

Cabinet

Agenda

Date

Tuesday 12 February 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 F Fisher Environmental Excellence

Mr R R Foulger Housing and Wellbeing

Mr I N Moncur Planning

Mr G Peck Transformation and
Organisational Development

Time

9.00 am

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 Head of Service.



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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 15 January 2019</u> | 4 – 12 |
| 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 29 January 2019.

The Cabinet will also be advised of views expressed by the Committee at its meeting on 5 February 2019 in relation to items on this Agenda. | 13 – 18 |
| 8 | <u>Environmental Excellence Panel</u>

To receive the Minutes of the meeting held on 24 January 2019. | 79 – 84 |
| 9 | <u>Senior Management Recruitment and Appointment Arrangements</u>

To receive a report setting out options for the recruitment process and appointment of Chief Officers and Deputy Chief Officers. | 19 – 29 |
| 10 | <u>Changes to Council Tax Empty Homes Premium</u>

To receive a report, which proposed increasing the Council Tax premium charge on long term empty properties. | 30 – 41 |

11	<u>Financial Monitoring to 31 December 2018</u>	42 – 46
	To receive a report that summarised the financial position of the Council at 31 December 2018.	
12	<u>Update to Statement of Community Involvement</u>	47 – 52
	To receive a report that set out how the Council supported Neighbourhood Planning Activity in the District.	
13	<u>Broadland Business Plan – 2019-23</u>	85 – 90
	To receive a report, which proposed the adoption of an updated Business Plan.	
14	<u>Public Sector Equality Duty Annual Update</u>	53 – 73
	To receive a report, which summarised the activities undertaken by the Council during 2018 to meet its Public Sector Equality Duty.	
15	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.	
16	<u>Footway Lighting Contract</u>	74 – 77
	To receive a report that proposed options for entering into a new Footway Lighting Contract.	

Trevor Holden
Managing Director

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 15 January 2019** at **9.00 am** when there were present:

Mr S A Vincent – Policy (Chairman)

Portfolio holders:

Mrs J K Copplestone	Economic Development
Mr J F Fisher	Environmental Excellence
Mr R R Foulger	Housing and Wellbeing
Mrs T M Mancini-Boyle	Finance
Mr I N Moncur	Planning
Mr G Peck	Transformation and Organisational Development

Mrs Bannock, Mr D Harrison and Mr Riley also attended the meeting for its duration.

Also in attendance were the Managing Director, Deputy Chief Executive, Head of Democratic Services and Monitoring Officer, Head of Finance and Revenue Services, Head of Planning, Head of Economic Development, Corporate Finance Manager, Economic Development Manager, Community Infrastructure Coordinator, Economic Development Project Officer and the Committee Officer (JO).

Nick Adams, Chairman of Ringland Parish Council addressed Cabinet at item 86 – Public Speaking.

Ian Kinghorn and Giles Margaron from Bure Valley Railway Ltd addressed Cabinet at item 88 – Public Speaking.

78 MINUTES

The Minutes of the meeting held on 18 December 2018 were confirmed as a correct record and signed by the Chairman.

79 PUBLIC SPEAKING

The Chairman advised the meeting that the members of the public who were addressing Cabinet today would speak before the relevant items.

80 REPRESENTATIONS FROM NON CABINET MEMBERS

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

81 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 8 January 2018, as each item was considered.

82 BUDGET AND MEDIUM TERM FINANCIAL PLAN 2018-20

The report presented a detailed summary of Broadland's draft 2019/20 Budget for net revenue and capital expenditure, as well as a schedule of proposed fees and charges for the year.

The Government's Financial Settlement for 2019/20 had been announced on 13 December 2018, with a final settlement to be confirmed in early February 2019.

Anticipated growth for 2019/20 was £718,000. This included additional costs of £150,000 for the Growth Delivery Team and new clinical waste collection costs of £80,000. There was also an average uplift in salary costs in respect of inflation and performance related pay of two percent.

Predicted savings of £350,000 through collaboration with South Norfolk Council were not included in the base budget calculations. However, a contribution to the collaboration cost reserve of £87,000 for 2019/20 was factored into the MTFP.

The Council would not receive a Revenue Support Grant for the next year, however, additional Business Rates were being retained, as a result of the Council taking part in a pilot of 75 percent Business Rate Retention. The surplus forecast from the pilot was not factored into the MTFP, although a Business Rates levy surplus distribution of £43,000 from the national pot was included.

New Homes Bonus legacy payments would continue to be paid, but any new payments after 2020 would be dependent on the Spending Review in 2019.

Special Expenses for street lighting were still included in the MTFP, although discussions were still being held as to a way forward. Any changes would be reflected in future iterations of the MTFP, if timely.

The Business Rates Collection Fund remained in deficit as a result of previous years' appeals provisions. The predicted deficit for 2019/20 was £500,000. There was a lot of uncertainty over Business Rates appeals, as there were legal challenges going through the courts, which if successful could be subject to backdating. The Council had a Business Rates Appeal Reserve of approximately £1m. NHS Trust appeals were a national issue and it was hoped that Government assistance in funding this would be provided. Some successful appeals from doctors' surgeries had already been paid out.

Members were advised that the majority of the budget should remain unchanged, but as the final settlement was still not known any changes that arose would be brought back to Cabinet in February 2019.

Appendix B set out the budget by Portfolio and Appendix C showed all budget items in greater detail. Appendix D listed the fees and charges levied by the Council. These had risen by inflation, as the Council was only allowed to recover its costs for the services that it provided.

Appendix E showed the proposed capital programme for the next three financial years. The draw on the General Fund to finance the capital programme had been minimised as much as possible.

There was no proposed Council Tax rise in 2019/20, although there was a proposed £5 increase for each of the following four years.

The Head of Finance and Revenue Services advised the meeting that, in her opinion, the budget would remain on target and would not be overspent, but would require careful monitoring.

RECOMMENDED TO COUNCIL

- (1) Amendments to be included in the Budget for 2019/20 – which would be brought back to February Cabinet (attached at Appendix 1 to the signed copy of these Minutes);
- (2) Proposed changes in discretionary fees and charges (attached at Appendix 2 to the signed copy of these Minutes);
- (3) The capital programme for 2019/20 to 2021/22 (attached at Appendix 3 to the signed copy of these Minutes);
- (4) The provisional Band D Council Tax level for 2019/20 from the options given in Appendix 4 to the signed copy of these Minutes;
- (5) General Reserves draw for 2019 to 2024 (Paragraph 5.2 of the report, attached at Appendix 5 to the signed copy of these Minutes).

Reasons for decision

To meet the Council's statutory requirements for setting a budget.

83 JOINT FIVE YEAR INFRASTRUCTURE INVESTMENT PLAN 2019-24

The report presented the Draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2019-24 and the Greater Norwich Joint Five Year Investment Plan 2019-20 for agreement.

The projects identified within the 5YIIP for 2019/20, were considered to be a priority for delivery to assist in achieving the growth ambitions, as set out in the Joint Core Strategy and the Greater Norwich City Deal.

Income received from the Community Infrastructure Levy (CIL) was less than had been forecast since 2014, due to the introduction of additional CIL exceptions by the Government and lower than expected growth. Therefore, in order to safeguard existing commitments it had been agreed to temporarily suspend the inclusion of any new projects in the five year Investment Plan. Urgent items, however, would be considered and reviewed independently to assess their inclusion.

Notable delivery in 18/19 included £1million of Infrastructure Investment Fund support for phase two of The Nest in Horsford, which was a large strategic sports project in the district.

In response to a query the Head of Planning confirmed that although a deficit in the Infrastructure Investment Plan was recognised for 2019/20, it was anticipated that careful programme management could prevent this from happening.

RECOMMENDED TO COUNCIL

to

- (1) agree the Greater Norwich Joint Five Year Investment Plan and 2019/20 Annual Growth Programme (attached at Appendix 6 to the signed copy of these Minutes) and
- (2) agree that the cash reserve should be reallocated into the Infrastructure Investment Fund to support the delivery of previously agreed annual growth programmes and support the establishment of a new cash reserve to be forward planned in future versions of this Plan.

Reasons for decision

To facilitate the delivery of strategic growth in Greater Norwich.

84 BID TO THE COMMUNITY INFRASTRUCTURE FUND FROM DRAYTON PARISH COUNCIL

The report presented a bid from Drayton Parish Council to borrow £75,000 from the Community Infrastructure Fund (CIF).

The Council provided a £400,000 borrowing facility for parish and town councils to draw down the cost of delivering local infrastructure projects with the knowledge that it would be underwritten by future Community Infrastructure Levy (CIL) receipts.

The Parish Council wanted the loan to enhance the play equipment on the Florence Carter Memorial Playing Field in the village centre, including fencing; a small contribution to a community venue to renew their kitchen and to replace Parish Council noticeboards in the village. Any remaining funds would be used to improve facilities at the King George V Playing Field.

It was considered that the projects/costs listed in the bid complied with the CIF criteria and, therefore, the bid could be justified. Moreover, the level of growth in Drayton meant that the money would be more than adequately underwritten by local CIL receipts.

It was, therefore, recommended that the loan be approved and that work commence to draft a legal agreement which (a) set the interest rate at a percentage equivalent to base rate, (b) required all CIL receipts received by the Parish Council to be repaid to Broadland District Council until the loan and any interest was paid in full and (c) in the event that the anticipated local CIL receipts were not forthcoming the agreement would set a backstop date of five years for the loan and interest to be repaid in full, unless an extension of time was agreed by this Council acting reasonably.

RESOLVED

to agree to a loan from the Community Infrastructure Fund to Drayton Parish Council for £75,000.

Reasons for decision

To assist the delivery of local infrastructure in the District.

85 NORFOLK STRATEGIC INFRASTRUCTURE DELIVERY PLAN

The Council had been invited to formally endorse the Norfolk Strategic Infrastructure Delivery Plan (NSIDP), which had been produced under the auspices of all Norfolk councils and identified the key strategic infrastructure projects required to deliver economic growth in Norfolk. The Delivery Plan would help to co-ordinate implementation, prioritise activity and respond to any funding opportunities.

Broadland Council Planning and Economic Development Officers had been involved in the production of the document and informed the content of it.

The projects set out within the NSIDP accorded with the ambitions of the Norfolk and Suffolk Economic Strategy, the Joint Core Strategy, the Broadland Growth Triangle AAP, the Site Allocations DPD, the Greater Norwich Infrastructure Plan and the Norfolk Strategic Planning Framework. The NSIDP, therefore, incorporated the strategic priorities that were relevant to Broadland.

RESOLVED

to endorse the Norfolk Strategic Infrastructure Delivery Plan.

Reasons for decision

To meet the key strategic infrastructure needs of the Council.

86 PUBLIC SPEAKING

Mr Nick Adams, the Chairman of Ringland Parish Council, advised the meeting that Broadland's response to the Norwich Western Link Options Consultation contained some incorrect information.

The Parish Council agreed with Broadland that Options A and B should be discounted, as A was only single carriageway and would not deliver the required reduction in local road use and both versions of B were too close to Weston Longville, with some 80 households within 750m of the route.

The Parish Council considered Option C to be the best choice as only 32 households were within 750m of the route. It would take the most cars off local roads and cost less than route D. Noise mitigation would also prove to be easier to achieve for route C.

Option D was the most expensive of the routes and was not the shortest, as had been incorrectly stated in Broadland's response. Noise from the road

would also severely affect all of Ringland, with 133 households being within 750m of the route. The route would also have the greatest environmental impact due to the two river crossings and its route along the edge of Ringland Common. Route D should therefore be discounted on the basis of the lower cost benefit ratio and significant negative impact on households throughout the area.

In summary, Ringland Parish Council recommended the adoption of route C, as it was clearly the most cost effective solution and also had a negative effect on the least number of households in the Wensum Valley area.

87 NORWICH WESTERN LINK OPTIONS CONSULTATION RESPONSE

The report set out a suggested response from the Council to the consultation on four shortlisted Norwich Western Link (NWL) route options, proposed by the County Council.

The development of a NWL, to connect the new Broadland Northway from the A1067 to the A47 west of Norwich, was one of Norfolk County Council's top infrastructure priorities and it was currently aiming to start construction in 2022.

The four shortlisted road options were three new dual carriageway roads and a single carriageway upgrade of the B1535. The majority of the new roads would be built at or near ground level, but viaduct-style bridges over river flood plains were included in some options. All routes included improvements to the A1067 Fakenham Road

The options also took account of Highways England's plans to dual the section on the A47 between North Tuddenham and Easton. A Norwich Western Link would need to join the dualled A47 at one of its proposed junctions.

The options had been carefully considered by the Economic Success Panel which had indicated that option D was its preferred route, with option C as a suitable alternative. The Head of Economic Development advised the meeting that the local Press had incorrectly stated that the option had been chosen by officers and he wished to make it clear that the proposed response to the consultation had been a Member decision.

The Portfolio Holder for Economic Development advised the meeting that she considered that route C was a more environmentally friendly option than route D. As a consequence she recommended that Options C and D should be supported equally.

