waste collected. Mitigation is through the Council trying new ways, locally and via the Norfolk Waste Partnership, to encourage resident and business behaviour changes towards increasing recycling and reducing contamination.</p></div></div> | Quarter | 2019/20 | 2017/18 | 2018/19 | Q1 | 108.47 | 104.53 | 114.89 | Q2 | 102.77 | 105.77 | 104.46 | Q3 | 106.15 | 107.76 | 112.47 | Q4 | 0.00 | 109.23 | 110.19 |
| Quarter  | 2019/20  | 2017/18 | 2018/19 |         |         |    |        |        |        |    |        |        |        |    |        |        |        |    |      |        |        |
| Q1   | 108.47   | 104.53  | 114.89  |         |         |    |        |        |        |    |        |        |        |    |        |        |        |    |      |        |        |
| Q2   | 102.77   | 105.77  | 104.46  |         |         |    |        |        |        |    |        |        |        |    |        |        |        |    |      |        |        |
| Q3   | 106.15   | 107.76  | 112.47  |         |         |    |        |        |        |    |        |        |        |    |        |        |        |    |      |        |        |
| Q4   | 0.00   | 109.23  | 110.19  |         |         |    |        |        |        |    |        |        |        |    |        |        |        |    |      |        |        |

### 3.3 Number of Brown bins



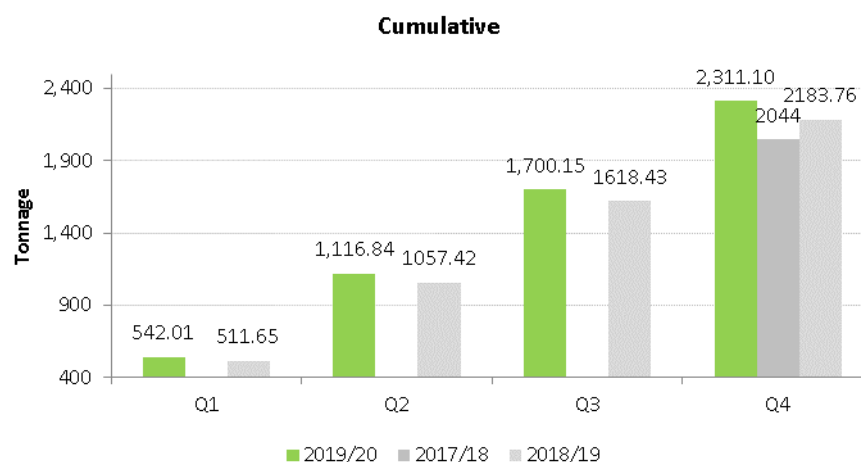
**Directorate:** People & Communities

**Measure owner:** AD Community Service

**Comments:** For comparison the number of brown bins at end Q4 2018 was 29,703. This represents an increase of 1,305 total brown bin subscriptions over the year or a 4.4% increase in the total.

**Risk:** We need to continue to be aware of market sensitivity to cost and mindful of reaching a price point at which the service is seen/felt to be unaffordable or not value for money by residents, this year the decision was taken not to increase the cost of subscriptions for 2020/21. Operationally we need to continue to ensure that our contractor is resourced to cope with current and future demand currently this is not an issue as they are able to meet operational demand with their present vehicles. Further consultation on the Government's Waste and Resources Strategy which is expected in Spring 2020 that may have impacts upon the service.

### 3.4 Food Waste tonnage



**Directorate:** People & Communities

**Measure owner:** AD Community Service

**Comments:** Data is available for Q4. In comparison, for Q4 2018/19 565.82t of household food waste was collected compared to 610.95t in Q4 2019/20. This shows that the amount of food waste collected was 45.13t higher in Q4. The annual tonnage of household food waste collected in 2018/19 was 2183.76 tonnes compared to 2311.10 tonnes for 2019/20, showing an annual increase of 127.34 tonnes. This is due mainly to the increase in the number of households covered by the scheme which happened during the year, when 1,500 households were added to the scheme in June 2019.

**Risk:** The food waste scheme comes at a cost to the Council and if the take-up rate of use by residents drops, the overall recycling rate will be impacted, making it less value for money to provide the service. As the service saturates the more



urban areas of the district, there is a risk that further rollout might prove to be cost ineffective. Mitigation lies in understanding the cost base versus uptake and benefits and continuing to feed this into further plans for rollout. Government position on introducing mandatory food waste collection still not clear. The Environment Agency are proposing to reduce the maximum limit on plastic contamination from 5% to 0.5% which could require us to provide more expensive biodegradable liners which is approximately an additional £15,000 of cost.

#### Objective 4

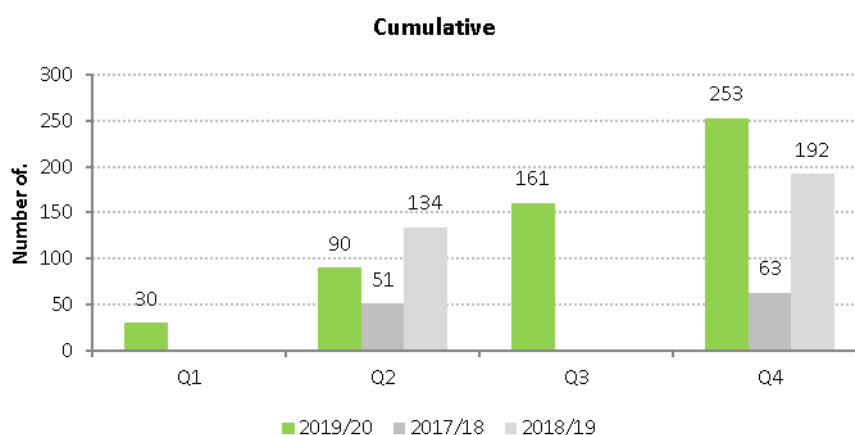
To improve energy efficiency and increase the uptake of renewable energy throughout the local area

#### Supporting ambitions:

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

#### Measures:

**4.1 Number and type of energy efficiency improvements in homes (improvement in energy efficiency rating as measured by Energy Performance Certificate)**



**Directorate:** People & Communities

**Measure owner:** AD Individuals and Families

**Comments:** The team have seen an increase this year with the warm home team delivering 61 more improvements than last year. These improvements have included replacing inefficient / broken heating systems, which not only cause issues for our vulnerable residents through additional cost, breaking down in cold weather, but affect our environment

**Risk:** As previous, the Warm Home Funding is limited in both time and value. There is not an allocation per authority and therefore it is essential to encourage early take up to residents. There is also only limited discretionary funding and there is a risk that there will not be sufficient funding for the full year.

**4.2 Number and type of energy efficiency improvements in commercial premises (measured as above)**

**Directorate:** People & Communities

**Measure owner:** AD Individuals and Families

**Comments:** Solar Together is a group-buying scheme, to purchase solar photovoltaic panels at a competitive price. The scheme is promoted by the Council and this year it was open to small and medium-sized enterprises as well as domestic properties. Final installations are not yet complete, so it is not clear if any businesses took up the offer

**Risk:** None identified

## Objective 5

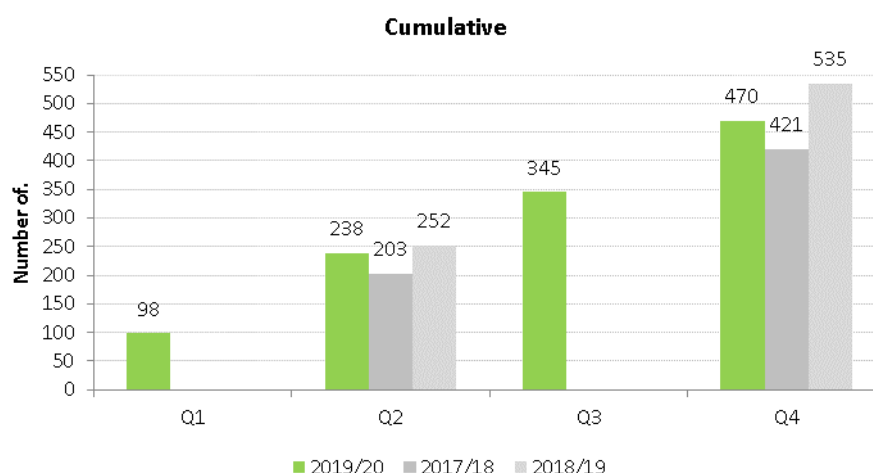
To further enhance the high quality local environment

Supporting ambitions:

- To achieve *Environmental Excellence in everything we do*

### Measures:

#### 5.1 Number of fly tips



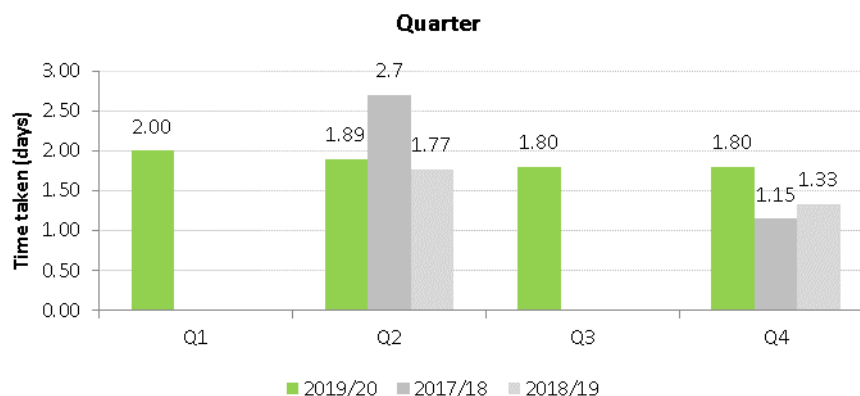
**Directorate:** Place

**Measure owner:** AD Regulatory

**Comments:** When compared to Q4 2018/19 the number of fly tips cleared has dropped significantly which has impacted the cumulative performance across the year. This is likely due to the lockdown and more people staying at home, less businesses operating, and less inclination to venture outside. Location analysis indicates that fly tips are equally split between rural and urban so no obvious trends have been identified.

**Risk:** With Household Waste Recycling Centres (HWRCs) closed during the first 6/7 weeks of the lockdown, there was a risk that fly tipping would increase significantly. This wasn't the case and numbers have dropped. As the lockdown eases and more people return to work, the trend of fly tipping may once again rise and could be exacerbated by the economic impact of the lockdown, with businesses and individuals looking to save costs on waste disposal. This will impact on the costs to the Council in clearing fly tipping and investigating incidents.

#### 5.2 Time taken to collect fly tips (average time taken)



|                                      | <div><b>Directorate:</b> People &amp; Communities<br/><b>Measure owner:</b> AD Community Service</div> <div><b>Comments:</b> Fluctuations in quarterly results can be expected, and these are dictated by the number, volume, type of fly tips and natures of dumped waste requiring collection.<br/>Larger fly tips will take longer to clear. A spate of fly tipping could affect the quarterly average.</div> <div><b>Risk:</b> Reputational - the public expect fly tips to be cleared quickly so as to avoid more fly tipping occurring.</div>  |         |         |         |    |   |  |    |    |  |    |    |  |    |    |    |
|--------------------------------------|--|---------|---------|---------|----|---|--|----|----|--|----|----|--|----|----|----|
| 5.3 Number of reports of dog fouling | <div><p style="text-align: center;"><b>Quarter</b></p><table><tr><th>Quarter</th><th>2019/20</th><th>2018/19</th></tr><tr><td>Q1</td><td>5</td><td></td></tr><tr><td>Q2</td><td>18</td><td></td></tr><tr><td>Q3</td><td>16</td><td></td></tr><tr><td>Q4</td><td>44</td><td>59</td></tr></table></div> <div><b>Directorate:</b> Place<br/><b>Measure owner:</b> AD Regulatory</div> <div><b>Comments:</b><br/>Public reports of dog fouling tend to follow a seasonal pattern as is displayed here over four quarters of 2019-20. Whilst Q4 is commonly a relatively high result, the reduction in reports compared to the previous year's Q4 may reflect the implications of Covid-19 lockdown from mid-March.</div> <div><b>Risk:</b> Risk continues to remain low given the current trend. Due to the current lockdown there may be a risk of irresponsible dog owners feeling less exposure and that enforcement is reduced due to social distancing. Currently this doesn't appear to be the case however.</div> | Quarter | 2019/20 | 2018/19 | Q1 | 5 |  | Q2 | 18 |  | Q3 | 16 |  | Q4 | 44 | 59 |
| Quarter                              | 2019/20  | 2018/19 |         |         |    |   |  |    |    |  |    |    |  |    |    |    |
| Q1                                   | 5  |         |         |         |    |   |  |    |    |  |    |    |  |    |    |    |
| Q2                                   | 18   |         |         |         |    |   |  |    |    |  |    |    |  |    |    |    |
| Q3                                   | 16   |         |         |         |    |   |  |    |    |  |    |    |  |    |    |    |
| Q4                                   | 44   | 59      |         |         |    |   |  |    |    |  |    |    |  |    |    |    |
| 5.4 Air Quality analysis             | <div><b>Directorate:</b> Place<br/><b>Measure owner:</b> AD Regulatory</div> <div><b>Comments:</b> Due to the current lockdown, air quality analysis tubes have not been collected and are still in situ. The reason for this is twofold; current social distancing restrictions means safety for our officers and residents is paramount, with some of the tubes in locations where risk is greater. Furthermore, the laboratory that analyses the tubes for results is currently closed, with no date currently set for reopening.</div> <div><b>Risk:</b> When tubes are collected later this year, the results are expected to show a steep drop in pollutant levels due to the effect of the lockdown since March, and</div>  |         |         |         |    |   |  |    |    |  |    |    |  |    |    |    |

a marked drop in traffic levels. In the future, with remote working becoming more popular and achievable, we may see a permanent reduction in air pollution as more people choose to work from home outside of the current lockdown.

## Objective 6

To work collaboratively to maximise the investment and funding available for the necessary infrastructure, homes and opportunities for local residents

### Supporting ambitions:

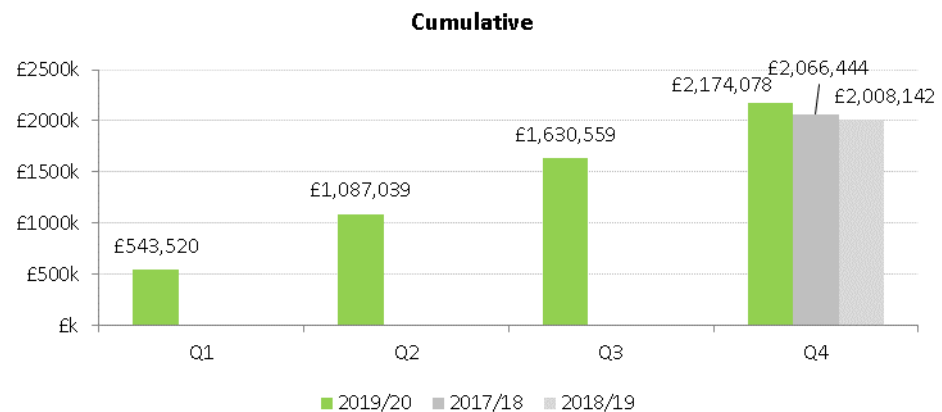
- To plan and provide well housed communities
- To deliver Economic Success in our area

### Long term outcome we will be recognised for:

- Its distinctive character with high standards of design

### Measures:

#### 6.1 Income from New Homes Bonus (NHB)

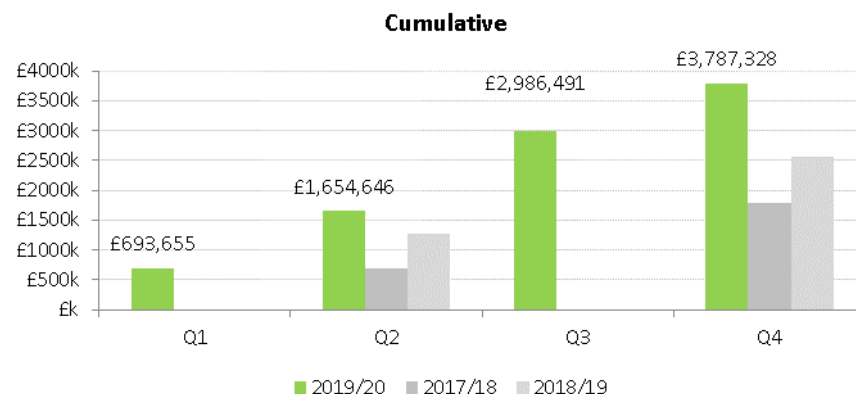


**Directorate:** Place  
**Measure owner:** AD Planning

**Comments:** Total income for New Homes Bonus for 2019/20 is £2,174,078 as per MHCLG Final Settlement, Jan 2020. This final profile payment is therefore as expected.

**Risk:** Remote risk that MHCLG will default on payments - however, all scheduled payments received as per expected during 19/20.

#### 6.2 Amount of Community Infrastructure Levy (CIL) collected and overdue



|                 | <div><div>Directorate: Place</div><div>Measure owner: AD Planning</div></div> <div><div>Comments:</div><div>For Quarter 4 we have received £800,837.19 and there is £356,157.06 outstanding, however payment plans have been agreed to secure this income upon the sale of the developments. The Total CIL received during the year is £3,787,328.05</div></div> <div><div>Risk:</div><div>Payments due in the next financial year are being requested to be delayed in light of recent Government advice and this will impact on when CIL is collected but not the amount due in light of Covid-19. To date requests to defer £1,553,954 up to 30/9/2020 have been received. This will still allow the Parish and GNGB payments to be made as part of the biannual payments. A further £957,002 has been deferred up to 31/3/2021.</div></div>  |              |              |              |              |    |         |  |  |    |          |      |      |    |          |  |  |    |          |      |      |
|-----------------|--|--------------|--------------|--------------|--------------|----|---------|--|--|----|----------|------|------|----|----------|--|--|----|----------|------|------|
| 6.3 S106 income | <div><div><div>Quarter</div><table><thead><tr><th>Quarter</th><th>2019/20 (£k)</th><th>2017/18 (£k)</th><th>2018/19 (£k)</th></tr></thead><tbody><tr><td>Q1</td><td>£52,120</td><td></td><td></td></tr><tr><td>Q2</td><td>£374,364</td><td>£170</td><td>£160</td></tr><tr><td>Q3</td><td>£613,173</td><td></td><td></td></tr><tr><td>Q4</td><td>£253,461</td><td>£280</td><td>£150</td></tr></tbody></table></div></div> <div><div>Directorate: Place</div><div>Measure owner: AD Planning</div></div> <div><div>Comments:</div><div>4 legal agreements were signed in this quarter, 2 of which were Deeds of variation to previous agreements. The 2 new agreements could lead to the delivery of 250 new dwellings, an 80-bed care home and 19 assisted dwellings. Of these 83 would be affordable. The agreements could provide contributions of £114,932 for GI projects, £610,000 for open space provision. This quarter we collected £253,461.49 from 3 agreements, £245,424.24 towards off site affordable housing and £8037.25 towards Green Infrastructure. £85,051.34 has been invoiced and is outstanding<br/>Total S106 income for the whole year amounts to £1,293,117.44</div></div> <div><div>Risk:</div><div>The risk is that these monies will have to be returned to the developers if they are not spent on the facilities required by the agreements</div></div> | Quarter      | 2019/20 (£k) | 2017/18 (£k) | 2018/19 (£k) | Q1 | £52,120 |  |  | Q2 | £374,364 | £170 | £160 | Q3 | £613,173 |  |  | Q4 | £253,461 | £280 | £150 |
| Quarter         | 2019/20 (£k)   | 2017/18 (£k) | 2018/19 (£k) |              |              |    |         |  |  |    |          |      |      |    |          |  |  |    |          |      |      |
| Q1              | £52,120  |              |              |              |              |    |         |  |  |    |          |      |      |    |          |  |  |    |          |      |      |
| Q2              | £374,364   | £170         | £160         |              |              |    |         |  |  |    |          |      |      |    |          |  |  |    |          |      |      |
| Q3              | £613,173   |              |              |              |              |    |         |  |  |    |          |      |      |    |          |  |  |    |          |      |      |
| Q4              | £253,461   | £280         | £150         |              |              |    |         |  |  |    |          |      |      |    |          |  |  |    |          |      |      |

## **Objective 7**

**To maximise the delivery of the right homes in the right place to meet our residents' needs**

***Supporting ambition:***

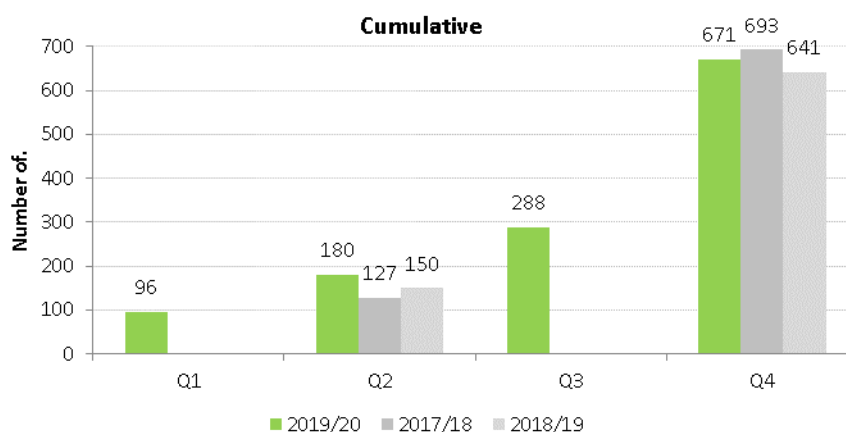
- ***To plan and provide well housed communities***

**Long term outcome we will be recognised for:**

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

**Measures:**

**7.1a Number of new homes delivered: total**



**Directorate:** Place

**Measure owner:** AD Planning

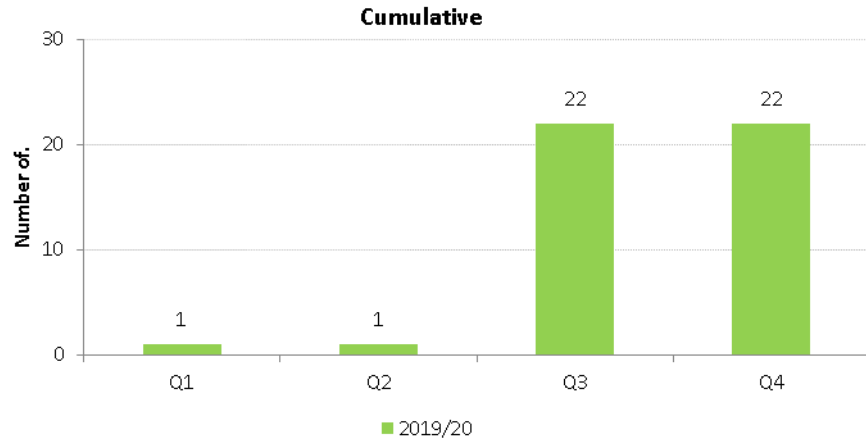
**Comments:** Initial monitoring returns at the end of Q4 of 2019/20 identifies a further 383 house completions in addition to those reported in previous quarterly returns. This means there have been 671 housing completions in total in the financial year.

