

Cabinet

Agenda

Date

Tuesday 9 July 2019

Members of the Cabinet

Mr S A Vincent
Chairman (Leader) Policy

Mrs T M Mancini-Boyle
(Deputy Leader) Finance

Portfolio holders

Mrs J K Copplestone Economic Development

Mr J J Emsell Transformation and
Organisational Development

Mrs L H Hemsall Planning

Mrs J Leggett Environmental Excellence

Mr F Whymark Housing and Wellbeing

Time

6.00 pm

Place

Council Chamber
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

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



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

A G E N D A

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| 1 | To receive declarations of interest under Procedural Rule no 8 | |
| 2 | Apologies for absence | |
| 3 | <u>Minutes of meeting held on 11 June 2019</u> | 4 – 7 |
| 4 | Matters arising therefrom (if any) | |
| 5 | Public Speaking

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

In accordance with the Constitution a period of 3 minutes is allowed per member of the public. | |
| 6 | Representations from Non-Cabinet Members

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

In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member. | |
| 7 | <u>Overview and Scrutiny Committee</u>

To receive the Minutes of the meeting held on 18 June 2019.

The Cabinet will also be advised of views expressed by the Committee at its meeting on 2 July 2019 in relation to items on this Agenda. | 8 – 12 |
| 8 | <u>Council Performance 2018/19 – Broadland Business Plan</u>

To receive an update on the delivery of the Council's objectives for the period 1 April 2018 to 31 March 2019. | 13 – 58 |
| 9 | <u>Treasury Management Performance for the Year Ended 31 March 2019</u>

To receive an update on treasury management activity during 2018/19. | 59 – 63 |

10	<u>Joint HR Information System</u>	64 – 70
	To receive a report that proposed adopting a new HR Information System.	
11	<u>Affordable Home Ownership in Broadland and South Norfolk</u>	71 – 81
	To receive a report that proposed amending eligibility criteria for affordable home ownership.	
12	Joint Working Group	
	Cabinet are asked for approval to form a Member Working Group to take oversight and make recommendation on the waste services review. The waste service review will consider the long term benefits of any collaboration with South Norfolk Council and explore and make recommendation on the preferred model of waste collection, grounds maintenance and street cleansing. The Working Group will include 4 members, (3 Conservatives and 1 Liberal Democrat) to allow for political balance and will operating for the duration of the project until April 2022. The Working Group will work jointly with South Norfolk Council Members to agree any joint recommendations.	
13	Exclusion of Press and Public	
	The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.	
14	<u>North Rackheath Outline Planning Application</u>	82 – 88
	To receive a report that proposed that the Council prepares and submits an outline planning application.	
15	<u>Disposal of Land in Broadland District Council Ownership</u>	89 – 97
	To receive a report that proposed the disposal of land owned by the Council.	
16	<u>North-West Woodlands – Land Acquisition</u>	98 – 130
	To receive a report that proposed the acquisition of land in the District.	

Trevor Holden
Managing Director

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 11 June 2019** at **6.00pm** when there were present:

Mr S A Vincent – Policy (Chairman)

Portfolio holders:

Mr J J Emsell	Transformation and Organisational Development
Mrs L H Hemsall	Planning
Mrs J Leggett	Environmental Excellence
Mrs T M Mancini-Boyle	Finance
Mr F Whymark	Housing and Wellbeing

Mr Adams, Mr Murrell, Mr Riley and Mrs Vincent also attended the meeting for its duration.

Also in attendance were the Managing Director, Director of Place, Director of Resources, Director of People and Communities, Assistant Director Governance and Business Support (Monitoring Officer), Chief of Staff, HR and Customer Services Manager, Interim Communications and Engagement Manager and the Committee Officer (JO).

1 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Officer	Minute No & Heading	Nature of Interest
Assistant Director of Governance and Business Support (Monitoring Officer)	6 – Performance Related Pay 2019	Personal Interest on behalf of all staff present as beneficiaries of the Pay Scheme.

2 APOLOGY FOR ABSENCE

An apology for absence was received from Mrs Copplestone.

3 MINUTES

The Minutes of the meeting held on 9 April 2019 were confirmed as a correct record and signed by the Chairman.

4 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman and the Vice-Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 4 June 2019, as each item was considered.

5 UPDATE TO LOCAL DEVELOPMENT SCHEME

The report proposed that minor amendments be made to the current Local Development Scheme (LDS).

The changes were in respect of the relationship of the LDS to other Local Plans and to address what Development Plan Documents the Greater Norwich Local Plan (GNLP) would supersede.

It was proposed that whilst the GNLP would supersede the Joint Core Strategy and the Broadland Site Allocations DPD, it would be premature to supersede the Growth Triangle Area Action Plan and the Development Management DPD at this stage; although some elements might be added, amended or replaced.

The Leader noted that the LDS was a dynamic document that would be subject to amendment as it progressed.

RECOMMENDED TO COUNCIL

to approve the proposed amendments to the current Local Development Scheme (August 2018).

Reasons for decision

To maintain an up-to-date Local Development Scheme and meet legislative requirements.

6 PERFORMANCE RELATED PAY 2019

The report asked Cabinet to determine the value of the Standard Merit Unit (SMU) for Performance Related Pay for 2019. An SMU of 1.33 was proposed, which was in line with the budget agreed at Council in February 2019 and was approximately one percent of the payroll budget.

In February 2019, Council agreed a two percent growth in salary budgets, valued at £155,300, to provide funding for both the cost of living and Performance Related Pay awards. In April 2019, a cost of living award of one

percent was made to all staff. Therefore, one percent of the growth agreed in salary budgets remained available for Performance Related Payments.

The payment of Performance Related Pay would recognise staff performance over the last year and the value of the SMU at 1.33 would keep payments within the budget agreed by Council in February 2019, as not all staff would receive an award.

The Chairman of the Overview and Scrutiny Committee advised the meeting UNISON had raised concerns that staff at South Norfolk received a better pay award than Broadland staff; as South Norfolk determined pay awards through the National Joint Council scheme and Broadland operated a local scheme.

UNISON had, therefore, requested that in this interim period an additional one percent pay award for all staff, backdated to 1 April 2019 should be made on top of the 1.33 SMU. It was also requested that the local pay scales be amended to commence at the same level as those used by South Norfolk Council. The additional one percent would cost £75,500, but would be a significant boost to morale at a time of great uncertainty for staff.

The Vice-Chairman of the Overview and Scrutiny Committee added that the current Performance Related Pay scheme was not fit for purpose, as staff at the top of their grade could not receive an additional reward however well they performed.

The Portfolio Holder for Transformation and Organisational Development advised the meeting that a review of the staff structure to create a single set of terms and conditions across both Council's would be completed and ready for consultation by September. He also emphasised that the report before Cabinet only requested the determination of the SMU, not the wider Performance Related Pay scheme.

The Portfolio Holder for Finance added that the budget for Performance Related Pay had been agreed in February 2019 and should not be subject to change. She agreed, however, that the Performance Related Pay scheme was no longer fit for purpose and welcomed its review.

The Managing Director advised the meeting that the intention of the review was to design an organisation that was an employer of choice in Norfolk and to have the plans in place for this by September.

RESOLVED

To approve the Standard Merit Unit (SMU) of 1.33 for the Performance Related Payment scheme in recognition of staff's performance during 2018/19.

Reasons for decision

To determine the Performance Related Pay award for 2019.

7 APPOINTMENTS TO OUTSIDE ORGANISATIONS (EXECUTIVE FUNCTIONS)

Cabinet received the proposed appointments to outside organisations.

RESOLVED

To note and approve the appointments to outside organisations for 2019/20 (attached at Appendix 1 to the signed copy of these Minutes).

Reasons for decision

To appoint Member representatives to outside organisations.

The meeting closed at 6.24 pm

Minutes of a meeting of the **Overview & Scrutiny Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 18 June 2019** at **10.00 am** when there were present:

Mr S Riley – Chairman

Mr A D Adams	Mr K S Kelly	Mrs S M Prutton
Mr P E Bulman	Mrs C Karimi-Ghovanlou	Mrs C E Ryman-Tubb
Ms S J Catchpole	Mr D King	Mr N C Shaw
Ms N J Harpley	Mr M L Murrell	
Ms S I Holland	Mr G K Nurden	

Also in attendance were the Director Resources, Assistant Director of Governance and Business Support (Monitoring Officer), Assistant Director Economic Growth Economic Development Manager, Economic Development (Partnerships & Growth) Manager and the Committee Officer (JO).

9 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Officer	Minute No & Heading	Nature of Interest
Assistant Director of Governance and Business Support (Monitoring Officer)	11 – Minutes	Personal interest on behalf of officers present subject to the re-alignment of staff structures at the Council.

10 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Beadle, Mr Brennan and Mr King.

11 MINUTES

The Minutes of the meeting held on 4 June 2019 were confirmed as a correct record and signed by the Chairman, save for the correction of a minor typographical error.

Minute no: 3 – Minutes

The Chairman wished to clarify that his concern in respect of the provision of officer support for the Committee was not about when it would be put in place, but if it would be provided at all. He advised Members that following his meeting with the Managing Director he had received an email confirming that the Corporate Management Leadership Team would:

- (1) Make provision for a support officer over both Councils, as part of the restructure.
- (2) Engage with the CfPS to deliver scrutiny training to Members.

The Chairman informed Members that he presumed the resource would be at least the same as the Committee had previously been provided with (ie 15 hours per week).

The Assistant Director of Governance and Business Support (Monitoring Officer) confirmed that this work was in progress but she emphasised that the resource allocated to the Committee might be one element of an officers' wider duties and the most important aspect was the outcomes from that resource, rather than the time allocated to it. She also confirmed that Members would be updated at key points as the new staff structure was developed and consulted upon.

Minute no: 7 – Performance Related Pay 2019

The Chairman advised the meeting that Cabinet had rejected the Committee's recommendation of an additional one percent pay award to all staff. The Cabinet, however, had seemed more receptive to considering using the National Joint Council to determine pay awards in the future.

It was:

AGREED

that Members' recommendations to Cabinet would be regularly reported back to the Committee at its following meeting in future.

12 ECONOMIC UPDATE

The report was an update on the activity of the Economic Development department over the last six months.

Key areas highlighted were:

- The wide range of support provided to new and existing businesses to help locate, expand and flourish.
- Broadland Council Training Service had delivered 106 courses during the year, for 630 learners.
- The Choices programme, which tackled long term unemployment often

related to low level maths and English skills, lack of confidence, anxiety and low self-esteem was open to any Broadland resident including people with special needs.

- Recent Broadland Business Breakfasts had been attended by over 65 people from 50 businesses.
- The Greater Norwich Manufacturing Group, facilitated by the Council to help businesses make contact and explore opportunities had increased in membership to over 150 businesses. In the terms of geography the makeup of the Group was flexible and extended as far as Beccles.
- The Council also facilitated a Financial Industries Group to promote and develop a financial and related professional services cluster in Norwich and Norfolk. The Group had over 60 firms signed up.
- Establishing groups for other sector areas such as food and tourism were to be explored shortly.
- The 2019-20 'Buy in Broadland' voucher booklet had over 90 Broadland businesses that agreed to take part in the scheme by offering a discount to residents.
- Broadland businesses had accessed LEADER funding approved grants of a total of £669,568.
- Total funding accessed through the New Anglia Local Enterprise Partnership (LEP): Growing Business Fund was £3,158,275 in grants to 19 businesses providing 410 jobs.
- Both Broadland and South Norfolk employed a number of apprentices.

Members were also advised that there had been a 15 percent drop in the numbers of 16 to 18 year olds taking up an Apprenticeship, alongside a drop of 12 percent in 19 to 24 year old starts. The Assistant Director Economic Growth was of the opinion that this was due to the introduction of the Apprenticeships Levy.

In response to a query, Members were advised that the Apprenticeships schemes were tightly regulated and monitored to ensure that there was no risk of exploitation.

Members expressed concerns about the fall in the take up of Apprenticeships and it was:

AGREED

To convene a Time and Task Panel to investigate the Apprenticeships Levy. Membership of the Panel was confirmed as: Ms Catchpole, Mrs Karimi-Ghovanlou, Mr Kelly, Ms Harpley and Mr Riley.

Members confirmed that in future economic updates they would like to see more evidence of the success of business start-ups. It was also requested that more information on how a lack of public transport was having a negative effect on apprenticeship take up.

In respect of tourism Members were advised that arrangements could be put in place for the Chief Executive of Visit East Anglia to provide an update on their activities. A summary of tourism statistics could also be provided for Members when they were available in September.

An update on the marketing of the Greater Norwich Manufacturing Group would also be included in the next Economic Update.

13 NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE

The Committee noted the Outcomes and Actions and Forward Plan of the 30 May 2019 meeting of the Norfolk Health Overview and Scrutiny Committee.

14 CORPORATE EQUALITIES GROUP

It was:

AGREED

To appoint the following Members to the Corporate Equalities Group:
Ms Catchpole and Mr Riley.

15 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

The Committee was informed that the Police and Crime Commissioner was to provide an all-Member briefing session later in the year.

The following items were added to the Work Programme:

- Tourism Statistics for the district 2019
- A presentation and question and answer session by the Chief Executive of Visit East Anglia.

The Assistant Director of Governance and Business Support (Monitoring Officer) confirmed that she would look at the timing of the collaboration item to ensure that it would be brought to the Committee at the appropriate time.

The Director of Resources confirmed that Members would be updated about the proposed new staffing structure, as it was progressed.

The meeting closed at 12.10 pm.

DRAFT

COUNCIL PERFORMANCE 2018/19 – BROADLAND BUSINESS PLAN

Report Author: Helen Cowles
Service Improvement Officer
tel: 01603 430615
email: helen.cowles@broadland.gov.uk

Portfolio Holders: All

Wards Affected: All

Purpose of the Report: Update on the delivery of our Business Plan objectives for the period 1 April 2018 to 31 March 2019.

Recommendations:

1. To note and consider the progress made against the objectives outlined in the Appendices;
2. Any other action that Cabinet deems appropriate.