It was also noted that Option D had a greater impact on listed buildings than the other options.

RESOLVED

to submit a response to the Norwich Western Link consultation in support of Options C and D equally.

Reasons for decision

To respond to a consultation.

88 PUBLIC SPEAKING

Mr Ian Kinghorn informed the meeting that he was very disappointed and frustrated to learn that the Council had decided to review its decision to sell the freehold of the Bure Valley Railway to the company. The company had spent £15,000 in legal fees for a Light Railway Order, which was a requirement for the acquisition of the line and it would want recompense for this expenditure if the Council backed out of the sale.

He advised the meeting that the company had a sustainable business model and wanted to grow further, but needed the certainty of freehold ownership of the railway in order to take this forward.

Mr Giles Margaron advised Members that the company had hoped to acquire the Railway since 2011. BVR Ltd had a good relationship with the Council and had spent a lot of time and resource on the acquisition of the line. The company was very disappointed with the decision to review the sale, which had occurred with little notice and no clear reason why.

It was confirmed that BVR Ltd had 97 years remaining on its lease, but it was also explained that some major investments could take up to 50 years to be recouped.

89 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

90 DISPOSAL OF COUNCIL OWNED LAND

The report presented options for the disposal of the Bure Valley Railway and path. These were: to retain the asset; sell the asset to Bure Valley Railway Ltd or to enter into a partnership arrangement with Norfolk County Council.

The Council had agreed to sell the Railway to Bure Valley Railway Ltd in June 2017, however Brexit had delayed the process of transferring the Light Railway Order and during this period Norfolk County Council had approached the Council about entering into a partnership arrangement. Such a partnership could be a way of securing new funding streams for the maintenance of the railway, as well as supporting important green infrastructure in the district.

Members noted that the footpath was permissive and could, therefore, be closed by the landowner. However, it was also noted that the Council could designate it a Right of Way before a sale went through to ensure its continued use.

The Managing Director emphasised that Members should be sure about what they were seeking to achieve by the disposal of the railway and how that fitted with the objectives of the Council.

A Member suggested that the business case for the sale of the railway was not good and suggested that a partnership arrangement with the County Council would be the best option.

RESOLVED

to

- (1) defer the sale of the Bure Valley Railway and Path;
- (2) explore a Partnership Agreement with Norfolk County Council; and
- (3) consider a report at the Cabinet meeting on 13 March 2019 setting out options in greater detail for consideration.

Reasons for decision

To ensure that all the options for the disposal of Council owned land were thoroughly explored.

The meeting closed at 10.37am

Minutes of a meeting of the **Overview & Scrutiny Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 29 January 2019** at **10.00 am** when there were present:

Mr D G Harrison – Chairman

Mr A D Adams
Mrs C H Bannock
Mr D Buck
Ms S J Catchpole

Mr J J Emsell
Mr G Everett
Mr R F Grady
Mr F O'Neill

Mr V Ray-Mortlock
Mr S Riley
Mr D C Ward

Mrs T Mancini-Boyle also attended the meeting for its duration.

Also in attendance were the Managing Director, Head of Democratic Services and Monitoring Officer, Head of Finance and Revenue Services, Interim Head of Housing and Environmental Services, Health, Housing and Partnership Officer, Interim Revenues and Benefits Manager and the Committee Officer (JO).

96 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Ms Catchpole	103 – Call in of Action Authorised by a Portfolio Holder	Local Choice Non-Pecuniary – volunteer at Citizens Advice

97 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Tapp and Mrs Vincent.

98 MINUTES

The Minutes of the meeting held on 8 January 2019 were confirmed and signed by the Chairman as a correct record.

Minute No. 87 – Minutes – NEWS Joint Venture Company – Update Report

Members were advised that the NEWS accounts had been published in December 2018. The accounts showed a shortfall for the year of £500,000, which took the overall deficit of the company to £800,000.

99 HEALTHWATCH NORFOLK

The officer from Healthwatch Norfolk who was scheduled to give the Committee a presentation on its activities in the District was unavailable due to sickness. This item was, therefore, deferred until a later meeting.

100 HEALTH AND WELLBEING UPDATE

The report provided an update on activity between June and December 2018 relating to increasing the levels of health and wellbeing of residents in the District.

Key areas included:

- Work between South Norfolk and Broadland on local initiatives to improve opportunities for social mobility for residents across both districts.
- The Norfolk Joint Health and Wellbeing Strategy had been agreed and signed by partners, including Broadland District Council.
- The Warm and Healthy Homes initiative was being led by Broadland District Council. The scheme included installing central heating systems to fuel poor households, promoting how to stay well in winter as well as providing energy and money saving advice.
- The Norwich and Broadland Social Prescribing service began in July 2018. 196 referrals had been received from across Norwich and Broadland. The three main referral reasons were benefits advice, debts and budgeting and isolation and inclusion.
- Broadland made a financial contribution to the Mental Health Advice Team based at the Police Call Centre in Wymondham. The Team consisted of a Mental Health Team Leader and five Mental Health Nurses, with experience in working with Autism, Asperger's, self-neglect and hoarding, drugs and alcohol.
- Norwich Emergency Avoidance Team aimed to treat Norwich CCG residents suffering health problems in their own home, avoiding admission to unplanned respite care or to hospital. In December 84.2 percent of all referrals made to NEAT were still at home seven days later.
- Officers from Broadland and South Norfolk were working on a joint Safeguarding Procedure and Reporting Process for both Councils.
- The Council undertook a number of measures to improve local air quality

and monitoring was carried out at 21 sites in the District. There would also be a Clean Air Day on 20 June across Norfolk and focused actively on Broadland and South Norfolk. The Government's Clean Air Strategy 2019 also aimed to work with farmers to reduce ammonia emissions caused by the storage and spreading of manures and slurries and from the application of inorganic fertilisers.

Members were advised that the Pollution Control Officer could attend a future meeting of the Committee to advise further on measures being undertaken in the District.

In response to a request it was confirmed that more information about diabetes would be featured in future updates. Although Members were asked to note that the Council already carried out activities such as the Sugarsmart initiative, Broadly Active and Why Weight, which sought to reduce some of the causes of the disease. A Member suggested that dentistry should also be featured in the update.

In answer to a question, the meeting was informed that the Council was working with housing and NHS to establish a single and sustainable discharge model and to extend the District Direct offer to include discharge from mental health. The Handyperson + scheme also helped residents live independently in their own homes.

Members noted that the County Council were closing the majority of their Children's Centres, but that Broadland continue to provide a valuable service with Tots2Teens and through the Help Hub.

RESOLVED

to note the content of the report.

101 NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE

The Committee's Member representative on the Norfolk Health Overview and Scrutiny Committee advised the meeting that he would be submitting a report on his visit to the Priscilla Bacon End of Life Care Centre in due course.

The Chairman advised the meeting that the 17 January 2019 meeting, Norfolk Health Overview and Scrutiny Committee had received reports on the Queen Elizabeth Hospital and the Norfolk and Suffolk Foundation Trust, both of which had delivered disappointing levels of service.

A Member requested that the Committee receive an update on the level of increase in demand on the Eating Disorder Service and the preventative measures being put in place to address it.

102 THE ROLE OF SCRUTINY

The Managing Director confirmed his absolute support for scrutiny, which was essential for good policy and practice at the Council. He noted that scrutiny was about driving improvement, holding external organisations to account, as well as taking on a place shaping role.

He also emphasised that Members must be very clear in the questions they were asking and what they sought to achieve by their investigations, if they were to deliver realistic and robust outcomes.

Members endorsed the Managing Director's views, but emphasised that the Committee must have officer support to achieve these aims. They advised him that the Overview and Scrutiny Research Officer, who had left her post in May 2018, had not been replaced due to uncertainty about collaboration. Now that he was in place they requested that this be addressed.

In response the Managing Director confirmed that he would ensure that the Committee received the appropriate level of support it needed from within the resources of the Council. He emphasised that Members also had a role in doing scrutiny research, if they were to be able to make solid recommendations from an informed point of view. He added that the Committee could expect his full support under his tenure at the Council.

The Managing Director confirmed that he would come back to Members in respect of the Overview and Scrutiny Research Officer after the senior management arrangements were in place.

103 CALL IN OF ACTION AUTHORISED BY A PORTFOLIO HOLDER

The Head of Finance and Revenue Services advised Members that the Committee had called in the Portfolio Holder decision to extend the current Enforcement Agent contract for a further two years. The call in had also requested that the Council sign up to the Citizens Advice Council Tax Protocol. However, this was outside of the scope of the decision, which covered the work of the Enforcement Agent on cases which had been to court. The Protocol was wide ranging and covered how the Council dealt with recovery action for non-payment generally. To sign up to the Protocol would require a significant amount of work, which could not be achieved in the timescale for agreeing the extension to the contract.

Members were advised that since new regulations were introduced in 2013 complaints about Enforcement Agents had reduced significantly and there had been no complaints to the Council in the current financial year. A Member did note, however, that some vulnerable residents might not feel enabled to complain formally and some less formal means of complaining might be more appropriate.

She added that she was concerned about those who could not find a way to pay, not those who would not pay and that the introduction of Universal Credit had led increasingly to hardship.

Around 40 percent of debtors paid their debt following office based contact from the Enforcement Agent last year.

The Enforcement Agent contract stipulated that it must adhere to the Council's Code of Practice for dealing with vulnerable persons and the Enforcement Agent could contact officers directly if they visited a case of serious concern. The Enforcement Agent also had meetings with officers to explain their processes, particularly around vulnerable cases.

Council Debt Advisors liaised with the Enforcement Agent on individual cases and it was not unusual for arrangements on individual accounts to be set up to assist debtors.

In 2017/18, 893 cases were referred to the Enforcement Agents totalling £534,000. £245,000 has been paid so far with 169 cases in active payment arrangements.

A Member informed the meeting that she was a volunteer with Citizens Advice and was well aware of the hardship residents could suffer and suggested that the Protocol could be a means of mitigating this.

In response to a query it was confirmed that the Council determined each individual case before it was referred to the Enforcement Agent, to assess if the debtor was vulnerable.

The Portfolio Holder for Finance informed the Committee that she was confident in the procedures of the Council and its Enforcement Agent and had no hesitation in signing the extension to the contract. She also reminded Members of the responsibility that Broadland had to Council Tax payers to collect it from all residents that were liable to do so.

The Head of Finance and Revenue Services confirmed that she would forward a copy of the Council's Code of Practice to the Committee and that a report on adopting the Citizens Advice Protocol could be brought to the Committee later in the year.

RESOLVED

to uphold the Finance Portfolio Holder's decision to extend the current contract for a further two years.

104 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

It was agreed that the following items would be considered at the 2 April 2019 meeting:

- Citizens Advice Council Tax Protocol
- Healthwatch Norfolk

The items below would go forward for the 2019/20 Work Programme item in April, where they would be worked up in more detail:

- Water: Supply, Management and Climate Change
- GP Provision in the District
- Traffic flow in adjoining areas following the opening of Broadland Northway
- Future Infrastructure Provision in Broadland
- Broadband and mobile phone coverage in the District

The meeting closed at 11.27 pm.

SENIOR MANAGEMENT RECRUITMENT AND APPOINTMENT ARRANGEMENTS

Report Authors:	Trevor Holden, Managing Director tel: 01508 533603 / 01603 430458 email: MDtoBDCandSNC@s-norfolk.gov.uk
Portfolio Holder:	Policy
Wards Affected:	All
Purpose of the Report:	This report seeks Cabinet recommendation to Council on the preferred appointment Panel options for the recruitment and appointment of the Senior Management roles for Broadland District Council and South Norfolk Council that will facilitate a single paid service. This version is for Cabinet, the version to the February Councils will also include the outcome from the formal staff consultation with the affected senior staff and UNISON.

Recommendations:

1. To note the recruitment process and associated timeline for appointment of Chief Officer and Deputy Chief Officer roles to the Senior Management structure.
2. To **recommend to Council** the proposed Panel format as set out in section 4.11 for the Member appointments Panel of Chief Officer roles.
3. To **recommend to Council** a preferred option from the table of options in section 4.12 for the appointments Panel of Deputy Chief Officer roles.
4. To **recommend to Council** that the Managing Director be given delegated authority to appoint on an interim basis in the event that any external appointments are required after all internal senior staff and wider internal staff groups are complete.

1 SUMMARY

- 1.1 This report sets out the proposed arrangements for selection and appointment to the Senior Management staffing structure for Broadland District Council and South Norfolk Council that will facilitate a single paid service. In January 2019, both Councils agreed the draft senior management structure that would be used for the formal consultation process with affected staff. Both Councils also agreed that formal consultation could commence in parallel with this report to seek agreement of the selection and appointment arrangements.
- 1.2 The following report describes the proposed process, involvement of Members and anticipated timeline for the whole assessment process. This report has been drafted taking into consideration the feedback that was received from both Council meetings.