Due to the Covid-19 travel restrictions, end of year on site checks were not able to be completed as normal. Officers are in the process of engaging with housebuilders to establish the number of plots they have recorded as of 31 March 2020. The figure reported in this return may therefore be subject to further revision. Final end of year figures are those which form the basis of the statutory housing flow and housing delivery test data returns, the JCS AMR and the 5-year housing land supply statement.

By way of comparison, the Joint Core Strategy housing requirement equates to 706 homes delivered per year within Broadland. The minimum annual housing requirement based on government's methodology for calculating Local Housing Need is 527 homes per year. The updated Greater Norwich Housing Land Supply Statement that was published in February 2020 forecast 682 housing completions in Broadland in 2019/20, this was a reduction from the 743 expected in the previous version of the Housing Land Supply Statement that was included as a comparator figure in previous quarterly monitoring reports..

**Risk:** Due to the Covid-19 travel restrictions, end of year on site checks were not able to be completed as normal. Officers are in the process of engaging with housebuilders to establish the number of plots they have recorded as of 31 March 2020. The figure reported in this return may therefore be subject to further revision.

**7.1b Number of new homes delivered: through Broadland Growth Ltd**



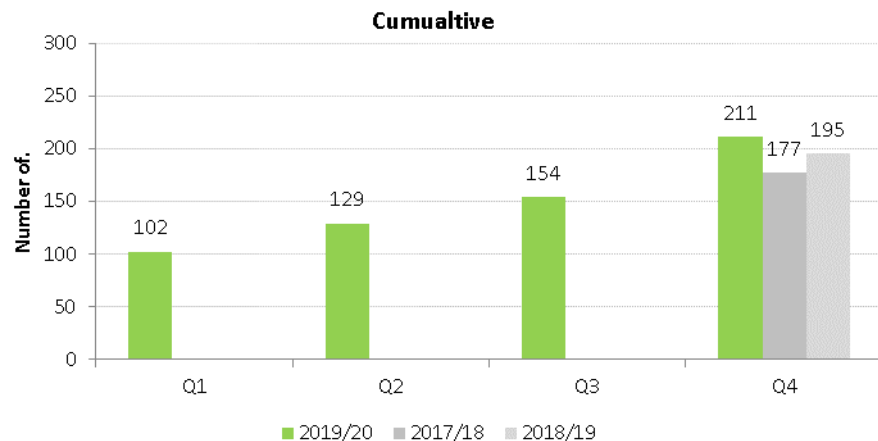
**Directorate:** Managing Director

**Measure owner:** MD Broadland & South Norfolk

**Comments:** Prior to lockdown in March 2020 five open market sales had completed, and seven sold subjects to contract. These sales are progressing but have been delayed because of Covid-19. The total number of homes delivered by Broadland Growth Ltd in 2019/20 is 22, of which 8 were affordable homes.

**Risk:** Lockdown has stalled the progression of sales on the development. Once there is clarity on when sales agents will be open, and sales and viewings can proceed again a program will be put in place to progress sales. BGL has been in contact with their Solicitors and is aware of the current position of those purchasers progressing through the sales process.

**7.2a Number of new affordable homes delivered: total**



**Directorate:** Place

**Measure owner:** AD Economic Growth

**Comments:** Within this Quarter we report 57 new affordable homes completed. We note that of these x 20 should have been reported under Q3 but due to late reporting have been recorded within this Quarter. [In addition, for Q4 completions of these x 5 were assumed - as they occurred after lockdown].  
The Final Tenure split for the year showed 145 delivered for Rent and 66 delivered as Affordable Homes Ownership (AHO) products. This gives a

|  | <p>tenure split of 69% for Rent (as ART or Intermediate Rent) and 31% as AHO products.</p> <p><b>Risk:</b> We note that within the final total affordable housing completions the majority were developed by Housebuilders under S106 obligations. Within the current climate this therefore presents a significant risk to AH delivery for 2020-2021.</p> <p>An additional point of note is that BDC does not record the completed sales of Equity Loan product through Help to Buy within the Affordable Homes completions data. In 19/20 there were an additional 198 reported sales in Broadland through Help to Buy (equity loan).</p>  |         |         |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
|--|--|---------|---------|---------|---------|----|-----|----|---|----|-----|-----|-----|----|-----|-----|-----|----|-----|-----|-----|
| <b>7.2b Number of new affordable homes delivered: through Broadland Growth Ltd</b> | <div><p><b>Cumulative</b></p><table border="1"><thead><tr><th>Quarter</th><th>2019/20</th></tr></thead><tbody><tr><td>Q1</td><td>0</td></tr><tr><td>Q2</td><td>0</td></tr><tr><td>Q3</td><td>2</td></tr><tr><td>Q4</td><td>10</td></tr></tbody></table></div> <div><p><b>Directorate:</b> Managing Director</p><p><b>Measure owner:</b> MD Broadland &amp; South Norfolk</p></div> <div><p><b>Comments:</b> 8 affordable homes have been completed in Q4. This comprises 2 x shared ownership and 3x Affordable Rent Tenure transferred to Broadland Housing Group. Two shared equity sales completed, and one sold subject to contract.</p><p><b>Risk:</b> No Comment</p></div>   | Quarter | 2019/20 | Q1      | 0       | Q2 | 0   | Q3 | 2 | Q4 | 10  |     |     |    |     |     |     |    |     |     |     |
| Quarter  | 2019/20  |         |         |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| Q1   | 0  |         |         |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| Q2   | 0  |         |         |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| Q3   | 2  |         |         |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| Q4   | 10   |         |         |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| <b>7.3 Number of empty homes (CTB1)</b>  | <div><p><b>Quarter</b></p><table border="1"><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>344</td><td></td><td></td></tr><tr><td>Q2</td><td>348</td><td>265</td><td>222</td></tr><tr><td>Q3</td><td>352</td><td>265</td><td>222</td></tr><tr><td>Q4</td><td>384</td><td>265</td><td>222</td></tr></tbody></table></div> <div><p><b>Directorate:</b> Resources</p><p><b>Measure owner:</b> AD Finance</p></div> <div><p><b>Comments:</b> A system error in previous years, which was not correctly categorising some homes as long-term empty but instead recording them as second homes has meant the figures for 2019/20 look much higher to earlier years. When Officers discovered the system error at the beginning of the financial year, they investigated each property to ensure it is now correctly accounted for and resolved the system error..</p></div> | Quarter | 2019/20 | 2017/18 | 2018/19 | Q1 | 344 |    |   | Q2 | 348 | 265 | 222 | Q3 | 352 | 265 | 222 | Q4 | 384 | 265 | 222 |
| Quarter  | 2019/20  | 2017/18 | 2018/19 |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| Q1   | 344  |         |         |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| Q2   | 348  | 265     | 222     |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| Q3   | 352  | 265     | 222     |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |
| Q4   | 384  | 265     | 222     |         |         |    |     |    |   |    |     |     |     |    |     |     |     |    |     |     |     |



|   |   |
|---|---|
|   | <p><b>Risk:</b> There is a risk that the number of empty properties may increase if the housing market is affected by Covid-19 over the course of the year. This will not become apparent for some time.</p>  |
| 7.4 Number of supported homes delivered |   |
|   | <p><b>Directorate:</b> Place</p> <p><b>Measure owner:</b> AD Economic Growth</p>  |
|   |   |
|   | <p><b>Comments:</b> A planning application for 58 Extra Care Units has been submitted for Herondale, Acle. This is for an over 55 schemes for applicants requiring additional care. The nominations list will be compiled by County alongside the Council's and Saffron's Housing lists. Allocation priority will be given to Residents of Broadland and then adjacent LA areas. If granted Planning Permission Crocus Homes will deliver the units for Saffron Housing Trust - assisted by Homes England and County Council grant funding. This will provide delivery of 1 &amp; 2 bedroom self-contained apartments for Rent and Shared Ownership</p> |
|   | <p><b>Risk:</b> None identified</p>   |

## Objective 8

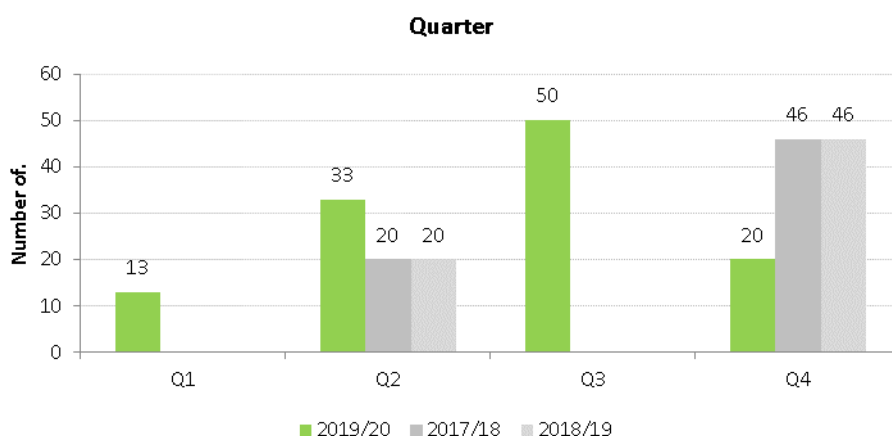
To improve the condition of housing through support and regulation

*Supporting ambitions:*

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

### Measures:

#### 8.1 Number of homes improved through advice and enforcement



**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

|   | <p><b>Comments:</b> During this quarter, a total of 20 tenant complaints regarding maintenance issues were closed. Of these 15 had works completed and for the remaining cases, advice was provided to the landlord and tenant to resolve the issues.</p> <p><b>Risk:</b> The main risk relates to complaint demand increasing in the tenanted private sector. At the present the demand is within the team's capacity.</p>  |          |          |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
|---|--|----------|----------|---------|---------|----|----------|--|--|----|----------|----|-----|----|----------|--|--|----|----------|----------|----------|
| 8.2a Number of Improvement Grants/Loans | <div><p style="text-align: center;"><b>Cumulative</b></p><table><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>84</td><td></td><td></td></tr><tr><td>Q2</td><td>139</td><td>88</td><td>115</td></tr><tr><td>Q3</td><td>298</td><td></td><td></td></tr><tr><td>Q4</td><td>395</td><td>230</td><td>277</td></tr></tbody></table></div> <div><p><b>Directorate:</b> People &amp; Communities</p><p><b>Measure owner:</b> AD Individuals and Families</p></div> <p><b>Comments:</b> In the final quarter of 2019/20, a total of 97 homes received loans and grants to improve their properties. This takes the cumulative figure for the year to 395 loans and grants. Of these, 25 were disabled facilities grants, of which five also received means tested contribution grants. A further 22 homes benefited from Low Level grants, delivered through the Council's handyman scheme and eight homes accessed warm homes funding to install first time central heating systems. Utilising revenue generated by the Energy Team; we were able to offer a subsidised boiler servicing scheme this winter. 33 homes received the funding to improve the efficiency of their boiler and highlight potential issues with the system.</p> <p><b>Risk:</b> Risk to procedure relates to funding streams currently available via external sources such as the Ministry of Housing, Communities and Local Government via the Better Care Fund and the Warm Homes Fund.</p> | Quarter  | 2019/20  | 2017/18 | 2018/19 | Q1 | 84       |  |  | Q2 | 139      | 88 | 115 | Q3 | 298      |  |  | Q4 | 395      | 230      | 277      |
| Quarter                                 | 2019/20  | 2017/18  | 2018/19  |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| Q1                                      | 84   |          |          |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| Q2                                      | 139  | 88       | 115      |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| Q3                                      | 298  |          |          |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| Q4                                      | 395  | 230      | 277      |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| 8.2b Amount of Improvement Grants/Loans | <div><p style="text-align: center;"><b>Cumulative</b></p><table><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>£267,591</td><td></td><td></td></tr><tr><td>Q2</td><td>£432,448</td><td></td><td></td></tr><tr><td>Q3</td><td>£542,872</td><td></td><td></td></tr><tr><td>Q4</td><td>£930,961</td><td>£769,089</td><td>£898,890</td></tr></tbody></table></div>  | Quarter  | 2019/20  | 2017/18 | 2018/19 | Q1 | £267,591 |  |  | Q2 | £432,448 |    |     | Q3 | £542,872 |  |  | Q4 | £930,961 | £769,089 | £898,890 |
| Quarter                                 | 2019/20  | 2017/18  | 2018/19  |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| Q1                                      | £267,591   |          |          |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| Q2                                      | £432,448   |          |          |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| Q3                                      | £542,872   |          |          |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |
| Q4                                      | £930,961   | £769,089 | £898,890 |         |         |    |          |  |  |    |          |    |     |    |          |  |  |    |          |          |          |

|  |  |
|--|--|
|  | <div><div>Directorate: People &amp; Communities<br/>Measure owner: AD Individuals and Families</div><div>Comments: Total spend on budget this year excluding WHF and dementia grants was £930,961. This figure is made up from the disabled facilities grant budget and includes spend on boiler and thermal assistance, and low level grants which helps to provide quick support to residents to remain independent.</div><div>Risk: No associated risks</div></div>   |
| 8.3 Number of Homes in Multiple Occupation (HMOs) to legislative standards | <div><div><div>Quarter</div><div><div><div>Number of.</div><div><div><div><div>45</div><div>49</div><div>48</div><div>47</div></div><div><div>44</div><div>48</div><div>37</div></div></div><div><div>Q1</div><div>Q2</div><div>Q3</div><div>Q4</div></div></div><div><div>2019/20</div><div>2017/18</div><div>2018/19</div></div></div></div><div><div>Directorate: People &amp; Communities<br/>Measure owner: AD Individuals and Families</div><div>Comments: The numbers have not changed since the previous quarter. 47 up to legislative standard and 12 HMO licences issued.</div><div>Risk: No associated risks.</div></div></div></div> |

## Objective 9

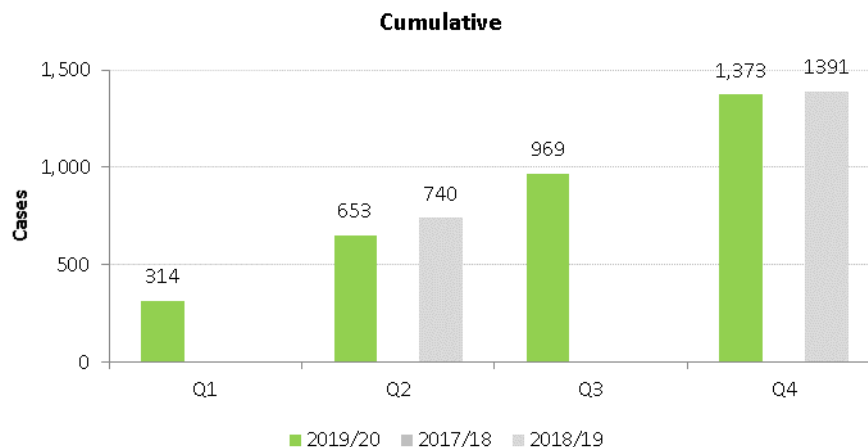
To understand people's housing problem and help them solve it (Assistant Director Individuals & Families)

*Supporting ambition:*

- *To plan and provide well housed communities*

### Measures:

#### 9.1 Demand on the service

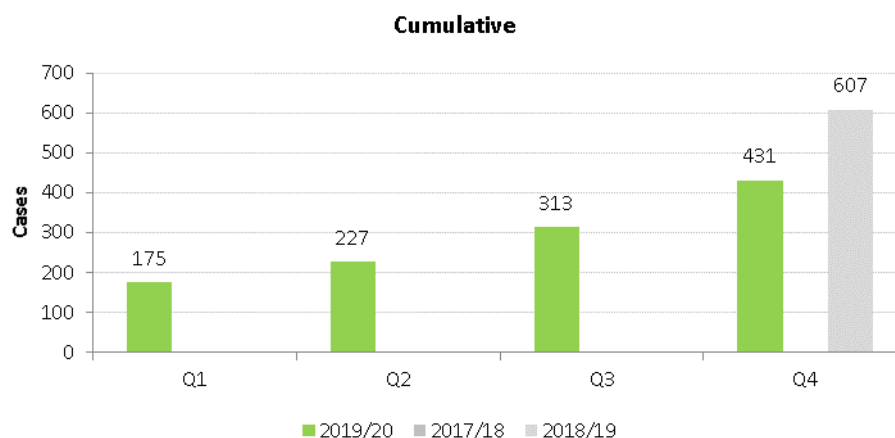


**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

**Comments:** This measure provides total demand on the service. Demand remains stable at a further 404 customers requiring assistance from the Home Options teams this quarter. The outcomes of which remain a mixture of assisting to retain current accommodation, assisting to seek private sector accommodation (with 12 Loans and 4 grants being provided during this time) and Housing Association properties.

**Risk:** The aforementioned system reviews detailed in Q3 continues to be a priority however we are embedding the one team model in all aspects that sit outside the system provision wherever possible.