1 SUMMARY

- 1.1 This report provides an update on delivery of the Business Plan objectives for the period 1 April 2018 to 31 March 2019 (Appendix 1) and details of the Local Government Ombudsman (LGO) decisions received and formal complaints we have received in the same time period (Appendix 2).
- 1.2 Therefore it provides a comprehensive view of the Council's performance for the last 12 months.
- 1.3 Appendix 1 sets out in detail how we have delivered against the 17 objectives that support the six ambitions within the Business Plan – our ambitions are shown below:
- To deliver economic success in our area
 - To achieve environmental excellence in everything we do
 - To plan and provide well housed communities
 - To increase levels of health and wellbeing
 - To keep people safe and secure
 - To continue to provide high quality, value for money services on our own or as a trusted partner
- 1.4 It shows the measures that are being used to evidence how we are delivering against the Business Plan and these are a mix of numerical and narrative data, there is also a section on risk which explains the risks to not achieving the objective and what mitigations are in place.
- 1.5 Details of the Local Government Ombudsman decisions received over the past 12 months and Formal Complaints received can be seen in Appendix 2.

2 INTRODUCTION

- 2.1 This will be the last report in this format as we look to align, where possible, the format, content and frequency of future strategic performance reporting to both Broadland and South Norfolk Members from Q1 2019/20 onwards.
- 2.2 In March 2019 Members formally adopted a new Broadland Business Plan covering the period 2019-2023. This includes revisions to the ambitions, objectives and measures and was compiled taking into account feedback from stakeholders, residents and members.

3 ISSUES AND RISKS

- 3.1 **Resource implications** – There are no specific resource implications from

this report as it is a factual account of how well the Council has performed

3.2 **Legal implications** – There are no legal implications.

3.3 **Equality implications** – There are no equalities implications as the report is a factual account of how well the Council has performed.

3.4 **Risks** – The major risk to the Council delivering its ambitions continues to be the need to find significant savings and efficiencies. The Business Plan highlights other specific potential risks and appropriate mitigations.

4 **OPTIONS**

4.1 The Cabinet has the following options:

1. To note and consider the progress made against the objectives outlined in the Appendices;
2. Any other action that Cabinet deems appropriate.

Background Papers

None

Objective 1

To back Broadland businesses by providing information, help, advice and guidance to help them grow and prosper (Assistant Director Economic Growth)

Supporting ambitions:

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

Measures:

- | | |
|--|---|
| 1. Numbers and support given to businesses approaching the Council directly and through the New Anglia Better Business for All initiative. | 322 businesses of which 138 were new contacts |
| 2. Number of businesses referred to other support organisations to include:-

LEP Growth Hub, Norfolk Knowledge, LEADER Programme | 7 |
| 3. Resulting support from those referrals (to include support and financial help). | 7 |

Contextual narrative:

Two Broadland Business Breakfasts have been held during the period. On 12th October at Saints Events Venue in Thorpe St Andrew, the speakers were Cllr Shaun Vincent and Chloe Smith Member of Parliament. Both discussed recent infrastructure improvements for local businesses including the Broadland Northway. On 23rd January the breakfast was held at The Nest, Horsford, the theme was investing in your people. Kelly Saddleton, chair, talked about the new facilities at The Nest, Trevor Holden, Managing Director of Broadland and South Norfolk Councils, introduced himself to the forum. Judy Randon from Insight6 spoke about 'staff, love them or lose them' and Philip Macdonald from Turning Factor discussed the training programme Growing Future Talent.

The October breakfast was attended by 65 people, representing 51 businesses and the January meeting was attended by 72 people representing, 54 businesses.

The 2019-20 'Buy in Broadland' voucher booklet was published as a centre-fold pull out in the Spring Broadland News issued in March. Over 90 Broadland businesses agreed to take part in the scheme by offering a discount to residents. Nearly half of these were businesses who had not been involved previously. A further 5 vouchers were also issued in the Winter Broadland News. The scheme continues to be a success and we have received several enquiries for submission of

offers in both the Summer edition of Broadland News and in next year's booklet.

The Choices group has continued to meet weekly at Carrowbreck. The Choices programme tackles long term unemployment and barriers to work, often relating to low level maths and English skills, lack of confidence, anxiety and low self-esteem. After building trust we are able to assist everyone with a current CV and offer courses to enhance their skills and qualities. We also look at a range of potential volunteering and work experience options (through our contacts with local businesses) that can gradually ease residents back into work.

The January course was completed by 10 attendees who, alongside building their confidence, CV and interview skills also gained training in areas such as Customer Service, Word and Excel Skills. One of our youngest attendees is now gaining work experience at Carrowbreck and has applied for an access course at City College.

The last group from the end of 2018, are now starting to find employment and gain positive outcomes. One attendee has been successful at interview at Broadland Council and is now working in the revenues team. Another single dad of three has successfully been offered a place at Suffolk University and is starting work experience in the radiography department at the NNUH. Another six have been to us for 1:1s after seeing the programme advertised in the Broadland News, two of these recent attendees have already been offered jobs one at Norfolk County Council and one at Leeway.

The November 2018 Greater Norwich Manufacturing Group meeting was attended by 45 people who received presentations from pioneering businesses in the region showcasing how they have embraced digitisation and digitalisation to impact innovation. The speakers included Richard Seager of Thurne Middleby slicing machine specialists, Ben Sturgess of smart asset tracking providers Pathfindr, and Alan Sumption of KLM Engineering, the multi-national aircraft maintenance business.

Through the group, to date there have been 11 examples (5 occurring during this year) of businesses making contact and exploring potential business opportunities. These have included examples of innovation and new product development design projects. There have also been 4 examples of firms learning from each other in total (1 occurring this year). Membership has increased to over 150 contacts now. Finally, 2 members of the Group are exploring the potential of temporarily sharing staff during this year. The 4th annual regional conference took place in February 2019 attracting over 120 delegates.

The third annual Financial Industries Group (FIG) conference was held at Aviva Marble Hall on 6th November 2018. Over 120 people attended to hear about the emerging technology which is having a major influence on the financial services industry through the implementation of intelligent AI powered decision making platforms, machine learning systems which enhance fraud detection and contract reading software for legal services. There were presentations from Steve Davidson of Marsh, Ben Taylor of Rainbird AI and Rebecca Lewis-Smith of Fountain Partnership.

FIG is aimed at promoting and developing the financial and related professional services cluster in Norwich and Norfolk. There are now over 60 firms signed up to the Trade Directory and approximately 50 members of the LinkedIn group.

Over the year 7 Broadland businesses have had LEADER funding approved grants of a total of £669,568, our best year since the programme began. The team supported 6 of the 7 applicants. This funding will enable development of new rural workspaces, bring an historic building back to

life and support businesses to grow.

Total funding accessed through the New Anglia Local Enterprise Partnership (LEP):

Growing Business Fund - £3,158,275 in grants to 19 businesses providing 410 jobs (£16,024,851 private investment).

Small Grants - £129,488 in grants to 18 businesses providing 2 jobs (£523,866 private investment).

WW1 Exhibition - With 2018 being the one hundred year anniversary of the end of World War One, the Broadland exhibition detailed some of the impact on Broadland residents and the importance of the area during that difficult time. A week long exhibition in was held in November at the Reepham and Whitwell Railway which detailed names from every roll of honour within Broadland's parishes. Research was also undertaken on a number of individuals from each parish. Much of this research and content writing was done by the team and there were also contributions from local history societies and community groups from specific parishes. Alongside the displays, talks and activities were available throughout the week, which were free for the public to enjoy. The 'There but not there' Tommy silhouettes were also on display. After the exhibition some of the displays have been placed around Thorpe Lodge as a reminder of the sacrifice local people made. The Tommy's are now on display in Reepham, Acle and Aylsham.

Blue Plaque Scheme - The Blue Plaque Scheme was launched in January 2019 as an opportunity to showcase some of Broadland's most influential residents in history. The first set of blue plaques were linked to the Suffrage Pioneers campaign and the one hundred year anniversary of some women receiving the right to vote. This was used as a catalyst for the launch of the scheme and some unique women were researched by the team with assistance from a local historian in Aylsham, for one suffragette. The conservation team were consulted for suitable locations for the plaques and an informative brochure was provided on the women selected. The plaques were launched at Catton Park, and guests included relatives of the women chosen, the selected property owners/managers, local historians, parish and district councillors and students from the Sewell Park Academy as women from the Sewell family were included. Applications for the 2020 awards will be invited in the June edition of Broadland News.

The Reepham Town Team has been working on a new Parking scheme to encourage visitors and employees of Reepham to adjust their habits and utilise space around the town. A fresh set of 'Parking' road signage will be installed to encourage people to use the recreation ground at Stimpsons Piece as a free long stay car park. This has been coupled with a 'Park & Stride' scheme which highlights not only the very short walking distance to the Market Place but also the benefits of parking that little bit further out of town.

Local issues have also been discussed at monthly meetings including improving mobile coverage in the town, link ups with the School Council and the National Cycling Championships coming to Reepham in June 2019.

Reedham Village Team have been working on a project to improve the Quayside. This will include interpretation and welcome boards, as well as signage around the village so that visitors are aware of all the village has to offer. This also includes the development of a Reedham brand to accompany the strapline "Reedham – Heart of the Yare Valley". The team have been busy preparing an application to the LEADER programme to support this work, the outcome of which will be known in June/July 2019.

Risk:

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

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

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

Objective 2

To support the people of Broadland and their communities by offering a range of opportunities, skills and/or employment prospects (Assistant Director Economic Growth).

Supporting ambitions:

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

Measures:

1. Number of Broadland businesses offering apprenticeships and the Apprenticeship Frameworks being offered.

89 separate businesses.

2. Additional support offered to Broadland residents to engage in training programmes provided by the Council and in partnership with other organisations.

Business Courses

Level 2 Health & Safety – 15. 85.5% pass rate

Level 2 Food Safety Refresher – 24. 100% pass rate

Level 2 Food Safety – 15. 100% pass rate

Level 2 Customer Service – 15. 100% pass rate

Level 3 Emergency First Aid at Work – 81. 100% pass rate

Level 3 First Aid Requalification – 11. 100% pass rate

First Response in Emergency Care – 10. 100% pass rate

Emergency Aid – 17. 100% pass rate

3. Number of Broadly Active clients and those showing an improvement after 12 weeks

See objective 15 for full details.

4. Number of spaces taken on Tots2Teens sessions and percentage of those with Special

2,193 spaces taken.

Education Needs or from low income families.	Approx. 61% of spaces taken are from low income families or have special needs.
5. Range of support given to communities.	5
<p>Contextual narrative:</p> <p>Over the Easter and Summer (May) half-term school holidays 401 and 75 respectively Tots2Teens places were filled by Broadland residents with a total income of £7,939.20. The Summer holidays saw 1139 places booked, 79% of the places available, with a total income of £18,376.80 and total of £26,316.</p> <p>Over the October, Christmas and February holidays, a total of 578 Tots2Teens places were filled by Broadland residents with a total income of £8,177.86. The busiest holiday was October, which saw 219 bookings with £3,200.90 income. Christmas and February saw 149 and 210 bookings respectively.</p> <p>Over the holiday periods, of the total 2,193 places booked, 1,130 were for children from low income families at a reduced rate with a further 20 children with disabilities such as ADHD, Autism and other behavioural issues attending a total of 213 sessions.</p> <p>Throughout the holidays, Tots2Teens sessions were held at 52 rural venues and 26 urban venues across the district.</p> <p>Costs for the year were approximately £51,503. Therefore a net cost of approximately £17,010 or £7.76 per child per session.</p> <p>Broadland Council Training Service has delivered 106 courses during the year, welcoming 630 learners.</p> <p>Of the 106 courses, 82 were paid for courses and 24 were free for Broadland businesses.</p> <p>Income for the courses was £32,752 with costs amounting to £38,088.</p> <p>The Business Essential Start-up programme that is run free for Broadland residents cost £5,451 and assisted 61 residents to start their own business.</p> <p>By the end of the second quarter of the academic year 2018 – 2019 (August-January) the Apprenticeship Levy had been in place for 1 year and 9 months. At that point data for Apprenticeships delivery in the UK showed an overall increase of 17,650 starts in comparison to the same period in previous year. Whilst that increase indicates good news there is now an 850 decline in Intermediate Apprenticeship starts Nationally and an increase of 11,510 Higher Apprenticeships starts which are mainly being delivered to currently employed over 25 year olds.</p> <p>Apprentice performance data for Norfolk:</p> <ul style="list-style-type: none"> Although Apprenticeship starts in Norfolk overall have not reduced considerably when compared to the data from 2017/18 overall, there was a 15% drop in the numbers of 16 to 18 year olds taking up an Apprenticeship. This is alongside a drop of 12% in 19 to 24 year old starts. Higher Apprenticeships were up 33% in Norfolk but 92% across England. Overall starts were broadly flat in Norfolk, but 10% up in England. 16 to 18 year old starts were weakest in Norwich and Great Yarmouth areas. 	

- Over 50% of starts in Norwich were for those aged over 25
- In Great Yarmouth and North Norfolk, Level 2 starts are higher than average but this appears to affect numbers on advanced level in these areas.
- North Norfolk has the lowest number of Higher Level Apprenticeship starts.

Local Investment in Future Talent is a European funded programme aimed at benefitting people and businesses in rural areas. In February BDC were successful in their bid for funding to deliver a small recruitment and training support programme to SMEs in Aylsham who are keen to contribute to the local economy. Participating employers will be matched to local residents who have declared the intent to engage with the jobs market but who have experienced barriers in the past. Engaged employers will be given help and training to provide relevant work experience and to provide a shop window to the skills available in Aylsham. It is hoped that this pilot will lead to local employers carrying on the initiative themselves when the project is complete in February 2020.

Community Projects Officer update

The Council's Community at Heart ethos has been developed through several strands of work in 2018. Community at Heart meetings were held for officers to learn more about one another's service areas and this enabled connection-building between departments. There has been increased communication of attendance at community events which will be built on in coming months. Having a greater awareness of what other department's offer means that officers are able to take a more holistic approach when engaging with residents, directing them to other helpful services around the council. This has included linking our Benefits team in with the Aylsham Care Trust where they now regularly attend to give advice to residents. This work has included supporting the Warm Homes Fund project in finding suitable community groups in which to draw referrals from.