2 BACKGROUND

- 2.1 The Managing Director commenced employment on 2 January 2019 and proposes a senior management structure for Chief Officers and Deputy Chief Officers to support the delivery of both Councils' ambitions. At Broadland these officers are the Deputy Chief Executive and the Heads of Service and at South Norfolk these officers are the Directors, Assistant Director and the Heads of Service.
- 2.2 These ambitions were stated within the feasibility report which was approved by Council in July 2018 and are to drive economic and housing growth and improve the services delivered to the residents. The feasibility report also agreed that subsequent to the appointment of the Managing Director, the establishment of a joint senior management team and one joint officer team across the two autonomous Councils was to be progressed.
- 2.3 The Managing Director has been entrusted to take the Councils forward in delivering a single paid service across two autonomous Councils, hand in hand with this, Members also need to own and be accountable for the appointment of the senior management structure who will go on to deliver the Council services and ensure that the aspirations will be achieved.
- 2.4 The key driver through the whole appointment process is to ensure that individuals have the opportunity to demonstrate their keys strengths and aptitude to meet the Councils' overall objectives. Thus, ensuring that the right people are in the right jobs through an open and transparent process.

3 CURRENT POSITION

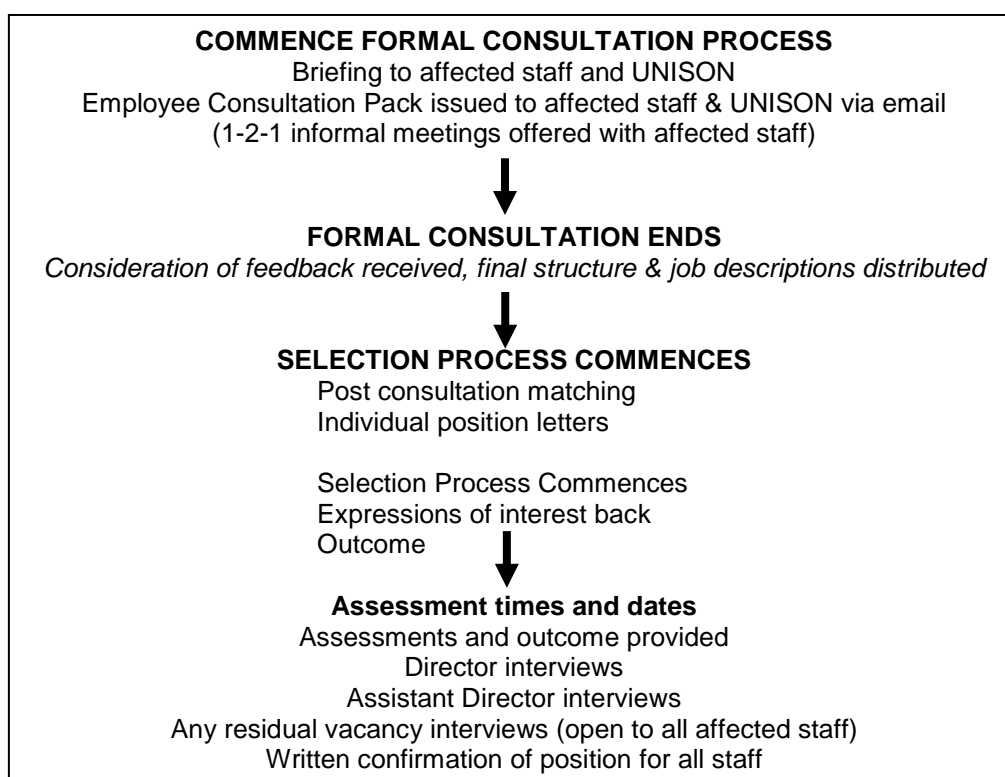
- 3.1 On 7 December 2018 the Joint Lead Members Group discussed the proposed approach to appointing the senior management team and in January 2019 both Councils met separately to agree this. This report has been produced as a result of both Councils agreeing the draft senior structure to start formal consultation process but postponing a decision on approving the preferred

composition of appointments Panel until further discussion could be held at Joint Lead Members Group, the new formal Joint Scrutiny Committee, Cabinet and Council.

- 3.2 Prior to this Cabinet meeting the Joint Lead Members Group will meet to discuss the options available for appointments to be made to Chief Officers and Deputy Chief Officers, with a formal Joint Scrutiny Committee meeting also being held. The Joint Scrutiny Committee meeting will make formal recommendations to respective Cabinets for consideration, these will be tabled at the meeting and a verbal update on the outcomes of this meeting provided.

4 RECRUITMENT PROCESS

- 4.1 Appendix A outlines the appointment activities and proposed timeline that needs to be adhered to in order to ensure a robust recruitment process. There are key dates within the timeline that need to be achieved so that the requirements outlined in the background of this report are met. The appointment process requires significant time commitment from all parties, i.e. recruitment Panel members and affected staff. A summary of the key stages is shown below:



- 4.2 The following describes the above in more detail.
- 4.3 There are two levels of post proposed – Chief Officer (Director) and Deputy Chief Officer (Assistant Director). The draft Job Descriptions and proposed salary ranges which will be referred to in the Employee Pack for formal consultation with affected staff and UNISON are currently being finalised.

- 4.4 Chief Officer roles will be initially ring-fenced to current Deputy Chief Executive and Directors. Deputy Chief Officer roles will be ring-fenced initially to current Heads of Service.
- 4.5 The rationale for a ring-fence for Chief Officer posts and a ring-fence for Deputy Chief Officer posts is to ensure a fair open and transparent process for candidates and not to create the potential for (say) a Chief Officer to be dislodged by a Deputy Chief Officer. Similarly, the Deputy Chief Officer roles would be ring-fenced to existing Heads of Service and not any lower tier groups as this would again create the potential to displace an existing Head of Service.
- 4.6 Individuals will have the opportunity to initially apply for up to three roles within their ring-fenced group. Therefore, the Panel will initially interview an individual once for a potential number of roles in their ring-fence. The interview will comprise of both the key leadership elements required and any relevant role specific elements to ensure the individual is credible in the role appointed to.
- 4.7 The overall appointment process will focus on individual's leadership skills and take account of their previous experience and future potential. The Strengths Based Assessment Centre will be facilitated by an external recruitment provider therefore the process will be in two stages.
- i) Strengths Based Assessment Centre
 - ii) Formal Interview.
- 4.8 A strengths based and behavioural approach is being taken to guide the recruitment. This means that officers will be assessed against core strengths and behaviours that support the values of the councils and support the move to 'two councils - one team'. This will support the development of a senior management team that has an effective and engaging leadership approach.
- 4.9 At the end of the Strengths Based Assessment Centre the external provider will make recommendations to the Interview Panel about which individuals should progress to formal interview. It is the Panel decision whether to accept the recommendations.
- 4.10 Once the two stages for each ring-fenced group are complete, any residual vacancies will be opened up to the overall ring-fenced group initially. Should vacancies still exist these will be offered internally for all staff to apply, and then following this exercise externally advertised should the need still be there.

Interview Panels

- 4.11 **Chief Officer (Director) roles** – It is proposed that a Member Panel is used for Chief Officer interviews with the Managing Director having a formal role and vote only if the Panel votes are a tie. A balanced representation on the Panels from each Council could otherwise result in a tie of votes. It should be noted that a tie of votes creates a risk of not appointing anyone even those

who are suitable, which could lead to a scenario of creating additional costs in having to unnecessarily look externally to appoint. It is also proposed that a representative from the external recruitment provider attend but with no vote, in order to advise on HR procedure and the results from the Strengths Based Assessment. This Member Panel would be composed of four Members from each Council with the same political balance as used for the Joint Appointment Panel that recruited the Managing Director, i.e., three Conservatives to one Liberal Democrat. This option enables Members to shape the direction of each Council. In total there would be ten participants on the Panel - eight Members, Managing Director and external recruitment specialist for the envisaged three Director interviews. In order to be fair to all candidates, any substitutes must remain for all interviews.

- 4.12 ***Deputy Chief Officer (Assistant Director) roles*** – Agreement by both Councils on one option is needed for appointment to these roles. The following is a summary of potential options. For Member Panels it is proposed that the Managing Director has a casting vote only in cases of Panel deadlock or tied votes and that a representative from the external recruitment provider who are facilitating the Assessment Centre is also present at the interviews in order to advise on HR procedure and the results from the Strengths Based Assessment, but not to have a vote. In order to be fair to all candidates, any Panel substitutes must remain for all interviews.

<i>Deputy Chief Officer (Assistant Director) interviews</i>		
Option	Description	Pros & Cons
Option 1	Same format as Chief Officer roles above ie an eight Member Panel plus MD and external recruiter.	Pro: Consistent with Chief Officer roles. Cons: Highly resource intensive (11 interviews over two weeks) because the same Panel members must be available for all interviews to be fair to all candidates; High number of Panel members creates greater potential for not being available for all interviews, substitutes mid process would introduce an unfair bias to other candidates they have not interviewed; MD is not empowered to choose his management team.
Option 2	A small Member Panel. Two Cabinet Members from each Council, MD and external recruiter.	Pro: Member involvement. Cons: MD not empowered to choose his management team; Availability of Members for interviews.
Option 3	Delegated to the MD plus Member Panel involvement – The eight Members would receive presentations as the first stage of their interview from each candidate and feed their views to the MD.	Pro: Efficient and Member involvement. Cons: Availability of 11 candidates and eight Members on the same day. Availability needs to be confirmed for all 11 presentations by the same eight Members, to avoid the (unfair) use of substitutes

Option 4	Delegated to the MD to recommend for Cabinet endorsement.	Pro: Efficient and enables the MD to be responsible for selecting his management team. Cons: Needs agreement from all Cabinet Members.
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- 4.13 As mentioned above, in order to ensure consistency and fairness to all candidates, Panels must have the same representatives interviewing all candidates in their ring-fenced group. Therefore, it is required that Panel members are available for all steps within the process.
- 4.14 Any vacant posts remaining at either Director or Assistant Director level would then be opened up for interview to all senior managers in both ring-fenced groups (i.e. any of the current Deputy Chief Executive, Directors or Heads of Service). Thus, additional interview time would be necessary. It is recognised that interviews will require a significant time commitment from any Panel and this might impact the shape of the Panel and those that can be on it. The following summarises the likely commitment envisaged for assessment and interviews. Note that these dates are best estimates at time of writing but may change:
- **W/c 4 March:** Panel review of outputs and recommendations on who should progress to interview. The recommendations will come from the external recruitment specialist running the Assessment Centre for the three Chief Officer and eleven Deputy Chief Officer roles. **(Likely Panel member time commitment: 0.5 day)**
 - **W/c 11 March:** Three interviews for the Director roles. **(Likely Panel member time commitment: 1 day)**
 - **W/c 25 March and w/c 1 April:** 11 interviews for the Assistant Director roles. **(Likely time commitment for interviews: up to 3 days)**
 - **W/c 15 April:** Undertake any residual interviews from either ring-fenced group for any vacancies that might remain for either Director or Assistant Director roles. **(Likely time commitment: up to 2 days)**
 - Further interviews will be needed if vacant posts still remain after all the ring-fenced interviews take place in order that all Councils' staff can apply. If vacancies were to still exist after this, then interviews are envisaged with external candidates.
- 4.15 Built into the appointments is the process for notifying Cabinet of the appointments so that any reasonable objections can be raised. The appointments to the statutory posts – Monitoring Officer and Section 151 Officer – and to the Chief Officer roles will require ratification at each (Full) Council meeting.
- 4.16 Regardless of the composition for the Interview Panel it is important to note that they are delegated to make the appointments and empowered to meet the requirements of ensuring that the right people are in the right jobs and that

the individuals' strengths and aptitude will ensure that the Councils objectives are realised.

- 4.17 In the event that external appointments are required (as outlined above) it would be beneficial for the Managing Director to be given delegated authority to appoint on an interim basis, thus ensuring that progress against the objectives of collaborative working are not hampered. This then allows time for external adverts to be placed and permanent recruitments made, following the preferred appointments route.

5 OTHER OPTIONS

- 5.1 To continue to work as two separate senior management teams. In doing so the immediate benefits of collaborative working would be lost and therefore it would become difficult to achieve the outcomes that were agreed as part of the feasibility study and the recommendations that were agreed by Members. It would not enable the benefits that are to be realised in terms of maximising efficiencies, developing a joint culture and driving forward the ambition of the Members.
- 5.2 Defer the introduction of the senior management structure, however delays in the process could be sensitive as it would prolong the period of uncertainty for the staff directly affected and impact the pace of delivery of improving our customer offer through joint working. Both Councils decided at their meetings in January 2019 to postpone the decision on agreeing the appointment process until further discussions had been had. It should also be noted that there has been uncertainty amongst senior management since July 2018 when the Feasibility Report was agreed. We are consulting with them on the structure and so to then not proceed to the appointment process would provide additional uncertainty which could result in good staff looking for alternative employment.
- 5.3 To take a staged approach to implementing the senior management structure, eg using the collaborative service groupings. This would delay the immediate benefits and again cause prolonged uncertainty for existing staff.