#### 9.2 Effectiveness of Housing Options



**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

|                                    | <p><b>Comments:</b> This measure provides information on the customers from 9.1 who have gained assistance through partner agencies that we support. The figure for this quarter is 118 with 20 being assisted by Leeway and a further 82 through debt services ensuring they can continue to remain in their current home. Although there appears to be a decrease from previous years, the decrease is not about operational performance it is about changes to the report mechanism and so comparison is not going to show like for like.</p> <p><b>Risk:</b> No risks recorded however complete overview of SLA being undertaken within the service review to make sure there is no duplication within the one team approach.</p>   |         |         |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
|------------------------------------|---|---------|---------|---------|---------|----|-----|--|--|----|-----|-----|--|----|-----|--|--|----|-----|-----|-----|
| 9.3 Nominations                    | <div><p style="text-align: center;"><b>Cumulative</b></p><table><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>134</td><td></td><td></td></tr><tr><td>Q2</td><td>238</td><td>275</td><td></td></tr><tr><td>Q3</td><td>328</td><td></td><td></td></tr><tr><td>Q4</td><td>401</td><td>483</td><td>442</td></tr></tbody></table></div> <div><p><b>Directorate:</b> People &amp; Communities</p><p><b>Measure owner:</b> AD Individuals and Families</p></div> <p><b>Comments:</b> The delivery of new build was not at the same level this quarter hence the reduction of available properties for people. We were able to assist a further 58 people into Housing Association properties and 15 people into sheltered accommodation.</p> <p><b>Risk:</b> Delivery is also key within the service review. It is vital that we mobile the housing sector as far as possible ensure that stock is fully utilised and that any new build facilitates this. Housing Enabling is a key factor and their presence on the joint member working group is helping to mitigate any risks within this measure.</p> | Quarter | 2019/20 | 2017/18 | 2018/19 | Q1 | 134 |  |  | Q2 | 238 | 275 |  | Q3 | 328 |  |  | Q4 | 401 | 483 | 442 |
| Quarter                            | 2019/20   | 2017/18 | 2018/19 |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| Q1                                 | 134   |         |         |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| Q2                                 | 238   | 275     |         |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| Q3                                 | 328   |         |         |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| Q4                                 | 401   | 483     | 442     |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| 9.4 Use of temporary accommodation | <div><p style="text-align: center;"><b>Cumulative</b></p><table><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>14</td><td></td><td></td></tr><tr><td>Q2</td><td>34</td><td>52</td><td></td></tr><tr><td>Q3</td><td>58</td><td></td><td></td></tr><tr><td>Q4</td><td>94</td><td>54</td><td>46</td></tr></tbody></table></div> <div><p><b>Directorate:</b> People &amp; Communities</p><p><b>Measure owner:</b> AD Individuals and Families</p></div> <p><b>Comments:</b> Temporary accommodation usage remained quite high due to the reduction in available properties. A further 36 people required TA accommodation</p>  | Quarter | 2019/20 | 2017/18 | 2018/19 | Q1 | 14  |  |  | Q2 | 34  | 52  |  | Q3 | 58  |  |  | Q4 | 94  | 54  | 46  |
| Quarter                            | 2019/20   | 2017/18 | 2018/19 |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| Q1                                 | 14  |         |         |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| Q2                                 | 34  | 52      |         |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| Q3                                 | 58  |         |         |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |
| Q4                                 | 94  | 54      | 46      |         |         |    |     |  |  |    |     |     |  |    |     |  |  |    |     |     |     |

|  |  |
|--|--|
|  | during the final quarter. 12 of these were accommodated in Bed & Breakfast.  |
|  | <b>Risk:</b> As per 9.3 this is also closely linked to delivery but also the use of PSL and owned TA to minimise costs and provide the best type of accommodation as possible. The review is meeting this challenge head on. There is no doubt however that as one team with the complimentary models in place we will become better placed to meet this demand. The impact of Covid-19 which has driven the change to a one team TA provision has expediated this change. |

## Objective 10

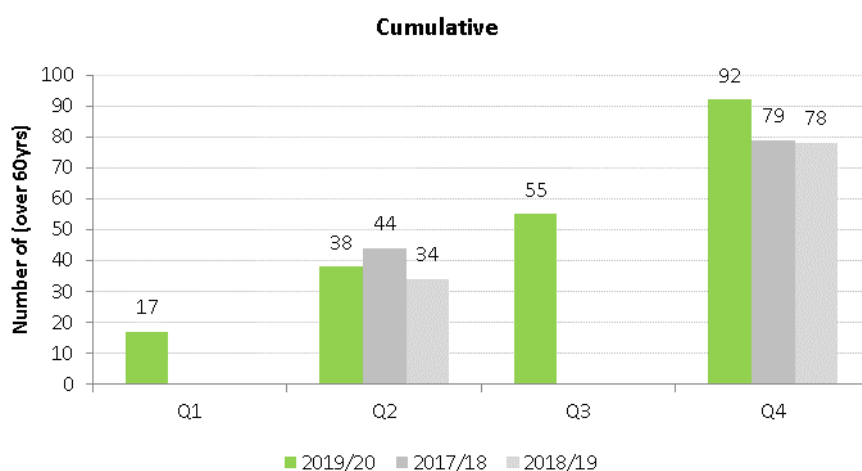
To address the needs of vulnerable residents to ensure they can continue to live independently

*Supporting ambitions:*

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

### Measures:

**10.1 Number of Disabled Facilities Grants (DFGs) completed for older people (age 60+)**

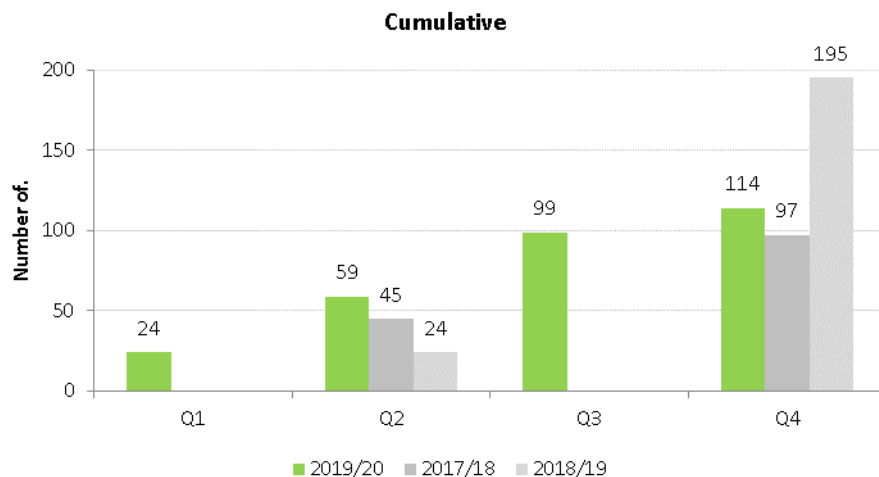


**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

**Comments:** Of the 25 DFGs completed this quarter, **19 of them supported applicants over the age of 60**. Additionally, **18 low level grants were delivered** (15 of these through the Handyperson scheme), supported residents known to be over the age of 60. In total the figure for Q4 was 37.

**Risk:** There is a risk of uncertainty around the long-term future of DFG funding. Officers continue to work alongside partners and lobby groups to make our position on this clear.

## 10.2 Housing options available for older people

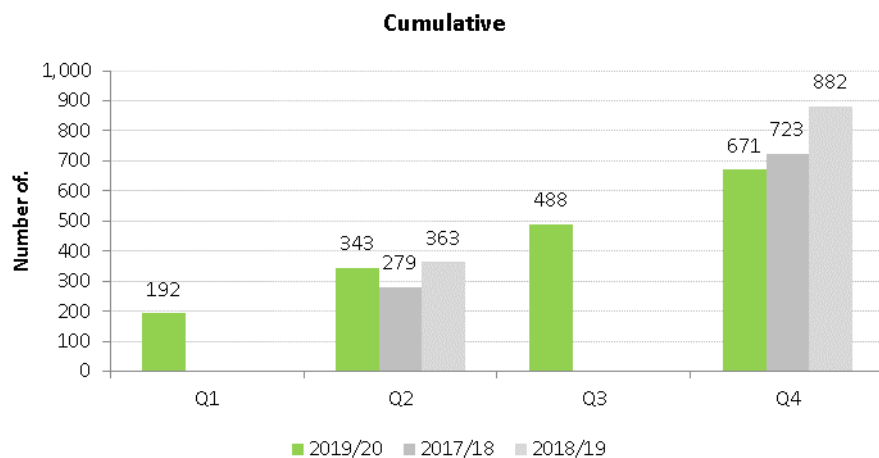


**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

**Comments:** We successfully nominated a further 15 people into Sheltered provision. This runs in line with the previous quarter and is a positive trend we hope to see continue. Overall, we nominated 114 people in 2019/20. This is a reduction of 81 against the previous year due to a reduced number of properties made available during the year and seasonal weather variation, influencing demand on sheltered housing.

**Risk:** No risks highlighted at this stage.

## 10.3 Number of interventions to assist vulnerable people in their own homes (Home Improvement Agency/Handyperson)

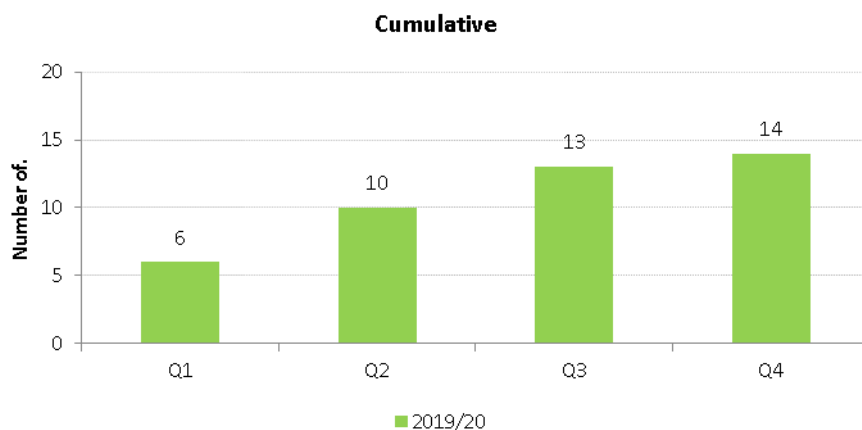


**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

**Comments:** A total of 134 completed jobs through the Handyperson plus service with a further 35 low level grants this quarter. HIA officers have completed 14 cases for both DFG and non-DFG residents. Figures were lower than usual in March due to restrictions on visiting vulnerable residents.

**Risk:** None identified

**10.4 Number of residents increasing disposable income through benefits check, switch and save etc**



**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

**Comments:**

The Council's Care & Repair team completed 1 benefit referral in Q4. In total we made 14 benefit referrals in 2019/20. In addition to this 56 Broadland residents have been supported to increase disposable incomes and access eligible benefits through the Warm Homes Scheme. A switch and save auction took place in February 2020. 301 Broadland residents registered for this auction, of which 74 switched tariffs through the scheme. The average realised saving was £248

**Risk:**

The majority of residents are able to register and accept their offers for the big switch and save online but some cant. To mitigate the risk of some not being able to increase disposable income then the energy team provides assistance to those who are not able to register by completing offline registrations

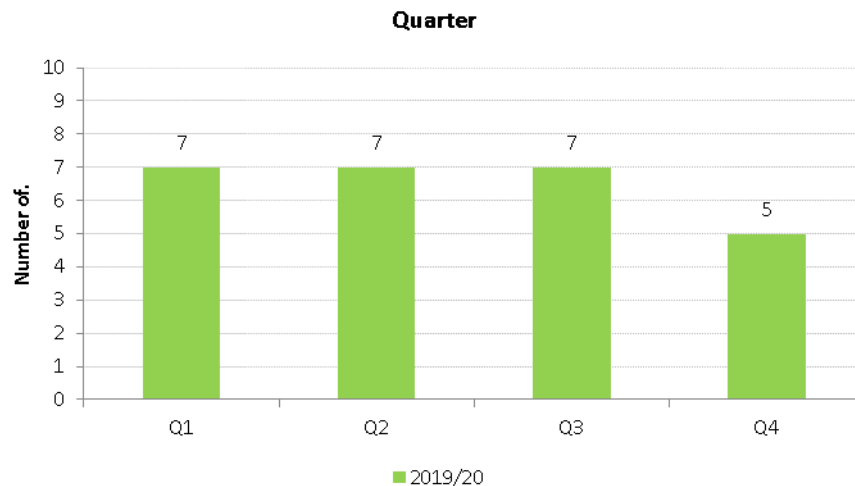
**Objective 11**

**To address community concerns and reduce the incidence of crime through targeted action**

**Supporting ambitions:**

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



**Measures:****11.1 Impact and outcomes of interventions**

**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

**Comments:** The quarterly figure relates to the number of people supported through the Root Cause Project to address an underlying issue of hoarding. There have been 5 of these cases in Q4. We have been reviewing the way we will work to address issues of crime and will be working more closely with Regulatory services in 2020/21 to reduce the impact of crime.

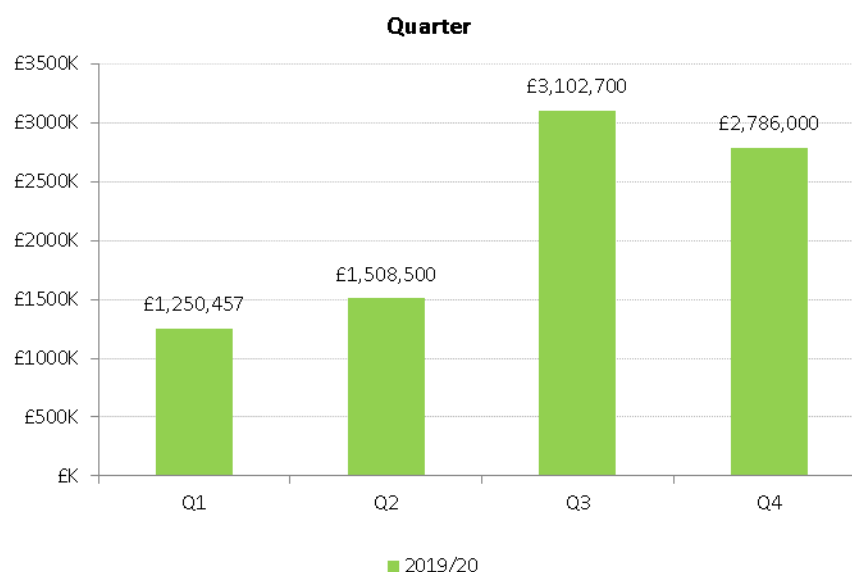
**Risk:** None identified.

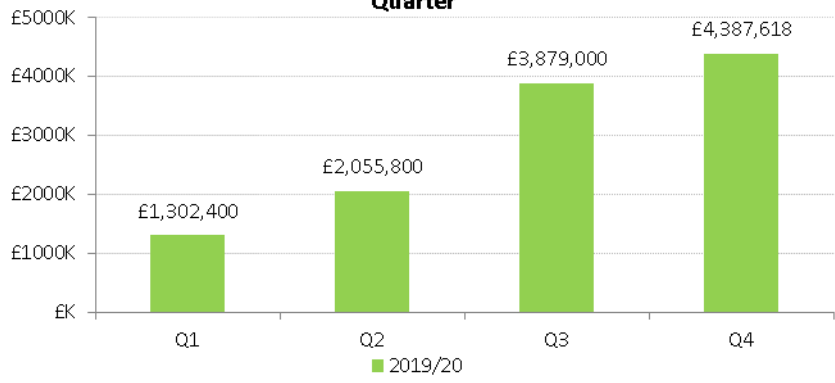
**Objective 12**

**To effectively manage our finances**

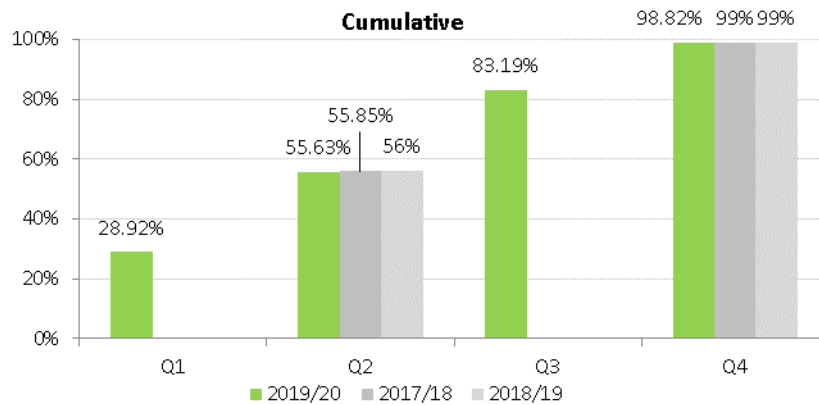
**Supporting ambition:**

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

**Measures:****12.1a Spend against revenue**

|   | <div data-bbox="379 107 1396 241"> <p><b>Directorate:</b> Resources<br/><b>Measure owner:</b> AD Finance</p> </div> <p><b>Comments:</b> The year results indicate a favourable revenue variance of £2.8m. Reasons for the variations are chiefly</p> <ul style="list-style-type: none"> <li>• An unbudgeted £1.3m s.31 Grant received.</li> <li>• Additional £0.4m from Investment Income.</li> <li>• Resource savings, including Collaboration savings of £0.3m.</li> <li>• Additional fee income of £0.1m within Place.</li> <li>• Additional £0.4m within Housing Benefits Payments, driven by a £0.4m bad debt provision reduction.</li> </ul> <p><b>NOTE these are provisional figures pending the year end process.</b></p> <p><b>Risk:</b> As highlighted in quarter 3, the organisation is bedding down under its new structure, following the changes which were largely finalised from 1 January 2020. Financial controls remain in place with reconciliations up to date and budget monitoring, budget and reporting deadlines were hit. While there is an underspend against budget for 2019/20 the impact of Covid-19 has been far greater for 2020/21. As a result, a revised budget for 2020/21 was agreed at Full Council on the 30 June.</p>   |         |            |    |            |    |            |    |            |    |            |
|---|---|---------|------------|----|------------|----|------------|----|------------|----|------------|
| <p><b>12.1b Spend against capital</b></p> | <div data-bbox="379 869 1396 1433">  <table border="1"> <caption>Quarterly Capital Spend 2019/20</caption> <thead> <tr> <th>Quarter</th> <th>Spend (£K)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£1,302,400</td> </tr> <tr> <td>Q2</td> <td>£2,055,800</td> </tr> <tr> <td>Q3</td> <td>£3,879,000</td> </tr> <tr> <td>Q4</td> <td>£4,387,618</td> </tr> </tbody> </table> </div> <div data-bbox="379 1317 1396 1433"> <p><b>Directorate:</b> Resources<br/><b>Measure owner:</b> AD Finance</p> </div> <p><b>Comments:</b> Capital spend for the year was significantly higher than base budget, however the key differences for this are the loans of £1.01m to Broadland Growth Ltd and £0.21m to Parish Council, purchase of land at Houghen Plantation £0.71m and a £0.56m contribution to the countywide broadband expansion initiative. All were committed in year, have been funded through reserves or capital receipts. The funding for the Houghen Plantation is being repaid over a five-year money from the Greater Norwich Growth Board (GNGB) pooled Community Infrastructure Levy (CIL) funding. Slippage on work on tangible fixed assets has led to underspends – it likely that these will be carried forward as there is uncertainty of when this work will be advanced or whether it will be feasible in 2020/21.</p> <p><b>Risk:</b> Expenditure was generally as expected and the risks around delivery were low, as the majority of expenditure was demand led. Work on the authorities fixed assets was significantly lower than budgeted and this does present a future risk in ensuring these assets are operationally secure going forward. This slippage is most apparent on the BVR/Marriotts Way bridges and public conveniences. Officers are working on a programme of works to address the dilapidations, particularly at the BVR, however Covid-19 has introduced a delay in delivering these.</p> | Quarter | Spend (£K) | Q1 | £1,302,400 | Q2 | £2,055,800 | Q3 | £3,879,000 | Q4 | £4,387,618 |
| Quarter                                   | Spend (£K)  |         |            |    |            |    |            |    |            |    |            |
| Q1  | £1,302,400  |         |            |    |            |    |            |    |            |    |            |
| Q2  | £2,055,800  |         |            |    |            |    |            |    |            |    |            |
| Q3  | £3,879,000  |         |            |    |            |    |            |    |            |    |            |
| Q4  | £4,387,618  |         |            |    |            |    |            |    |            |    |            |

**12.2a Collection rates for current year Council Tax**

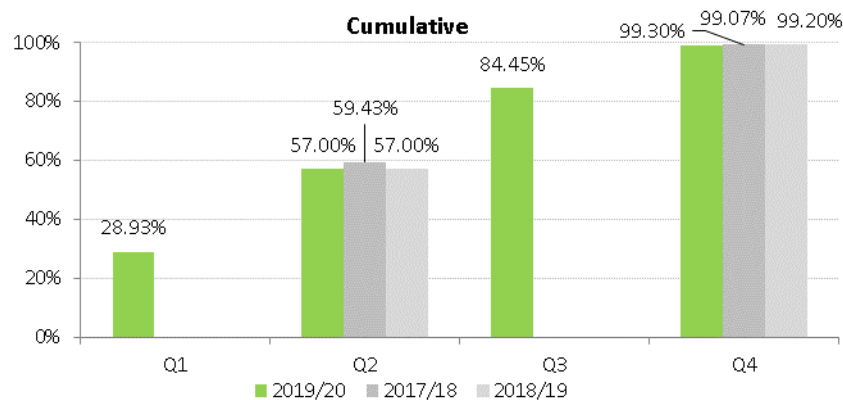


**Directorate:** Resources  
**Measure owner:** AD Finance

**Comments:** Covid-19 had an adverse effect in March 2020 preventing normal collection and recovery work during that month. There was also a minor reduction in payments from those Council Tax payers not on Direct Debit.

**Risk:** Collection rates will be affected in 2020/21 due to the effect of Covid-19. Recovery action has been suspended and courts will not be available to consider liability order applications until at least July. Enforcement Agent work is also on hold.

**12.2b Collection rates for current year Business Rates**

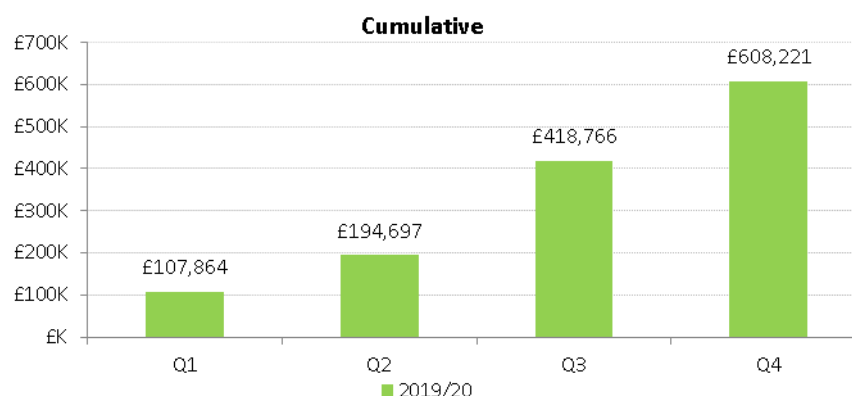


**Directorate:** Resources  
**Measure owner:** AD Finance

**Comments:** Covid-19 had an adverse effect in March 2020 preventing normal collection and recovery work during that month. There was also a reduction in payments from a number of businesses who had to close due to lockdown. Now that businesses are starting to re-open, we will continue to closely monitor collection rates going forward and obtain early indicators around this.