Throughout the autumn officers attended flu clinics across the district. Officers agreed priority surgeries within the District in which to proactively target our services this year. The three priority surgeries based on health data and demographics were Acle Medical Practice, Coltishall surgery (as part of the partnership with Spixworth surgery) and Hellesdon Medical Practice. Two additional surgeries also asked us to attend at least one of their flu clinics. This resulted in the council being present at eight weekend flu clinics coming into direct contact with at least 1500 residents. A targeted leaflet was produced disseminating our Health and Wellbeing offer into one simple to read format. This was also easier to hand out in the busy, chaotic environment of the flu clinics and had been developed following feedback from Help Hub partners. The response from GP surgeries and residents has been positive to date and the information leaflet has been well received by senior officers in the CCGs. This alongside the relationships which the Housing, Health and Partnership officers and Care and Repair officers have built up has also led to increased engagement with GP surgeries with invitations for the council to attend additional health-related events where we can target our services. In addition, relationships have been built with local health and social care professionals and patient participation groups to enable better dissemination of our health and community offer as well as enabling further engagement opportunities. Due to the positive partner feedback and cost-effective method of direct engagement the current plan is to repeat this model in Autumn 2019 and expand where resource allows.

We regularly attend the Help Hub and provide information on Broadland services and community-based support. The Projects Officer has developed a draft proposal on how the council can

maximise its post-crisis contacts with vulnerable members of our communities and will be working with colleagues in Housing and Environmental services for further development. The officer also feeds into the Health and Wellbeing Officer Group.

An e-bulletin for Broadland community volunteers is produced around every 6 weeks with useful information about relevant initiatives ranging from funding to free services and support available. This was produced in response to GDPR changes and links in with the renewed community contacts database. The e-bulletin makes it easier for people to subscribe and for officers to analyse what is popular.

We have continued to engage with and facilitate opportunities between partners and community groups. This has included introducing Clarion Futures to a local youth organisation which consequently resulted in them being awarded £10,000 to develop young people as Community Ambassadors, this particularly focuses on young people living in social housing enabling opportunity and confidence-building. The officer also facilitated the relationship between Clarion Futures and a new dementia café which has resulted in additional funding. The officer has also facilitated the relationship between the Library service, Better Together and a local car business to provide a new dementia-friendly activity in local libraries which can reduce social isolation. We act as a conduit to other services and support within the council.

We have fed in to the development of Social Action Grants at Better Together and took along two community volunteers to ensure that the views of volunteers from suburban Broadland were fed into the Norwich CCG wide social isolation scheme.

In April 2018, we organised a Broadland Community Events Planning evening in Hellesdon for community volunteers across Broadland. There were 58 attendees from 30 different organisations representing a broad cross section of community activity. This was also a launch event for Broadland's updated Event Planning guide for local groups. There was a keynote speech from Fiona Roberts who organised the Tour of Britain and the Olympic Torch relay in Norfolk as well as speakers on topics ranging from licensing to funding, insurance and publicity. Attendee groups were given a special offer from Broadland Training services resulting in eight local community groups taking up further learning opportunities.

In September we supported Old Catton Parish Council in putting on a Health and Wellbeing Fair for their residents.

In July, a Pride celebration and education event was arranged for staff so that they were better equipped to respond confidently, appropriately and compassionately to changing language around gender in our communities and workplace. A professional speaker and transgender activist from the Human Library attended, with staff and members invited to ask questions in an open and honest environment. 33 members of staff and councillors attended and the feedback was positive. The Norfolk LGBT+ Project also had a stall in the foyer on the day for staff and residents to get information. They provided a range of useful information such as LGBT issues in old age.

Officers have built up a relationship with the Vedic Cultural Society of East Anglia, which is the only Hindu temple in Norfolk and based in the parish of Halvergate. This resulted in our deputy-Chair attending their Summer Fayre and signposting to other departments and external bodies who could advise them on specific areas of concern.

The Broadland Dementia Action Alliance coordinated a survey of those affected by dementia in

Broadland during the Autumn. The results showed that only 27% of survey respondents thought awareness of dementia in their local area was very good or good. This highlights one of the key aims of the Alliance over the next year which is to improve awareness of dementia across the District by encouraging local organisations and businesses to become Dementia Friends or go further and join the Broadland Dementia Action Alliance. Four members of the senior leadership team attended a Dementia Friends workshop facilitated by the Alzheimer's Society. This was to encourage dementia friendly practices to be considered at all levels of decision-making. In addition, Dementia Friends sessions were organised for members in February and this will also be replicated for new members. The Broadland Dementia Action Alliance and promotion of Dementia Friends and the survey have been included in the past three issues of Broadland News.

As part of the support of the Broadland Dementia Action Alliance, the officer has been feeding into the service mapping work of the Norfolk & Waveney STP Dementia Review and is also working with the Alzheimer's Society to have Dementia Champion sessions delivered in one of our market towns keen to become dementia-friendly.

Final grants awarded in the period:

Group	Project	Grant
Wroxham Junior Football Club	Club development/coaching	£2,000
Freethorpe Parish Council	Children's play area	£4,944
Bowling Centre, Stratton Strawless	WW1 Commemoration Event	£500
Reedham Primary School	Changing facilities for community use	£5,000
Acle Indoor Bowls Club	Dementia friendly bowls equipment	£500
Aylsham PCC	WW1 Commemoration Event	£500
1st Buxton Lamas Sea Scout Group	WW1 Commemoration Event	£500
Drayton Parish Council	WW1 Commemoration Event	£250
Fairhaven Gardens	Christmas Event	£500
Lingwood Village Hall	Parkrun set-up costs	£500
Aylsham Community Gym	Extend yoga and Pilates sessions	£500
Art Branches CIC	Mental Health Arts Workshops	£500
Acle Tennis Club	Resurfacing tennis courts	£5,000
St Andrews North Burlingham	New community space	£5,000
Marsham Parochial Church Council	New community space	£5,000
South Walsham Village Hall	Refurbishment	£5,000
Suicide Bereavement - Sprowston	Service support	£500
Norwich Door to Door	Taverham service	£2,000
SleepEast CIC	Parenting workshops	£2,000
Felthorpe Recreation Ground	Picnic in the Park event	£500
Sprowston Day Centre	Transport and entertainment	£2,000
Aylsham Picture House	Aylsham Animation Project	£1,500
Blofield Tennis Club	Community craft and food fair	£500
Norfolk Wildlife Trust	Wildlife volunteering programme	£1,826
Bowling Centre, Stratton Strawless	Defibrillator	£800
Aylsham Recreation Ground	Outdoor Gym Equipment	£2,000
Margaret Harker Hall	Toilet refurbishment	£5,000
St Andrews Church Wickhampton	Compost Toilet	£4,900

Hellesdon High School	Renewal of 3G pitch	£5,000
1st Blofield & Brundall Sea Scouts	Quay renewal	£4,102

The total project costs for the above were £633,220 with a Broadland contribution of £69,322. This is the final round of Council Community at Heart grants.

Risk:

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

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

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

The provision of community grants has now ceased but will be replaced with Member grants from June 2019.

Objective 3

To minimise waste and maximise recycling (Assistant Director Regulatory)

Supporting ambition:

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

Measures:

1. Recycling rate	April to December 2018 = 48.8%
2. kg of residual waste collected per household	April to December 2018 335.38kg per household
3. Number of Brown bins	(2017/18) = 28684 (2018/19) = 29703
4. Food Waste tonnage	2017/18 = 2044t 2018/19 = 2168t

Narrative

Measures 1 and 2 are only available for the first 3 quarters in line with waste data flow (WDF) submissions. This information is subject to change depending on any year adjustments required on the data in Q4. Recycling data cannot be confirmed for 18/19 until Q4 WDF has been submitted and approved in July 2019.

The recycling rate has dropped from 50% in 2018/19; stricter recycle markets are the cause of this, causing a reduction of recycling through an increase of material being rejected at the Materials Recycling Facility (MRF). The hot summer of 2018 also led to less tonnage yielded from the garden waste scheme which is a contributory factor to the reduced rate.

Food waste: When compared with the previous twelve months, we have collected an additional 124 tonnes of food waste. This is likely due to an additional 3000 households being added to the food waste scheme within the urban fringe in July 2018. A further 1500 properties will be added to the scheme in July 2019 which will further bolster the amount of food diverted from residual waste bins.

Brown bins: the service continues to grow as another 1000 customers have taken up this service in the last twelve months.

Risk: The recycle market as a whole continue to fluctuate, affecting the price that Norse can sell end-products that come out of the Materials Recycling Facility (MRF). This impacts on the profit-share to all of the partners (including Broadland DC) within the Joint Venture Contract.

In light of this, increasing the recycling rate and reducing the contamination rate remain priorities for the Norfolk Waste Partnership (NWP) and following the appointment of the NWP Communications Officer, there has been a strong push in the promotion of recycling campaigns on reducing contamination. Focus has been placed on schools and communal bins for 2019/20 to maximise recycling and reduce contamination rates.

Objective 4

To improve energy efficiency and increase the uptake of renewable energy throughout the district (Assistant Director Regulatory)

Supporting ambitions:

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

Measures:

1. Energy efficiency improvements in homes (improvement in energy efficiency rating as measured by Energy Performance Certificate)	a) Energy company obligation = 350 to end of December 2018 (271 in comparable period of 2017/8) b) Discretionary funding = 36 (special project) c) Warm Homes Fund = 22 (special project)
2. Energy efficiency improvements in commercial premises (measured as above)	N/A

Contextual narrative:

The Council's Private Sector Housing team continue to promote the availability of Energy Company Obligation funding to residents. This offers grants towards the cost of insulation and heating improvements with a particular focus on supporting those at risk of fuel poverty. Within Broadland, 350 homes received funding in 2018/9 up to the end of December which is an increase on the same period of the previous year. ECO figures are released on a quarterly basis.

In addition to this the Council's Energy Team have initiated works associated with the Better Care Fund locality plan. This focusses on providing grants to replace the heating systems and thermal capacity of homes of vulnerable residents. During 2018/9 a total of 36 homes have completed work on their properties with a further 29 grants approved.

The Warm Homes Fund is a £3.1m, Norfolk wide programme, led by Broadland, to support fuel poor residents. Working in partnership with housing associations, charitable organisations and statutory bodies, the project is looking to help more than 1,000 over a two year period including installing first time central heating systems. The project launched in Summer 2018 and by the end of March 2019, 22 homes in Broadland had received a full heating system.

Risk:

The Warm Homes Fund is available to residents across Norfolk on a first come, first served basis. There is a risk that demand will exceed the amount of funding available and residents will be disappointed. To minimise this risk, the project is being promoted on an area by area basis.

Objective 5

To keep Broadland clean and tidy (Assistant Director Regulatory)

Supporting ambitions:

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

Measures:

1. Number of fly tips

2017/18 = 421
2018/19 = 535

2. Time taken to collect fly tips

2017/18 = 1.15 days
2018/19 = 1.33 days

Contextual narrative:

The number of fly tips has increased over the last 12 months, as has the time taken to collect fly tips when compared to the previous period. This increase is likely due to more complicated collections which can skew the average.

Within the last twelve months one fixed penalty notice has been issued for a fly tipping offence and there have been 18 significant investigations into fly tipping incidents reported to us by the general public.

A new fly tipping campaign was launched in 2018 called S.C.R.A.P. which hopes to highlight the risks to householders in passing waste to unlicensed waste disposal businesses.

Risk:

A change was made by Norfolk County Council regarding HWRC's (Household Waste Recycling Centres) meaning that householders must pay to dispose of all DIY waste, albeit now in unlimited quantities (amounts were limited when it was free). There was concern that this could lead to a rise in fly tipping and the Pollution enforcement team have monitored fly tipping incidences to detect any rising trends in DIY waste being dumped. There has not been a noticeable change in the type of waste deposited, apart from the overall increase in the numbers for 2018/19 which is difficult to link to the new charges brought in.

Objective 6

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

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:	2015/16	2016/17	2017/18	2018/19
1. Income from New Homes Bonus (NHB)	£1,494,700	£1,999,568	£2,066,444	£2,008,142
2. Amount of Community Infrastructure Levy (CIL) collected.	£2,130,824	£1,648,176	£1,778,525	£2,559,752
3. S106 Income ¹	£253,281	£398,413	£271,324	£158,194

Contextual narrative:

The level of NHB received, as reported at mid-year, remains stable and continues to reflect the fact that the period for which the Government calculates NHB is now 5 years rather than 6 years.

S.106 income remains relatively stable and although lower than 17/18 this is simply reflective of the status of various ongoing developments. The amount of CIL collected has increased as a number of key developments continue to deliver. The pooled CIL arrangements between Broadland DC, South Norfolk DC and Norwich CC are continuing under the oversight of the Greater Norwich Growth Board. The annual growth programme for Greater Norwich was fully committed for this year so no additional projects have been included for delivery in 19/20. A call for projects has commenced for preparation of the programme for 2020/21

A bid for circa £57m to the Housing Infrastructure Fund has been submitted and is being considered by Government. If successful it will provide infrastructure funding for key elements of the Broadland Growth Triangle. It is anticipated that the final announcement

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

will be made in the next few months.

A Greater Norwich bid submitted by Norfolk CC, to the Transforming Cities Fund has also been successful. The geographical scope of this bid extends into Broadland's growth areas and in March 2019 Greater Norwich was awarded £6.1m from DfT's initial Tranche 1 allocation of £60m, to deliver six transport schemes across the area in 2019/20. One of these 6 schemes is for cycle, pedestrian and highway improvements to the green pedalway in Thorpe St Andrew.

Alongside this and working with Broadland and South Norfolk and other partners, further feasibility work is being carried out to develop schemes that will deliver the strategic objectives identified in the bid which will lead to submission of an initial application in June 2019 for funding for specific projects from the main tranche of funding, which was increased in the autumn budget by £680m to £1.2bn.

A Transport for Norwich Member Group has been established, with representation from all partners, to provide detailed oversight to both delivery of the funded schemes and development of forthcoming bids. A final Strategic Outline Business Case will be submitted in late Autumn.

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

A public consultation regarding the preferred route for the Western Link road was carried out between November and January and the Council was engaged with, and responded to, this consultation. A Preferred Route Announcement is expected in early Summer.

Risk:

The greatest risk is the ongoing gap between the cost of delivering infrastructure to support growth and the income which can be secured by this Council and its partners. Therefore, it is crucial that every opportunity to secure and maximise infrastructure funding is taken. In order to enhance our effectiveness at securing funding and investment in the area the establishment of a Growth Delivery Team has been agreed and a team manager is due to be appointed soon.