6 ISSUES AND RISKS

- 6.1 **Legal Implications** – Changes to the Constitution are necessary to facilitate the proper implementation of a single management structure. A single management structure is necessary to help both Councils work collaboratively to realise their ambitions.
- 6.2 **Resource Implications** – Given the presumption of no redundancy the aim is to bring this structure in as cost neutral, however there is potential for savings to be generated as we progress.

Should a redundancy situation arise, each individual Authority's policies and agreements will be respected. There are cost implications to this which each Authority will honour for their individual employees.

- 6.3 **Equality Implications** – a fair and equitable recruitment process will be applied to all applicants regardless of any protected characteristic, notwithstanding, any reasonable adjustment an applicant may require as a result of a protected characteristic.
- 6.4 **Environmental Impact** – there is no impact on the environment.
- 6.5 **Crime and Disorder** – there is no impact on crime and disorder.
- 6.6 **Risks** –
- 6.6.1 The timeline for implementation provides for a speedy process, recognising that this is a period of uncertainty for those individuals affected. However, speed should not be at the expense of a robust process in which the relevant individuals and their representatives have had the opportunity to contribute.
 - 6.6.2 There is risk due to time commitment needed from individuals on the Panel and the need for Panel membership consistency in order to ensure fairness to all the candidates.
 - 6.6.3 In the current timeline, after the formal consultation process has finalised the structure and job descriptions, the affected senior staff will be notified on 21 February 2019 of which posts they can apply for in their ring-fenced group. If these groupings change after this date the letters to staff will be void and the process delayed which would make implementation before the May elections unachievable.
 - 6.6.4 Undertaking formal consultation with the senior staff and then not progressing with the appointment process will disengage those affected and be at risk of losing good people.
 - 6.6.5 Not agreeing a process that is fit for future senior management appointments.

7 CONCLUSION

- 7.1 The report proposes how Members will be involved in the recruitment of the single senior management structure to facilitate the ambitions of collaborative working, to drive economic and housing growth and improve services to residents.

8 RECOMMENDATION

For Cabinet to:

- 8.1 note the recruitment process and associated timeline for appointment of Chief Officer and Deputy Chief Officer roles to the Senior Management structure; and

- 8.2 to **recommend to Council** the proposed Panel format as set out in section 4.11 for the Member appointments Panel of Chief Officer roles; and
 - 8.3 to **recommend to Council** a preferred option from the table of options in section 4.12 for the appointments Panel of Deputy Chief Officer roles; and
 - 8.4 to **recommend to Council** that the Managing Director be given delegated authority to appoint on an interim basis in the event that any external appointments are required after all internal senior staff and wider internal staff groups are complete.
-

Background Papers

None

Proposed activities and timeline for recruitment

(Draft working timeline updated 23/01/2018)

Activity (+ = Member-related)	When?
Pre Consultation Period	
+ Broadland Group Meeting	Sat 19 Jan
+ Deadline Joint Lead Members Group and Joint Scrutiny Papers	Wed 23 Jan
UNISON discussion – T&Cs, JDs and discussion about employee pack	Wed 23 Jan
+ South Norfolk Cabinet Paper Deadline	Fri 25 Jan
Consultation Period	
Mon 28 Jan – Fri 15 Feb	
Start of consultation period: - MD meeting with staff, HR leads and UNISON - Employee Consultation Packs to be emailed to staff cohort and UNISON	Mon 28 Jan (pm)
1:1s with all staff affected	Mon 28 Jan – Fri 15 Feb
+ Joint Lead Member Group and Joint Scrutiny	Wed 28 Jan (JLMG) and Thu 31 Jan (J Scrutiny)
+ Broadland Cabinet Paper Deadline	Thurs 31 Jan
+ South Norfolk Cabinet	Mon 4 Feb
Strengths based recruitment workshop	W/C 11 Feb
+ Broadland Cabinet	Tue 12 Feb
Post Consultation Period	
Pull together changes following consultation period and discuss and agree with TH	Mon 18 Feb
+ Liaison with Leaders following any changes to structure during consultation period	Ongoing – 18 Feb
Briefing with UNISON and Staff Reps	Tue 19 Feb
Email of outcome of consultation to staff cohort and UNISON – final structure and JDs	Morning Wed 20 Feb
+ Deadline Papers – Broadland & South Norfolk Special Councils	Wed 20 Feb
Individual position letters to go out to all affected staff stating finalised structure JDs following formal consultation and the roles available to them in their ring-fenced group	Thu 21 Feb
+ Broadland & South Norfolk Special Councils Report will include outcomes of consultation process	Thu 28 Feb TBA
Risk – if appointment panel not agreed will delay timeline of appointment process	
Appointment Process	
+ Confirm Member invites to panel	Fri 1 Mar
Expressions of interest returned to HR	Mon 4 Mar 12.00pm
+ Assessment Centre (all candidates); Feedback & take results with recommendations to Member Panel/s	Wed 6 Mar – Mon 11 Mar
1:1 discussions with any displaced staff	w/c 11 Mar
+ Director Interviews (5 day Cabinet objection period) & feedback	Wed 13 Mar – Fri 15 Mar
MD unavailable	w/c 18 Mar
+ Assistant Director Interviews (5 day Cabinet objection) & feedback	Mon 25 Mar – Fri 5 Apr
Make residual vacancies available to all affected staff	Mon 8 Apr – Wed 10 Apr
+ Final internal interviews (5 day Cabinet objection period)	w/c 15 Apr

Activity (+ = Member-related)		When?
	1:1 discussions with any displaced staff	w/c 22 Apr
	NB February half term 18 Feb and Easter Holidays 8 Apr-22 Apr. Note Purdah from mid-March	
+	Ratify Chief Officer and Statutory roles	w/c 22 Apr or AGMs 22 May SNC and 23 May BDC
	Development plans for successful staff and Leadership event for new senior management team	Early-May

CHANGES TO COUNCIL TAX EMPTY HOMES PREMIUM

Report Author:	Simon Quilter, Interim Revenues and Benefits Manager, 01603 430439, simon.quilter@broadland.gov.uk
Portfolio Holder:	Finance
Wards Affected:	All
Purpose of the Report:	To consider increasing the Council Tax premium charge on long term empty properties following the change in legislation giving billing authorities greater tax raising powers.

Recommendations:

1. In accordance with the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 Cabinet has the following options to **recommend to Council**:
 - (a) That the Long Term Empty Property Premium (currently set at 50%) is:
 - (i) Increased to 100% from 1 April 2019 for those properties that are vacant for two years and over; and
 - (ii) Increased to 200% from 1 April 2020 for those properties which are vacant for 5 years and over; and
 - (iii) Increased to 300% from 1 April 2021 for those properties which are vacant for 10 years and over; or
 - (b) That the Long Term Empty Property Premium (currently set at 50%) is increased to a level of members choosing providing the limits set out in option (1) above are not exceeded; or
 - (c) That the Long Term Empty Property Premium (currently set at 50%) remains at its current level.
- and
2. To **recommend to Council** that the Discretionary Relief Policy be amended by inserting the wording at Appendix 2.

1 SUMMARY

- 1.1 In 2013, the Government changed the regulations relating to Council Tax on vacant properties by giving Billing Authorities the power to reduce or remove discounts. Authorities were also given the power to charge a premium on long term empty and unfurnished dwellings (vacant for more than two years) increasing the annual charge from 100 to 150 percent.
- 1.2 New legislation has recently been introduced to allow Billing Authorities to increase premiums further for long term empty properties with effect from April 2019. The potential to increase the premium further for properties empty for longer terms will be available with effect from April 2020 and April 2021.
- 1.3 The legislative changes mean that the maximum premium that can be charged from April 2019 and the subsequent years is shown in the table below:

Time empty	Premium from April 2019	Premium from April 2020	Premium from April 2021 onwards
Empty between 2 and 5 years	100%	100%	100%
Empty between 5 and 10 years	100%	200%	200%
Empty over 10 years	100%	200%	300%

- 1.4 The maximum premium payable in Table 1.3 is in addition to the normal 100 percent Council Tax bill due on an empty dwelling.

2 THE ISSUES

- 2.1 If the Council adopts the full powers permitted within the legislation from 2021 the owner of a property left empty for over ten years will be liable for a charge of quadruple the full Council Tax charge. So, for example, the owner of a Band D property which has been vacant for over ten years will currently pay £2,625 per year. If the property is still empty at 1 April 2021, these legislative changes would mean a charge of up to £7,000 per annum could be levied.
- 2.2 At the time that the premium was first introduced in 2013, there were approximately 175 properties in Broadland which had been empty for over two years. The increased charges resulting from the premium have contributed to reducing the level of long term empties to the current level of around 100.
- 2.3 The intention of the increases in charge from April 2019 is to further drive down the number of long term empty properties. This legislative change does not affect owners of second homes so the 100 percent charge for those properties will continue at the same level.

- 2.4 A number of exemptions apply in certain circumstances to unoccupied dwellings. These include circumstances where the owner has gone into residential care or is deceased. This means that in these circumstances the owners of these empty dwellings will not have to pay the premium charge.
- 2.5 Members of the Armed Forces who are required to live in MOD accommodation by reason of their employment are protected from payment of the premium on a property which they leave empty as a result. The legislation also prevents owners of annexes from paying the premium where they are empty for a long period.
- 2.6 The Council's Empty Homes Officer believes that increased charges resulting from the premium would play some part in continuing to drive down the number of long term empty properties.
- 2.7 The current summary of long term empty dwellings in Broadland is as follows:
- | | |
|---|------------|
| Empty over 2 years but less than 5 years: | 62 |
| Empty between 5 and 10 years: | 25 |
| Empty over 10 years: | 13 |
| Total: | 100 |
- 2.8 The table below provides a forecast of additional income which may be raised if the Council chooses to increase the premium to the maximum levels:

	2019/20 100% premium for all properties empty over 2 years	2020/21 200% premium for properties empty over 5 years	2021/22 300% premium for properties empty over 10 years
Estimated additional income for Broadland	£5,032	£4,633	£1,424
Estimated additional income Norfolk County Council	£54,940	£50,587	£15,544
Estimated additional income Police	£9,517	£8,763	£2,693
Parishes and Special expenses	£3,228	£2,972	£912
Total estimated additional income	£72,717	£66,955	£20,573

- 2.9 Members are asked to note that this proposed policy is exactly mirrored in proposals to Broadland and South Norfolk, which will allow officers to take maximum advantage of administering a single policy approach across both local authorities. In addition the other Norfolk Billing Authorities are all likely to recommend that the premium charges should be increased in full.

3 ALTERNATIVE COURSE OF ACTION

- 3.1 Members could choose to increase the premium charges to a level below the maximum permitted within the legislation. However from experience such a course of action inevitably tends to lead to an increase to the maximum level at a future date.
- 3.2 Members should be clear that once the level of charges has been agreed they will be payable on the basis of the length of time a property has been empty and not on any other factors relating to the reason for the property being vacant.
- 3.3 All billing authorities are required to consider applications for a discretionary reduction under S13a (1) (c) of the Local Government Finance Act 1992. This allows an authority to reduce Council Tax in full or part on a case by case basis.
- 3.4 Such applications are considered within the Council's Discretionary Relief Policy and if successful the entire cost of a reduction is borne by Broadland.
- 3.5 The Government issued guidance in 2013 'to help authorities to reflect the state of the housing market in their decision making process for administering the premium'. This is shown at Appendix 1. The Government stated that the guidance should not be treated as an interpretation of the legislation or statutory guidance. The guidance suggested that authorities consider factors around properties for sale or to let in relation the premium.
- 3.6 Members may wish to amend the Discretionary Relief Policy to allow consideration of a discretionary reduction for those cases where a property is genuinely for sale or to let. Draft wording to be inserted into the Discretionary relief policy is shown at Appendix 2. It should be borne in mind that even if no amendment is made to our policy we would still need to consider any application for a discretionary reduction on its own merits.

4 ISSUES AND RISKS

- 4.1 There is some risk of non-payment as described in 4.3 below.
- 4.2 If the increases are not agreed there will be a loss of opportunity to raise additional income from empty properties, and to eventually bring the properties back into use.
- 4.3 **Resource implications** – The changes can be introduced by utilising existing resources. However there may be some resistance to the imposition of charges at the full level which could lead to non-payment and subsequent enforcement action and an increase in workload.
- 4.4 Norfolk County Council has agreed to make a contribution of £30,000 spread over two years towards the costs of administration for each Billing Authority which opts to increase the premium charges to the full extent. If members opt to raise the premium charges to a level below the maximum it may lead to a lower level of support or no contribution from County.
- 4.5 **Legal implications** – Section 11b Local Government Finance Act 1992 (as

amended) allows the Council to charge a Empty Homes Premium. Section 67(2) of that Act provides that the power to introduce a premium can only be exercised by full Council.

The Rating (Property in Common occupation) and Council Tax (Empty Dwellings) Act 2018 provides for the premium to be increased as detailed in 2.8.