**Risk:** The collection rate for 2020/21 for non-domestic rates will be adversely affected by Covid-19. During the pandemic, many businesses shut, although some started to re-open during June/July. Over this period, some were unable to pay some or all of their Business Rates. Due to the uncertainty around the economy and how quickly it will recover from the pandemic we do not know the full impact on businesses and their ability to pay their business rates in the future.

### 12.3 Amount of investment income

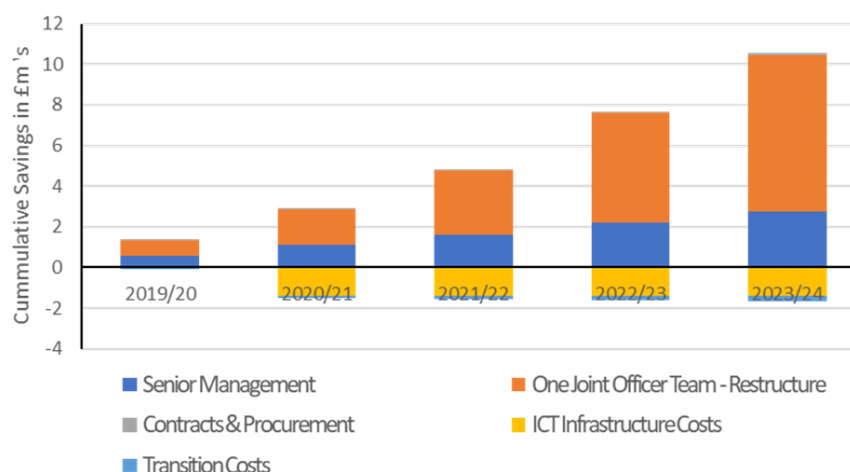


**Directorate:** Resources  
**Measure owner:** AD Finance

**Comments:** Regular dividends from the new Investec Fund have generally improved the overall investment income. During Q4 the Investec Target Fund was redeemed resulting a significant amount of repaid interest. Actual interest received far exceeded budget, however budget levels for 20/21 remained cautious due to the potential volatility in the UK exiting the EU without a deal at the end of this year.

**Risk:** The returns from investments are reliant on the state of the economy and the long-term impact of Brexit is still unknown. Our financial advisers (Link Assets) are still urging a prudent approach. The significant risks apparent towards the end of Quarter 4 were the reductions in interest rates available across all institutions as a reaction to the lowering of BoE base rates following the escalation of the Covid-19 crisis

### 12.4 Value of savings and efficiencies identified in financial year



|                          | 2019/20      | 2020/21      | 2021/22      | 2022/23      | 2023/24      |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
|                          | £'000        | £'000        | £'000        | £'000        | £'000        |
| Senior Management        | 571          | 1,098        | 1,636        | 2,184        | 2,744        |
| One Joint Officer Team   | 884          | 2,150        | 3,510        | 5,796        | 8,105        |
| Contracts & Procurement  | 34           | 75           | 80           | 96           | 96           |
| ICT Infrastructure Costs | 0            | -1,394       | -1,394       | -1,394       | -1,394       |
| Transition Costs         | -69          | -121         | -163         | -206         | -251         |
|                          | <b>1,419</b> | <b>1,808</b> | <b>3,669</b> | <b>6,476</b> | <b>9,301</b> |

|  | <div data-bbox="391 114 1390 219" style="border: 2px solid purple; padding: 5px;"> <b>Directorate:</b> Resources<br/> <b>Measure owner:</b> AD Finance </div> <p><b>Comments:</b></p> <p>The current five-year saving forecast as reported in March 2020 is £8.9m, £0.3m better than the Feasibility Study Forecast of £8.6m.</p> <p>The saving categories are as follows:</p> <ul style="list-style-type: none"> <li>• Senior Management - Savings arising from the rationalisation of the top 3 tiers of management in both Councils.</li> <li>• One Joint Officer Team - Savings arising from the combination of teams across both Councils.</li> <li>• Contracts and Procurement - Savings arising from increased purchasing power and joint procurement.</li> <li>• ICT Infrastructure Costs - Costs incurred to facilitate joint working across teams and across sites.</li> <li>• Transition Cost - Costs incurred to implement the programme</li> </ul> <p>Of these projected savings, 45% will be apportioned to BDC over the 5 years.</p> <p><b>Risk:</b> There is a risk that the level of savings or efficiencies is not significant enough to reduce the funding gap within the medium-term financial plan. To mitigate the risk a managed approach is being taken to identify savings and efficiencies and to regularly report these to the Joint Lead Member Group. Anticipated savings have been built into the 2020/21 budget and the Medium Term Financial Plan.</p> |         |            |    |         |    |         |    |         |    |         |
|--|--|---------|------------|----|---------|----|---------|----|---------|----|---------|
| <b>12.5 Type and value of new income streams</b> | <div data-bbox="438 1104 1252 1496"> <table border="1"> <caption>Cumulative New Income Streams (2019/20)</caption> <thead> <tr> <th>Quarter</th> <th>Value (£K)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£18,000</td> </tr> <tr> <td>Q2</td> <td>£36,000</td> </tr> <tr> <td>Q3</td> <td>£36,000</td> </tr> <tr> <td>Q4</td> <td>£36,000</td> </tr> </tbody> </table> </div> <div data-bbox="391 1541 1489 1646" style="border: 2px solid purple; padding: 5px;"> <b>Directorate:</b> Resources<br/> <b>Measure owner:</b> AD Finance </div> <p><b>Comments:</b> No significant new income streams have been identified. However, the Council did receive two payments of £18K, in May &amp; September from Government towards preparing for Brexit. These are one-off payments.</p> <p><b>Risk:</b> There is a risk that the level of savings or efficiencies is not significant enough to reduce the funding gap within the medium-term financial plan. A managed approach is required to identifying savings and efficiencies to ensure accurate reporting which will feed into the budget setting process and longer-term financial planning. Several projects are being evaluated e.g. LATC to service combined waste requirements for both councils. Rates for service fees are also being reviewed for possible increases.</p>  | Quarter | Value (£K) | Q1 | £18,000 | Q2 | £36,000 | Q3 | £36,000 | Q4 | £36,000 |
| Quarter  | Value (£K)   |         |            |    |         |    |         |    |         |    |         |
| Q1   | £18,000  |         |            |    |         |    |         |    |         |    |         |
| Q2   | £36,000  |         |            |    |         |    |         |    |         |    |         |
| Q3   | £36,000  |         |            |    |         |    |         |    |         |    |         |
| Q4   | £36,000  |         |            |    |         |    |         |    |         |    |         |

## Objective 13

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

### Supporting ambition:

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

### Measures:

#### 13.1 Numbers and progress of service interventions

**Directorate:** Managing Director  
**Measure owner:** AD Chief of Staff

#### Comments:

Below is an overview of the some of the key priority projects identified so far as part of the Spark transformation programme. These projects and programmes of work are in the early stages of development and further details on costs/savings will be brought forward to Members through the Joint Lead Member Group:

- 1) Organisational Development Programme including range of projects from the development of the OD Strategy and Staff survey which have now been completed, to developing a programme for managers for the future, new approach to performance management and a build our own talent scheme.
  - Benefits – A high performing culture that: meets organisational need, supports learning and development, is recognised as an employer of choice and is fit for the future.
  - Timescale – April 2020 – March 2021
- 2) Domain Programme (including development of single email address and website)
  - Benefits =Increased efficiencies related to the single email address for staff and improved customer service through increased digital service offer.
  - Timescales – Single email address Q4 20/21. Single website – Q1 21/22.
- 3) Business Intelligence Programme (including new style Strategic Risk, performance and finance reporting, business governance dashboards, and review of our data usage and data sharing capabilities)
  - Benefits - This will provide the organisation with a more effective way of tracking, managing and utilising business intelligence to inform service designs and create better outcomes for residents and businesses.
  - Timescales – New strategic template Q2
- 4) Waste Services Review
  - Benefits –Potential cost and efficiency savings and more service flexibility.
  - Timescales – April 2022
- 5) Housing System and Best in Class Housing Offer
  - Benefits –potential cost and efficiency savings and implementation of a best in class housing offer to residents.

Timescales – December 2021.

**Risk:** As a result of the Covid-19 pandemic an impact assessment will need to be carried out to determine if further financial savings will need to be made to support

|  |   |
|--|---|
|  | <p>recovery and considerations as to how these can be met via our transformation programme.</p> <p>In order to support the Council's Covid-19 response resource has been deployed that was previously allocated to the transformation programme and therefore the work programme has been re-prioritised to ensure critical transformation projects are delivered- the risk is therefore that not all initial Spark transformation projects will be delivered with the initial programme timelines.</p>   |
| <b>13.2 Summary of key improvement in services</b> | <div data-bbox="411 376 1465 488" style="border: 2px solid orange; padding: 5px;"> <p><b>Directorate:</b> Managing Director<br/> <b>Measure owner:</b> AD Chief of Staff</p> </div> <p><b>Comments:</b></p> <ul style="list-style-type: none"> <li>- Following the initial focus on the one team structures, within the first part of the year we needed to ensure that we have a solid foundation and platform to build and improve upon as we enter the more transformational aspects of our agenda. This has meant many of the items delivered during Q4 (Listed below) are enablers to put us in the best possible position for the future.</li> </ul> <p><b>Implementation of a shared HR platform</b> supporting many aspects of personnel management across the two councils including functionality such as</p> <ul style="list-style-type: none"> <li>• Paperless annual leave booking</li> <li>• Electronic sickness management and scoring</li> <li>• Paperless expense claims</li> </ul> <p>These back-office improvements although not directly seen by the customer will reduce the contact points and time needed to administer, approve and manage employee services enabling us to focus attention on more value-added activities.</p> <p><b>Site to site connectivity implemented</b> to enable improved access across the SNC and BDC networks</p> <p>This is a prerequisite to the wider piece of work relating to the future network provisions for the one team. This work will create a platform to enable staff to access systems and programmes regardless of origin council network, which will in turn enable further service specific efficiencies to be identified and implemented.</p> <p><b>Strategic plans &amp; delivery plans have been agreed outlining key activities for the year ahead.</b> This outlines the commitments we as a council are making visible and transparent to our residents and customers.</p> <p><b>A joint intranet has been launched</b>, improving the accessibility and information sharing capabilities across our one team.</p> <p><b>A joint OD strategy and staff survey has been developed</b> – We know that our staff are a vital asset without which we couldn't maintain and offer a good service for our customers. This work has supported us as we continue on our journey to become an employer of choice ensuring that we have the best staff available to deliver services for our customers.</p> <p><b>A number of IT software systems are under review to enable us to align as part of our ongoing transformation approach</b></p> <p><b>Alongside these significant steps forward have been made in our remote working provisions to mobilise our workforce during the pandemic.</b> This has enabled our workforce to continue to offer our services throughout the pandemic by enabling officers to work from home and access the systems they need, without which would have resulted in adverse impacts on our service provision or the need to further reduce services during the pandemic..</p> |

**Risk:** Due to the impacts of the Covid-19 pandemic, resources that would have been primarily used across the one team to support our transformation programme have been redeployed to support our Council wide response and recovery programme limiting our ability to complete the transformation programmes as outlined by each of the operational areas. Key transformation projects have been identified by each directorate to ensure these are on track. The rest of the programme has been placed on hold and is kept under regular review to ensure we don't miss any key transformation opportunities whilst we continue to support the individuals, businesses and communities during this difficult time.

## **Objective 14**

### **To maximise staff engagement**

#### **Supporting ambition:**

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

#### **Measures:**

##### **14.1 Level of staff engagement as evidenced through surveys**

**Directorate:** Resources

**Measure owner:** AD Governance and Business Support

**Comments:** One Team Staff Survey was carried out in March 2020. 411 staff completed the survey (approx. 54%) - this includes depot and leisure, 365 respondents completed the survey online, 46 depot colleagues completed paper-based survey.

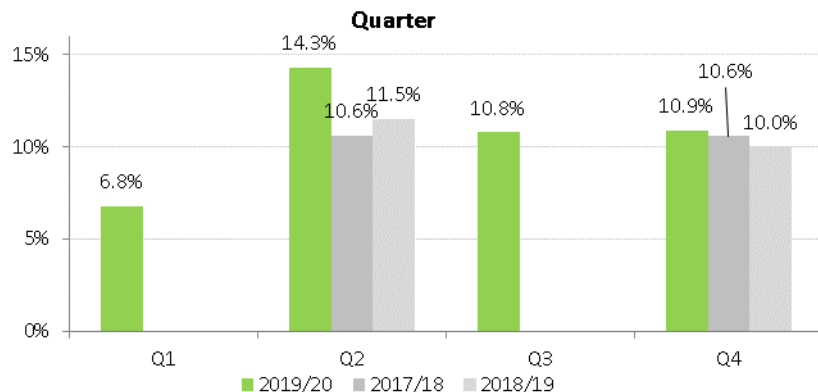
Regular all staff briefings are also ensuring staff understanding and buy in.

There is a timetable of key events that will be published through 2020/21

A wellbeing survey has also been launched on the back of Covid-19 and a wellbeing action plan is being developed.

**Risk:** We need to ensure staff buy in to the improvements that are being planned for the organisation, this is being addressed through working with the Staff Consultation Forum to ensure the steps taken are embraced by all staff and constructive feedback is received.

##### **14.2 Staff turnover**





|  | <div><div>Directorate: Resources</div><div>Measure owner: AD Governance and Business Support</div></div> <div><div>Comments:</div><div>Six members of staff left voluntarily during the last period (includes 1 retirement). This is an annualised figure of 10.90 %. Actual annual staff turnover is 10.70% of the workforce. The turnover data is for BDC only (as such this excludes South Norfolk Council Depot and Leisure Centres).</div><div>Risk: The Council one team structure review came into force from 1 January 2020. It is usual to see a change of turnover figure following a structure change, however with the current health pandemic limiting opportunities it is likely that change will be seen beyond Q4, turnover will be monitored closely with exit interviews undertaken. Work to track staff turnover figures post implementation of the new structure will be carried out, with attention to leavers within the first 12 months, to identify trends and to deliver improvements in recruitment and retention.</div></div>  |         |         |         |         |    |      |  |  |    |      |     |     |    |      |  |  |    |      |     |     |
|--|---|---------|---------|---------|---------|----|------|--|--|----|------|-----|-----|----|------|--|--|----|------|-----|-----|
| 14.3 Staff attendance (sickness absence) | <div><div><div>Quarter</div><table><thead><tr><th>Quarter</th><th>2019/20</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>1.80</td><td></td><td></td></tr><tr><td>Q2</td><td>3.50</td><td>6.4</td><td>6.1</td></tr><tr><td>Q3</td><td>5.40</td><td></td><td></td></tr><tr><td>Q4</td><td>7.00</td><td>6.7</td><td>5.1</td></tr></tbody></table></div><div><div>Directorate: Resources</div><div>Measure owner: AD Governance and Business Support</div></div><div><div>Comments:</div><div>The total average days lost per employee during quarter 4 through staff sickness is 1.6days (1.0 day for short term and 0.6 days for long term).<br/>The cumulative year end position is an average of 4.1 days for short term sickness, which is within the target of 4.5 days.<br/>The cumulative year end position for long term sickness is 3.12 days.<br/><br/>The sickness absence data is for BDC only (as such this excludes South Norfolk Council Depot and Leisure Centres).</div><div>Risk:<br/>Absence continues to be closely monitored, the uncertainty regarding coronavirus continues to pose a risk in terms of the risk of a second wave of coronavirus and also the impact of the first wave on the health and wellbeing of employees. Measures are being taken through the proposed wellbeing strategy that is being developed to mitigate this risk following the first wave and offer wellbeing support to employees.</div></div></div> | Quarter | 2019/20 | 2017/18 | 2018/19 | Q1 | 1.80 |  |  | Q2 | 3.50 | 6.4 | 6.1 | Q3 | 5.40 |  |  | Q4 | 7.00 | 6.7 | 5.1 |
| Quarter                                  | 2019/20   | 2017/18 | 2018/19 |         |         |    |      |  |  |    |      |     |     |    |      |  |  |    |      |     |     |
| Q1                                       | 1.80  |         |         |         |         |    |      |  |  |    |      |     |     |    |      |  |  |    |      |     |     |
| Q2                                       | 3.50  | 6.4     | 6.1     |         |         |    |      |  |  |    |      |     |     |    |      |  |  |    |      |     |     |
| Q3                                       | 5.40  |         |         |         |         |    |      |  |  |    |      |     |     |    |      |  |  |    |      |     |     |
| Q4                                       | 7.00  | 6.7     | 5.1     |         |         |    |      |  |  |    |      |     |     |    |      |  |  |    |      |     |     |

### Objective 15

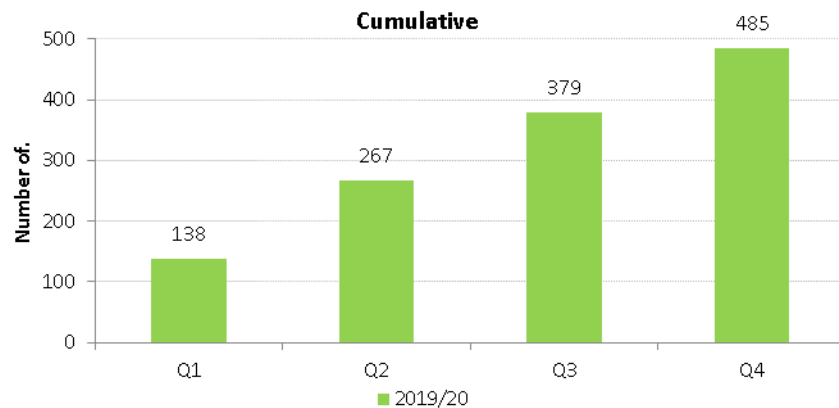
To enhance public safety and minimise health risks

Supporting ambition:

- *To increase levels of health and wellbeing*

#### Measures:

##### 15.1 Number of food premises inspected



**Directorate:** Place

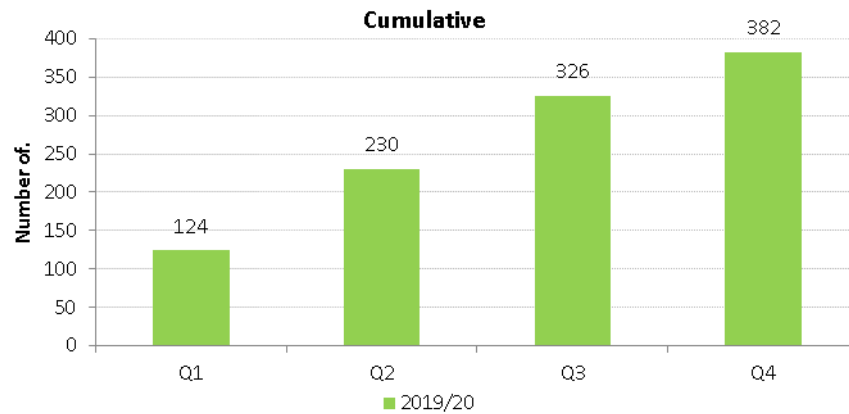
**Measure owner:** AD Regulatory

**Comments:** Food businesses are risk rated A (highest) to E (lowest). In Q4 staffing capacity has completed 80 higher risk food (A - D) premises inspections and 26 lower risk (E), despite constrained capacity (vacant post / maternity leave).

**Risk:** Post vacancies and maternity absences in the Food, Safety & Licensing teams' operating staffing since January 2020 have constrained the capacity to carry out food safety inspections. This risk is being managed through additional hours for part time staff and contractor support whilst we recruit at present to our vacant food safety posts.

As previously briefed to portfolio holder and advised in Q3 reporting, the Food Standards Agency has enquired about our future plans for Food Safety inspections after in 2018/19 a significant number of registered lowest-risk food premises were not inspected (or not able to be inspected).

**15.2 Number of food premises achieving 5-star rating**



**Directorate:** Place  
**Measure owner:** AD Regulatory

**Comments:** 56 food premises inspected during Q4 achieved a Food Hygiene Rating of 5 (very good). This represented 73% of the ratings awarded during this period. Please note: Whilst focussing on high food hygiene ratings is good both for consumers and business, a food hygiene rating of 3 is 'satisfactory' and indicates broad compliance with food safety requirements.

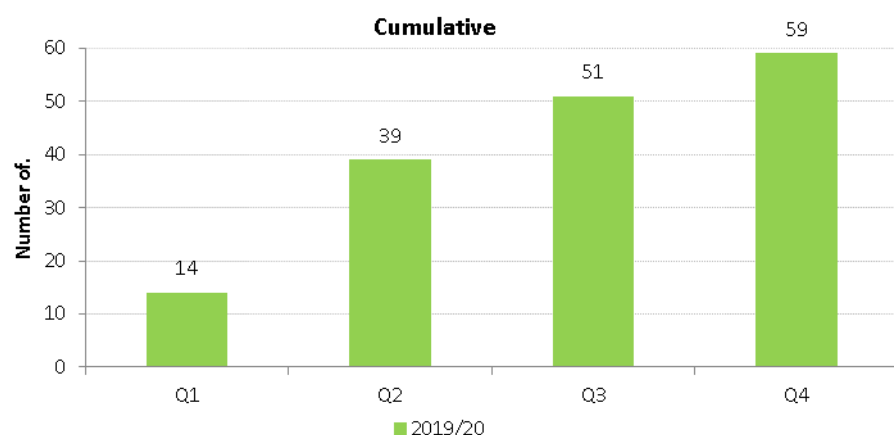
As it stands, Broadland's food premises Food Hygiene Ratings comprise:

- 90.1% rated 5 ('very good')
- 8.3% rated 4 ('good')
- 1.1% rated 3 ('satisfactory')
- 0.23% rated 2 ('improvement necessary')
- 0.35% rated 1 ('major improvement necessary')
- None rated 0 ('urgent improvement necessary')

A food hygiene rating less than 3 is not satisfactory, and 0.58% of our rated food businesses in Broadland district currently fall into this category.