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

Objective 7

To maximise the delivery of homes people can afford (Assistant Director Planning)

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:	2016/2017	2017/2018	2018/2019
1. Number of new homes delivered	644	679	641
2. Number of Empty Homes (CTB1) ²	322	265	222

Contextual narrative:

1. Housing delivery in 2018/19 has been lower than 2017/18 but represents the third year in succession that completions have comfortably exceeded 600 dwellings. This contrasts strongly with the low point in delivery that occurred between 2009/10 and 2012/13, where an average of less than 200 homes was delivered per year. The number of outline and detailed planning permissions continues to grow within the district and this lays the foundations for continued strong housing delivery in the short to medium term. Notwithstanding these positive indicators, delivery is expected to remain highly susceptible to any significant economic downturn within the wider economy and/or a loss of confidence in the market. In order to minimise the risks to delivery and maximise opportunities to accelerate development and/or add qualitative value to new communities, it is anticipated that there will continue to be a growing need for public sector support. This is likely to be particularly relevant on the largest and most complicated development sites in the District.
2. The Empty Homes CTB1 has again seen a significant reduction this year compared to the previous. The level is a boost to the Councils new Homes bonus and reflects the continuing pressure on homeowners by Private Sector Housing team and the Council Tax revenue services.

Risk:

1. New homes: As of 1 April 2018, there were approximately 8,900 homes in Broadland that have been granted planning permission but that are not yet built. Approximately 2,300 of these homes have a detailed planning permission. It is

² Figures as of October of the relevant financial year

therefore reasonable to conclude that the key risks to the delivery of homes people can afford are external factors such as the rising cost of construction (currently approx. 7% pa), high land values, the high cost of upfront infrastructure, uncertainty regarding the future housing market, the limited number of active developers in the area, etc. To mitigate some of these external factors this Council continues to explore a more proactive role to expedite housing delivery. This includes the Housing Infrastructure Fund and the establishment of a Growth Delivery Team. It is however also essential that the Council continues to work proactively with development promoters to convert outline permission to detailed consents and planning permissions on allocated sites. It is also important that the Council continues to take a positive approach to permitting new development in appropriate locations to ensure that its pipeline of development sites does not begin to dwindle.

2. The CTB1 empty homes level is at an all-time low. The difficulty will now be to sustain long term low levels of empty homes on what is a dynamic flow of properties that fall empty beyond six months. In addition enforcement resource has been stretched in this financial year with regard to adjacent priority services. Further encroachment of resource will have an impact on the number of enforcement cases that the Council will be able to move forward with. A Notice regarding a property initiated an Empty Dwelling Management Order (EDMO) process. This property has now been placed on the open market and has been sold. A further EDMO has been initiated on an alternative property.

Objective 8

To raise the quality of existing homes (Assistant Director Individuals & Families)

Supporting ambitions:

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

Measures:

1. Number of homes improved through advice and enforcement	46 (46 last year)
2. Number and amount of Improvement Grants/Loans	277 grants (230 in previous year) £898,890.23 spent (769,088.63 in previous year)
3. Number of Homes in Multiple Occupation (HMOs) to legislative standards	37 (48 Last year)

Contextual narrative:

88 enquiries were received regarding conditions in tenanted properties, 114 in 17/18. The figure is nearer an average after a peak of complaints with a registered provider in the previous year due to failure of a boiler maintenance contract. For closed cases during this period, 33 single dwelling tenant enquiries resulted in works proceeding. A further 13 Houses in Multiple Occupation (HMO) had works completed. The two are combined for a single measure. A large part of the HMO activity related to legislative changes introduced in October 2018 regarding Licencing. To address this change new model standards have been approved by Cabinet. A further 8 HMO's have received a licence and a further 10 are in process at present. The total number of HMO's on our books has reduced by 1 as one HMO is now vacated and is on the market for sale. The reduction of HMO's that meet legislative standard specifically relates to those HMO's where a licence application is underway. Legislative standards will be met when the licence process is completed.

The team uses enforcement where required via a notice procedure. New legislatives procedure for Civil Penalties and a correlating procedure approved by Cabinet introduce the opportunity for Civil Penalty fines for certain offences under the Housing Act 2004. The PSH team is currently proceeding with this process and sums from fines received are to be directed to be used in the Councils PSH function.

277 properties received financial support last year which included 76 Low Level Grants delivered by the Handyperson + service, 22 of these were to assist Hospital discharge. 36 Health Improvement Grants were completed to help vulnerable residents with health issues improve their heating systems.

42 boiler services were completed for vulnerable residents and an updated evaluation of this programme will follow. 118 DFG's were completed, 2 healthy homes loan and 1 empty property loan and 2 get you home grants to assist hospital discharge.

In addition to the completions by the Private Sector Housing Team 25 grants have been completed for Broadland residents by the Warm homes team including first time heating system and emergency repair for vulnerable households. 21 Warm Homes Fund assistance packages were also completed including such help with access to benefits and accessing cheaper suppliers.

Risk: The main risk regarding the programme at present is the accountability of the programme as the team moves forward a large programme of external funding from the Warm Homes Fund.

The team is moving forward with new licensing requirements. There is a threat to resource from demand for this programme.

Objective 9

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

Supporting ambition:

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

Measures:

Demand on the service Recorded Demand	2018/19 = 1391 2017/18 = 1466 2016/17 = 1447 2015/16 = 1259 2014/15 = 1447
Use of temporary Accommodation	2018/19 = 46 Households of which 45 in PSLS 2017/18 = 54 Households of which 44 in PSLS 2016/17 = 47 Households of which 37 in PSLS 2015/16 = 78 Households of which 41 in PSLS 2014/15 = 58 Households of which 22 in PSLS
New Affordable Homes	2018/19 = 195 2017/18 = 177 2016/17 = 237 2015/16 = 121 2014/15 = 155
Nominations	2018/19 = 442 2017/18 = 483 2016/17 = 460 2015/16 = 376 2014/15 = 445
Effectiveness of Housing Options	Leeway Women's Aid Advice and support calls = 106 New referrals in the period = 54 Drop in clients = 77 Total number of children = 68 Power to Change – 6 week courses = 3 Debt and Welfare Rights. 2018/19 = 302 2017/18 = 359

Contextual narrative:

Demand on the Housing Options Service – There was a slight decrease in the number of people approaching the service seeking assistance with their housing problem. However it should be noted that the methodology for sourcing the data has been amended due to issues with our IT system's compatibility with the new HRA data collection requirements – HCLIC. A new IT system was procured and went live in April 2019 and we are already seeing a marked improvement in capacity for data collection.

In addition, the figures themselves remain broadly consistent when averaged over a 5 year period. The introduction of the Homelessness Reduction Act (HRA) does not seem to have increased demand in terms of numbers approaching us and this could be due to the preventative approach we adopted in 2012. However the formalisation of that approach by the HRA has led to an increase in the time spent on casework.

Use of Temporary Accommodation –

The end of year snapshot shows a small decrease in the use of Temporary Accommodation, this is a testament to the success of the council's Private Sector Leasing Scheme, which includes two properties purchased by the council in 2017. Accommodation through the PSL scheme means that use of the more expensive, and less sustainable for the household, self-contained hostel or B&B accommodation is at a significant low. As a result we have underspent on both the self-contained and B&B budgets in 2018/19.

Affordable Housing – We have seen another increase in the delivery of affordable housing leading to the second highest figure over a 5 year period. The majority of these were for affordable rent tenure enabling us to have better movement of households through temporary accommodation and/or the housing list.

Nominations – The Accommodation Team processed fewer nominations to properties in spite of the increased delivery new affordable rent tenure properties from the previous year. This may be due to a decreasing number of existing properties becoming available for re-let, for example, less movement of households out of properties, more properties being disposed of by Registered Providers. Some further work may be needed to understand the factors behind this.

Domestic Abuse – Support, Drop Ins and Power to Change -The Council re-commissioned Leeway Women's Aid again during 2018/19 and continues to receive an excellent service for the investment made. The Support Worker role is located in the Help Hub for Broadland and is accessed by Council and partner representatives in equal measure. The number of drop in clients has increased indicating that the service has embedded within its 3 locations. Similarly, the number of Power to Change courses facilitated has increased indicating a greater awareness of domestic abuse by those experiencing it and that they feel empowered and able to remove themselves from the cycle of abuse.

Welfare/Debt Advice

We have seen a small drop in the number of approaches for debt/welfare advice. However this figure does not give an insight into the increased complexity of cases. This can include debt accrued from multiple housing moves due to the instability of the private rented sector, high housing costs, loss of paid employment and welfare reform.

Risks:**Funding beyond 2020**

We have not yet received confirmation from central government regarding funding streams beyond March 2020. The Flexible Homelessness Support Grant and Homelessness Prevention Fund have been used effectively to meet our duties in respect of the provision of temporary accommodation through our Private Sector Leased Properties and in additional resource for the introduction of the Homelessness Reduction Act. This undermines the council's ability to forward plan to address housing and homelessness.

Supported Accommodation

In October 2018 we received the news that a major provider were intending to withdraw housing support from Norfolk with the aim that ownership of their properties and support provision would be transferred another provider with the reasoning behind this is to concentrate their business model on provision in another area of the country.

This type of accommodation is vital for local authorities as it enables people to access short-to-medium term accommodation with support provided for daily living skills, family issues, employment, education and training as well as budgeting but it can also help with debts, barriers to accessing accommodation, drug, alcohol and mental health issues. This then reduces the need for temporary accommodation provided by the local authority, which may not be suitable and also ensures that the person moves-on with the skills and resilience to sustain more permanent housing.

There is a risk that if another provider does not come forward this will have a significant potential impact on our ability to positively manage and prevent homelessness and rough sleeping.

A report was presented to CMLT at the end of April for Broadland and South Norfolk to explore options for the continued use of the properties in the districts.

Objective 10

To address the needs of the older population to ensure they can continue to live independently (Assistant Director Individuals & Families)

Supporting ambitions:

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

Measures:

1. Number of Disabled Facilities Grants (DFGs) completed for older people (age 60+)	78 Compared to 79 in 17/18
2. Housing options available for older people	Accepted Applications: 122 - Housing for Older People (formerly Sheltered Housing) 50 - Extra Care Housing (formerly Housing with Care). Nominations: 54 - Housing for Older People 19 - Extra Care Housing
3. Number of interventions to assist vulnerable people in their own homes (Home Improvement Agency/Handyperson)	779 requests for handyperson + service 660 jobs completed. 608 and 539 last year. 104 request for HIA (Home improvement Agency) 115 last year

Contextual narrative:

Demand for Disabled Facilities Grants for those over 60 remains relatively constant while demand for the handyperson has increased again this year detailing the continued popularity of this scheme.

The handy person service continues with its popularity with a significant increase in delivery over the previous year. In addition low level grants completed by the Handyperson are also in high demand. See Objective 8.

The demand for the Home Improvement Agency (HIA) services remains high, the reduction relates to the ending of the direct Surgery Interventions in Drayton and Aylsham. However the high level indicates the effects that the project has on continued demand. Similarly

results of relative benefits for residents are down to 45 from 52 last year.

64 DFG's were completed as part of the fast track procedure 58 directly involving HIA personnel and 2 applicants were assisted with their DFG process by HIA personnel.

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

Objective 11

To reduce incidence of crime and anti-social behaviour (ASB) by targeted actions (Assistant Director Individuals & Families)

Supporting ambitions:

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

Measures:

1. Demand for service within the Help Hub

As cases are brought into the Help Hub via different agencies, there is currently no central register which keeps track of how many cases are being handled by individual or collective agencies.

There are a wide range of partners and agencies from the statutory and third sectors regularly attending the weekly collaboration meeting. Many more are engaged and communicated with via the twice weekly e-bulletin which provides information on a wide range of services, issues and opportunities for accessing funding and newly emerging services.

There is an increasing demand for hot-desking opportunities by a wider range of partners, particularly from services commissioned by County Council.

2. Impact and outcomes of interventions

Due to the low incidents reported to the Council, there have been few direct interventions taking place.

The Root Causes Project is still active with a total of 4 cases completed by the end of year. One of these cases prevented the eviction of a tenant and helped them gain a secure tenancy.

The most common issue reported to the Early Intervention and Community Safety Manager relates to issues of parking or neighbour complaints relating to boundaries, or poor behaviour.

Contextual Narrative

The Help Hub continues to grow its presence and representation from a wide variety of organisations, covering children, young people and adults. We have recently welcomed Officers from:

- a) The Department of Work and Pensions (DWP);
- b) Wonder+ and Footsteps Project (female offender support);
- c) Tackling Loneliness and Social Isolation workers;
- d) Social Prescribing Teams;
- e) Mental Health Nurse;

The Employment Officers from the DWP have settled into the Help Hub very well and have already been able to assist in individual cases working with the Housing Options advisors and Benefits staff. Their assistance includes making home visits, identifying additional benefits and fast-tracking claims to assist individuals.

The Wonder+ and Footsteps projects are offering support to females who are at risk of offending or who are already involved in offending, with Footsteps providing extra support to those with complex needs. These services have funded by the Norfolk Police and Crime Commissioners office. Whilst the latter two teams are still shaping their services, they are already regular attendees in the Help Hub and at the Collaboration Meeting to offer advice and build rapport with other agencies.

There is now representation from Mental Health Services half day per fortnight which is in addition to the support provided via the Mental Health Advice Team based at Police Headquarters in Wymondham.

The Early Intervention and Community Safety Manager (EICSM) has developed an e-bulletin which is sent to over 140 individuals in various organisations and agencies, this is an increase of 90 on the first half year. Such is its' popularity and reach, it is now sent twice weekly and there continues to be positive feedback from partners on how useful it is. Members also receive this E Bulletin for information purposes.

In March 2019, Superintendent Harvey attended Council and presented to Members an overview on the demands made on the police in the District. Within that briefing, a clear message was given that individuals who have mental ill-health were having an impact on the Police. Neighbours and members of the community are calling the Police reporting 'anti-social behaviour' and during the investigation it becomes evident that the behaviour is not malicious but is driven by some form of mental ill health. Often the behaviour is not criminal and is the manifestation of a compulsive behaviour.