- 4.6 **Equality implications** – Attached at Appendix 3.
- 4.7 **Environmental impact** – there are no environmental impacts arising from this report.
- 4.8 **Crime and disorder** – it was not considered that the proposal would impact upon crime and disorder.
- 4.9 **Risks** – there were no other risks associated with these proposals.

5 RECOMMENDATIONS

- 5.1 In accordance with the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 Cabinet has the following options to **recommend to Council**:
 - (a) That the Long Term Empty Property Premium (currently set at 50%) is:
 - (i) Increased to 100% from 1 April 2019 for those properties that are vacant for two years and over; and
 - (ii) Increased to 200% from 1 April 2020 for those properties which are vacant for 5 years and over; and
 - (iii) Increased to 300% from 1 April 2021 for those properties which are vacant for 10 years and over; or
 - (b) That the Long Term Empty Property Premium (currently set at 50%) is increased to a level of members choosing providing the limits set out in option 5.1 (a) above are not exceeded; or
 - (c) That the Long Term Empty Property Premium (currently set at 50%) remains at its current level.and
- 5.2 To recommend to Council that the Discretionary Relief Policy be amended by inserting the wording at Appendix 2.

Background Papers

None.



Department for
Communities and
Local Government

Council Tax - Empty homes premium

Guidance for properties for sale and letting

Council Tax - Empty homes premium

Guidance for properties for sale and letting

1. In its summary of responses report, *Technical Reforms to Council Tax: when dwellings should not be liable to the empty homes premium* (November 2012), the government made a commitment to issue guidance to help authorities to reflect the state of the housing market in their decision making process for administering the premium.
2. This guidance paper should not be treated as an interpretation of the legislation or as statutory guidance. Billing authorities are free to make their own decisions when administering the premium.
3. From 1 April 2013, billing authorities may charge a premium on a class of property that has been unoccupied and unfurnished for two years or more. The premium can be up to 50% of the council tax on the property.
4. Under the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003, the government has prescribed two classes of dwellings which are exempt from the premium. These are:
 - a dwelling which would otherwise be the sole or main residence of a member of the armed services , who is absent from the property as a result of such service
 - a dwelling, which forms part of a single property that is being treated by a resident of that property as part of the main dwelling
5. While the decision to make a determination under Section 11B of the Local Government Finance Act 1992 is for billing authorities to make, the government would expect that due consideration is given to the health of the local housing market when making determinations.
6. The government's intention behind the decision to provide billing authorities with the power to charge a premium was not to penalise owners of property that is genuinely on the housing market for sale or rent.
7. The government expects billing authorities to consider the reasons why properties are unoccupied and unfurnished, including whether they are available for sale or rent, and decide whether they want such properties to be included in their determination. When considering the reasons an authority may want to take account of the following:
 - on average, how long are properties in their area been available for sale or rent before completion/occupation
 - what is the average price/rent in the local area?
8. The above list is not exhaustive and billing authorities will want to consider all factors they think are relevant before making a decision.

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Policy on Discretionary reduction in Long Term Empty Property Premium under S13a (1)(c) LGFA 1992

In considering an application for a reduction under these provisions the authority will take into account circumstances where an owner can clearly demonstrate ongoing and realistic efforts to sell or let their property since it became unoccupied and unfurnished.

General criteria

The following will be taken into account:

1. All cases will be considered on their own merits.
2. The applicant must be able to demonstrate that the property has been available for sale or to let at a realistic market price for a continuous and prolonged period.
3. Circumstances where the owner can show that they have been experiencing particular legal or technical issues which are preventing the sale or letting of the property.
4. The owner is in severe hardship as a result of the imposition of the premium and they are making a genuine effort to sell or let the property.
5. Whether the owner has actively engaged with the Council's Empty Homes Officer to try to facilitate occupation of the property.

Award

Any award will be calculated on a daily basis and will normally only be for a maximum of one year.

Any award will immediately terminate when a property becomes occupied, sold, let out or substantially furnished. The owner is under an obligation to tell the council within 21 days of any of these occurrences.

The maximum level of any award will be up to the level of the premium and not the remaining council tax charge.

Decision making

Any award will be determined by the Council Tax Manager or the Interim Revenues and Benefits Manager in the first instance.

Review

Should an applicant be dissatisfied with the decision of the council concerning an award they may write to the Head of Finance and Revenues and request a review of the decision.

Appeal

If an applicant is aggrieved at the decision of the council not to award a reduction or the level of reduction under its discretionary powers, they may appeal to the Valuation Tribunal for an independent hearing of the matter.



Broadland Equality Assessment

Name of Policy	Changes to Council Tax Empty Homes Premium
Name of Officer responsible for Policy	Simon Quilter
Date of Assessment	14 January 2019

Aims of Policy (a brief summary)

To increase the empty property charges for dwellings left vacant for long periods of time.

1. Has the policy/procedure/strategy addressed one or more of the Equality Duty Aims?

(Please provide a narrative explanation as to how your document relates to each aim of the Equality Duty – for instance does your document demonstrate that the Council is adhering to any or each of the aims?)

Does it “Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act”

N/A

Does it “Advance equality of opportunity between people who share a protected characteristic and those who do not”

Owners of some classes of property are protected from being charged higher council tax under this policy. Such persons are protected in a number of circumstances such as where the property is empty due to them having been admitted to a care home or hospital or where the owner is deceased. Protection is also afforded by other forms of exemption depending on the circumstances.

Does it “Foster good relations between people who share a protected characteristic and those who do not”

N/A

2. Which protected characteristics does this Policy impact: (please tick all that apply)

Age	<input type="checkbox"/>	Sexual Orientation	<input type="checkbox"/>	Pregnancy/Maternity	<input type="checkbox"/>
Disability	<input type="checkbox"/>	Civil Partnership/Marriage	<input type="checkbox"/>	Rurality	<input type="checkbox"/>
Race	<input type="checkbox"/>	Religion or Belief	<input type="checkbox"/>	All of the Above	<input type="checkbox"/>
Sex	<input type="checkbox"/>	Gender Reassignment	<input type="checkbox"/>	None of the Above	X

3. Does the content of the document impact one protected group more than others?

(Please describe how it impacts the protected characteristic group more than others and whether this is negatively or positively)

No.

4. Are there any vulnerable groups that have not been identified that are relevant?

No

5. Are there any sources of evidence that have provided information on what impact your policy/procedure/strategy could have upon the protected groups?

(Possible sources of evidence are research reports, consultation activities, public surveys etc...) Please also describe what information is required to demonstrate the community or customer need for what this document is proposing

No

6. Demonstrate where you have engaged individuals or groups, both internally or externally, during the development of this policy (include who you have consulted).

If the document is Government driven indicate how you have communicated this fact to those who are likely to be impacted.

Broadland's Empty Homes Officer, members and senior officers, Norfolk County Council.

7. How has this engagement influenced the development of this policy? (if not, why not) Have you undertaken any analysis of the information gathered from engagement and made any changes to the document?

Yes, relevant information has been integrated into this policy.

8. Will it have a significant effect on how other organisations operate in terms of equality?

No

9. Have you worked with partner organisations to develop this policy and if so what has been their role?

Norfolk District Council and County Council Finance Officers and Chief Executives have discussed these changes and the impact of the changes.

10. Have you set up a monitoring/evaluation process to check the successful implementation of the policy/procedure/strategy?

No

11. Please explain how you will resolve any issues or gaps identified during this assessment. (If you are unable to resolve the issues highlighted during this assessment please explain why and what alternative steps you can take)

The policy will be reviewed by members at the decision making stages.

Signed by evaluator:

Signed by responsible head of department:

Agenda Item: 11

**Cabinet
12 February 2019**

FINANCIAL MONITORING TO 31 DECEMBER 2018

Report Author: Tim Spooner, Corporate Finance Manager
tel: 01603 430646
email: tim.spooner@broadland.gov.uk

Portfolio Holder: Finance

Wards Affected: All

Purpose of the Report: To report the capital and revenue financial monitoring for the Authority to 31 December 2018

Recommendations:

1. To note the report
2. Any other decision the Cabinet considers to be appropriate

1 SUMMARY

- 1.1 The report summarises the financial position of the Council as at 31 December 2018

2 BACKGROUND

- 2.1 The 2018/19 Budget predicts a net contribution from reserves of £0.15m, comprising a £0.61m draw on General Fund reserves and contributions of £0.46m from earmarked reserves to fund irregular or cyclical expenditure.

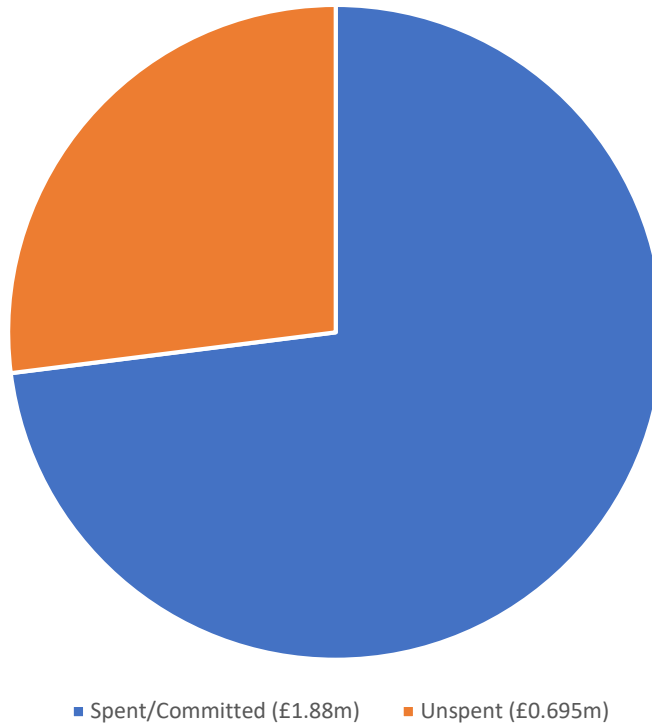
3 CURRENT POSITION / FINDINGS

- 3.1 The summary financial position for the Council at 31 December 2018 is:

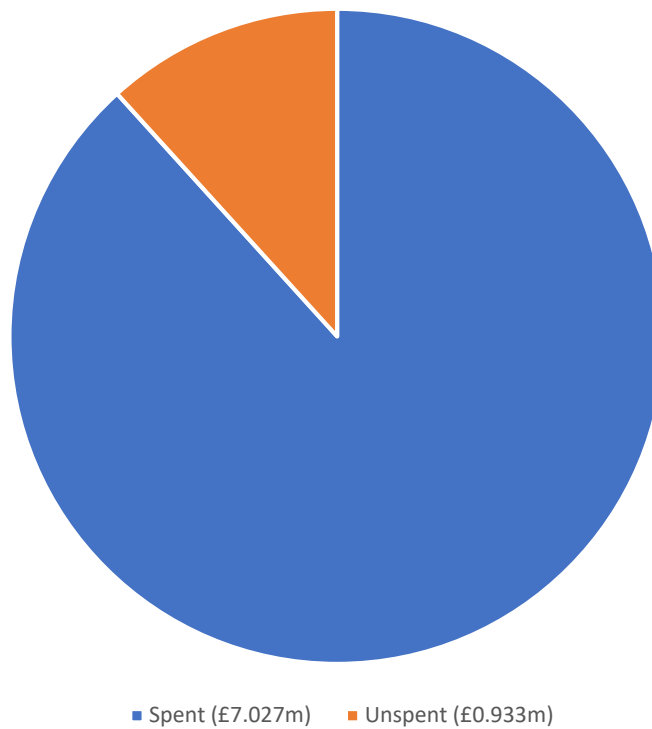
Capital	Original Budget 2018/19	£1,088,775
	Supplementary budgets approved	£891,867
	Prior year Carry-forward budgets called upon	£594,500
	Total Capital Budget to 31 December 2018	£2,575,142
	Expenditure and commitments	£1,879,816
	Percentage of total budget spend or committed	73.00%

Revenue	Original base budget (excluding Parish precepts)	£11,333,500
	Budget profiled to date	£7,960,434
	Net revenue expenditure to 31.12.18	£7,027,146
	Percentage of profiled budget spent to 31.12.18	88.3%

BDC Capital Budget to 31 December 2018 (£2.575m)



BDC Revenue Budget to 31 December 2018 (£7.960m)



- 3.2 The indications at this stage are that the draw on the General Fund Reserve at year end will be lower than the budgeted draw of £149,000. During discussions with budget holders in January 2019 around £220,000 of in year savings were identified, mainly in salaries, but these are only indicative and the full extent of any variances to budgets will not be known until after the 2018/19 accounts are closed in the spring of 2019.
- 3.3 The current estimate for the capital programme is of a 61 percent spend/budget outturn as at year end. The budget figure includes carry forwards and virements applied. The variance can be attributed to the in-year application of a budget for the Warm Homes Fund project that actual expenditure will not match. If this outlier is removed, the current estimate is an 86 percent spend / budget outturn.
- 3.4 The Council's General Fund Reserves began the year at £14.26m. This figure includes a reserve of £331,000 unspent revenue budgets from previous years set aside to fund committed expenditure on delayed projects. The Council's current Medium Term Financial Plan covers the next five financial years and takes into account the risks and uncertainties surrounding the authority's various funding streams.
- 3.5 The importance of good financial management has been communicated throughout the authority. The level of unspent revenue budgets carried forward to be spent in the following year was £1,185,400 in April 2011; this was reduced to £331,000 in April 2018, due to a greater awareness of the need for financial efficiency.
- 3.6 This has been given higher prominence by the clear message from central Government that local authorities are expected to become self-financing in the medium term.
- 3.7 As Broadland had given the Ministry of Housing, Communities and Local Government an efficiency plan in October 2016, which was accepted, the Government gave the Council a provisional settlement figure of £30,000 for 2019/20.
- 3.8 However, as a result of Norfolk being awarded the chance to be a pilot of 75 percent Business Rate Retention in 2019/20 the £30,000 Revenue Support Grant due to Broadland will now be incorporated into the revised Business Rates baseline.
- 3.9 Expenditure against capital budgets is monitored to ensure that projects are proceeding with minimal slippage. It should be noted that capital projects may be subject to delays beyond the control of the budget officers concerned.
- 3.10 Reports on the major variances on revenue and capital budgets are circulated quarterly to Heads of Service with a request for explanations. These highlight specific service related budget issues to assist individual Portfolio Holders with their discussions regarding performance and financial efficiency.