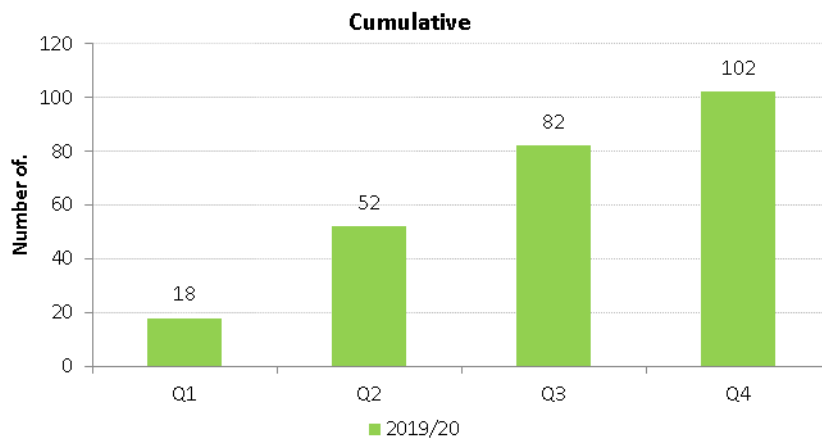
**Risk:** This is an approximate 10% decline in the percentage of food premises inspected during this quarter achieving a Food Hygiene Rating of 5. Variation between quarters is not uncommon statistically due to the small sample size, and officers have identified no specific cause. The service will monitor whether the food premises concerned may require further support / monitoring in maintaining or achieving a higher food hygiene rating.

**15.3 Number and type of communicable disease notifications**



|                                |   |
|--------------------------------|---|
|                                | <div data-bbox="438 100 1497 212"> <p><b>Directorate:</b> Place<br/><b>Measure owner:</b> AD Regulatory</p> </div> <p><b>Comments:</b> This indicator refers to formally notifiable infectious diseases rather than the novel virus Covid-19 which arrived in March 2020 and is subject to ongoing county, regional and national reporting. In Q4 the reported number of cases included 2 cases of cryptosporidiosis, 6 of giardiasis and 1 of salmonella. The results of the investigations were forwarded to Public Health England and, where required appropriate advice provided to individuals to prevent further spread of the disease. No significant risks have been identified, although team capacity to deal with a major outbreak is presently constrained.</p> <p><b>Risk:</b> Vital Covid-19 track and trace work and local outbreak control response are at risk of overwhelming our service capacity to investigate and control notifiable infectious diseases. In more routine infectious disease control work, the risks remain largely the same, in the event of a large outbreak of communicable disease resources would need to be urgently prioritised to identify the source of the outbreak and minimise the spread of the disease as soon as possible. Depending on the extent of the outbreak and the source of the infection this would involve collaboration with a number of agencies and potentially require the input of further resources in addition to those which currently exist within the team.</p> |
| 15.4a Number of appeals lodged | <div data-bbox="438 952 1497 1064"> <p><b>Directorate:</b> Place<br/><b>Measure owner:</b> AD Regulatory</p> </div> <p><b>Comments:</b> There have been no appeals lodged during Q4, as in the previous year. This reflects a generally high standard of regulatory compliance coupled with a fair and balanced enforcement approach where significant compliance weaknesses required regulatory attention. The Food Hygiene Rating commenced in Broadland in 2010, we have not received any appeals since the launch of this scheme</p> <p><b>Risk:</b> No significant risks are identified at present. Enforcement policies are due to be reviewed and the implications then arising for future potential appeals against regulation and enforcement will be advised.</p>   |
| 15.4b Number of appeals upheld | <div data-bbox="438 1467 1497 1579"> <p><b>Directorate:</b> Place<br/><b>Measure owner:</b> AD Regulatory</p> </div> <p><b>Comments:</b> Reflecting the nil return for 15.4a (above), there have been no appeals upheld during Q4, as in the previous year. This reflects a generally high standard of regulatory compliance coupled with a fair and balanced enforcement approach where significant compliance weaknesses required regulatory attention. The Food Hygiene Rating commenced in Broadland in 2010, we have not received any appeals since the launch of this scheme</p> <p><b>Risk:</b> No significant risks are identified at present. Enforcement policies are due to be reviewed and the implications then arising for future potential appeals against regulation and enforcement will be advised.</p>   |

**15.5 Number and type of health and safety notifications**



**Directorate:** Place  
**Measure owner:** AD Regulatory

**Comments:** This indicator refers to the council's regulation of health and safety in premises falling to local authority inspection and enforcement - such as retail, leisure and warehousing premise.

'RIDDOR' refers to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 requiring employers, and other people in charge of work premises, to report and keep records. There is a formal reporting system for RIDDOR notifications.

The rate of health and safety notifications has been steady, with 20 health and safety notifications for Q4 include 14 notifications under RIDDOR and 6 complaints. In addition to these 10 visits, based on local or national intelligence were conducted.

**Risk:** At the present time under national government policy the council is only permitted to carry out proactive health and safety inspections of the very highest risk work activities and premises. Accidents, near-misses and public complaints about premises do not always come from these places, however the council is permitted to investigate when they are reported.

As in other parts of the country, in Broadland District standards of workplace health and safety often fail to comply with legal minimum requirements and pose risks to employees and visiting members of the public. If and when national government policy changes and shifts back towards greater regulatory scrutiny, the council can expect there to be a much larger statutory requirement for proactive regulatory health and safety inspections and interventions

## Objective 16

To work with partners to tackle health inequalities and improve the life chances of residents

### Supporting ambitions:

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

### Measures:

#### 16.1 Analysis of social mobility index factors

**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

**Comments:** As strategy working group has been established to take social mobility forward, but this will be refreshed to reflect the impact of Covid-19. There will likely be a focus on new under employed who have been put out of work through Covid-19, to support them back into the workplace to negate the negative long-term impact of unemployment.

**Risk:** Many of the areas outlined within the Inclusive Growth Strategy (and within the subsequent project plan) will be dependent upon partner input to achieve optimal results. To negate this risk, officers have been heavily engaged with the Inclusive Growth Coalition and other partners to ensure progress will be made.

## Objective 17

To broaden the scope, impact and significance of joint working through partnerships

### Supporting ambitions:

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

### Measures:

#### 17.1 Outcomes from partnerships e.g. Greater Norwich Growth Board, Health and Well Being Board, Joint

**Directorate:** ALL  
**Measure owner:** ALL

**Comments:**  
Broadland Growth Limited held its away day in January 2020 and set

|  |   |
|--|---|
| <p><b>Venture Company - Broadland Growth</b></p> | <p>objectives for the delivery of 50-100 units per annum with a continuous programme for delivery.</p> <p>Greater Norwich Growth Board: The Five-Year Infrastructure Investment Plan was agreed by each of the individual district Cabinets in February 2020 and the Annual Growth Programme (AGP) for 2020/21 was published in April 2020. The AGP awarded £2.85M to 12 new projects across Greater Norwich. This included £1.915M of funding, approximately 67% of the total funding awarded, for three projects in Broadland: Aylsham Sports Hub Stage 3, North West Woodlands and the Plumstead Road roundabout.</p> <p>Aylsham Sports Hub was awarded £475,000 to help deliver a full-size, floodlit 3G pitch and two-team changing room and FA standard referees' are facilities at Aylsham High School. The project is part of the wider Aylsham Sports Hub proposals, which include the already refurbished School swimming pool and provision of a new gym, fitness suite and dance/ multi-use hall. Aylsham Sports Hub is being delivered by Aylsham High School and the facilities delivered will be available both to the school and wider community with the overall aim of the project is to enhance the leisure and sporting facilities for Aylsham and the surrounding area.</p> <p>The North West Woodlands project comprises the creation of a new country park facility at Houghen Plantation near the village of Horsford. The delivery of this project help put Greater Norwich into a strong position to delivery sustainable, well planned communities and ensure that increased recreational pressure on internationally projected wildlife and habitat sites is mitigated in line with statutory obligations. The project was awarded £715,000 over 5 years to support the acquisition of the site.</p> <p>£725,000 was awarded to the Plumstead Road Roundabout scheme. This scheme delivers a new roundabout on Plumstead Road, alongside the creation of new footways and cycleways, a new pedestrian crossing, necessary road realignment and associated services. The project will directly unlock the development of 315 homes in the surrounding area and will by a key part of the much larger growth triangle orbital link road planned within the area.</p> <p>Greater Norwich Development Partnership / Greater Norwich Local Plan : – work continues on production of a Greater Norwich Local Plan. Following agreement by the individual district Cabinets a further public consultation was undertaken between January and March 2020. At the time of writing, the publication of the plan prior to its submission for independent examination is planning to take place in January/February 2021. This timetable will be kept under-review taking account of representation submitted at the last consultation, any wider national policy changes and any other relevant plan making matter.</p> <p>In addition, the latest iteration of the Annual Monitoring Report (AMR) for Broadland, Norwich and South Norfolk was published on 5th February 2020. The AMR and its appendices set out progress against the monitoring targets of the Joint Core Strategy and other planning documents which together for the local, or development, plan for Broadland. Notably, the AMR included an updated 5 Year Housing Land Supply Statement for the period 1 April 2019 to 31 March 2024. This statement demonstrated that there was a 5.89 year housing land supply in Greater Norwich. The Greater Norwich supply is the figure that is used for the purposes of determining planning applications but by way of comparison, an 8.50 year housing land supply was shown to exist for Broadland as an individual district.</p> <p>Norfolk Strategic Planning Framework – Work is underway on the third version of the NSPF. This will enhance areas deemed to need improvement</p> |
|--|---|

|  |   |
|--|---|
|  | <p>and deliver a number of new joint studies to inform local plans. These studies include a county-wide Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy, Older Persons Accommodation and Support Needs Study, and an economic review. The current programme anticipates that this would be reviewed by the Member Forum in Autumn 2020 and endorsed in March 2021.</p>   |
|  | <p><b>Risk:</b><br/> The greatest risk to successful partnership working is a breakdown in the relationships between the respective partners. This risk is exacerbated by potential political changes at a national and local level and/or a divergence of views regarding the strategic outcomes of partnership working. Therefore, there is a need to maintain and strengthen relationships between the Greater Norwich partners (and the respective parties in the Council's other partnerships) especially at a political level. It is also critical to maintain a strong strategic vision for the respective partnerships to enable the parties to have a clear mandate despite their differences.</p> |



## Appendix 2: Analysis of Major Variances on Service Areas – April to March 2020

| MD & Resources                  | Budget<br>£'000 | Actual<br>£'000 | Variance<br>£'000 | Commentary   |
|---------------------------------|-----------------|-----------------|-------------------|--|
| Collaboration and Joint Working | 444             | 118             | 327               | The corporate salary savings have offset collaboration costs and resulted in a net saving against the budget.  |
| Marketing & Communications      | 323             | 273             | 50                | Net cost of producing one fewer edition of Broadland News than budgeted for (~£15k), spend on promotional expenses lower than budgeted (~£26k) and pension fund deficit lower than anticipated (~£7k). |
| Democratic Services             | 269             | 346             | (76)              | Review of councillor allowances resulted in increases against budget.  |
| Canvas & Electoral Registration | 56              | (4)             | 60                | Additional income claim made for first time to offset expenditure.   |
| General Grants                  | 31              | (17)            | 48                | Underspent grants  |
| Council Tax                     | (23)            | (65)            | 41                | Summons costs higher than budgeted.  |
| IT & Digital                    | 1,005           | 884             | 122               | Underspend in software and contracts due to moving accounting policy to accruals basis for first time (£88k)   |
| Legal Services                  | 237             | 154             | 82                | Underspend on NPLAW contract.  |
| Other under / overspends        | 3,994           | 3,984           | 10                |  |
| <b>Total MD &amp; Resources</b> | <b>6,336</b>    | <b>5,672</b>    | <b>664</b>        |  |

| Place                             | Budget<br>£'000 | Actual<br>£'000 | Variance<br>£'000 | Commentary   |
|-----------------------------------|-----------------|-----------------|-------------------|--|
| Carrowbreck House                 | 0               | 30              | (30)              | Reduced income due to lower uptake of accommodation at Carrowbreck House, than estimated.                                    |
| Planning Policy                   | (61)            | (11)            | (50)              | Reduced payments to consultants and the Greater Norwich Growth Board offset by lower than anticipated contributions received |
| Street Lighting- Hellesdon        | 51              | 24              | 27                | Maintenance costs lower than anticipated in year.  |
| Licencing - Private Hire Vehicles | (56)            | (87)            | 31                | General increase in applications.  |
| Planning Appeals                  | 0               | 102             | (102)             | Negative variance due to Compensation payment in year (~£26k) and unbudgeted legal fee provision (~£75k)                     |
| Planning Applications             | (927)           | (1,088)         | 161               | Favourable variance recorded due to stronger than budgeted application fees of ~£151k being received during year             |
| Other under / overspends          | 4,767           | 4,725           | 42                |  |
| <b>Total Place</b>                | <b>3,773</b>    | <b>3,696</b>    | <b>78</b>         |  |

## Appendix 2: Analysis of Major Variances on Service Areas – April to March 2020

| People & Communities                  | Budget<br>£'000 | Actual<br>£'000 | Variance<br>£'000 | Commentary  |
|---------------------------------------|-----------------|-----------------|-------------------|---|
| Housing & Benefits                    | (221)           | (5)             | (216)             | Income budget for HB grants was set too high but this is offset by positive variance in HB payments as below  |
| HB Payments                           | 13              | (528)           | 541               | Positive variance made up of a combination of a reduction in the bad debt provision (~£466k) and debtor income higher than budgeted (~£130k) plus the small variance between HB payments and Grants (£~55k)   |
| Improvement Grants                    | 2               | 35              | (33)              | Negative variance due to grant payments being lower than budget   |
| Homelessness CLG Funding              | 112             | 68              | 44                | Underspend on Homelessness projects budget  |
| Rebates                               | 35              | (0)             | 35                | Rebate payments lower than budget   |
| Dry Recyclable Collections            | 886             | 912             | (27)              | Adverse variance because of an overspend on purchases of grey bins (~£30k), higher than budgeted contract costs (~£16k), and lower Recycling credits (~£16k) have more than offset higher than anticipated merchant income [~£24k] and new charges for bins at new properties [~£12k] |
| Waste Collection- Clinical Waste      | 82              | 5               | 77                | Favourable variance achieved due to the delay in the NHS passing responsibility for the collection of sharps.   |
| Other under / overspends              | 943             | 1,052           | (109)             |   |
| <b>Total People &amp; Communities</b> | <b>1,852</b>    | <b>1,540</b>    | <b>312</b>        |   |

| Corporate              | Budget<br>£'000 | Actual<br>£'000 | Variance<br>£'000 | Commentary  |
|------------------------|-----------------|-----------------|-------------------|---|
| External Interest      | (245)           | (690)           | 444               | Investment income considerably above budget.                              |
| Government Grants      | 0               | (1,288)         | 1,288             | Unbudgeted section 31 Grant to be included in the budget for future years |
|                        |                 |                 |                   |   |
| <b>Total Corporate</b> |                 |                 | <b>1,732</b>      |   |

## **ENVIRONMENTAL STRATEGY**

**Report Author:** Debra Baillie-Murden  
Environmental Management Officer  
01603 430597  
[debra.baillie@broadland.gov.uk](mailto:debra.baillie@broadland.gov.uk)

**Portfolio:** Regulatory & Environmental Excellence

**Wards Affected:** All

**Purpose of the Report:**

Present back to Members the revised content of the Environmental Strategy.

**Recommendations:**

That Cabinet recommends to Council:

1. To approve the Environmental Strategy (subject to any amendments suggested by Cabinet).

## **1 BACKGROUND**

- 1.1 As requested by Members at previous meetings, an Environmental Strategy has been developed based on the previously agreed key themes.
- 1.2 The draft Strategy was discussed at Broadland's Environmental Excellence Panel on 4 June and South Norfolk's Growth, Infrastructure and Environment Panel Committee on 19 June. Member's comments have been incorporated into the final document.
- 1.3 Each Council will have independent documents to reflect the priorities for their district, however, the majority of the content will be the same.
- 1.4 The actions from the main body in the document have been summarised in a table at the end of the Strategy which includes the measures which have been approved and incorporated into the delivery plan. These actions cover a wide range of activities which will continue to improve our living environment as well as helping to address the wider environmental challenges we face as a local and global community.

## **2 PROPOSED ACTION**

- 2.1 Implementation of the approved document will include meeting with individual teams to discuss the content of the Strategy with them and help them to set measures (based on the agreed delivery plan) which will be reported back to the Environmental Excellence Panel at a frequency to be agreed.
- 2.2 This is a living document which will be updated as required.

## **3 ISSUES AND RISKS**

- 3.1 **Resource Implications** – The agreement of the new Environmental Strategy will entail a programme of activity to deliver on the priorities and, therefore, there will be resource implications for the Council.
- 3.2 There is currently no dedicated staff resource to provide a strategic response to climate change issues. At the moment, all activity and development work is being covered by existing staff from a number of teams, aligned to the purpose of this agenda. In addition, the ability to fully exploit future funding opportunities could be progressed with suitable funding and investment.
- 3.3 There have been several suggestions from Members which would not be achievable within existing resources, these have been clearly identified within the strategy.

- 3.4 **Legal Implications** – The ‘net zero’ target is now a statutory obligation, subsumed within the Climate Change Act 2008 (2050 Target Amendment) Order 2019<sup>1</sup>. At this stage it is unclear what additional responsibilities this will impose on local authorities.
- 3.5 **Equality Implications** – There are likely to be a number of groups affected by the likely environmental impacts associated with some of the strategy themes. The districts have large numbers of residents over the age of 65. These will be affected by the more obvious impacts associated with major weather events, such as major heat events. It is important that their accessibility to services, mobility and resilience to the impacts affecting their communities is addressed. Therefore, as initiatives are rolled out to implement the strategy, equality assessments will be undertaken to ensure that accessibility and inclusivity is considered and addressed before final decisions are made.
- 3.6 **Environmental Impact** – The purpose of the document is to ensure that both authorities can have a greater positive impact on the environment.
- 3.7 **Crime and Disorder** – N/A based on current recommendations.
- 3.8 **Risks** – Failure to adopt an environmental plan is likely to expose the Councils to negative public perception as evidenced by recent freedom of information requests and press coverage along with reputational damage.

## 4 RECOMMENDATIONS

That Cabinet recommends to Council:

- 4.1 To approve the Environmental Strategy (subject to any amendments suggested by Cabinet).

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<sup>1</sup> <https://www.legislation.gov.uk/ukdsi/2019/9780111187654>



# Environmental Strategy

Date:

Appendix 1





## A foreword by Cllr Leggett

The challenge we all face with regard to climate change is recognised across the globe. It is not a problem Broadland District Council can solve on its own. It means taking a lead with new initiatives, ensuring planning applications comply to all environmental regulations, partnership working with others, signposting communities, businesses and individual residents to ways in which we can improve our environment for future generations.

Our plan is a living document and encompasses work which we started some time ago. It builds on our successes. As a council, Broadland has the highest recycling rate in Norfolk and leads on the largest tonnage of green waste. But we must all do better, recycling more and generating less residual waste.

We will be putting our own house in order using greener vehicles, exploiting technology to reduce business travel and eradicating single use plastics.

I invite you all to work with us, on this journey, to protect and enhance our environment.

## Our commitment

Broadland District Councils is committed to continuous environmental improvement; playing our part in tackling environmental damage and improving the quality of the local environment.

We have a corporate responsibility to comply with all environmental legislation and aim to influence suppliers and partners to do likewise and encourage good practice. We will seek to promote the conservative and sustainable use of natural resources, and aspire for Council activities to be carbon neutral well ahead of the Government's 2050 target.

We are ideally placed to lead by example and ensure our own activities and the services we provide protect and enhance the local environment. We will also promote environmental awareness within the community and work with local community groups to achieve environmental change. We will show ambition and engage with stakeholders.

This strategy expands on the objectives set out in the Strategic Plan, showing the Council's approach to addressing environmental concerns within the organisation and within the districts and highlighting where communities and businesses can work with us.



### National Strategy & Policy

The Government's 25 Year Environment Plan, published in January 2018, brings together the Clean Growth, Clean Air and Industrial Strategies. It sets out a comprehensive and long-term approach to protecting and enhancing the environment for the next generation.

The goals of the plan focus around achieving cleaner air and water and protecting threatened species and providing richer wildlife habitats whilst using resources more wisely and radically reducing the waste we generate. It calls for an approach to agriculture, forestry, land use and fishing that puts the environment first. The document outlines plans to encourage sustainable development and support innovation to achieve clean growth and increase resource efficiency.