It has also recently been suggested that crime associated with insecure buildings/building sites is increasing across the County. The EICSM has requested supporting data for Broadland and South Norfolk to prove the extent of the issue in the two Districts in order to inform problem-solving to identify sustainable preventative solutions.

Previously, Broadland has used powers under the Anti-social Behaviour, Crime & Policing Act 2014 to tackle such issues, however, these are time-consuming and costly, so finding a preventative solution will save both time and money, but more importantly, ensure we meet the requirements of Section 17 of the Crime & Disorder Act 1998 to do all we can to prevent and reduce crime, disorder and anti-social behaviour.

Parking issues continue to be the most common complaint made to the Council via

community safety. This ranges from vehicles being parked on pavements, across dropped kerbs (obstruction) or in a dangerous position.

A leaflet has been made available both in hardcopy and via the website; however, it would seem that this is not necessarily being accessed by members of the public.

The Council has very few powers in relation to these issues. Vehicles causing an obstruction or parked dangerously are an issue that the Police have powers to tackle however in some cases it would seem callers to the Police are being re-directed to call the Council.

Risk

It is evident that delivering 'early' intervention with people who are suffering from mental ill-health is becoming increasingly difficult. There is a lack of mental health support and intervention services across the County. Those that are available are supporting those with significant mental health issues, often at, or just below crisis level. For others there are long lead-in times for accessing treatment leaving them to struggle without support or being relied on to self-medicate. Often, in cases being handled by the Operational Partnership Team (OPT) and Environmental Health Pollution Control Team, this lack of support results in neighbours having their lives disrupted by the behaviour of the individual. Often the behaviour is civil rather than criminal or it does not meet the thresholds of statutory nuisance, the only option available to the Council is to take formal enforcement action (where possible) against the individual using the powers under the Anti-social Behaviour, Crime and Policing Act 2014.

Objective 12

To effectively manage our finances (Assistant Director Finance)

Supporting ambition:

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

Measures:

	Budgeted	Actual	Underspend/Surplus
1. Current year spend against budgeted revenue/capital			
Revenue Exp	£ 56.2m	£ 55.8m	£(0.4m)
Revenue Income	£(54.1m)	£(55.6m)	£(1.5)
Total			£(1.9m)
Other adjustments			£ 0.2m
Surplus			£(1.7m)
2. Collection rates for current year Council Tax and Non Domestic Rates	Council Tax - 99% (99% in 2017/18) Non Domestic Rates 99.2% (99.3% in 2017/18)		
3. Movement on the recovery of Housing Benefit overpayments in the current year.	Debt outstanding at 1.4.18 £1,297,399 Debts recovered/written off £ 700,470 Debt non recoverable (full subsidy rec'd) £ 23,526 New overpayments identified £ 679,207 Balance at 31.3.19 £1,252,610		

Contextual narrative:

1. Current year spend against budgeted revenue/capital

Broadland District Council takes a prudent approach to budgeting, specifically around grants paid by Central Government to compensate the Council for lost income due to decisions made by Central Government, known as Section 31 Grants. This prudence lead to an additional £1.1m of funding being received.

Financial management remains strong, with a less than 1% variance in spending between budget and actual (£0.5m). The Leader has agreed that £0.435m will be rolled forward to 2019/20, where either the budget was funded by specific external funding or, where specific projects cross financial years because of slippage in delivery.

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

The Council Tax collection rate for 2018/19 was on a par with the preceding year. Factors which have assisted with this include offering residents a very wide range of payment

methods and being as flexible as possible to accommodate individual needs. The team also offer payment arrangements to those who are struggling and offer debt advice to those that need it and if necessary involve the Early Help Hub. Prompt action is taken to remind people where they fall behind with payment so that there arrears do not increase.

Excellent Non Domestic Rate collection has been achieved largely by staff offering a bespoke service to ratepayers. Records are kept up to date which enables accurate billing and prompt payment. Good relationships are developed with businesses in order for a dialogue to take place where they fall into arrears. The team are proactive in contacting ratepayers in these circumstances in order to avoid the need to take strong recovery action in most cases. Good liaison also takes place with the Economic Development team to offer a joined up approach.

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

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

Risks:

- 1.** The risk that is implicit in the fair funding review, business rates reset and spending review is that the finite amount of funding available to local government will be shifted towards those Councils providing social care, leaving less funding for those Councils, such as Broadland, that do not.
- 2.** There is a risk to good collection rates if the health of the local or national economy is threatened.
- 3.** There is a risk that recovery of HB overpayments may be impacted by Universal Credit (UC) as the legislation does not permit HB overpayment deductions from UC.

Objective 13

To use system thinking principles to improve services, maximise new income streams and deliver savings and efficiencies (Assistant Director Chief of Staff)

Supporting ambition:

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

Measures:

1. Numbers and progress of service interventions

Business Improvement resource in 2018/19 has focussed on the collaborative working between Broadland and South Norfolk Council rather than systems thinking service interventions

2. Summary of key improvement in services

Key improvement delivered through joint working include the introduction of a single Managing Director and Senior Management team across the two councils which has delivered savings to both authorities.

Business Improvement resource has also supported the Planning team as early adopters of collaborative working and have also supported food and licencing in their one team review.

Support is now being provided to the whole organisation to review the council's one team approach and service delivery in order to improve services for our customers.

Contextual narrative:

The programme of systems interventions to date (over the past six years) has resulted in significant improvements to the quality of service delivery to our residents, whilst also accruing approximately £447,000 pa ongoing revenue budget savings for the council.

During 2018/19 Broadland Business Improvement resource has focussed predominantly on the collaboration programme of work between Broadland and South Norfolk Councils. This has included the development of the feasibility study and subsequent roll-out of this collaborative work programme. Intensive service improvement support has also been provided to planning and food and licensing to support one team working.

In 2019/20, following the implementation of the one team structures across the two Councils, a work programme will be developed to support the transformational element of aligning services to support improvement in services in order to maximise income and deliver savings and efficiencies

Risk:

Competing work priorities and limited central resource to support interventions have historically impacted on the scale and speed of implementation of interventions. However, with one team being established across Broadland and South Norfolk this creates greater business improvement capacity to support ongoing service improvement and development.

Objective 14

To maximise staff engagement (Assistant Director Governance & Business Support)

Supporting ambition:

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

Measures:

1. Level of staff engagement as evidenced through surveys

Our 2018 overall engagement score as measured using the “Best Companies” staff survey undertaken in October 2018 totalled 622 points.

2. Staff turnover

1 April 2018-31 March 2019 = 26 employees (10%).

2017/2018 = 25 employees (10.6%)

2016/2017 = 18 employees (6.5%)

2015/2016 = 27 employees (10.1%)

2014/2015 = 30 employees (10%)

2013/2014 = 15 employees (5.6%)

EELGA Eastern Region Turnover Survey 2014/15.
14.68% median rate of turnover, ranging between 8% and 24%.

3. Staff attendance (sickness absence)

1 April 2018-31 March 2019 = 5.1 days per employee.

2017/2018 = 6.7 days per employee

2016/2017 = 5.4 days per employee

2015/2016 = 5.6 days per employee

2014/2015 = 6.33 days per employee

2013/2014 = 6.85 days per employee

CIPD absence management survey 2016

Overall average 6.3 days
Public Services average 8.6 days

	<p>Local Govt average 9.9 days Private Sector Services average 5.3 days</p> <p>Local Government Workforce Survey 2016/17 = 8.7 days pa average per fte.</p>
<p>Contextual narrative:</p> <p>Staff engagement continues to be a primary focus of the organisation. The move to ‘two councils, one team’ has included significant levels of engagement with staff including regular staff briefings, a new shared intranet for staff messages and continued engagement with union and non-union reps. The results from the 2018 engagement survey are very encouraging, with the council also retaining its “one to watch” status.</p> <p>Voluntary staff turnover for the year has decreased slightly from last year. 5 staff retired during the period, a further 10 moved to other public sector employers in Norfolk for career advancement.</p> <p>Absence statistics for the half year evidence continuing low levels of absence across the council and compare very favourably with performance across the public and private sectors.</p> <p>Risk:</p> <p>The significant organisational change of moving to ‘two councils, one team’ means that ongoing and effective internal communications/engagement with staff will be central to supporting this transition for staff across both councils. General levels of staff engagement are substantially within our direct control, and it will be important to develop further mitigating actions to maintain/increase levels of engagement across the council based on feedback from this year’s staff survey. Similarly, we continue to operate our absence management procedures across the council to ensure early intervention and effective action in relation to sickness absence. Staff turnover is however subject to a number of potential external factors beyond the council’s control. Mitigation currently in place centres on a) maintaining the competitiveness of individual pay and benefits, and b) supporting flexible working practises. Looking forward, one of the aspirations from our collaboration project with South Norfolk Council, is to position the 2 councils as an “employer of choice” in the locality, offering improved opportunities for staff development and career progression.</p> <p>As regards pay levels, 2019 has seen a 1% market related increase to salaries, with another 1% of the salary budget likely to be made available for PRP. The MTFP models a 2% annual salary budget increase for each of the next 4 years, to fund both cost of living and PRP awards. This will be reviewed as part of the one team collaboration to develop a consistent scheme across the two authorities.</p>	

Objective 15

To promote healthy lifestyles and encourage behaviour change (Assistant Director Community Service)

Supporting ambition:

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

Measures:

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

- **Broadly Active:** 131 completed with 109 demonstrating positive results (83%)
- **Why Weight:** 26 completed with most showing weight loss. Average weight loss of 2.5% starting bodyweight
- **parkrun:** Average number of runners across Broadland parkruns – 978 per week
- **Marriott's Way:** 10th anniversary run saw 404 complete the race from a sell-out 500 entries. 39 children enjoyed the 1 mile junior fun run prior to the main race.

Contextual narrative Broadly Active has increased its reach over the past year by adding contracts with North and South Norfolk CCGs. A total of 663 referrals were received in 18/19 with 482 engaging in the scheme. 131 (27%) of those have completed with just over 200 patients still to complete their 12 weeks. The use of a new, online data system, ReferAll has streamlined administration and made data reporting easier.

Why Weight completed courses in the second part of the year with 34 people registering and 26 completing. A new model of delivery is being investigated. Joy of Food were brought in to deliver a cookery course in Hellesdon that was fully attended by 6 people.

Parkrun continues to thrive with a fourth event starting in Lingwood in March 2019. Broadland now has more parkruns than any other Norfolk district. As of October 2018, over 11,000 Broadland residents are registered with parkrun with the youngest aged 3 and the oldest 94. 51% are female and 49% male.

The Marriott's Way 10k, held its 10 year anniversary run in October. Fine weather saw 404 runners complete the race with 62% coming from a non-running club background which indicates the appeal of the race to beginners and true amateurs.

Objective 16

To help support and protect vulnerable residents (Assistant Director Individuals & Families)

Supporting ambitions:

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

Measures:

1. Early Help/Family Focus	There are currently 71 cases active to Family Focus.
2. Increase in thermal capacity of homes for those at risk of fuel poverty	a) Energy Company Obligation (HHCRO) –87 up to December 2018 (132 in same period of 2017/8) b) Discretionary Funding – 36 (special project) c) Warm Homes Fund – 22 (special project)
3. Reduction in fuel costs to those likely to be at risk of fuel poverty	a) Collective Switching – 249 (197 in 2017/8) b) Increase in disposable income -45 (52 PY) c) Boiler Servicing – 42 (42 in 2017/8) d) Warm Homes Fund (Cat 3) – 189 interventions including 27 visits (special project)

Contextual narrative:

The Council's Private Sector Housing team continue to promote the availability of Energy Company Obligation funding to residents. This offers grants towards the cost of insulation and heating improvements with a particular focus on supporting those at risk of fuel poverty. Of the 335 homes within Broadland who accessed the funding, 87 were through the stream specifically targeting fuel poor residents. This is a decrease on the previous year, as the qualifying criteria for ECO generally has expanded to have a greater focus on assisting those at risk of fuel poverty.

Broadland has published their Statement of Intent which includes the qualifying criteria. During 2018/9 the Energy Team completed 37 declarations for residents allowing them to access this funding. These installs would be included within the total HHCR0 statistics.

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

In addition to this the Council's Energy Team have initiated works associated with the Better Care Fund locality plan. Grants of up to £4,500 are available for improvements to heating systems

including replacement boilers and complete new systems as well as measures to improve the thermal capacity of homes. During 2018/19 a total of 36 homes have completed work on their properties with a further 29 grants approved.

Over the last year there have been three collective switching auctions which the energy team have promoted. In total 249 residents have switched tariffs using the service. In the most recent auction, the average realised saving was £129.56 which is compared to the standard rate tariff.

Risk:

The Warm Homes Fund is available to residents across Norfolk on a first come, first served basis. There is a risk that demand will exceed the amount of funding available and residents will be disappointed. To minimise this risk, the project is being promoted on an area by area basis.

Objective 17

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

Supporting ambitions:

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

Measures:

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

Contextual narrative:

Greater Norwich Growth Board/Team

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

- In September 2018, the team appointed the Project Managers to roles on a permanent basis to replace the outgoing original staff members. The Project Managers had been on a secondment set to end on the 5th of October.
- Project Management of the Infrastructure Investment Fund – which has included a full review of projects within the Fund, reviewing the finances of both the Greater Norwich Partnership and those of the IIF, and outlining ways in which to overcome the issues identified by the above. This has also fed in to the processes review below.
- Review and rationalisation of the processes within the Infrastructure Investment Fund – The processes have been reviewed and are agreed by the GNGB. Governance and guidance surrounding the new application process has been disseminated to partner's officers in anticipation of a call for projects in June. The process overhaul has also introduced new appraisal, monitoring, change request and close-down processes for projects. This has been well-received by officers.
- Preparation and publication of the Greater Norwich Infrastructure Plan (GNIP) 2018 in partnership with each of the Local Authorities, which included identifying schemes,

setting out priorities, identifying all potential sources of funding (including CIL contributions), analysing risk and ensuring commitment to borrowing repayments. Work has started on the GNIP for 2019, and publication is set to be in June 2019.