4 ISSUES AND RISKS

- 4.1 **Resource implications** – the report summarises the financial position of the Council, which is within the approved budget.
- 4.2 **Legal implications** – There are no direct legal implications arising from this report
- 4.3 **Equality implications** – There are no equality implications as the report is a factual account of the authority's financial position. The 2018/19 Budget was determined without bias and affects all groups in the District.
- 4.4 **Environmental impact** – there is no direct environmental impact arising from this report.
- 4.5 **Crime and disorder** – there is no crime and disorder impact arising from this report.
- 4.6 **Risks** – The Council has a duty to set a balanced budget before the beginning of the financial year to which it relates. Any significant deviation from that budget may indicate that the authority runs the risk of being unable to meet its financial obligations by the end of that financial year, or may have to make an unsustainable draw on its reserves to be able to do so.
- 4.7 The expenditure levels shown in section 3 indicate that the Council will be able to keep within the budget approved for 2018/19. These are kept under review and budget officers ask the Accountancy Team for advice on expenditure that has the potential to exceed budgetary limits.

5 RECOMMENDATIONS

Cabinet has the following options:

- 5.1 To note the report;
- 5.2 Any other decision that Cabinet considers to be appropriate.

Background Papers

None.

UPDATE TO STATEMENT OF COMMUNITY INVOLVEMENT

Report Author: Richard Squires, Senior Community Planning Officer
tel: 01603 430637
email: richard.squires@broadland.gov.uk

Portfolio Holder: Planning

Wards Affected: All

Purpose of the Report: The report asks Members to approve an update to the Council's Statement of Community Involvement, detailing how the authority supports Neighbourhood Plan activity in the District, as required by the Neighbourhood Planning Act 2017.

Recommendations:

1. Cabinet to agree to the incorporation of the proposed 'Broadland District Council Neighbourhood Planning Support' document (enclosed) within the Council's current Statement of Community Involvement.

1 SUMMARY

- 1.1 One of the requirements of the Neighbourhood Planning Act 2017 is that local planning authorities are now expected to set out in their Statement of Community Involvement the advice and support that the authority can offer to communities that are involved in the preparation or modification of Neighbourhood Plans or Neighbourhood Development Orders in their area.
- 1.2 Broadland District Council currently offers a range of support to communities in the District that are developing Neighbourhood Plans and this is currently set out in the Council's own Neighbourhood Planning Guidance, available from the website.
- 1.3 The proposal is to insert the enclosed document as an Appendix into the current Statement of Community Involvement (SCI), detailing the support that the Council can offer to those communities undertaking a Neighbourhood Plan, based on what is set out in the Neighbourhood Planning Guidance.

2 BACKGROUND

- 2.1 Neighbourhood Planning was introduced into the planning system under the Localism Act 2011 and it enables parish / town councils (or neighbourhood forums, in areas without a parish council) to produce their own Neighbourhood Plan to guide the future development of their local area, setting out policies that shape the development and use of land. An adopted Neighbourhood Plan forms part of the statutory Development Plan for the District and, as a result, is one of the primary considerations when determining planning applications affecting the parish.
- 2.2 Under the Localism Act, local planning authorities have a statutory duty to provide advice and assistance to communities choosing to undertake a Neighbourhood Plan.
- 2.3 Since the introduction of Neighbourhood Planning within the Localism Act 2011, there have been numerous updates and amendments to neighbourhood planning legislation. One of the requirements that has recently been introduced under the Neighbourhood Planning Act 2017, is that every local planning authority is required to set out in its Statement of Community Involvement (SCI) the advice and support that it can offer to communities that are involved in the preparation or modification of Neighbourhood Plans or Neighbourhood Development Orders in Broadland.
- 2.4 The SCI is a procedural document, required within national planning legislation, that sets out how the local planning authority will involve communities and wider stakeholder bodies in the development of the Local Plan for the area. The legal requirement for local planning authorities to develop an SCI was introduced under the Planning and Compulsory Purchase Act 2004.

3 CURRENT POSITION

- 3.1 Broadland District Council's SCI was first adopted in 2006. An updated SCI was adopted by the Council in 2016. This was updated in parallel with the SCIs of South Norfolk Council and Norwich City Council to ensure that all three documents were co-ordinated in advance of consultation activity relating to the Greater Norwich Local Plan. The current SCI is available to view on the Council's website, at:
https://www.broadland.gov.uk/downloads/file/1278/statement_of_community_involvement .
- 3.2 Broadland District Council offers a range of support to communities that are developing Neighbourhood Plans in the District. The support that is offered has, since the introduction of Neighbourhood Plans, been set out in the Council's 'Neighbourhood Planning Guidance' (currently version 4, updated in 2016), which is available to view on the Council's website, at
https://www.broadland.gov.uk/downloads/file/1075/neighbourhood_planning_guidancepdf.
- 3.3 Since this specific requirement of the Neighbourhood Planning Act 2017 has been enacted, a notice has been provided on the Council's website (as a holding measure) which directs people looking at the Statement of Community Involvement to the section of the Council's Neighbourhood Planning Guidance that describes the support available.

4 PROPOSED ACTION

- 4.1 It is proposed to insert a Statement into the SCI (attached as an Appendix to this report) which details the current position as regards the Council's support for communities undertaking neighbourhood planning in the District.
- 4.2 The Statement provides a brief introduction to neighbourhood planning and sets out a list of areas in which support is provided, covering items such as day-to-day advice/guidance, reviewing draft documents, running networking and training events, administering funding etc.
- 4.3 The list is not exhaustive and the Council will endeavour to accommodate the needs of Neighbourhood Plan steering groups, where appropriate and where resources are available.
- 4.4 The Statement also provides examples of matters in which the Council will not be able assist. These include areas of work such as leading consultation events, analysing responses, providing project management services, completing funding applications etc.

5 OTHER OPTIONS

- 5.1 As discussed earlier, this Statement is a requirement of the Neighbourhood Planning Act 2017 and the Council is therefore under a legal obligation to include the information within its SCI.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – there are no resource implications as a result of this action. The Statement simply sets out areas in which the Council currently provides support.
- 6.2 **Legal implications** – it is a legal requirement, under the Neighbourhood Planning Act 2017, for local planning authorities to provide such a Statement within their SCI.
- 6.3 **Equality implications** – the review of the SCI in 2016 was accompanied by an Equality Impact Assessment, which did not identify any gaps or issues that needed to be addressed at that time. The addition of this Statement, dealing with neighbourhood plans support, does not significantly alter the nature of the SCI and therefore, it is felt, does not have any significant impacts on equalities issues.
- 6.4 **Environmental impact** – there are no expected environmental impacts.
- 6.5 **Crime and disorder** – there are no expected impacts in relation to crime and disorder.
- 6.6 **Risks** – no other risks have been identified in relation to this proposal.

7 CONCLUSION

- 7.1 It is felt that the proposed Statement will fulfil the Council's obligations under the Neighbourhood Planning Act 2017 to set out how the local authority supports communities in neighbourhood planning.
- 7.2 The proposed Statement reflects current areas of support offered by officers. It also clarifies areas of work that Council officers should not be leading on, in respect of Neighbourhood Plan activity.

8 RECOMMENDATIONS

- 8.1 Cabinet to agree to the incorporation of the proposed 'Broadland District Council Neighbourhood Planning Support' Statement within the Council's current Statement of Community Involvement.

Background Papers

Broadland District Council Statement of Community Involvement (July 2016):
https://www.broadland.gov.uk/downloads/file/1278/statement_of_community_involvement

Broadland Neighbourhood Planning Guidance (Version 4, June 2016):
https://www.broadland.gov.uk/downloads/file/1075/neighbourhood_planning_guidancepdf

STATEMENT OF COMMUNITY INVOLVEMENT

Broadland District Council Neighbourhood Planning Support

Neighbourhood Planning was introduced into the planning system under the Localism Act 2011 and it enables parish/town councils (or neighbourhood forums, in areas without a parish council) to produce their own Neighbourhood Plan to guide the future development of their local area, setting out policies that shape the development and use of land. An adopted Neighbourhood Plan forms part of the statutory Development Plan for the district and, as a result, is one of the primary considerations when determining planning applications affecting the parish. Similarly, a Neighbourhood Development Order can be prepared by a community to allow certain types of development which meet prescribed criteria. If adopted, it also forms part of the statutory Development Plan. Under the Localism Act, local planning authorities have a statutory duty to provide advice and assistance to communities choosing to undertake a Neighbourhood Plan.

Under the Neighbourhood Planning Act 2017, Broadland District Council is required to set out in its Statement of Community Involvement the advice and support that it can offer to communities that are involved in the preparation or modification of Neighbourhood Plans or Neighbourhood Development Orders in Broadland.

The range of support available from the District Council is set out below. This is mainly provided by the two full-time Community Planning Officers, based within the Spatial Planning Team.

- Initial advice provided to parish/town councils on the suitability, the process and the scope of neighbourhood planning, including an indication of the support available. This is usually best provided through a meeting with parish/town councillors.
- Day to day advice and guidance via telephone/email or by officer attendance at meetings (e.g. related to process, community engagement methods, evidence gathering, policy development etc.).
- Reviewing and commenting on draft documents that are produced by the Neighbourhood Plan steering group (e.g. budget and or timetable, consultation material, vision and objectives, policies, draft plan etc.).
- Liaising with other relevant bodies (e.g. Broads Authority, Norfolk County Council and with other neighbourhood planning services/consultants).
- Funding advice and potential financial support for developing the Neighbourhood Plan through the Council's Neighbourhood Planning Grant Scheme.
- In kind support through the provision of various materials (e.g. hard copies and/or digitalised versions of maps, display boards for exhibitions and events etc.).

- Networking opportunities between Neighbourhood Plan steering groups in Broadland, at quarterly Neighbourhood Plan Network meetings, held at the Council offices.
- Development of a suite of guidance documents and templates to assist Neighbourhood Plan steering groups in the district, including the 'Neighbourhood Planning Guidance' booklet, specimen terms-of-reference, a sustainability appraisal template, definitions of terms etc.
- Running a Broadland Neighbourhood Planning blog (<https://broadlandneighbourhoodplans.wordpress.com/>) which provides local and national news updates, details of Neighbourhood Plan Network meetings, and a resource base featuring a wide range of guidance and toolkits that can be found on the web.
- Providing training through a variety of means as and when resources become available. Training has included a series of community-led planning workshops, a series of events delivered by the Design Council, and other bespoke workshops/sessions delivered by Council officers, looking at issues such as SEA and project planning.
- Producing a basic 'Parish Profile' document for newly-established Neighbourhood Plan steering groups, setting out key statistics, local plan policies and allocations, and statutory designations relevant to the parish.

The above list is not exhaustive and the Council will endeavour to accommodate the needs of Neighbourhood Plan steering groups, where appropriate and where resources are available.

However, there are limits to the support that the Council is able to provide and there are some areas in which the Council will not be able to assist. General advice may be able to be given but the Council will not be able to undertake matters such as:

- Holding consultation exercises, distributing consultation questionnaires or collecting and analysing responses to consultations, other than for the formal stages following submission of the Neighbourhood Plan to the District Council.
- Providing project management services for Neighbourhood Plan production
- Completing applications for funding to develop the Neighbourhood Plan.
- Writing tender documents for the employment of consultants to assist in the Neighbourhood Plan process.
- Drafting the Neighbourhood Plan, or any parts of the document.

Again, the above list is not exhaustive.