The Environment Bill is also currently going through Parliamentary approval. If approved the Bill makes provisions about targets, plans and policies for improving the natural environment, sets out reporting

requirements about environmental protection, sets the scene for the proposed new regulator - the Office for Environmental Protection, gives waste and resource efficiency targets, redesigns air quality regulation, provides powers to recall of products that fail to meet environmental standards and makes provisions to manage water resources sustainably.

### Regional Strategy & Policy

In November 2019, Norfolk County Council adopted a new Environmental Policy building on the 25-year Environment Plan and their current business plan. The document sets out key policy aims of conserving and enhancing the local environment whilst exploring new ways to make the countryside and coast as accessible as possible to improve health and wellbeing. There is also a focus on increasing resource efficiency and reducing pollution and waste which we can support at a district level.

### The Local Environment

The Government produces a National Atmospheric Emissions inventory<sup>1</sup>, which assesses the emissions from Local Authority areas broken down by different sectors.

According to this, in 2017 Broadland produced 707.5kt of CO<sub>2</sub> which equates to 5.5tonnes of CO<sub>2</sub> per capita, This represents a reduction of 19.7% in Broadland over a five-year period. Looking at the data by sector, the Broadland Council area has experienced an increase in emissions from transport over the previous five years whilst the greatest reductions have been seen in the industry and commercial sector.

The national average for England in 2017 was 5.1 tonnes per capita. Whilst the Norfolk average was 5.7 tonnes per capita. Due to the rural nature of the county there is reliance on cars. There are also large numbers of properties which are of solid wall construction and reliant on heating oil and solid fuel due to limited gas connectivity, however - these are areas where we can support improvement.

## Broadland

| CO <sub>2</sub> emissions (kilotons) | 2017  | 2012  | Change over 5 years |
|--------------------------------------|-------|-------|---------------------|
| Industry & Commercial                | 250.8 | 370.6 | 32.3% reduction     |
| Domestic                             | 202.7 | 278.7 | 27.3% reduction     |
| Transport                            | 251.8 | 227.3 | 10.8% increase      |
| Total emissions                      | 707.5 | 881.6 | 19.7% reduction     |

## Norfolk

| CO <sub>2</sub> emissions (kilotons) | 2017    | 2012    | Change over 5 years |
|--------------------------------------|---------|---------|---------------------|
| Industry & Commercial                | 1,848.9 | 2,659.1 | 30.5% reduction     |
| Domestic                             | 1,356.8 | 1,937.4 | 30.0% reduction     |
| Transport                            | 1,976.2 | 1,772.9 | 11.5% increase      |
| Total emissions                      | 5,139.2 | 6,350.8 | 19.1% reduction     |

## 5 YEAR VISION

Broadland District Council has published a new Strategic Plan for 2020-2024, highlighting our commitment to support growth whilst protecting the local environment. The vision for the Council is to work together to create the best place for everyone, now and for future generations.

One of our key priorities is to protect our natural and built environment, whilst maximising quality of life. Our approach to achieving this has been set out in the plan as follows:

- Promote growth in our area, working with key partners to deliver a local plan which protects the best of what we have and shape the area's future, to make it the best possible place to live and work.
- Make sure that our green spaces, streets and public places are clean, attractive and safe.
- Protect our environment and play our part in wider environmental issues.
- Act as a catalyst for homes people can afford, creating sustainable communities for the future.

### Key targets for the environment

- A reduction in per capita emissions against 2017 levels
- Implementation of carbon offset measures including solar generation and tree planting
- Engaging with local residents and businesses to support energy generation or carbon sequestration where reduction is not possible.

### Working with our communities

We recognise that we have an important part to play in reducing our emissions, but we cannot do this on our own. We will therefore work closely and inclusively with our communities and businesses to support behaviour and lifestyle changes such as through green transport options and recycling facilities.

We will use social media, attendance at events and strategic communications to increase awareness, promote and share good practice and enable informed decisions.



# SUSTAINABLE COMMUNITIES

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, and offer equality of opportunity and good services for all.

A sustainable community considers the needs of those within the community, ensuring the economy can grow whilst appreciating and protecting the local environment.

## Key Considerations

### 1) Climate Change adaptation

Extreme weather events such as rain, storms, drought and heat waves are becoming more frequent and intense. These have the potential to damage property and infrastructure and have health implications through increased sun exposure, air pollution and insect-borne diseases.

It is therefore important that we take action to increase the resilience and capacity of the Council's services to a changing climate. We will support the communities and businesses of the district to adapt to climate change by helping them to prepare and increase their resilience to the possible impacts of climate change.

It is important for us to consider the vulnerability of individuals and communities to climate change risks, and to focus on building long-term resilience rather than short term disaster responses in collaboration with our partner agencies.

## Strategic Approach

To improve the resilience of Council services to the possible impact of climate change.

To support the communities and businesses of the district to prepare and increase their resilience to the possible impacts of extreme weather.

## What are we going to do?

- Ensure our local plans take a proactive approach to mitigating and adapting to climate change considering the long-term implications for flood risk, water supply, biodiversity and the risk of overheating from rising temperatures.
- Secure and enforce the use of sustainable drainage systems for new developments, which help to reduce downstream flooding.
- Raise awareness in communities allowing them to consider property level adaptations themselves.
- Work with other agencies through the Norfolk Resilience Forum to assess risk and plan for potential issues.

## Opportunities beyond existing resources

- Dedicated resource specialising in climate change adaptation

### How can you help us?

- Install water saving devices not only to reduce household water consumption but also save energy and carbon emissions and reduces water and energy bills.
- Conserve water - <https://www.ofwat.gov.uk/households/conservingwater/watersavingtips/>
- Consider improving ventilation and shading to reduce the risk of overheating whilst avoiding the need to invest in alternative cooling measures.
- Sign up to get flood warnings by phone, email or text message if your home or business is at risk of flooding.

<https://www.gov.uk/sign-up-for-flood-warnings>

## 2) Planning Policy

We recognise the contribution the planning system can make to maintaining and enhancing the local environment. This includes consistently applying the principles of sustainable development, maintaining the natural and built heritage we currently enjoy and mitigating and adapting to climate change. Using the principles of sustainable development, we can improve local services at the same time as ensuring the resilience of our, economy and local environment.

Broadland is working with South Norfolk Council and Norwich City Council together with Norfolk County Council to prepare the Greater Norwich Local Plan (GNLP) [www.gnlp.org.uk](http://www.gnlp.org.uk). The GNLP will promote sustainable development by supporting the delivery of the housing and economic requirements. It will ensure that new homes and jobs are delivered, and the environment is protected and enhanced, promoting sustainability and the effective functioning of the area.

### Strategic Approach

To deliver high quality, sustainable developments to assist in meeting national carbon targets.

To encourage the installation of measures to new and existing buildings to improve their energy efficiency, sustainability and adaptability to climate change.

Require the use of sustainable drainage systems (SuDS) in new developments to reduce flood risk, improve water quality and biodiversity benefits.

To identify opportunities to support the local environment, reducing flood risk and improving water quality.

### **What are we going to do?**

- Adoption and delivery of the Greater Norwich Local Plan, which includes policies to:
- Ensure safe, convenient and sustainable access to on-site and local services and facilities including schools, health care, shops, leisure/community/faith facilities and libraries;
- Allow for delivery of new and changing technologies (including broadband, fibre optic networks, telecommunications and electric vehicles).
- Contribute to multi-functional green infrastructure links, including through landscaping, to make best use of site characteristics and integrate into the surroundings.
- Integrate the need to reduce car use into the local plan
- Make efficient use of land with densities dependent on-site characteristics, with higher densities and car free housing in the most sustainably accessible locations.

- Provide safe and suitable access for all users, manage travel demand and promote public transport and active travel within the district, whilst also integrating parking and providing a high standard of amenity;
- Create inclusive, resilient and safe communities in which people of all ages have good access to services and local job opportunities, can interact socially, be independent and have the opportunity for healthy and active lifestyles;
- Be resource efficient, support sustainable waste management, reduce overheating, protect air quality, minimise pollution and take account of ground conditions;
- Minimise flood risk, including reducing the causes and impacts of flooding, supporting a catchment approach to water management and using sustainable drainage. Development must also protect water quality and be water efficient.

### **How can you help us?**

- Engage in the local planning process to help us ensure that it meets with the needs and wishes of your community.



### 3) Green Infrastructure & Biodiversity

Ecosystems like wetlands and woodlands contribute to managing risks to economic and social activity, helping to minimise flood risks, regulating the local climate and maintaining the supply of clean water and other resources.

Healthy biodiversity supports sustainable communities and benefits not only by providing us with clean air, water, food, energy, medicine and building materials but also provides jobs and places for recreation and employment. Biodiversity conservation is not just about protecting those species that are rare or we find especially attractive; it is about enhancing species and bringing benefits to local communities.

Green infrastructure includes natural green spaces colonised by plants and animals and dominated by natural processes and man-made managed green spaces, such as areas used for outdoor sport and recreation including public and private open space, allotments, and urban parks and designed historic landscapes as well as their many interconnections like footpaths, cycle ways and waterways.

Housing growth within the district provides opportunities for green infrastructure enhancements which will cater for informal recreation requirements of new and existing populations and the migratory and habitat requirements of local wildlife. It will also help to mitigate any negative impacts on particularly sensitive environmental assets within the area.

Threats to our biodiversity include habitat loss and fragmentation, pollution, invasive non-native species and climate change.

#### Strategic Approach

Establish new, accessible green spaces, at a local level, for the benefit of local residents and wildlife.

Support actions which connect and strengthen existing habitat and green infrastructure corridors.

Enhance existing local green spaces, in terms of their recreational offer and their biodiversity value.

Support local communities to develop projects to improve local biodiversity through initiatives.

## What are we going to do?

- Respect, protect and enhance landscape character, taking account of landscape character assessments or equivalent documents, and maintain strategic gaps and landscape settings, including river valleys, undeveloped approaches and the character and setting of the Broads.
- Enhance existing and establish new local green spaces.
- Encourage more people to spend time in our green spaces to benefit their health and wellbeing.
- Use the best environmental management practices for land use to protect and enhance biodiversity.
- Where appropriate and where we have community buy in, turn some of our short-mown grass sites into wildflower meadows.
- Support Norfolk County Council's pledge to plant one million trees by 2024, by planting a tree for each resident of the district.
- Amend or develop supplementary planning policy guidance so information and expectations are clearly set out.
- Support developer led Green Infrastructure projects such as Thorpe Woods.

## Opportunities outside of existing resources

- Awards from the planning authority to encourage developers to be more environmentally or tree aware.

## How can you help us?

- Encourage wildlife into your garden - <https://www.rhs.org.uk/science/conservation-biodiversity/wildlife/encourage-wildlife-to-your-garden>.
- Volunteer in our parks and open spaces.
- Get involved in local groups who work to protect and enhance biodiversity such as Norwich Fringe Project - <https://norwichfringeproject.wordpress.com>.





## CLEAN AND SAFE ENVIRONMENT

We all want to live in a neighbourhood in which we feel happy, healthy and safe. Our streets matter. If we look after them well, we can create clean, safe and vibrant districts that people are proud to call home. Well-designed and well-maintained streets can encourage people to be more active, improve health and well-being, reduce pollution, bring neighbours together and discourage crime. They create a better environment in which to run a business and reduce pressures on public services.

Protecting and enhancing the environment for future generations is a key priority for us. This ambition must drive our work to promote growth of the local economy, attract visitors, create jobs and provide opportunities for businesses and communities to develop sustainably and to prosper.

### Key Considerations

#### 1) Environmental Protection and Clean Streets

Environmental Crime has a negative impact on our communities as well as costing the taxpayers (both communities and businesses) a lot of money each year to clean up. We have a wide remit and deal reactively and proactively to issues including littering, fly tipping and dog fouling.

Environmental Protection is a wide-ranging discipline seeking to protect the health and wellbeing of our residents and businesses by protecting them from excessive noise, light, dust, odour, insects, dark smoke from commercial activities, pest complaints, private drainage issues, antisocial behaviour etc.

These issues can have a significant detrimental impact on residents, it lowers their quality of life and can adversely impact physical and mental health.

The Government's 25-year plan to improve the environment highlights tackling fly-tipping and waste crime as a priority.

### Strategic Approach

To protect the local environment and public health and wellbeing by implementing a balanced approach of engagement, education and enforcement.

Putting residents at the heart of their streets; we will encourage and support social action to keep streets clean and tidy and work with Parish Councils, Town Councils and businesses to improve our high streets and market towns.

Provide a quality street cleansing service with clear standards.

To achieve legal compliance.

Zero tolerance approach to Environmental Crime.

## What are we going to do?

- Increased enforcement and education for fly tipping, waste crimes, littering, graffiti and dog fouling.
- We will use our resources wisely to adopt the best new technology and behavioural change techniques to allow us to design safe and attractive streets, stop littering and fly tipping before it happens, and respond rapidly when it does.
- Undertake a spring clean of the district as part of a national campaign.
- Work with residents, community groups, universities, schools, and businesses to help them to do their bit whether large or small to improve the look and feel of the district.
- Work collaboratively with town and parish councils to understand demand for street cleansing services.
- Review fixed penalty notices charges to ensure people are encouraged to make the right choices.
- Ring fence revenue from fixed penalty notices to fund proactive environmental work.
- Develop an Environmental Crime Strategy promoting a zero-tolerance approach.

- Increase joint working with other stakeholders to increase intelligence. sharing and tackle Environmental Crime. Police, National Farmers Union, Environment Agency etc.
- Encourage community action.
- Use all available powers to deal with community issues.

### Opportunities beyond existing resources

- Dedicated Environmental Crime Officer or patrols.

**How can you help us?** – We can all work together to keep Broadland clean and tidy. Both businesses and households have a legal duty to dispose of their waste correctly.

- Take part in community litter picks.
- Report environmental crime to us. We will investigate all cases where someone has witnessed an incident or there is evidence to suggest where the waste has come from or who has dumped it.
- Dispose of your waste correctly (and legally).
- Tell us if we get it wrong.



## 2) Air Quality

Clean air is a basic requirement of a healthy environment for us all to live in. District Councils have a statutory obligation to monitor Air Quality and work with partners where a breach of national standards is identified. Through working with our partners there are no areas that are above the national objectives. However, there are areas where air quality is poorer than is desirable and there is still plenty we can do to improve air quality and enable residents and businesses to make informed choices.

The links between an active lifestyle, good air quality, access to green spaces and health area clear.

The Government's latest Clean Air Strategy sets out the actions required across all parts of government and society to improve air quality. Further legislation will follow giving new local powers to take action in areas with an air pollution problem.

Some industries have the potential to cause pollution. Some of these operations are required to have an Environmental Permit and we along with the Environment Agency regulate these processes through the Environmental Permitting (England & Wales) Regulations 2016 (as amended).

The permit will specify conditions that the operator must comply with in order to operate the process. We have a duty to inspect these processes at regular intervals to ensure that the operator complies with the conditions of their permit.

Joint working is key in delivering improvements as air quality is a transboundary issue. We work closely with other District Councils and the County Council. We have also set up an air quality group for the Greater Norwich Growth Area this includes representatives from Norwich, Broadland and South Norfolk and additionally public health, and transport planning.

We are committed to assessing and identifying the council's own environmental impacts and how they could be mitigated.

The Council's joint Air Quality annual status report can be found here [https://www.broadland.gov.uk/downloads/download/124/air\\_quality\\_documents](https://www.broadland.gov.uk/downloads/download/124/air_quality_documents) and provides further information.

### Strategic Approach

Assessing and responding to planning applications to mitigate impact on Air Quality.

Monitoring and reporting in accordance with national requirement.

Working collaboratively with partners.

Baseline:

|   |              |
|---|--------------|
| No. air quality management areas  | 0            |
| Passive diffusion tube monitoring for nitrogen dioxide (NO <sub>2</sub> ) | 25 locations |

### What are we going to do?

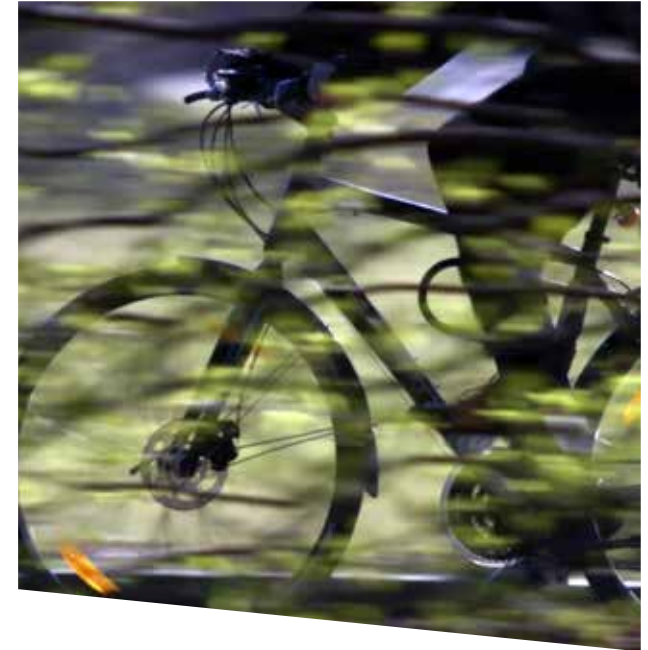
- Proactive work with our partners and other stakeholders aiming to achieve a positive change to air quality, this could include, working with universities, bus, coach and taxi companies, haulage companies, schools and car sharing clubs.
- Raise awareness of air quality amongst our local businesses and residents.
- Pre planning application support in more applications.
- Develop supplementary planning documents for air quality.

#### **Opportunities beyond existing resources**

- Invest in improved monitoring equipment to allow continuous monitoring for NO<sub>2</sub> and Particulate Matter.

**How can you help us?** – To protect yourself and others from the effects of air pollution here are a few tips:

- Don't leave your engine idling, switch it off when stationary.
- Consider alternative fuel types and new technologies where car travel is essential.
- Walk, cycle or take public transport, you will cut down the amount of pollution you make, reduce your exposure and get some exercise too.
- Use energy efficient appliances, insulate your home and service your boiler.
- Avoid unnecessary burning including bonfires. Use 'ready to burn' materials if you rely on wood for heating.



### 3) Land Quality

There is a legacy of industrial contamination across the country which the contaminated land regime was introduced in 2000 to identify and remediate. In line with the statutory regulations a joint strategy has been written which outlines how Broadland and South Norfolk Councils intend to fulfil their duties in relation to the Contaminated Land Regulations.

The implications of contaminated land on a new development site are a material consideration of the planning process. Officers from Environmental Protection will assist planning colleagues in considering the impact of past land use on future development to ensure the site cannot be determined as Contaminated Land following redevelopment.

Additionally, over the last few years there have been a number of serious domestic heating oil pollution incidents. Incidents of oil pollution can, by their nature, cause serious environmental damage, through the pollution of rivers and groundwater, threatening drinking water supplies, fish and other aquatic life, not to mention potentially harming health and property. The investigation and clean-up costs can also be very expensive

#### Strategic Approach

Work in accordance with our joint contaminated land strategy.

Assess planning applications and mitigate any land quality issues.

#### What are we going to do?

- Education for developers and consultants on what they need to submit with their planning applications.
- Pre planning application support in more applications including advice regarding the benefits of land remediation.
- Proactive project to target oil users in vulnerable locations to provide advice on fuel security and spill prevention.
- Encourage the use of low carbon fuel and alternative technologies.

#### How can you help us?

- Identify and record the route of buried fuel pipes and use this information to avoid damaging the pipework when undertaking excavations, etc.
- Regularly check your oil tank, boiler and pipes for leaks or corrosion. If you notice a sudden increase in the amount of oil you are using, check for leaks. Even a minor leak can add up to a large loss over time.
- Ensure your boiler is regularly serviced by an Oil Firing Technical Association (OFTEC) registered engineer.
- Site new fuel tanks away from property boundaries, building openings, drains, streams and ponds.
- Consider moving to a cheaper low carbon fuel or technology.



#### 4) Water Quality and Management

Drinking water - Local authorities act as the regulators for private water supplies and have a number of statutory duties under the Private Water Supplies Regulations 2018 in order to determine compliance with drinking water standards and ensure private water supplies are wholesome.

Where issues with a private water supply are identified we will work with the relevant parties to ensure that a supply is fit for human consumption. We are under a legal obligation to enforce the Private Water Supply Regulations and will take appropriate action as required.

Local authorities are required to provide certain information, including monitoring data, relating to private water supplies to the Secretary of State annually.

Drainage and flood risk - is a material consideration in the planning process. It is a very important factor particularly in the light of current concerns about climate change and the need for sustainable development – these aspects are covered in more detail in the Sustainable Communities section of this document.

The Lead Local Flood Authority at Norfolk County Council is a statutory consultee for major planning applications. Environmental Protection officers at Broadland can provide advice on minor applications.

Developments in flood risk areas are generally resisted and can only be considered where informed by a site-specific Flood Risk Assessment that identifies all sources of flooding and robustly demonstrates how these will be managed.

The Council's Emergency planners work with other agencies through the Norfolk Resilience Forum to assess risk and produce plans using national planning assumptions and local knowledge.