- Preparation and publication of the Greater Norwich 5-year investment plan (5YIP), which details the financial outlay over the next 5 years for the Infrastructure Investment Fund. The document has undergone a full re-write and has removed a lot of excess information to ensure that only appropriate projects and priorities are detailed. Also included continued rationalisation of projects and their costs.
- Management of the Local Infrastructure Fund – including the assessment and documenting of new applications to the fund, monitoring and evaluating claims for loans already agreed, working with partners such as NPLaw to create loan agreements and undertaking work to map the current financial status of each of the agreed and agreed in principle LIF projects. The team have also confirmed to the board that all charges relating to the loans have been registered correctly.
- Management of the process for financial reporting, recording project costs, project spend, project progress, project tracking and project risk and issue management for the schemes included in Infrastructure Investment Fund and the Local Infrastructure Fund. Reports are required for Local Authorities, the Accountable Body, Greater Norwich Infrastructure Delivery Board and Greater Norwich Growth Board.
- Preparation of agendas, papers, notes of meetings and supporting documents including analysis, research and development activities with Members on behalf of the Greater Norwich Growth Board, Greater Norwich Infrastructure Delivery Board, the Delivery Officers Group, the Green Infrastructure Projects Team, the Sports Strategy Implementation Group and Norfolk County Council's Childrens Services department relating to the Education need. The team also manages the governance for each of these groups.
- Liaison with Communications colleagues in the districts to discuss the Communications Strategy which had been created. It was decided that prior to a Communications Strategy being agreed, the GNGB would have to clarify a few points in terms of direction and what should be advertised. This has extended to working with the LEP to understand their latest branding changes and the need to align our messages for maximum impact.
- Continue to explore funding and finance options to meet the anticipated growth funding gaps – by understanding other funding and finance streams and agency support, working closely with all the relevant bodies.
- Project management of the implementation plan for the City Deal including reporting on each element of the Deal. For example, quarterly reporting as well as liaison with Cabinet Office and BEIS on delivery and twice yearly financial profile and spend to date report to HM Treasury on the City Deal reduced rate PWLB agreement.
- Design and delivery of a workshop for the partners to discuss the setting up of a Special Purpose Vehicle or Vehicles to aid housing development in the Greater Norwich area. A further workshop with all political leaders is to be planned for Summer 2019.
- Work to encourage the directors to deliver on the LEP's Economic Strategy has taken place, and the team will continue to host workshops as and when required to facilitate the asks Greater Norwich should be making of the LEP. Greater Norwich is

identified as a priority place within the strategy and as such should be using this distinction to affect the LEP's policy and strategy.

- Administration and management of two websites (www.greaternorwichgrowth.org.uk and www.greaternorwich.co.uk).

Broadland Growth Ltd

Broadland Growth Limited is currently on site delivering 22 new homes with Cocksedge Building Contractors Ltd which is due for completion in November 2019. The development will deliver a mix of 1, 2, 3 and 4 bedroom bungalows, flats and houses with 36% affordable housing including a 2 bedroom wheelchair accessible bungalow. The development was also successful in securing £160k of Land Release funding through the One Public Estate to support Council owned land being brought forward for development. Broadland Growth Limited has worked alongside partners to deliver workshops to Thorpe St Andrew high school sixth students through an interior design project and with students at University Technical College Norfolk on coming up with their own development proposals for a site and presenting their ideas to a panel of judges. The aim of engagement with young people is to promote careers in the construction industry and give students the opportunity to develop their knowledge and skills. Broadland Growth Limited is looking at other opportunities to deliver similar sized projects with an emphasis on delivering good quality, well designed and integrated housing

Norfolk Waste Partnership

Members and staff continue to play a leading role within the Norfolk Waste Partnership. Cllr John Fisher is the current Board Chairman however this is likely to change following the elections. The agreed programme of four work streams is progressing well. These focus on re-use and repair, growing indigenous recycling capacity in Norfolk, Infrastructure to support waste management services, and communications, with a Jointly funded NWP Communications Officer developing communications campaigns to support the overall objectives of reducing waste and increasing recycling across the county.

County Community Safety Partnership

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

Norfolk Safeguarding Children Board

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

Norfolk Resilience Forum

Broadland has continued to play an active role in all relevant work areas of the Norfolk Resilience Forum (NRF). The Senior Management Team and Emergency Planning Manager have supported emergency responses (Beast from the East-Feb 2018), attended exercises (Exercise Springboard-Sept 2018) and represented other District Chief Executives at NRF Exec Board Meetings. This active involvement in key work-streams such as production of the Community Risk Register ensures Broadland can meet its

responsibilities under the Civil Contingencies Act 2004.

Collaborative Working

At its meeting on 12th July Council agreed to continue its collaborative work with South Norfolk Council and a Joint Managing Director was subsequently appointed to oversee the process going forward.

New Anglia Local Enterprise Partnership

The Managing Director and officers within the Economic Development department continue to engage with their colleagues in NALEP to further the interests of the district in LEP activity. The NALEP Economic Strategy was endorsed in October 2017 and continues to drive this work forward.

New Anglia Growth Hub courses and taster sessions are supported through the BCTS Training brochure which the NAGH also promote at events they attend across Norfolk and Suffolk.

Economic Development officers have signed up to access the New Anglia LEP CRM used by the Growth Hub to record and monitor business support provided to local businesses since 2014.

Officers regularly attend and participate in NALEP events across the region including the Local Industrial Strategy summit, a trade mission to the South West, and MIPIM UK.

Norfolk Health and Wellbeing Board

The board consists of members from the County, District/Borough and City Councils and the Clinical Commissioning Groups with a duty to encourage integrated working. The Vice-Chair is the Council's representative on the board.

In October 2018, Homes and Health was agreed as a priority for the new District Councils' Sub Committee with three key areas of activity: Warm and Healthy homes, Piloting joint working to build housing interventions into multi-disciplinary teams (MDTs), Improving discharge from hospital. The council leads on the Warm and Healthy Homes activity.

Local Organised Crime Groups Partnership Board

The Early Intervention & Community Safety Manager has attended scheduled meetings of this Partnership Board as the Council's representative. The Board receives regular updates on local organised crime group activity across the county, reviews good practice and agrees partnership activities in order to reduce crime. The predominant focus relates to organised crime around the County Lines / Criminal Exploitation of Children & Vulnerable Adults, SCAMS and the sale of illicit cigarettes and alcohol.

The Board has recognised the civil remedies available to tackle such issues where there is insufficient evidence to support criminal proceedings

Cambridge Norwich Tech Corridor

The Cambridge Norwich Tech Corridor is a private-public partnership initiated by local Councils across the area, set up to deliver high value economic and societal growth by

creating the right opportunities, environment, ambition and visibility needed for our highest potential tech assets to flourish.

The initiative was set up to support a strategic approach to investment and growth throughout the Tech Corridor area and to work alongside other public and private sector initiatives.

The initiative is managed by a Delivery Board with private and public sector representatives from the different parts of the wider Tech Corridor area. Officers work closely alongside Programme Manager Linn Clabburn, the delivery board and other public sector stakeholders to raise the profile of the initiative, and promote the opportunities it presents.

Risk:

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

Local Government Ombudsman (LGO) Complaints – 10 decisions received

For the period 1 April 2018 to 30 September 2018 we received **5** LGO decisions

- 18 01 - Complaint about a neighbour who is noisy and this severely affects his family. **Not upheld – no maladministration.**
- 18 02 -- Complaint about the noise of a nearby level crossing alarm. **Not upheld – no maladministration**
- 18 03 – Complaint that we refused to accept her housing application due to the fact that she did not live within the district. **Closed after initial enquires – no further action.**
- 18 04 – This related to a planning application approved for a neighbour and dissatisfaction with our actions. **Closed after initial enquires – no further action.**
- 18 05 – Related to our process to request unpaid council tax and accusations that we have not taken the complainants circumstances into consideration. **Not upheld – no maladministration**

For the period 1 October 2018 to 31 March 2019 we received **5** LGO decisions

- 18 06 – Complainant had complaints with various organisations. **LGO would not investigate**
- 18 07 - Complaint around a planning application that went back many years. **Closed after initial enquires – out of jurisdiction.**
- 18 08 – Complaint about the calculation process used for a Housing Benefit claim for which the complainant appealed via the appeals channel. **Closed after initial enquires – out of jurisdiction.**
- 18 09 – This complaint related to the steps we took and process followed when a tenant complained about their rental property. **Not upheld – no maladministration.**
- 18 10 – This was in relation to a Housing Benefit claim where the initial amount we advised the client that they would be due was calculated incorrectly. **Maladministration and Injustice.**

Formal Complaints for the year = 15

For the period 1 April 2018 to 30 September 2018, **8** formal complaints were received, a breakdown of these received by area is shown below:

Planning – 4 formal complaints

- 18/PLN/01 – Unhappy with representations made at planning committee. Was found to be **unjustified.**
- 18/PLN/02 – Complaint about our planning files not being on line and various other issues. Was found to be **unjustified**
- 18/PLN/03 – Complaint that a development was not built as per approved plans Was found to be **unjustified**
- 18/PLN/04 – Various issues regarding an application that was refused. Was found to be **unjustified**

Environmental Services - 1 formal complaint.

- 18/ENV/01 – Complaint from a private landlord in relation to a complaint made by their tenant and how we corresponded with them. Was found to be **unjustified**. This case is now with the LGO

Housing Options – 3 formal complaints

- 18/HOU/01 – Complaint alleging discrimination whilst awaiting a smaller property. Was found to be **unjustified**
- 18/HOU/02 – Complaint about length of time spent on the housing list. Was found to be **unjustified**.
- 18/HOU/03 – Complaint about housing process and our request for additional information. Was found to be **unjustified**.

For the period 1 October 2018 to 31 March 2019, **7** formal complaints were received, a breakdown of these received by area is shown below:

Planning – 2 formal complaints

- 18/PLN/05 – Issues around a neighbouring planning application. Was found to be **unjustified**.
- 18/PLN/06 – Unhappy with our enforcement action around interpretation of a planning condition. Was found to be **unjustified**.

Environmental Services - 2 formal complaints.

- 18/ENV/02 – Complaint about the installation of solar panels via a company we had recommended. Was found to be **unjustified**.
- 18/ENV/03 – Complaint around the process we followed with a DFG application many years ago. Was found to be **unjustified**

Housing Options – 1 formal complaint

- 18/HOU/04 – unhappy with the advice given by the Housing Options team. Was found to be **unjustified**.

Revenues – 2 formal complaints.

- 18/REV/01 – Complaint about our HB calculation process. Was found to be **unjustified**
- 18/REV/02 – HB calculated incorrectly. **Justified (See LGO decision 18 10)**

TREASURY MANAGEMENT PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2019

Report Author: Simon Little
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Portfolio Holder: Finance

Wards Affected: All

Purpose of the Report: This report summarises the treasury management activity during 2018/19, including an update on the Prudential Indicators.

Recommendations:

1. Cabinet is requested to note the outcome in respect of 2018-19 treasury management activities.

1 SUMMARY

- 1.1 This report summarises treasury management activity during 2018/19, including an update on the Prudential Indicators.

2 BACKGROUND

- 2.1 Part 3 of the Constitution gives the Director of Resources delegated powers to manage the operational cash resources in accordance with CIPFA's Code of Practice on Treasury Management in the Public Services (the Treasury Management Code) and with the approved Treasury Management Policy for the financial year.
- 2.2 In accordance with the Treasury Management Code, the Director of Resources shall report to Cabinet at least twice a year on the exercise of these powers. This report also includes an update on the Prudential Indicators which were approved as part of the Treasury Management Policy.

3 TREASURY ACTIVITY

- 3.1 The Council's investments as at 31 March 2019 were as follows:

Counterparty	£million	Interest Rates
Investec	10.33	Return varies, dependent on the performance of the underlying fund
Payden & Rygel	3.13	
Certificates of Deposit	2.00	0.91%
Banks	11.00	0.81% to 1.15%
Instant access deposits with banks (interest bearing accounts)	7.00	0.40% to 0.65%
Total	33.46	

- 3.2 The authority purchased units in Payden & Rygel and Investec's pooled funds some time ago. No units have been sold or purchased since; changes in the value of the Council's share reflect the net growth in the overall value of the funds.
- 3.3 From 1 April to 24 May 2018 the Investec Asset Management Pooled Funds were invested with an 80:20 split over the Short Dated Bonds Fund and the Target Return Fund. Due to poor performance of the Short Dated Fund Investec closed the fund and from 25 May 2018 the 20 percent previously invested in the Short Dated Fund transferred into Investec's Diversified Income Fund. The mixture of funds should smooth the volatility on the more risky Target Return Fund. The Payden Global investment is in an AAA rated Sterling Reserve Fund and has remained stable over the year.

- 3.4 In September 2018 the Council withdrew its investment in the Public Sector Deposit Fund (CCLA). The £1million was returned to the Council and added to its 'in-house' fund for re-investment.
- 3.5 During 2018/19, the in-house team arranged 41 fixed term deposits which included eight certificates of deposit (CDs) purchased through the clearing house King & Shaxson. Cash levels were managed through transfers into or out of the Council's interest bearing accounts as a flexible alternative.
- 3.6 The total sum invested by the in-house team as fixed term deposits ranged from a minimum of £15.63 to a maximum of £31.35m during the year, with an average investment of £23.02m per day. This included sums invested on behalf of town and parish councils and other charitable organisations. As at 31 March 2019, these amounted to a total of £483.8,000, as shown below:

	£'000	Terms of interest paid
Charitable organisations	2.5	0.5% below Base Rate
Parish Deposits	481.3	Average internal rate achieved on all investments
Total	483.8	

- 3.7 The authority's Treasury Management Strategy for 2018/19 followed the principles in MHCLG's 2010 'Guidance on Local Government Investments' ("Guidance") and CIPFA's 'Treasury Management Code of Practice 2017 (TM Code)'. Security and liquidity of investments take priority over yield and surplus funds have been invested in high credit quality counterparties. As at 31 March 2019 a total of £4m has been placed for terms of one year, which offers greater returns than short-term deposits.

4 BORROWING

- 4.1 The 2018/19 Treasury Management Policy set an operational boundary for external debt of £4m and an authorised limit of £6m. This means that if the authority's level of external debt (including notional debts on implied finance leases) exceeds £4m at any stage during the year the fact must be reported to Council as soon as possible and that debt is not allowed to exceed £6m without receiving prior authorisation from Council.
- 4.2 The calculation of external debt excludes the third party funds described in paragraph 4.6, as these are taken to assist partner organisations with their treasury operations.
- 4.3 The most efficient option to fund capital expenditure during 2018/19 was to use internal funding. External debt was not required and is unlikely to be required in the foreseeable future.
- 4.4 The Head of Finance and Revenue Services confirms that the authority's debt level was below the Operational Boundary at all times.