For any further information regarding Broadland District Council's Neighbourhood Plan support, please contact the Community Planning officers at: neighbourhood.plans@broadland.gov.uk

PUBLIC SECTOR EQUALITY DUTY ANNUAL UPDATE

Report Author: Victoria Parsons, Housing, Health and Partnerships Officer
tel: 01603 430457
email: victoria.parsons@broadland.gov.uk

Portfolio Holder: Policy

Wards Affected: All

Purpose of the Report: To summarise progress made by Broadland District Council during 2018 in meeting the Public Sector Equality Duty, introduced in the Equality Act 2010.

Recommendations:

1. Cabinet to consider and approve the appended report for publication, or
2. Cabinet to consider the appended report, make amendments and approve for publication, or
3. Cabinet to take any other course of action, keeping in mind the requirements of the Public Sector Equality Duty as detailed in paragraph 1.1.

1 SUMMARY

- 1.1 The Equality Act 2010 requires public bodies to publish an Annual Report demonstrating how they have complied with the Public Sector Equality Duty. It is proposed to make publicly available the report at Appendix A to fulfil that duty and enable service users, staff, the Equality and Human Rights Commission, regulators and other interested parties to assess the equality performance of the Council.

2 BACKGROUND

- 2.1 The Equality Act 2010 introduced a Public Sector Equality Duty. This Duty requires Broadland District Council, and other public sector organisations, to have due regard to the need to:
- (i) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - (ii) Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - (iii) Foster good relations between people who share a protected characteristic and those who do not.
- 2.2 This duty covers nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, marriage and civil partnership.

3 CURRENT POSITION

- 3.1 The Corporate Equalities Group (CEG) at Broadland acts as a mechanism through which equalities issues and equality related activities and work can be disseminated, discussed and devised.
- 3.2 The group is made up of cross-departmental representatives including a Unison Equalities representative and two elected Members, they provide a link between the group and Overview and Scrutiny Committee.
- 3.3 At the beginning of the 2018/19 year the CEG agreed seven actions arranged through three overarching themes that link to our published Equality objectives:

(i) Health in all Policies (HiaP)

- Work in partnership to better understand mental health issues for children and young people.
- Continue work to become a Dementia Friendly Organisation including, in our role with the Dementia Action Alliance (DAA).

(ii) Equalities within the Community

- Support the Community Relations Equality Board (CREB) and the Community Relations Equality Network (CREN) with the introduction of the Multi-agency Hate Crime Reporting Protocol.
- Connect with religious and faith groups.
- Support Norwich Pride in July 2018 and Black History Month in October 2018.

(iii) Our Equalities

- Draft, agree and implement a refreshed and simplified Equalities Impact Assessment (EqIA) including *Health* as a characteristic for consideration as per a HiaP approach in addition to *Rurality* and *Low Income* characteristics.
- Maintaining the workstreams initiated by the Head of Finance and Revenues as part of Women in Leadership course.

- 3.4 The report at Appendix 1 highlights activities and work undertaken by the Council not just to work towards completing our actions and comply with the Public Sector Equality Duty but also to achieve what we, as a Council should do in order to realise our vision.

4 PROPOSED ACTION

- 4.1 It is proposed that Cabinet approves the appended report for publication in order to meet the statutory duties placed on the Council by the Equality Act 2010.

5 ISSUES AND RISKS

- 5.1 **Resource implications** – There are no resource implications associated with the publication of this report.
- 5.2 **Legal implications** – If the appended report is not published Broadland District Council will be in breach of their statutory duties under the Equality Act 2010.
- 5.3 **Equality implications** – The publication of this Annual Report is the key mechanism through which the Council fulfils its accountability to the Broadland community, demonstrating that equality issues are taken seriously and demonstrating the progress that has been made. Should this report not be published, as well as not meeting statutory duties, it could have the effect of undermining the importance of equalities to Broadland communities.
- 5.4 **Environmental impact** – There are no environmental impacts associated

with the publication of this report.

5.5 **Crime and disorder** – There are no impacts to crime and disorder associated with the publication of this report.

5.6 **Risks** – If statutory duties are not met, action could be taken against Broadland District Council by the Equality and Human Rights Commission with financial and reputational risks for the Council.

6 CONCLUSION

6.1 The appended report details the Council's successful work in demonstrating compliance with our Public Sector Equality Duty. Not all of the examples relate to the agreed Equalities Actions for 2010 and this demonstrates that Equalities considerations are a constituent of everything we do at Broadland.

6.2 Publication of the appended report will not only fulfil our duty but also celebrate the examples of good work undertaken by the Council, either on our own or in partnership with others, including:

- (i) Collaborative working between Broadland and South Norfolk Councils on the production of a joint Equality Impact Assessment for the shared working Feasibility Study.
- (ii) The continued expansion of the Help Hub.
- (iii) The commitment to improving health and wellbeing in the District through the Warm Homes Fund, attending Flu Clinics and funding to improve community sports facilities.

7 RECOMMENDATIONS

7.1 Cabinet to consider and approve the appended report for publication;

or

7.2 Cabinet to consider the appended report, make amendments and approve for publication;

or

7.3 Cabinet to take any other course of action, keeping in mind the requirements of the Public Sector Equality Duty as detailed in paragraph 1.1.

Background Papers

None

Equalities at Broadland District Council

Public Sector Equality Duty Annual Report



1. Introduction

The Equality Act 2010 gave a formal requirement to all Local Authorities to comply with the Public Sector Equality Duty (PSED). That is, in the exercising of our functions, Broadland District Council must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

There are nine protected characteristics contained within the Act; Age, Disability, Gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, marriage and civil partnership.

In order to comply with this we believe as a Council, that we should;

- Treat people fairly, justly and with respect in both employment and service provision
- Find ways to support those who are disadvantaged or excluded
- Promote inclusion and celebrate diversity.



Suffrage Pioneers and the Blue Plaque Scheme

To celebrate 100 years of women receiving the vote, the Women's Local Government Society (WLGS) sought 100 pioneers who were suffragists across the country who deserved to be recognised. Successful nominators would have the opportunity to hold community events to celebrate and

commemorate the local pioneer followed by work to encourage the next generation to participate in civic life.

The council was proud and delighted to have one of their nominees announced as one of the 100 pioneers. Lucy Edith Sewell, who lived in Old Catton, was an honorary treasurer of the Norwich Suffrage Society and the Norwich Anti-Vivisection society. To celebrate not only her work but the remarkable achievements of other local women; Margaret Sewell and Mary Sewell of Old Catton, Alice Hoare of Aylsham and Anne Wright of Buxton it was agreed by a panel that they would be the first former residents of Broadland to be commemorated in the first issue of Blue Plaque memorials.

An unveiling event took place in Old Catton and was attended by the Chairman, the Vice-Chairman and Member Champion for Heritage and the Portfolio Holder for Economic Development. Also in attendance was the MP for Norwich North – Chloe Smith, relatives of Alice Hoare and young people from the Sewell Park Academy. The plaques will shortly be installed in their relevant parishes.

Ongoing work with the Vedic Hindu Cultural Society

The Community Projects Officer at Broadland has continued to develop our relationship with the Vedic Hindu Cultural Society of East Anglia who are based on the outskirts of Acle. During 2018 they met with the trustees and also signposted them in relation to a potential Community Green grant to improve the heating in the temple and also to central government's Security Funding Scheme for Places of Worship. In addition, the Vice-chair of the Council attended their Summer Fayre in September.

2. Corporate Equalities Group (CEG)

The Corporate Equalities Group at Broadland acts as a mechanism through which equalities issues and equality related activities and work can be disseminated, discussed and devised. The group is made up of cross-departmental representatives including a Unison Equalities representative and two elected Members, they provide a link between the group and Overview and Scrutiny Committee. Meetings are set to take place quarterly and chaired by the Deputy Chief Executive.

Equality Objectives 2015-19

The Broadland District Council Equality Objectives are;

1. Support the vision for Broadland District Council of '*Growing a strong and vibrant Broadland to give more jobs, more homes and more opportunities for all*' and ensuring that equalities are embedded in part of the 'day to day' work at Broadland.
2. Work in partnership with other organisations to ensure that equalities are at the forefront of our decision making and service provision.
3. Remain people focused through our values. Customers, staff, members and partners are treated fairly and respectfully.
4. Promote and share our equalities work and demonstrate how this benefits the district in relation to our ambitions. Encourage and respond to feedback.

Equality Actions 2017-18

It was agreed by the CEG, on publication of its objectives for 2015-19, that it was necessary to develop a yearly action plan in order to provide focus on and demonstrate fulfilment of these. The purpose of this would be to engage in specific activities that would progress our equalities work and ensure that we continue to work towards achieving our ambitions. The seven actions for 2018-19 were encapsulated under three themes of:

Health in all Policies (HiaP)

1. Work in partnership to better understand mental health issues for children and young people

2. Continue work to become a Dementia Friendly Organisation including, in our role with the Dementia Action Alliance (DAA)

Equalities within the Community

3. Support the Norfolk Community Relations Equality Board (CREB) and the Community Relations Equality Network (CREN) with the introduction of the Multi-agency Hate Crime Reporting Protocol
4. Connect with religious and faith groups
5. Support Norwich Pride in July 2018 and Black History Month in October 2018

Our Equalities

6. Draft, agree and implement a refreshed and simplified Equalities Impact Assessment (EqIA) including *Health* as a characteristic for consideration as per a HiaP approach in addition to *Rurality* and *Low Income* characteristics
7. Maintaining the workstreams initiated by Head of Finance and Revenues as part of Women in Leadership course

Refreshed Equalities Impact Assessment

2018 saw the launch of the revised Equalities Impact Assessment (EqIA). The document aims to move away from a structured procedure to a more narrative document which centres around two main questions:

- . What do you believe are the potential equalities impacts of this policy?
- . How is it proposed that any identified impacts are mitigated?

This enables those completing it to consider impacts, both positive and negative, evidence how they have reached that conclusion and who they have consulted. In reviewing mitigation, the author can consider alternatives to implementation, how any impacts can be monitored and addressed and also what are the impacts if the policy is not implemented.

Three additional characteristics have also been added to the document; *Rurality*, *Health* and *Low Income* in order to evidence a robust and complete assessment process.

Following implementation, completed documents suggest that the approach is leading to an increasingly detailed analysis and feedback on ease of use has been positive.



Pride flag raising ceremony

As part of Norwich Pride 10th anniversary celebrations the Broadland District Council Chairman raised the Pride flag at the council offices in a ceremony attended by the Deputy Chief Executive and members of staff.

The flag was flown for the week prior to the Pride event to show the council's support for the LGBT+ community.

Collaboration

Earlier this year and following an in-depth feasibility study it was agreed that Broadland District Council and South Norfolk Council would be working towards the goal of a single paid service. The two councils would retain their autonomy but services would be delivered by a shared team. The first step in this journey was the appointment of a new joint Managing Director in late 2018.

A joint Equality Impact Assessment for the feasibility study was produced by South Norfolk Council's Learning and Development Advisor and Broadland Council's Housing, Health & Partnerships Officer using the revised Broadland assessment document. This was a fantastic opportunity to not only provide some insight as to the potential impacts, both positive and not so positive, of shared working for residents and staff, but also to learn more of the different approaches both councils take towards their equalities work. As a result of this, further joint equality work will be taking place in 2019 with a commitment to a cross-council Corporate Equalities Group and exploring shared equality objectives.

3. Our workforce

As of 31st December 2018 Broadland employed 244 members of staff, a reduction of 1 member of staff from 2017. Of these, 161 (66%) are female and 83 (34%) are male.

December 2018	Full time	Part time	Total	Permanent	Temporary
Female	58 (66)	103 (97)	161 (163)	153 (154)	8 (9)
Male	67 (65)	16 (17)	83 (82)	81 (79)	2 (3)
Total	125 (131)	119 (114)	244 (245)	234 (233)	10 (12)

(Figures in bracket denotes staff numbers as at December 2017)

There has been a very slight drop in the number of staff employed full-time, 51% compared with 53% last year. 36% of female members of staff are full-time employees and 80% of males. Again this represents a very slight shift from the previous year's figures of 40% and 79% respectively.

The number of staff employed in temporary positions has decreased by 2 with a 75%/25% split in terms of females and males. The number of staff employed in permanent positions has increased by 1.

Broadland employs 14 disabled staff (approx. 6% of total employees) and is a member of the government Disability Confident scheme at Employer level. Seven members of staff identify as having an ethnicity other than British.

Pay by Gender

2018 Cost of Living Award	Mean	Median
Females (per hour)	£13.49	£12.28
Males (per hour)	£18.28	£16.32
% Difference	26.20%	24.75%

In April 2018 the Council implemented a 2% cost of living award. The figures above show the mean and median hourly rate of pay following this. To put this in context the Council has a total of 13 Local Grades (LG) however the top 4 grades (Local Grades 1 – 4) are

predominately filled by males, which in turn positively influences the mean and median hourly rate in favour of males overall.