A changing climate is likely to produce more frequent severe weather events and with this in mind both the Council's Emergency Response and Business Continuity Plans will be regularly reviewed to reflect this increased risk – these aspects are covered in more detail in the Sustainable Communities section of this document.

#### Strategic Approach

Assess planning to ensure that flood risk is properly managed to ensure the sustainability of the development, the safety of its occupants and that flood risk is not increased elsewhere.

Protect the users of Private Water Supplies in accordance with statutory requirements.

#### What are we going to do?

- Education for developers and consultants on what they need to submit with their planning applications.
- Pre planning application support in more applications.
- Raise awareness of drought and water security with Private Water Supply users.
- Proactive work with our partners and other stakeholders aiming to achieve a positive change.
- Promotion of rainwater reuse and water conservation.
- Develop supplementary planning documents.

#### How can you help us?

- Avoid blockages, flooding and potential pollution of the environment from foul drain by following this advice<sup>2</sup>.
- Conserve and re-use water.
- Periodically inspect and maintain any watercourses, ditches and culverts you are responsible for.
- For gardens, consider the use of permeable surfaces and drought resistant plants.

# ENERGY EFFICIENCY

Energy is an essential part of our way of life; used to heat homes, power appliances and run industry. The cost of electricity, gas and oil are rising faster than the rate of inflation; taking an increasing share of household income. This affects the health, welfare and prosperity of our residents and tends to be worse for low-income families.

UK plans to reduce carbon emissions are reliant on producing our electricity and heat from low or zero carbon sources. Local authorities have been recognised as playing a key role in contributing to the UK's national carbon reduction targets, reducing fuel poverty and improving energy efficiency of residential accommodation in their areas.

Improving energy efficiency can have multiple benefits for the local area; environmentally, socially and economically.

## In-house emissions from Council owned buildings

| kg of CO <sub>2</sub> e    | Broadland |
|----------------------------|-----------|
| Emissions from gas         | 57,177    |
| Emissions from electricity | 105,568   |

### Key Considerations

#### 1. In-House Emissions

In recent years, considerable work has been done to reduce the emissions from Council owned buildings. Using Greenhouse Gas Protocols<sup>3</sup> the Council's emissions, for Thorpe Logde and the training centre, have been calculated for 2018/19.

#### What are we going to do?

- Minimise energy use in our own estate.
- Assess the potential for renewable energy production.
- Move to green energy suppliers.

## 2. Supporting our residents and communities

Broadland is a rural district, and this brings its own particular challenges and opportunities when considering the impact of the district's existing energy consumption and the potential for renewable energy. The National Atmospheric Emissions Inventory shows that in 2017, 28.6% of Broadland's emissions were from the domestic sector. The overall emissions from domestic properties have reduced significantly over the last five years.

A large proportion of the district's existing homes are reliant on liquid fuels and have no cost-efficient way of connecting to the local gas grid, a less carbon intensive method of heating homes. Additionally, a substantial number of properties are of solid wall construction which struggle to retain heat and are harder to insulate.

Energy Performance Certificate data<sup>4</sup> can be used to assess the number of properties which are considered as well insulated; i.e. with an EPC rating of C or above. Please note this is only able to include properties which have an EPC, meaning those which

3. <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019>

4. <https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates>

have not been sold or rented since 2006 when it became a requirement would not be included. As at 31st March 2019, 33% of properties in Broadland with an EPC were rated as C or above.

Fuel poverty is a growing issue in the UK and is closely linked to a number of health and housing problems. The Council's role in tackling fuel poverty focusses on assisting residents on low incomes who cannot heat their homes at reasonable cost. There is a growing body of evidence that certain vulnerable groups, such as households with older people and children, are at the most at risk of health detriments associated with cold homes, such as respiratory and cardiovascular illnesses.

### Strategic Approach

To minimise the impact of energy price rises.

To reduce the number of households in or at risk of fuel poverty.

To reduce the overall carbon emissions per capita from the domestic sector.

Capitalise on external funding sources to support residents and businesses to install energy efficiency measures.

### What are we going to do?

- Proactive enforcement of Private Rental Sector Minimum Energy Efficiency Standards.
- Enable residents to maximise incomes, accessing all eligible benefits and ensuring they are on the most appropriate energy tariff for their use or can access affordable heating oil solutions.
- Support and encourage residents to install energy efficiency improvements, with a particular focus on those unable to access mains gas for heating and of solid wall construction, drawing down national funding where available.
- Encourage new developments to minimise the energy demand through

their design and orientation and maximise sustainable energy, local energy networks and battery storage.

- Support free standing decentralised, renewable and/or low carbon energy networks, subject to the acceptability of wider impacts.
- Help energy companies to target fuel poor and vulnerable households for energy efficiency measures.

### How can you help us?

- Save energy at home. <https://energysavingtrust.org.uk/home-energy-efficiency>
- Seek financial support for energy efficiency measures - if anyone in your household is receiving benefits, then the first place to start is by asking your energy supplier (Npower, SSE, Scottish Power etc.) if they can help. They should be able to tell you what help is available through the Energy Company Obligation (ECO).
- Give us a call – we may be able to tell you about any local initiatives that can provide help.
- Check if you are eligible for the winter fuel payment and/or the warm home discount.



## WASTE MINIMISATION

Often the most environmentally resourceful, economically efficient and cost-effective way to manage waste is to reduce the amount produced. Food production, goods manufacturing, transportation and processing of waste contribute to greenhouse gas emissions.

The Government's Our Waste, Our Resources: A Strategy for England sets out proposals to preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The aim is to minimise the damage caused to the natural environment by reducing and managing waste safely and carefully, and by tackling waste crime.

The waste hierarchy ranks options for waste management, with priority given to preventing the creation of waste in the first place, followed by preparing waste for reuse; to recycling, and then recovery. Disposal is regarded as the worst option. Instead we aim to increase our rates of recovery and recycling. We want to shift away from waste towards resource efficiency and will do this by focusing not just on managing waste, but on managing the resources which become waste.

| Baseline – 2018/19                | Norfolk | Broadland |
|-----------------------------------|---------|-----------|
| Recycling rate %                  | 43.4    | 48.2      |
| Residual waste per household (kg) | 426.0   | 442.01    |
| Number of brown bins              | -       | 28,499    |
| Garden waste (tonnes)             | -       | 11,044    |
| Food waste (tonnes)               | -       | 2,165     |
| Number on food waste scheme       | -       | 25,780    |

### Key Considerations

#### 1. Waste collection service

We are committed to providing residents with a good quality waste collection and recycling service. We also have to ensure that our collection scheme and approach to recycling are compliant with emerging government requirements.

As our baseline figures above show, we already have some strong examples of good practice in our waste operations. Our recycling rates put us among the better performing local authorities in England, however, we are determined to recycle even more in the lifetime of this strategy.

The Council's 2020/21 Delivery Plan confirms a target to increase recycling rates by 2% by the end of the year. We are also committed to ensuring that materials for which proven markets exist are collected for recycling and that wherever practicable, waste is sent to facilities within the UK for treatment or disposal.

## Strategic Approach

Value for money sustainable kerbside collection scheme which is fully compliant with the minimum service standards required by UK Government by 2025.

Reduction in the amount of waste generated through council activities.

High quantity of waste recycled and reduce the amount of residual waste by delivering efficient and high-quality recycling, refuse and garden waste collection service.

Engaging with residents to minimise contamination and ensuring waste is disposed of appropriately.

Support businesses to recycle by providing a value for money and effective commercial waste services.

Enable the reuse of unwanted items by hosting local community reuse and recycle events.

## What are we going to do?

- Provide a viable, cost effective and compliant service which generates income for the Council.
- Provide the right information, incentives and infrastructure for people and businesses to increase the amount of recycling and reduce the amount of waste produced.
- Encourage residents to engage with food waste collections, where available.
- Investigate opportunities to expand the food waste collection service.

## How can you help us?

- Reduce unnecessary waste, for example look for products with less packaging and buy reusable rather than disposable items.
- Don't contaminate your bin. Recycle more, recycle right – you can find out what goes in which bin at:  
<https://www.broadland.gov.uk/recycling>
- Put your bin out by 06:30am on the day of collection to avoid missing your collection.
- Help your neighbour or relative who may struggle to put out their bin – if you can you may wish to assist them yourself. Alternatively, you can signpost them to our assisted collection scheme.

## 2. Reducing single use plastics

We know that plastic waste is something our residents feel very strongly about, and we intend to look at how we can tackle this locally.

The average UK household uses around 500 plastic bottles per year, but only recycles just over half of them. Bottles make up 67% of household plastic packaging collections, including soft drinks, cosmetics and household and cleaning products. Recycling decreases the need for raw materials, which helps save energy and carbon emissions; It takes 75% less energy to make a plastic bottle from recycled plastic compared with using 'virgin' materials.

### What are we going to do?

- Within our Strategic Plan we have committed to becoming a single use plastic-free council by 2024.
- Raise awareness and support the extension of Refill scheme
- Encourage the district's institutions, businesses and residents to work towards reducing the use of single use plastics.

### How can you help us?

- Invest in canvas or cotton bags for your shopping and keep them handy.
- Carry your own drink container with you and refill instead of purchasing new bottles of water. <https://refill.org.uk/>.
- Swap conventional wet wipes and sponges for plastic free biodegradable ones or washable cloths.
- Recycle any plastic bottles you use.
- Buy loose produce.



# TRANSPORT

Good transport networks play a vital role in our communities, providing access to employment opportunities, healthcare and education, as well as unlocking economic opportunities in tourism and leisure. Transport is responsible for 80% of harmful roadside emissions. Typical measures to reduce emissions from local sources include traffic management, encouraging the uptake of cleaner vehicles and increased use of public transport, along with more sustainable transport methods such as walking and cycling.

Vehicles in the UK are predominantly petrol or diesel powered, producing 331,000 tonnes of NOx pollutants nationwide (DEFRA, 2016). Switching to a zero-emission capable vehicle can save money on fuel costs, reduce harmful vehicle emissions and improve local air quality. For this reason, we support a move from combustion engine vehicles to more sustainable ones such as hydrogen or electric.

The uptake of electric vehicles has surged over the last four years. Almost 60,000 sold in 2018 and there are now nearly quarter of a million electric vehicles on the UK's

roads. There are almost 20,000 public charging points across the UK supporting the switchover to electric vehicles. Local authorities have a key role to play in expanding the electric vehicle infrastructure network, supporting local groups to install and manage public charging points.

## Strategic Approach

Work with partners to support the implementation of the Transport for Norwich Strategy including significant improvements to the bus, cycling and walking network to promote modal shift.

Work with Norfolk County Council to support more sustainable and healthier transport systems, enabling and encouraging active travel, with a specific focus on rural transport networks.

Promote and encourage the use of alternative fuel types and new technologies including commercial vehicles.

## What are we going to do?

- New developments will be required to be designed to manage travel demand, promote active and sustainable transport.
- Integrate the need to reduce car use into the local plan.
- Encourage the use of greener vehicles for private hire vehicles through taxi licensing.
- Promote the use of ECO Stars Fleet Recognition Scheme locally.
- Review our own vehicle policy.
- Promote car sharing in the community.
- Investigate opportunities to increase the number of electric vehicle charging points across the district.

## How can you help us?

- Consider greener transport options.
- Walk more.
- Get cycling to work to school, to pop to the shops or for a bit of exercise.
- Use public transport.
- Don't leave engine running when you are stationary.

## 2. Staff travel

Staff required to travel as part of their roles are reimbursed at HMRC mileage rates, this incentivises the use of low carbon modes of transport by funding not only car usage, but also motorcycle and bicycle miles. Additionally, staff are encouraged to car share as an additional 5p per mile is paid for each additional passenger carried. The new flexible working policy adopted in January 2020 encourages working at alternative locations such as home working to increase staff efficiencies and support green principles.

## Emissions from staff and member travel

| Baseline <sup>5</sup> – 2018/19 |               |                           |
|---------------------------------|---------------|---------------------------|
|                                 | Total mileage | Emissions                 |
|                                 |               | (kg of CO <sub>2</sub> e) |
| Staff (Diesel)                  | 67936         | 18954.82                  |
| Staff (Petrol)                  | 78608         | 22877.29                  |
| Staff Total                     | 146544        | 41832.11                  |
| Members                         | 14801         | 4218.58                   |
| Total                           |               | 46050.69                  |

### Strategic Approach

Encourage more sustainable car travel options for example car sharing and car club membership where the use of public transport is not practicable.

Minimise unnecessary travel between sites.

## What are we going to do?

- Introduction of new car leasing scheme from April 2020, including options for electric and hybrid vehicles.

- Investigate the infrastructure and installation required for the delivery of electric vehicle charging points at all council owned buildings.
- Encourage the use of telephone/video conferencing and continue to invest to home working.
- Encourage all forms of greener transport options.

## Opportunities beyond existing resources

- Investigate/implement a staff travel plan – encouraging remote working, car sharing etc.

5. Member's mileage not broken down by fuel type, "unknown" conversion factor has been used. Average conversion factor has been used for staff mileage for appropriate fuel type.

# SUSTAINABLE PROCUREMENT

The Council has a procurement strategy relating directly to the business/corporate plan and the Council's vision and ambitions.

Buying products or contracting for services can have significant environmental impacts. Sustainable procurement can ensure that these impacts are lessened, and associated carbon emissions reduced. Additionally, it increases environmental awareness and sets an example.

Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

## Strategic Approach

Ensure that all the services we commission and procure, improve the economic, social and environmental wellbeing of the area.

## What are we going to do?

Develop a new Corporate Procurement Strategy to ensure procurement of services:

- Take into account the need to minimise emissions and reduce the negative impacts of transportation when purchasing goods and services.
- Takes steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured.
- Considers the environmental performance of all suppliers and contractors, and encourage them to conduct their operations in an environmentally sensitive manner.

- Maximises the use of recycled products and products derived from reclaimed materials
- Select products / services that have minimal effect on the depletion of natural resources and biodiversity.
- Ensure that local enterprises are encouraged to bid for the Council's business
- Conduct a review of existing product areas and their associated environmental impacts
- Look to move to green energy supplies for the Council's estate
- Minimise the environmental impact of our canteen through new contracts.

## Opportunities beyond existing resources

- Investigate implementing an Environmental Management System, a structured framework for managing an organisation's significant environmental impacts.



## Summary of actions – to be reviewed and updated regularly

| Theme                   |                         | Delivery   | Targets/Measures of Success – extract from corporate delivery plan  |
|-------------------------|-------------------------|--|---|
| Sustainable Communities | Climate Change adaption | <p>Local plans take a proactive approach to mitigating and adapting to climate change considering the long-term implications for flood risk, water supply, biodiversity and the risk of overheating.</p> <p>Promote the use of sustainable drainage systems in new developments, which help to reduce downstream flooding.</p> <p>Rainwater conservation and re use promoted through the planning process.</p> <p>Raise awareness for residents and businesses allowing them to consider property level adaptations.</p> | <p>Number of community plans developed by parish and town councils, considering the impacts of climate change and mitigation.</p>   |
|                         | Planning Policy         | <p>Local plans take a proactive approach to mitigating and adapting to climate change considering the long-term implications for flood risk, water supply, biodiversity and the risk of overheating.</p> <p>Adoption and delivery of the Greater Norwich Local Plan.</p> <p>Support local plan policies which seek to improve the energy efficiency of new build homes and commercial premises.</p>  | <p>Number of new homes achieving 20% reduction against Part L of the 2013 Building Regulations (amended 2016).</p> <p>Number of new homes meeting the Building Regulations Part G (amended 2016) water efficiency higher optional standard.</p> <p>Number of non-housing developments over 500 m<sup>2</sup> achieving BREEAM “very good” energy efficiency and water efficiency standards or any equivalent successor.</p> |

|  |  |  |  |
|--|--|--|--|
|  | <p>Green Infrastructure and biodiversity</p> | <p>Develop an action plan to establish a new Country Park at Houghen Plantation.</p> <p>Enhance existing and establish new local green spaces.</p> <p>Use the best environmental management practices for land use to protect and enhance biodiversity.</p> <p>Where appropriate and where we have community buy in, turn some short-mown grass sites to wildflower meadows.</p> <p>Engage local communities and businesses to support volunteers and expand links with local schools.</p> <p>Increase tree canopy cover across the districts<br/>-Support Norfolk County Council's aim of planting one million trees by 2024.</p> | <p>Value of external funding secured to increase delivery of green infrastructure projects across the districts and specifically at Houghen Plantation.</p> <p>Number of new developments delivering a net biodiversity gain.</p> <p>Monitor canopy cover on new development sites to aim to achieve 25% canopy cover over 10 years.</p> <p>Capture numbers of trees planted through development.</p> <p>Total number of trees planted through council supported schemes. Target of planting one tree for every resident of Broadland by 2024.</p> <p>Number of green infrastructure projects supported.</p> <p>Increase in number of community tree wardens. Baseline 2018/19: 34</p> |
|--|--|--|--|



|                          |   |   |  |
|--------------------------|---|---|--|
| Clean & Safe Environment | Environmental Protection and Crime prevention | <p>Number of litter picks/clean up initiatives supported.</p> <p>Number of confirmed incidents of fly tipping.</p> <p>Increased enforcement and education for fly tipping, waste crimes, littering, graffiti and dog fouling.</p> <p>Review of fixed penalty notice charges.</p> <p>Environmental Crime Strategy promoting a zero- tolerance approach.</p> <p>Increase joint working with other stakeholders to increase intelligence sharing and tackle Environmental Crime.</p> <p>Use all available powers to deal with community issues.</p> <p>Encourage community action.</p> | <p>Increase in number of litter picks/clean up initiatives.</p> <p>Decrease in number of fly tips identified against baseline figure<br/>Baseline in 2018/19: 515.</p> <p>Increase in appropriate enforcement.<br/>Number of Fixed Penalty notices served in 2018/19 : 1</p> |
|                          | Air Quality                                   | <p>Proactive work with our partners and other stakeholders aiming to achieve a positive change to air quality.</p> <p>Raise awareness.</p> <p>Pre planning application advice for more applications.</p> <p>Develop planning guidance for air quality.</p>  | <p>Maintain level of air quality management areas in the district. Current – 0 AQMAs</p>   |

|  |                              |  |  |
|--|------------------------------|--|--|
|  | Land Quality                 | <p>Education for developers and consultants on what they need to submit with their planning applications.</p> <p>Pre planning application support in more applications.</p> <p>Proactive project to target oil users in vulnerable locations to provide advice on fuel security and spill prevention.</p>  | <p>All developments meeting planning policy requirement: major developments to submit a sustainability statement and developments of 100+ to submit delivery statement.</p>  |
|  | Water Quality and Management | <p>Education for developers and consultants on what they need to submit with their planning applications.</p> <p>Pre planning application support in more applications.</p> <p>Raise awareness of drought and water security with Private Water Supply users.</p> <p>Proactive work with our partners and other stakeholders aiming to achieve a positive change.</p> <p>Promotion of rainwater reuse and water conservation.</p> <p>Develop supplementary planning documents.</p> | <p>Number of new homes meeting the Building Regulations Part G (amended 2016) water efficiency higher optional standard.</p> <p>Number of non-housing developments over 500 m<sup>2</sup> achieving BREEAM “very good” water efficiency standards or any equivalent successor.</p> |

|                   |  |   |  |
|-------------------|--|---|--|
| Energy Efficiency | In-House Emissions                       | <p>Minimise Energy use for our own estate.</p> <p>Assess potential for renewable energy production.</p> <p>Move to green energy suppliers</p> <p>Proactive enforcement of Private Rental Sector Minimum Energy Efficiency Standards.</p>  | <p>Overall reduction in gas/electricity emissions when compared to baseline.</p> <p>Baseline 2018/19 Kg of CO<sub>2</sub> e</p> <p>BDC – Gas 57,177, Elec 105,568</p> <p>Number/percentage of rented homes meeting standards</p>   |
|                   | Supporting our Residents and Communities | <p>Enable residents to maximise incomes, accessing all eligible benefits and ensuring they are on the most appropriate energy tariff for their use or can access affordable heating oil solutions.</p> <p>Support and encourage residents to install energy efficiency improvements, drawing down national funding where available.</p> <p>Encourage new developments to minimise the energy demand through their design and orientation and maximise sustainable energy, local energy networks and battery storage.</p> <p>Support free standing decentralised, renewable and/or low carbon energy networks, subject to the acceptability of wider impacts.</p> <p>Help energy companies to target fuel poor and vulnerable households for energy efficiency measures.</p> | <p>Number of residents supported and homes improved through council organised/promoted schemes.</p> <p>Number of new homes achieving 20% reduction against Part L of the 2013 Building Regulations (amended 2016)</p> <p>Increase in the total energy production across the districts. 2019 Baseline: 52MW</p> |

|                    |                              |  |   |
|--------------------|------------------------------|--|---|
| Waste Minimisation | Waste Collection Service     | <p>Provide a viable, cost effective and compliant service which generates income for the Councils.</p> <p>Provide the right information, incentives and infrastructure for people and businesses to increase the amount of recycling and reduce the amount of waste produced. Initiatives to encourage recycling and reduce contamination.</p> <p>Support and encourage the uptake of schemes and services which increase food and garden waste composting.</p> <p>Encourage residents to engage with food waste collections, where available.</p> | <p>Gross tonnage increase - food waste. Increase on 2018/19 baseline of 2,165 tonnes.</p> <p>Recycling - % of household waste recycled. 2% increase by Q4 2020/2021 compared to 2018/19 baseline of 48.2%. Target of 60% recycling rate by 2025</p> <p>Tonnage of Garden Waste being recycled - Increase in tonnage<br/>Baseline 2018/19: 11,044.</p> |
|                    | Reducing Single use Plastics | <p>Raise awareness and support the extension of the Refill Scheme.</p> <p>Encourage the districts institutions, businesses and residents to work towards reducing the use of single use plastics.</p>  | <p>Becoming a single use plastic-free council by 2024.</p>  |

|           |                       |   |   |
|-----------|-----------------------|---|---|
| Transport | Sustainable Transport | <p>New developments will be required to be designed to manage travel demand, promote active and sustainable transport.</p> <p>Integrate the need to reduce car use into the local plan.</p> <p>Work with Norfolk County Council to support more sustainable and healthier transport systems, enabling and encouraging active travel.</p> <p>Encourage the use of greener vehicles for private hire vehicles through taxi licensing.</p> <p>Promote the use of ECO Stars Fleet Recognition Scheme locally.</p> <p>Review our vehicle policy.</p> | <p>Increase in the percentage of green commuter journeys. Baseline 2011 census data 18%.</p> <p>Increase in number of hybrid and electric private hire vehicles licenced.</p>   |
|           | Staff Travel          | <p>Introduction of new car leasing scheme from April 2020, including options for electric and hybrid vehicles.</p> <p>Investigate the infrastructure and installation required for the delivery of electric vehicle charging points at all council owned buildings.</p> <p>Investigate/implement a staff travel plan – encouraging remote working, car sharing etc.</p>   | <p>Number of staff utilising leasing scheme for electric/hybrid vehicles.</p> <p>Installation of charging points at Council owned locations.</p> <p>Overall reduction in staff/member mileage against baseline 2018/19.</p> |

|                         |  |  |  |
|-------------------------|--|--|--|
| Sustainable Procurement |  | <p>Develop a new Corporate Procurement Strategy to ensure procurement of services consider the need to minimise emissions and reduce the negative impacts of transportation when purchasing goods and services.</p> <p>Take steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured.</p> <p>Consider the environmental performance of all suppliers and contractors, and encouraging them to conduct their operations in an environmentally sensitive manner.</p> <p>Maximise the use of recycled products and products derived from reclaimed materials.</p> <p>Select products / services that have minimal effect on the depletion of natural resources and biodiversity.</p> <p>Ensure that local enterprises are encouraged to bid for Council business.</p> <p>Conduct a review of existing product areas and their associated environmental impacts.</p> <p>Look to move to green energy supplies for the Council's estate.</p> <p>Minimise the environmental impact of our canteen through new contracts.</p> |  |
|-------------------------|--|--|--|