5 PRUDENTIAL INDICATORS

- 5.1 Capital expenditure in 2018/19 was £2,449,600 against a budget of £4,130,700. This represents 59.3 percent of the budget spent. Significant underspends were recognised in bridge repairs (unused budget added to earmarked reserve) and warm home funds grants (unused budget carried forward to 2019/20).
- 5.2 The authority has not taken out external debt during the year. The technical debt represented by the implied finance lease within the waste collection and street cleansing contracts amounted to £120,050 as at 31 March 2019 and overdrafts incurred as part of treasury operations have been minimal. The Operational Limit of £4m on debt has not been breached at any point.
- 5.3 The authority's capital financing requirement (CFR) represents its theoretical need to borrow to fund capital expenditure. As the capital programme's financing has been fully funded, with all over-financing corrected in previous years, the CFR will match the technical debt represented by the finance lease described in paragraph 6.2 above. As the authority intends to fully finance its capital programme from 2018/19 onwards, the CFR is expected to mirror the finance lease debt for the foreseeable future.
- 5.4 The authority is required to report on the ratio represented by its net financing costs to its net revenue stream. This is a measure of affordability, indicating how much of the authority's revenue is taken up in financing its debt. However, as Broadland is a net investor and its net revenue stream is negative (income), it has a positive ratio of 1.13 percent, indicating that its net financing position is represented by income equivalent to just over one percent of its other grant and taxation revenues.
- 5.5 The total principal sum invested for terms of over 364 days at 31 March 2019 was £4m. This is within the limits of £10m of the portfolio for medium term investment (up to 5 years) set in the 2018/19 Strategy Report.
- 5.6 The Head of Finance and Revenue Services can therefore report that the Prudential Indicators set for 2018/19 have not been breached as at 31 March and that none have reached a level that indicates any cause for concern.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – Treasury performance was within the parameters set at the beginning of the year and therefore there were no resource implications for 2018/19. The risk that the low returns from investments experience over the last decade will continue for the foreseeable future is high, which means that the Council will continue to have difficulty generating significant returns from its cash flow.
- 6.2 **Legal implications** – All investments were made within the statutory requirements that govern local authority money market activities. The CIPFA

Code of Practice on Treasury Management requires the authority to report on treasury management activities at least twice a year, including a report on the Prudential Indicators.

- 6.3 **Equality implications** – The report has no specific impact on Equalities. Treasury decisions are made primarily on the basis of the security of counterparties, with the needs of the authority's cash-flow second and other considerations such as equality and diversity given lower priority.
- 6.4 **Environmental impact** – There are no implications.
- 6.5 **Crime and disorder** – There are no implications.
- 6.6 **Risks** – The main aim of the investment strategy is to minimise the risk of loss of principal. The Council's investments are with counterparties offering higher security, at the expense of yield if necessary. The Council works with its financial advisors to ensure that risks are reduced.

7 CONCLUSION

- 7.1 The Treasury function continues to operate within the parameters set for it by the Council within the Treasury Management Policy.

8 RECOMMENDATIONS

- 8.1 Cabinet is requested to note the outcome in respect of 2018-19 treasury management activities.

Background Papers

Treasury Management Policy 2018/19 (Cabinet, 8 February 2018)

Treasury Performance to 30 September 2018 (Cabinet, 20 November 2018)

CIPFA Code of Practice on Treasury Management, Revised 2017

Capita Asset Services reports

JOINT HR INFORMATION SYSTEM

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Portfolio Holder: Transformation and Organisational Development

Wards Affected: N/A

Purpose of the Report: This report proposes adopting a HR Information System for Broadland District Council

Recommendations:

1. To agree that Broadland District Council transfers its HR information (including payroll) on to a commercial HR Information System (iTrent); and
2. To adopt a two-stage approach, transferring HR employee data on to the system in the first phase and transferring employee and Member payroll data in the second phase.

1 SUMMARY

- 1.1 The HR teams within Broadland District Council (BDC) and South Norfolk Council (SNC) have differing systems to collect and manage employee data. BDC currently utilises an in-house system (excel spreadsheets) mixed with paper forms, whilst SNC utilises a formal HR Information system (ITRENT). This paper proposes for a way forward for both councils to move to a consistent IT platform, increasing automation of Broadland's employee data, thus improving efficiency for managers across the One Team and making it easier for both managers and staff to access and use their data.
- 1.2 A fit for purpose HR Information System will help transactional tasks be delivered with a transformational purpose, helping produce meaningful metrics to support business decision making and objectives. These metrics include absence, employee retention, succession planning and engagement. HR needs to be an integrated part of the organisation, effective technology will reduce the administration burden, thus providing the HR team with the time to work more productively with services, supporting them to deliver excellent customer service and drive the organisational agenda of collaboration.

2 BACKGROUND

- 2.1 As collaborative working progresses between the two councils opportunities to make efficiencies are being identified. Both councils collect, record and use their employee data to carry out operational HR duties and provide information to help inform strategic decision making.
- 2.2 The two councils collect their HR data separately, but under the One Team approach there are advantages for this information to be held using the same system and utilised consistently. This will support better analysis and reporting of data, for all line managers and particularly for the Corporate Management Leadership Team.
- 2.3 The HR Teams are currently being reviewed to ensure that by 1 September both councils are supported by one HR team, thus ensuring all staff across both councils get the same service. Introducing a single and consistent IT platform across both councils for the one HR team to work from will ensure efficient and effective working, further embed the One Team Two Councils ethos and better support both councils by giving us greater and improved data accessibility and analytics.

3 CURRENT POSITION

- 3.1 SNC currently uses the Midland iTrent system. This system's functionality includes Core HR, payroll, recruitment, absence management, and a financial systems interface.
- 3.2 Additionally, staff and managers have access to a wide range of self-serve

options, including; maintaining personal information, amending work patterns, claiming and approving expenses, additional hours, and requesting and approving leave and other absence. All these activities can be undertaken regardless of where the staff are, thus ensuring an efficient and effective way of working as One Team serving two autonomous councils.

- 3.3 iTrent is a hosted solution, managed and supported by Suffolk County Council (SCC). This management covers systems administration including upgrades and testing. Services are provided under a two year contract which expires in September 2020. The contract can be extended with the agreement of both parties for one year, followed by a further year.
- 3.4 SCC provides a full payroll bureau service to SNC. The SNC HR team updates employee records and these changes 'talk' to the payroll system without the need for further input. This automation has created efficiency savings and the 'single input' methodology reduces the margin for error. Checks and balances are in place to ensure accuracy of the payroll function.
- 3.5 SNC staff have access to online payslips and can also make arrangement to receive these via secure email. Both staff and managers have access to a range of self-serve options related to day to day people management including but not limited to leave and expense requests.
- 3.6 Using bespoke in-house designed spreadsheets, BDC operates its own in-house system to process and record HR employee data including absence management. Recruitment is partly automated as staff can apply for jobs electronically. However, there is no self-service functionality and claims for expenses, additional hours and leave are paper based.
- 3.7 Broadland's payroll is managed by Norfolk County Council (NCC). Payroll changes are collated by the Payroll Co-Ordinator who supplies this information to NCC. The contract with NCC expires on 30 June 2021. Initial conversations with NCC suggest that there would be no termination cost if the contract were to end on 31 March 2020. Through the current arrangement BDC staff access their payslips online.

4 PROPOSED ACTION

Key Outcomes required from an HR Information System

- 4.1 SNC undertook a procurement exercise when originally moving onto the iTrent system the procurement was designed to ensure the following outcomes and there is no reason to suggest that the improvements and benefits listed below would not also apply to a roll out of iTrent across BDC.

System Improvements and benefits:

- Streamlined systems
- Reduction in manual paperwork
- Reduction in duplication entry

- Improved data accuracy
- Quicker processing times – eliminate manual calculations and checking
- Reduced ‘touch points’
- Removal of paper based processes
- Improved reporting and data accuracy
- Self service access to personal data
- Self service access for managers to team data
- Identify ownership within processes
- E-enabled HR processes
- Access to employee information regardless of location
- Release HR expertise to focus on the strategic and complex HR issues

Timescales

- 4.2 It is proposed that the system is implemented through two phases.

Phase 1: To transfer BDC employees onto the HR Information System

Timeline: September to November (over a three-month implementation period)

Phase 2: To transfer BDC employees’ payroll information onto the HR Information System

Timeline: By the end of the financial year March 2020 (A transfer at the end of the financial year will help to avoid the risks and associated work with the transfer of tax and HMRC information data mid-year. It also helps to mitigate any possible disruption to staff’s cumulative payroll data.)

Costs

- 4.3 As noted elsewhere in the report NCC have agreed to terminate the existing payroll contract with them at nil cost to the Council due to the length of notice being provided.

The costs below therefore relate to the implementation and ongoing revenue cost associated to the

Implementation Costs		
HRIS (HR Information System)	£6,500	To be funded in 2019/20 as a one-off cost
Payroll	£6,500	To be funded in 2020/21 as a one-off cost
Total	£13,000	Funded over two years

Ongoing Annual Revenue Costs		
Existing Payroll (NCC) Annual revenue cost, which will end March 2020	£14,000	Already budgeted 2019/20
NEW HRIS (HR Information System) annual revenue cost	£17,655	To be funded on 2019/20 (pro rated) and then ongoing budget provision
NEW Payroll Annual revenue costs	£15,513	£14,000 already in budget – from 2020/21 (Budget utilised from existing payroll contract) Additional in year £1,513 needed
Total	£33,168	£19,168 additional budget requirement

4.4 In summary £13,000 is required over the next two financial years to fund the implementation of the HRIS and Payroll system a further £19,168 of annual revenue funding is required for the ongoing use of the HRIS, this is pro-rated in the current financial year.

4.5 It is important to note that there will be long term efficiency savings to introducing an HRIS which include:

- Time savings of a minimum of 5 weeks per annum based on current HR time spent on paper-based activities. This will enable us to ensure that HR activity is focused on the strategic issues of the Council instead of administrative tasks.
- A consistent HR and Payroll service and system for Managers which will provide efficiencies for those managers and for staff.
- Consistent management information across the two councils.

4.6 In conclusion the HRIS has already been procured by SNC, which means there will be no cost of procurement associated to this proposal. Benefits as noted above are already proven and it is due to both of these factors that we are recommending implementation of HRIS in a phased approach.

5 OTHER OPTIONS

Continue as is:

5.1 Both councils could continue to operate their own HR systems independently, however this will not support the Two Councils One Team approach and could cause further inefficiency. Joint managers will be required to source and process information across two systems, with information presented to them in differing formats and accessible in differing ways. the impact of this would

mean that further work would be required to align, resulting in inefficient and ineffective working practices. It will also mean that HR resources are tied up on manual transactional activities that could otherwise be delivered through automation or self-service, taking them away from more value-added work.

Procure an alternative HR systems provider:

- 5.2 It is important to ensure any system is fit for purpose, offers value for money and as part of this it is important to carry out market testing. The time and costs associated to undertake work associated to this ie undertaking a feasibility study and implementation of a new platform for South Norfolk, in the short term is prohibitive to progressing collaborative working. As with any contract there will however be a natural opportunity to consider this jointly when the current iTrent contract ends in September 2020.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – This is covered elsewhere within the report, specifically section 4.
- 6.2 **Legal implications** – The preferred option requires that Broadland's contract for payroll services with Norfolk County Council will need to be ended one year early. If the contract is ended at the end of March 2020 and notice is given after Member approval, which this report seeks, there will be no termination cost.

South Norfolk can vary its HR Information contract with Suffolk County Council to include Broadland District Council. There are provisions under the Public Contract Regulations 2015 that allow contracts between authorities.

- 6.3 **Equality implications** – There are no direct equality implications, however any HR system will hold equality data which needs to be used mindful of equality legislation and employees' protected characteristics.
- 6.4 **Environmental impact** – There is no impact on the environment.
- 6.5 **Crime and disorder** – There is no impact upon crime and disorder.
- 6.6 **Risks** – Training for all staff and managers will need to be put in place to ensure effective use and management of the self-service functionality. However there is internal knowledge at SNC to enable this and ensure that this risk is mitigated.

Transferring payroll data at the end of the financial year will reduce the risk of data discrepancies and any delays in the reporting of information to HMRC. Late reporting incurs financial penalties.

7 CONCLUSION

- 7.1 The joining of two HR information systems will further support the councils'

collaborative journey and the Two Councils, One Team ethos. One joint HR information system (including payroll) will provide improved access to data for managers and staff, whilst giving us greater and improved data accessibility and analytics.

8 RECOMMENDATIONS

- 8.1 To agree that Broadland District Council transfers its HR information (including payroll) on to a commercial HR Information System (iTrent); and
- 8.2 To adopt a two stage approach, transferring HR employee data on to the system in the first phase and transferring employee and Member payroll data in the second phase.

Background Papers

None

AFFORDABLE HOME OWNERSHIP IN BROADLAND AND SOUTH NORFOLK

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Portfolio Holders:	Planning (Broadland District Council) People and Communities (South Norfolk Council)
Wards Affected:	All
Purpose of the Report:	This report considers eligibility for homes provided for affordable home ownership, focusing on those provided through negotiation with developers under planning policy.

Recommendations

That Cabinet resolves that:

1. ordinarily there will be no local connection priority for people wishing to purchase affordable home ownership, other than homes built to meet local needs under the exceptions policy (with flexibility to reintroduce local connection priority if deemed necessary) if this applies then a decision will be made by the Portfolio Holder for Housing and Wellbeing;
2. all applicants for affordable home ownership must register with the regional Help to Buy agency (or any successor body);
3. Cabinet amends policy to introduce these changes.

1 SUMMARY

- 1.1 This report arises from the Joint Strategic Housing Statement which was produced to identify activities whereby a common approach by Broadland and South Norfolk Councils could benefit the residents of both Districts. One of the projects agreed is 'Affordable Home Ownership – a common approach to tenures and qualification'.
- 1.2 The report relates to homes provided through the planning policy in the Greater Norwich Joint Core Strategy which requires a proportion of dwellings on larger sites to be affordable homes. More specifically, the subject is affordable home ownership dwellings for sale at no more than 80 percent of their open market value. Consideration does not include homes built for local needs under the 'exceptions policy', which are prioritised for people having a connection with the parish.
- 1.3 The Joint Strategic Statement suggested a common approach to all affordable home ownership on the following basis:
- method of application;
 - eligibility (connection to the District).
- 1.4 The Statement noted that both Councils prefer shared ownership to shared equity because it is a more affordable product (savings required and monthly cost). Any council, as the Local Planning Authority, cannot refuse to accept an affordable housing tenure permitted by national planning guidance (the National Planning Policy Framework February 2019, Annex 2). However, local authorities do have the flexibility to choose the appropriate affordable home ownership products to meet local need - as set out in the National Planning Policy Framework.
- 1.5 This report implements the intention of the Statement, and recommends a way forward.

2 BACKGROUND

- 2.1 The three most common tenures of affordable home ownership are:
- **Shared ownership (S/O):** part buy / part rent, with the purchaser buying 25%-75% of the equity, usually having the right to buy the remaining equity at any.
 - **Shared equity (S/E):** purchase of a specified percentage of the equity, most commonly 75%, with no rent payable on the remaining equity. The purchaser has the right to buy the remaining equity, but often not before a specified period has passed.
 - **Discounted market sale (DMS):** purchase of a home at a specified percentage of its market value, usually 75%. These are sold with a restriction on the title deeds and so all future sales must be at the same percentage of open market value.

- 2.2 Homes England (which sets the regulations for developments by Registered Providers) does not permit any local eligibility criteria for shared ownership properties other than on exceptions sites because the Government regards them as a contribution to meeting national housing need.
- 2.3 Currently Broadland and South Norfolk Councils adopt different eligibility criteria for other affordable ownership tenures. This report considers whether there is justification for retaining this approach, adopting common eligibility criteria, and/or removing all local connection criteria.

3 CURRENT POSITION

Broadland

- 3.1 Applicants meet the local connection criteria by either living working or having close family within the District and as such are eligible to purchase an affordable home within the District.
- 3.2 Broadland has seen a large supply of affordable home ownership products on sites across the District. The largest delivery has been as DMS, particularly on sites at Sprowston, Aylsham and currently Horsford. However, most recently a more balanced mix of affordable home ownership tenures is being sought through the planning process with the aim of delivering more new build shared ownership homes.

South Norfolk

- 3.3 Recently there has been a very good supply of affordable home ownership in South Norfolk. In some locations (Hethersett, Wymondham and Loddon) supply has sometimes exceeded demand. The outcome is that anyone in housing need who could afford a home has been able to buy, irrespective of any connection to South Norfolk.
- 3.4 Over 90 percent of purchasers in South Norfolk were not currently owners, although they might have owned in the past. About 30 percent of purchasers applied from addresses outside South Norfolk, with most of those being from Breckland.

Analysis

- 3.5 The attached Appendices show the detailed findings and analysis of combined Broadland and South Norfolk affordable home ownership data (Appendix 1 and Appendix 2). The main findings this was that:
- The largest proportion of purchasers already lived within the LA area in which they purchased.
 - Both areas had a significant number of applications where one of the applicants lived or worked in an adjoining LA area.
 - For both areas it was also noted that there were a small number applicants who lived or worked outside of Norfolk

- 3.6 From these various data collections it indicates that the homes available in both Districts are contributing to meeting the housing needs of people from outside their boundaries: people leaving Norwich, people leaving other rural Norfolk locations, and people moving from outside Norfolk.
- 3.7 It is anticipated that there will be an ongoing good supply of new build properties for affordable home ownership, and the table in Appendix 3 summarises the expectations from existing planning permissions.

4 PROPOSED ACTION

- 4.1 Both Councils have recognised for many years that the Norwich housing market extends across their Districts. The 2017 Central Norfolk Housing Market Assessment used housing and economic evidence to demonstrate that the housing market now extends beyond Greater Norwich to most of Breckland and North Norfolk.
- 4.2 These factors, combined with the anticipated supply, support the proposition that restricting eligibility for affordable home ownership to local people is no longer necessary. Ending the practice could eliminate the Councils' process of checking and approving the circumstances of applicants.
- 4.3 Broadland's practice is to require all applicants to register with the regional Help to Buy agency, which checks eligibility on the basis of income and current housing status. South Norfolk does not have this requirement, but it could be imposed.
- 4.4 It is considered that such an approach would suffice for both Councils, ending a time-consuming activity for officers. It would also align the eligibility requirements for all three affordable home ownership tenures.

5 POLICY IMPLICATION

Broadland

- 5.1 Cabinet decisions relating to Local Lettings Policy are only referred to within the Housing Allocation Policy (adopted in April 2012 and last updated in May 2015). This policy outlines how rented homes are allocated in Broadland.
- 5.2 Allocation of Affordable Home Ownership products is via an informal arrangement with the developer and which requires a local connection to the District. However, the S106 agreement affordable housing clauses could allow for removal of the local connection criteria from Affordable Home Ownership products, subject to Member approval.

South Norfolk

- 5.3 Two South Norfolk Council Cabinet resolutions would require amendment if eligibility was to be changed.

1. In June 2005, Cabinet agreed to a Planning Committee recommendation that:

In settlements with a population of less than 3,000 population local people with proven housing need are to have priority for all affordable housing provided through negotiation with developers.

In settlements with a population of 3,000 or more local people with proven housing need are to have priority for about one third of affordable housing provided through negotiation with developers.

A Cabinet resolution would be required to amend these priorities to only housing for rent.

2. In November 2005, Cabinet considered the precise wording of local connection cascades in S106 agreements for homes negotiated with developers and homes approved under the exceptions policy. It was resolved to 'approve the definition of 'Local' as outlined in the report, to be included in all relevant planning agreements.' A Cabinet resolution would be required to disapply this practice to affordable home ownership provided through any mechanism other than an exceptions policy planning permission.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – None and would require less officer time within the approvals process.
- 6.2 **Legal implications** – None.
- 6.3 **Equality implications** – No negative implications and may improve applicant access to affordable home ownership for all equalities groups.
- 6.4 **Environmental impact** – None.
- 6.5 **Crime and disorder** – No.
- 6.6 **Risks** – If in the future applicants with a local connection are unable to access new build homes then the local connection criteria might be justified, and could be reinstated within a particular parish.

7 CONCLUSION

- 7.1 It is concluded that there should be no eligibility criteria* other than registration with the Help to Buy agency for affordable home ownership tenure where the dwellings are not provided as part of an exception site. This is justified because:
 - The anticipated supply is expected to meet the needs of Broadland and South Norfolk.

- It contributes to the effective working of the housing market.
- It supports economic development by enabling people in housing need to buy a home which they believe meets their needs.
- It removes an unnecessary administrative burden from both Councils.
- It provides consistency and it simplifies arrangements for potential purchasers, house builders and financial advisors.

*A flexible approach should be taken to allow a reversion to Local Lettings if circumstances change and indicate there is a requirement for local lettings within a particular location

8 OTHER OPTIONS

- 8.1 The alternative to agreeing to the proposal is to retain a local connection priority for affordable home ownership.

9 RECOMMENDATIONS

- 9.1 That Cabinet resolves that:
1. Ordinarily there will be no local connection priority for people wishing to purchase affordable home ownership, other than homes built to meet local needs under the exceptions policy (with flexibility to reintroduce local connection priority if deemed necessary) if this applies then a decision will be made by the Portfolio Holder for Housing and Wellbeing;
 2. all applicants for affordable home ownership must register with the regional Help to Buy agency (or any successor body);
 3. Cabinet amends policy to introduce these changes.

Background Papers

None

SALES OF AFFORDABLE HOME OWNERSHIP

Combined Affordable Home Ownership Data collection for BDC and SN on properties purchased since April 2017

Affordable Home Ownership Product	Average Full market price	Average Purchase Price paid	Min discounted price paid	Max discounted price paid	Average Equity Purchased	Average House hold Income	Average Equity / Savings
Shared Ownership x 44	£201,776	£83,119	£59,500 2 bed house (35% equity)	£140,000 2 bed house (70% equity)	42%	£26,130	£26,404
Shared Equity x 43	£191,470	£142,750	£112,000 1 bed flat	£176,250 3 bed house	76%	£27,804	£23,800
Discounted Market Sale x 50	£208,441	£166,015	£140,000 2 bed house	£216,000 3 bed house	79.5%	£31,420	£37,945

Data was collected for sales of affordable home ownership products within Broadland and South Norfolk from Early 2017 to the end of 2018. The data collected was for 137 sales completions of Affordable Home Ownership products and the total number of each tenure is shown in the table above. Not all data was accessible (such as sales price or household income) for each sale completed, however the data collected allowed for comprehensive findings as outlined below:

The main points arising from analysis of these affordable home ownership product sales in Broadland and South Norfolk are:

- Most purchasers (69%) previously lived in the LA area where they purchased.
- 29% of purchasers lived in or had a connection to an adjacent area.
- A significant proportion of purchasers had a connection to the district through work or close family.
- Both South Norfolk and Broadland saw applicants wishing to move between their LA areas as well as from Norwich City or Breckland Council area.
- Broadland also saw applicants from Gt Yarmouth and North Norfolk who met the local connection criteria whilst applicants moved from Suffolk Authorities to South Norfolk.
- Two applicants living within adjacent LA areas were MOD or ex-MOD and therefore met the local connection criteria under the Forces Covenant.
- The remaining purchasers were from out of the LA area but met the eligibility criteria as required by the relevant LA.

- a) For Shared Ownership it was noted that there was an almost equal split of purchases between 2 and 3 bedroom houses (48% 2 bedroom and 52% 3 bedroom). Rather unusually there were slightly more 3 bedrooms delivered within this tenure – as compared to Shared Equity and DMS completions. The percentage equity ranged from the lowest equity of 30% up to a max of 70%, but included a large choice of equity shares from 30% equity up thru 35%, 40%, 45%, 50%, 60% to a max of 70%.
- b) Shared Equity properties purchased ranged from 1 bedroom flats and houses, 2 bedroom flats and houses and 3 bedroom houses. Therefore, this tenure offered the best mix of affordable homes out of all of the tenures. Within the S/E units the predominant properties purchased were 2 bedroom property types (44%) which were predominately as 2 bedroom houses but also included 2 x 2 bedroom flats/apartments.
- c) Although Shared Equity provided the lowest amount of complete data this was still seen to be the affordable home ownership tenure requiring the next lowest combined household income – when compared to DMS. This would be expected as the average discount for the Shared Equity products was higher (24%) compared to DMS (almost 20% discount).
- d) DMS units were delivered mainly as 2 bedroom houses (64%) with the reminder as 3 bedroom houses within this data collection. The percentage equity ranged from 75% up to 80% with the greater number of properties being delivered with a 20% discount. Therefore because of the smaller discount available this could be considered to be the least affordable of the homeownership products.

Comparing these findings to previous data collections (Broadland sales completions – AHO report November 2017) it was noted that the average joint household income for Shared Ownership purchasers was now closer to the Norfolk average household income data. The main reason for the increase may be because there were considerably more results available within this data collection which was combined for South Norfolk and Broadland DC. There was also a more equal spread of data across the three tenures.

This latest data collection reiterates the findings that Shared Ownership is still the most affordable tenure, requiring the lowest deposit and the lowest income. Whilst it was noted that DMS requires the highest joint household income and average savings. For Shared Equity (as previously) this tenure still showed the lowest amount of completed / collected data but was found to be the next most affordable tenure compared to DMS. This was expected as the average discount for the Shared Equity products was higher (24%) compared to DMS (almost 20% discount).

APPLICANTS FOR AFFORDABLE HOME OWNERSHIP**Help to Buy East South East data - extracted for BDC and SN**

Applications with one or more applicant as current resident of Broadland	BDC where either applicant lives or works within another LA area	Applications with one or more applicants as current resident of South Norfolk	SN where either applicant lives or works within another LA area
197	Norwich City = 52	181	Norwich City = 41
	South Norfolk = 18		Broadland = 11
	Breckland = 7		Breckland = 11
	North Norfolk = 6		North Norfolk = 3
	Gt Yarmouth = 1		Mid Suffolk = 3
	Waveney = 1		Ipswich = 3
	Ipswich = 1		Waveney = 2
			KLWN = 2
			Gt Yarmouth = 1

Analysis of Help to Buy applications for all Affordable Home Ownership applicants registered from January 2018 to March 2019 shows:

- 197 applicants registered for Broadland where one or both applicants live within Broadland district
- 181 applicants registered for South Norfolk where one or both applicants live within South Norfolk

This was applicants registering for all property sizes and for all tenures of AHO products.

Again this data showed that both areas had a significant number of applications where one of the applicants lived or worked in an adjoining LA area (if recorded). For both areas it was also noted that there were applicants who lived or worked out of area, some outside Norfolk.

- For Broadland we saw applicants (where recorded) originally living or working in other LA areas further afield, including Chelmsford, Hillingdon, Hounslow, South Cambs and St Edmundsbury.
- For South Norfolk the data also showed applications where one of the applicants lived or worked in another LA area, including Aylesbury Vale, Islington, Bedford, Braintree, Birmingham, Colchester, East Cambs, and South Somerset.
- Therefore, both LA areas had applicants who lived or worked outside of Norfolk, wishing to relocate from quite distant locations.

When filtering only on applicants specifying Shared Ownership, it was noted that South Norfolk shows a greater proportion of applicants indicating this tenure (if

specified) compared to Broadland. For Shared Ownership only (for all property sizes) South Norfolk had 133 applications whilst Broadland had 67 – within the above totals. This is to be expected as the largest delivery of AHO products within Broadland has been as DMS at 75% or 80% OMV and so we would expect a larger number of applicants to have specified this tenure.

PREDICTED PIPELINE SUPPLY FOR AFFORDABLE HOME OWNERSHIP

	Expected completions to 2025			
	S/O	S/E	DMS	Total
Broadland	86	42	114	242
South Norfolk	148	74	2	224
Total	234	116	116	466
<i>Of which, before December 2020</i>	86	24	30	140

Note: additional completions can be expected from planning permissions not yet granted.

This table summarises expectations from existing planning permissions, assuming no major changes in the housing market. This indicates a good predicted continuing supply, although the tenure mix varies between the two districts because of the outcomes of past priorities and negotiations.

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