## **TEMPORARY PAVEMENT LICENSING**

**Report Author:** David Poole-Gotto  
Senior Environmental Health Officer (Licensing)  
01603 430610  
[david.poole-gotto@broadland.gov.uk](mailto:david.poole-gotto@broadland.gov.uk)

**Portfolio Holder:** Environmental Excellence

**Wards Affected:** All

### **Purpose of the Report:**

To seek Cabinet decisions on the delegation of authority to officers, and the setting of fees and licence conditions, for new temporary Pavement Licences to local business premises.

### **Recommendations:**

That Cabinet agrees to:

- (1) Set the temporary pavement licensing application fee at £75.
  - (2) Delegate authority to the following officers for the purposes provided at sub-paragraphs (a) and (b) below:
    - Licensing & Enforcement Officers
    - Senior Environmental Health Officer (Licensing)
    - Food, Safety and Licensing Team Manager
    - Assistant Director Regulatory
    - Director for Place
- (a) To decide whether to approve, refuse, or revoke pavement licences, also to set their durations.
  - (b) To decide which licence conditions are attached to each licence (selecting from local standard conditions as established, and non-

standard conditions as appropriate to individual circumstances).

- (3) Delegate authority to the following officers the power to enforce licence conditions and to vary or revoke individual licences:

- Senior Environmental Health Officer (Licensing)
- Food, Safety and Licensing Team Manager
- Assistant Director Regulatory
- Director for Place

## **1 SUMMARY**

- 1.1 Local businesses are struggling for financial viability following the Covid-19 emergency restrictions. Temporary pavement licensing by district councils is proposed nationally to help maximise businesses' customer capacity. The final form of legislation providing for this temporary pavement licensing is awaited imminently, however decisions by Cabinet as proposed in this report are required now to enable the necessary licensing administration process and acceptance of applications from local businesses.

## **2 BACKGROUND**

- 2.1 There is a discretionary power for local authorities to grant pavement licenses under the Highways Act 1980. The consultation period is 28 days and the fee which can be in the order of £300-400 varies considerably between local authorities. This Council does not presently offer pavement licences.
- 2.2 The Business and Planning Bill was debated by Members of the House of Lords during its second reading on 6 July 2020 and is likely to become enacted in late July. It introduces a temporary streamlined and inexpensive route for businesses such as cafes, restaurants and licensed premises to place removable furniture on certain highways adjacent to their premises. This will support businesses to operate safely and offer the financial benefit of additional customer seating capacity while social distancing measures remain in place. Application fees to be decided by councils individually are capped at £100.
- 2.3 The introduction in the Business and Planning Bill of the new temporary approach to pavement licenses is an important part of enabling businesses to achieve economic recovery, by safely increasing their trading space, while mitigating any potential negative impacts via a licensing process. It is important to note that the draft Bill mandates the introduction of the proposed temporary pavement licensing in our District.
- 2.4 The proposed process will allow for a five working day consultation period involving liaison with the Highways Authority and other agencies, followed by a determination period of a further five working days.
- 2.5 If the Council has not determined the application by the expiration of the



determination period, the application is deemed approved. It is imperative that the council expedites a licensing process that suitably governs decision-making and the conditions under which licence holders operate outdoor seating etc.

- 2.6 Approved pavement licences will be subject to national standard conditions published by the Secretary of State. They may also be subject to local standard conditions when imposed (a draft of these is provided at Appendix 1), and specific conditions attached to licences granted in respect of individual premises.

### **3 CURRENT POSITION**

- 3.1 Currently this Council does not issue any permissions for furniture to be placed on the public highway adjacent to businesses. Meanwhile, as we emerge from emergency Covid-19 restrictions, many businesses face immediate and urgent needs to secure financial and this applies not least to our local catering and hospitality businesses. There is a general desire to see a positive and progressive approach in offering support for local business financial recovery and it would suitably reflect this approach to expedite the implementation of temporary pavement licensing. Inevitably this new licensing will raise concerns in localities and individual cases, where noise or other concerns arise, however the Council's powers will rely on rapid licensing decisions and effective licensing conditions and enforcement as appropriate.
- 3.2 Officers have made preparations for administering temporary pavement licensing and preparatory discussions have been held with the regulatory partner agencies concerned.

### **4 PROPOSED ACTION**

- 4.1 In order that business viability can be supported at the earliest opportunity, by granting pavement licences where appropriate, it is necessary to seek approval ahead of the legislation being enacted. The implementation of a simplified process and revised scheme of delegation to officers that will enable the timely determination of pavement licence applications and any subsequent enforcement action. This requires decisions on the points noted at 4.2 to 4.5 below, which are reflected in the recommendations contained in this report.

#### **Application fee**

- 4.2 This Council may choose to set an application fee of no more than £100. Officers have calculated that an application fee of £75 would provide cost recovery for this council, just as it would also for South Norfolk and for Breckland District Council thereby offering a degree of local consistency.

## **Decision-making, local standard conditions, and enforcement**

- 4.3 It will be safe and appropriate to grant pavement licences to some businesses and not to others. This will depend primarily on local circumstances (eg there being sufficient safe outdoor space on the highway or pavement) and risks of causing anti-social behaviour, neighbour noise problems, crime and disorder. The draft legislation provides for formal consultation only with the Highways Authority, however officers propose that five working days' informal consultation would also take place with Norfolk Constabulary, with the Council's environmental health service, and with the relevant town or parish council. Given the very tight timescale for deciding applications, there will need to be delegated authority to decide whether to grant or refuse applications, also to decide which local standard (and any non-standard) conditions are attached to each pavement licence.
- 4.4 The delegation to officers proposed at 8(2) deliberately includes a wide range of officer posts. The intention is that the vast majority of the decision making process will be carried out by Licensing Officers. However, the wider delegation allows for greater resilience to respond to the short timescale and acknowledges that this is new legislation which is still in draft form. The level of delegation could be subject to review by the relevant Portfolio Holder and Chairman of Licensing.
- 4.5 The Bill includes the power to vary, modify or revoke a pavement licence. This may become necessary where a licence holder exceeds what is permitted or fails to manage compliance with licence conditions.
- 4.6 It is proposed that the Senior Environmental Health Officer (Licensing), the Food Safety and Licensing Team Manager, the Assistant Director (Regulatory) and the Director for Place are delegated the power to enforce licence conditions and to vary or revoke individual licences.

## **5 OTHER OPTIONS**

- 5.1 The determination of applications by a Licensing Sub-Committee, whether or not representations have been received, is not consistent with the spirit or timescale specified in the legislation and this would introduce unnecessary delay and increase the cost of administration. Instead, it is proposed that progress implementing will be reported to members to enable the achievement of satisfactory licensing outcomes to be monitored whilst enabling businesses to provide sufficient seating numbers to maintain business viability.

## **6 ISSUES AND RISKS**

- 6.1 If there is no licensing process put in place by this Council to urgently consider applications or they are not processed and decided in the required

timescale then legally they will be deemed granted. In such a scenario, licences deemed granted will not benefit from consideration of individual and local circumstances and relevant decisions and controls being applied.

- 6.2 **Resource implications** – The administration and enforcement of temporary pavement licensing through to September 2021 will require officer administration and the proposed application fee of £75 is expected to recover these costs.
- 6.3 **Legal implications** – Legal advice has been taken and the Monitoring Officer has been consulted. The legal implications of this regulatory activity are addressed in this report.
- 6.4 **Equality implications** – An equalities assessment has been completed. There is a potential impact on individuals who are visually impaired or have mobility issues, however, these considerations will be factored into the consideration of each local setting, individual circumstances and the detail of each pavement licence application and any conditions attached if it is granted.
- 6.5 **Environmental impact** – There is a risk of windblown litter arising from outdoor pavement licensed areas. This would be addressed in licence conditions, as a responsibility of the licence holder subject to licence review or enforcement if necessary, and it is expected that businesses will manage pavement licensed areas responsibly. The decisions sought in this report will not in themselves impact on the environment.
- 6.6 **Crime and disorder** – There is a potential for the use of street furniture sited outside premises to contribute to noise or antisocial behaviour issues. The police and Community Protection Team will be consulted regarding each application and their representations taken into consideration. The legislation will allow for enforcement action including the revocation of a licence where a license condition is breached, including risks to public safety or anti-social behaviour or a public nuisance.
- 6.7 **Risks** – The draft legislation proposes that should a local authority not determine an application before the end of the determination period, then it is deemed granted subject to local conditions. The decisions sought in this report are designed to ensure that risks arising from pavement licensed premises are well managed.

## **7 CONCLUSION**

- 7.1 The decisions sought in this report will enable implementation and administration of temporary pavement licensing by delegated officers to be completed without delay, enabling businesses to safely expand their customer capacity and assist economic recovery.
- 7.2 The proposed application fee will recover the Council's operating costs

## 8 RECOMMENDATIONS

### 8.1 That Cabinet agrees to:

- (1) Set the temporary pavement licensing application fee at £75.
- (2) Delegate authority to the following officers for the purposes provided at sub-paragraphs (a) and (b) below:
  - Licensing & Enforcement Officers
  - Senior Environmental Health Officer (Licensing)
  - Food, Safety and Licensing Team Manager
  - Assistant Director Regulatory
  - Director for Place
- (a) To decide whether to approve, refuse, or revoke pavement licences, also to set their durations.
- (b) To decide which licence conditions are attached to each licence (selecting from local standard conditions as established, and non-standard conditions as appropriate to individual circumstances).
- (3) Delegate authority to the following officers the power to enforce licence conditions and to vary or revoke individual licences:
  - Senior Environmental Health Officer (Licensing)
  - Food, Safety and Licensing Team Manager
  - Assistant Director Regulatory
  - Director for Place

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### Background Papers

1. Business and Planning Bill 2020 (part 1)  
[https://publications.parliament.uk/pa/bills/lbill/58-01/119/5801119\\_en\\_1.html](https://publications.parliament.uk/pa/bills/lbill/58-01/119/5801119_en_1.html)
2. Draft UK Government guidance: Pavement Licences (outdoor seating proposal) <https://www.gov.uk/government/publications/pavement-licences-draft-guidance/draft-guidance-pavement-licences-outdoor-seating-proposal>

## Business and Planning Act 2020

I/We wish to apply for a pavement licence on the highway (section 115A (1) Highways Act 1980) in the Broadland or South Norfolk district.

|   |                   |
|---|-------------------|
| <b>1. Your name:</b>  |                   |
| <b>2. Telephone no:</b>                                     | <b>Mobile no:</b> |
| <b>3. E-mail address:</b>                                   |                   |
| <b>4. Name of licence holder:</b> (if different from above) |                   |

**5. Business name and address of premises to be licensed:**

**a. Telephone no. (if different to above)**

**6. Address for correspondence** (if different to above)

**SECTION B – Licence Details****Purpose of Application**

**7. Please specify the purpose (or purposes) for which the furniture will be used (tick all that apply)**

- ☐ To sell/serve food
- ☐ To sell/serve drink
- ☐ For customers to consume food bought from the premises
- ☐ For customers to consume drink bought from the premises

**Dimensions – Size and Layout**

**8. What is the size of the proposed licensed area?**

Width (m)

Depth (m)

**9. Proposed number of tables?**

**Proposed number of chairs?**

**10. Do you propose to use parasols?**

**YES/NO**

**If YES, how many?**

**11. Do you propose to use space heaters?**

**YES/NO**

**If YES, how many?**

**If you intend to use space heaters you will need to submit a risk assessment with your application.**

**12. Do you propose to use barriers around the edge of the licensed area?**

**If YES, please describe the type of barriers**

**13. Do you propose to use any other furniture/equipment not already listed?**

**If YES, please give details**

### Details of furniture and means of enclosure

*Applicants are requested to supply as much detail as possible for all items proposed. Photographs, scale drawings, clear photocopies and technical details (dimensions/colours/materials etc.) are preferred. All items need to be specified/detailed on the main site plan.*

|     |  |
|-----|--|
| 14. | Please give brief description, suppliers and technical details, where appropriate, of proposed furniture.          |
| 15. | Please give brief description, suppliers and technical details, where appropriate, of proposed enclosure/barriers. |

### Hours of Operation

| On what days do you propose to open? |           | Please tick | Hours of operation |
|--------------------------------------|-----------|-------------|--------------------|
|                                      | Monday    |             |                    |
|                                      | Tuesday   |             |                    |
|                                      | Wednesday |             |                    |
|                                      | Thursday  |             |                    |
|                                      | Friday    |             |                    |
|                                      | Saturday  |             |                    |
|                                      | Sunday    |             |                    |

**NB: Pavement licences will not be granted beyond 23:00 (11pm)**

|   |  |
|---|--|
| <b>16. Will alcoholic drinks be served and consumed within the licensed area?</b><br><br><b>YES</b> <b>NO</b> (If answering NO go straight to Q.19) |  |
| <b>a. If YES, please state:</b><br><br><b>Premises licence number:</b>  |  |

**SECTION C – Compulsory Requirements**

| <b>19. Any Pavement Licences will be issued subject to the following conditions:</b> |  |
|--|--|
| <input type="checkbox"/>   | The licence holder shall ensure that use of the area authorised under the Pavement Licence does not cause a noise nuisance to nearby properties.   |
| <input type="checkbox"/>   | The licence holder shall ensure that empty glasses and crockery are removed from the licensed area on a regular basis.   |
| <input type="checkbox"/>   | The licence holder shall ensure that any litter is cleared from the licensed area on a regular basis and that the area is kept in a clean, orderly and tidy manner.  |
| <input type="checkbox"/>   | A-boards, advertising signs, beer kegs, bottle crates or any other unsightly or unapproved items must not be placed on or adjacent to the licensed area.   |
| <input type="checkbox"/>   | Tables, chairs and other associated structures must be removed from the public highway after the close of trading hours. The furniture must not be stored on the   |
| <input type="checkbox"/>   | The tables, chairs and any other furniture provided, must conform to the details of the Pavement Licence application, unless the licensing authority gives written approval of any change.   |
| <input type="checkbox"/>   | The licence holder shall be responsible for making good any damage caused to the site in the exercise of this licence.   |
| <input type="checkbox"/>   | The licence holder must remove the tables, chairs and parasols from the licensed area if: <ul style="list-style-type: none"> <li>a) works to the area are to be undertaken by the Council, the highway authority or a utility provider</li> <li>b) so requested by a Police Officer to ensure public safety</li> </ul> |
| <input type="checkbox"/>   | The licence holder must keep a copy of this licence on the premises and it must be available for inspection at reasonable times. The licence must be prominently displayed so as to be visible from the highway.   |
| <input type="checkbox"/>   | When drinks are served on the licensed area in glasses, they must be made of toughened or tempered safety glass.   |
| <input type="checkbox"/>   | The licence holder shall ensure that social distancing guidelines are complied with, in line with the Coronavirus Regulations 2020 and associated guidance.  |
| <input type="checkbox"/>   | The holder(s) shall not cause any obstruction of the highways (other than the permitted use) or danger to persons using it and shall not permit persons to gather so as to cause a nuisance or annoyance or danger to any persons lawfully using the highway.  |
| <input type="checkbox"/>   | All Pavement Licences will be issued with an earliest start time of 8am and a maximum finish time of 23:00 (11pm) each day.  |

**NB. If your application is successful, the operation of your Pavement Licence may be subject to periodic inspections to ensure that all the terms and conditions of the licence are adhered to. Failure to do so may result in the suspension or termination of your licence.**

**SECTION D – Documentation Required**

Please tick the checklist boxes below to ensure that with this application form you provide the supporting sites plans and any other required documents. These must be up-to-date and accurate and show fully and clearly what you are applying for.



**ENCLOSED**

|                          |   |
|--------------------------|---|
| <input type="checkbox"/> | A plan on which your premises and the proposed Pavement Licence area are clearly outlined – suggested scale 1:100 or 1:150.   |
| <input type="checkbox"/> | A 1:100 or 1:150 scale site plan (where possible) showing the building line of the application premises and adjacent buildings, the location of the kerb line, the distance between the building line and the kerb line, the precise boundary of the proposed licensed area giving measurements of the width and depth of the area, the location of all accesses on your frontage including fire exits, the location of existing obstructions within or near to the street café area, e.g. lamp posts, bollards, trees etc, the size and location of the proposed tables, chairs and other furniture and the size and location of enclosure barriers. |
| <input type="checkbox"/> | Photographs, brochures or scaled drawings showing design, dimensions, colour and materials of the tables and chairs you propose to use.   |
| <input type="checkbox"/> | Photographs, brochures or scaled drawings showing design, dimensions, colour and materials of proposed means of enclosure.  |
| <input type="checkbox"/> | Design and access statement showing the provision made for people with sensory and physical disabilities.   |
| <input type="checkbox"/> | Third party public liability insurance certification up to the value of £5 million.   |
| <input type="checkbox"/> | Payment of the appropriate application fee (if applicable).   |
| <input type="checkbox"/> | If you propose to use space heaters you must also provide a risk assessment.  |
| <input type="checkbox"/> | Photos of the site notice to demonstrate it has been properly displayed.  |

**SECTION E – Declaration**

**I declare that I am over 18 years of age and I certify that, to the best of my knowledge and belief, the information I have provided in this application form and on the submitted plans is both accurate and correct.**

**Signed** .....

**Name of Company** (if applicable) .....

**Position in Company** (if applicable) .....

**Dated** .....

Broadland District Council and South Norfolk Council takes your privacy very seriously and provides the following information in compliance with *Data Protection Legislation*. Under data protection legislation we lawfully process your personal information as a public authority which may involve sharing your information with other regulatory authorities.

Data received as a result of any Licensing application will be retained for the period of your licence and for a period of 7 years once the licence has lapsed. We may need to share your information with other regulatory authorities, any relevant Council Committees and other departments within Broadland District Council and South Norfolk Council to ensure the best possible service.

Under data protection law you have the right to request access to, rectification, restriction or objection to the processing of your personal data, as detailed in our Privacy Policy (on our website). You can contact our Data Protection Officer at [dpo@broadland.gov.uk](mailto:dpo@broadland.gov.uk) or 01603 430615. You also have the right to lodge a complaint with the regulator, the Information Commissioner's Office.

**Please send your completed application to:**

[licensing@broadland.gov.uk](mailto:licensing@broadland.gov.uk) (Broadland applications) or  
[licensingteam@s-norfolk.gov.uk](mailto:licensingteam@s-norfolk.gov.uk) (South Norfolk applications)

**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 138 to 147 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