Performance Related Pay (PRP) 2018	Mean	Median	No PRP	No.
Females	£285.75	£253.53	16.90%	154
Males	£382.68	£359.60	16.70%	78
% Difference	25.33%	29.50%		

The data above shows the mean and median uplift in salary following the Performance Related Pay (PRP) review period in 2018. The numbers of female and male members of staff who did not receive a PRP award are broadly similar; however there is a gap between the rate of uplift for females and males. It could be stated that this perhaps reflects the concentration of males in the higher graded roles. However, additional work needs to take place to understand this further.

Councillors

Broadland has 47 Councillor Members, of these 12 (25%) are women, which is an increase of 1 from the previous year. However, female members occupy 9 out of 16 (56%) political roles within the Council, including 2 female cabinet members, the chair and vice-chair of the council, the deputy leader of the council and 4 of 6 Member Champions.

2 Councillor Members identify as having a disability or long-term health issue and 1 Councillor Member identifies as being from a Black, Asian and Minority Ethnic (BAME) background. The age of members ranges from 24-87

4. The State of Broadland

The following section provides a snapshot of the Broadland population; the data is taken from the 2011 Census unless otherwise indicated.

Figures from Norfolk Insight state that the Broadland District Population in 2017 is estimated at approximately 128,500, this represents a rise of around 3,850 since the last census. It is estimated that 51% of the population identify as female and 49% identify as male.

Population by age

The chart below demonstrates a breakdown of the population by age category.

	Broadland %	Broadland Number	Norfolk %
All persons all ages(2017)		128500	898400
All persons aged 0-4 (%) (2017)	4.7	6100	5.2
All persons aged 5-9 (%) (2017)	5.3	6800	5.6
All persons aged 10-14 (%) (2017)	5.3	6800	5.1
All persons aged 15-19 (%) (2017)	5.1	6600	5.2
All persons aged 20-24 (%) (2017)	4.3	5500	5.9

All persons aged 25-29 %(2017)	4.8	6200	5.8
All persons aged 30-34 %(2017)	5	6400	5.7
All persons aged 35-39 %(2017)	5.5	7100	5.5
All persons aged 40-44 %(2017)	5.9	7600	5.4
All persons aged 45-49 %(2017)	7.5	9600	6.7
All persons aged 50-54 %(2017)	7.7	9900	7
All persons aged 55-59 %(2017)	6.9	8900	6.6
All persons aged 60-64 %(2017)	6.5	8400	6.2
All persons aged 65-69 %(2017)	6.9	8900	6.6
All persons aged 70-74 %(2017)	6.8	8700	6.4
All persons aged 75-79 %(2017)	4.6	5900	4.4
All persons aged 80-84 %(2017)	3.6	4600	3.3
All persons aged 85 and over %(2017)	3.6	4600	3.4

(Norfolk Insight 2019)

The age bracket featuring the highest number of residents is the 50-54 age group, as with last year.

54.1% of the Broadland population is approximately of working age which is slightly less than the Norfolk average, this is also seen in those aged 0-19 who comprise 20.4% of the population. Those aged 25.5% are aged 65+ comprise 25.5% of the population which is slightly higher than the Norfolk average.

Interestingly, the population levels remains lower than the Norfolk average (with the exception of those aged 10-14) until the age bracket of 35-39 where it equalises and then is higher than the Norfolk average thereafter.

Current life expectancy statistics put female life expectancy at 84.4 years and 80.7 years for males, a very slight decrease on last year, with both of these figures being slightly higher than the Norfolk, East of England and England averages. However, it should be noted that, for the most deprived areas of Broadland, life expectancy is 4.2 years lower for females and 3.4 years lower for men.

In terms of living in good health, statistics show that in Norfolk men can expect to live to age 64 in good health and women to age 66.

Disability

It is difficult to obtain a complete illustration of the number of people in Broadland who have a disability, however the data below aims to paint an approximate picture and mainly relates to where disability is experienced by an older child or an adult of working age.

	Broadland %	Broadland Number	Norfolk %
All households - One person in household with a long-term health problem or disability (2011)	25.3	13507	27.1
People aged 18-64 estimated to have a moderate physical disability (2016)	8.5	6083	8.1
People aged 18-64 estimated to have a serious physical disability (2016)	2.6	1872	2.5

People aged 15+ estimated to have a moderate or severe learning disability (2016)	0.47	512	0.48
All households - One person in household with a long-term health problem or disability (2011)	25.3	13507	27.1

(Norfolk Insight 2019)

Ethnicity

	White	Mixed	Asian or Asian British	Black or Black British	Other Ethnic Group
Figures in %	97.7	0.9	1.0	0.3	0.1
Total no of people	121,795	1064	1,265	331	191

Census 2011 data

The percentage of Broadland residents who are white has fallen since the previous Census in 2001. The percentage of people who are from Mixed or multiple ethnic groups has doubled whilst the percentage of residents who are Asian or Asian British has tripled.

95.8 percent of Broadland residents were born in the United Kingdom. Of the 4.2 percent of Broadland residents born outside of the UK more than one third have moved to the UK in the last 10 years, twice as many in the 10 year period previous to that.

Religion and Belief

Religious diversity is more prevalent in Broadland as a wider range of faiths are being observed by the population.

	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other religion	No religion	Not stated
Percentage %	63.3	0.3	0.2	0.1	0.3	0.1	0.4	28	7.4
Total No. of people	78,938	342	252	117	377	72	508	34,845	9,195

Census 2011 data

Christianity remains as the majority religion for Broadland residents; however there has been a decrease in residents who state that they are Christian since the 2001 Census. From a comparative viewpoint, Broadland has a moderately higher Christian population compared to the Norfolk average of 61%. All religions, other than Christianity, are broadly commensurate with the percentage totals for Norfolk with the exception of 'Muslim' being 0.6% compared to Broadland's 0.3%.

The numbers of people stating they have 'no religion' forms nearly one third of the Broadland population and is an increase on the 2001 Census.

Marriage and Civil Partnership, Gender Reassignment, Sex and Sexual Orientation

	Single, (Never married)	Married	Same Sex Civil Partnership	Separated	Divorced	Widowed
Percentage %	24.5	55.7	0.2	2.0	9.5	8.1
Total No. people	25,397	57,687	189	2,088	9,885	8,411

Census 2011 data

The 2011 Census shows that of the Broadland population who are legally old enough to marry, comprising approximately 104,000 of the population; just over half have entered into a heterosexual marriage. In addition to this, one fifth of the population has been married previously but are no longer and just less than one quarter have never been married. At the time of the 2011 Census the data informs us that there were 189 people in Broadland who have entered into a same sex Civil Partnership, although assumptions cannot be made that this data means that 0.2% of the Broadland population are lesbian, gay or bisexual.

We do not currently have up to date statistics on the number of same-sex marriages that have been entered into by Broadland residents. However the Office for National Statistics (ONS) states that in 2015 there were 6,493 marriages between same-sex couples with 56% of those between female couples. In addition a further 9,156 same-sex couples converted their civil partnership into a marriage.

At present we do not have data on the sexualities and genders the population of Broadland identify as. Obtaining those statistics has historically been difficult due to under-reporting, however the ONS estimates that in 2016, just over 1 million (2.0%) of the UK population aged 16 and over identified themselves as lesbian, gay or bisexual (LGB) which would equate to approximately 2,570 people in Broadland.

Amongst young people that figure may be higher as evidenced in a 2017 University of East Anglia (UEA) Sex Survey which found that of the respondents:

- 24.4% identified as non-Heterosexual
- 16.35% identified as bi or pansexual (14.1%+2.25%)
- 4.7% identified as gay
- 2.15% identified as queer
- 2% identified as trans, non-binary, agender (this may not be wholly representative as some trans people may have ticked female or male)
- 1.73% identified as lesbian
- 1.47% identified as asexual

Visit by transgender activist for staff event

As part of the Pride celebrations, the Chairman of the Council hosted an event for staff with a visit from world renowned transgender activist Katy-Jon Went.

A high number of staff from across the different service areas attended as Katy Jon gave a frank, humorous and moving account of their own experience as well as enlightening advice around the meaning of self-identity, terminology and language.

Staff were encouraged to submit questions beforehand which led to a good discussion about the many forms of self-identity out there and how terms can mean different things to different people. This underlined the importance of respecting everyone as an individual, whether they are a resident, colleague, friend or family member.

Following the visit Katy-Jon's informative slides were distributed to staff and Members.

Norfolk LGBT+ Project

Broadland District Council also hosted the Norfolk LGBT+ Project in their reception area. Members of the public and staff were able to approach the community based charity for an informal chat and to receive information on LGBT+ support services and resources, and to provide leaflets on topics such as coming out in later life.

Pregnancy and Maternity

The Office for National Statistics states that there were 1,121 live births in 2017 in Broadland. We don't currently have any information as to how many of these resulted from single or multiple births i.e. twins.

5. Our Services

The systems thinking approach is firmly embedded within the services that are offered to all those who live, learn and work in the district. For example, within the Housing Options service the purpose is understood from the perspective of the service user as *Understand my housing problem and help me to solve it* and for the Environmental Protection team *Keep my area safe, clean and peaceful*.

Underpinning the delivery of our services are six ambitions that seek to highlight our values and achieve our vision of:

Growing a strong and vibrant Broadland with more jobs, more homes and more opportunities for all.

The following sections examine the six ambitions and provides examples of the work undertaken by Broadland and our partners to address equality issues within this.

The subject of partnership working could be viewed as a linking theme throughout this section of the paper. In addition it is also worth noting that many of the activities and services mentioned achieve in more than one ambition and this highlights the universal approach adopted by Broadland.

Ambition 1 - To deliver economic success in our area

- To back Broadland Businesses by providing information, help, advice and guidance to help them grow and prosper.
- To support the people of Broadland and their communities by increasing their skills and/or employment prospects.
- To generate and commit investment to ensure development provides the necessary infrastructure, homes and opportunities for Broadland residents.
- To broaden the scope, impact and significance of joint working through partnerships.

Community Projects

The Community Projects Officer has 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 a large sum of funding from Clarion Futures to develop young people as Community Ambassadors.

The officer also facilitated the relationship between Clarion Futures and a new dementia café which has also resulted in additional funding. In addition, several groups which have been in contact have been directed to various officers within the council for specific guidance such as on insulation advice for community buildings.

Tourism

The Tourism Officer at Broadland holds the responsibility of delivering the tourism economic development function of the Council and raising the profile of Broadland as an inclusive, prosperous, thriving, creative district, and a great visitor destination.

Family Culture Day

Communities in Broadland & Norwich had the chance to try new activities & experiences inspired by cultures around the world in a Family Culture Day which took place in Catton Park

The event, which attracted 500 visitors was organised by Broadland District Council, the Gardens Trust and Catton Park, and funded by the Heritage Lottery Fund, welcomed residents from the district and beyond, eager to have a go at Egyptian dancing, Chinese calligraphy, bushcraft, painting, axe throwing, playing the kora (an African musical instrument), henna painting, and more.

The day saw many local cultural groups get involved in demonstrating elements of their heritage, and educating visitors about different places around the world. Amongst the exhibitors were: the Norwich & Norfolk Muslim Association, Norwich Chinese Community Centre, Vedic Cultural Society of East Anglia, Spanish with Maria Fernanda, and New Routes Integration which works to promote cross cultural integration in the community.

Live music and workshops as well as interactive performances of Samba from Multicultural Dance Group and Dance Egyptian kept children and adults alike entertained, and an exhibition of beautiful gardens from around the world - supported by the Historic Gardens Foundation and Norfolk Gardens Trust - proved popular.

The event's food market, which included A De Piff (East African), Vette's Veggie Van, and East Meets West (everything from Indian curries to South African dishes), gave families the chance to enjoy different cuisines from around the world.

Ambition 2 – To achieve environmental excellence in everything we do

- To minimise waste and maximise recycling.
- To improve energy efficiency and increase the uptake of renewable energy throughout the district.
- To keep Broadland clean and tidy.
- To broaden the scope, impact and significance of joint working through partnerships.

Dussindale Community Fridge

During 2018, Dussindale Community Centre, Broadland District Council and Recycle for Norfolk launched the first Community Fridge in the District.

Supported by the environmental charity Hubbub UK which aims to encourage projects that inspire people to make healthier, greener lifestyle choices which, more often than not, help save money and bring people together, and also funded by Sainsburys Waste Less, Save More, the Dussindale Centre Community Fridge is part of Norfolk's growing network of Community Fridges being set-up in an effort to tackle food waste.

The fridge will enable residents and businesses to share surplus food for free. Anyone can help themselves to free quality food that would otherwise have been wasted.

Ambition 3 – To plan and provide well housed communities

- To generate and commit investment to ensure development provides the necessary infrastructure, homes and opportunities for Broadland residents.
- To maximise the delivery of homes people can afford
- To raise the quality of existing homes
- To understand people's housing problems and help solve them
- To broaden the scope, impact and significance of joint working through partnerships.
- To address the needs of the older population to ensure they can continue to live independently.
- To help support and protect vulnerable residents

In Broadland, data shows that the average house price stands at £256,061, an increase of just under £20,000 from the previous year. However, the average salary remains static at £23,629 indicating that the ratio of house prices to incomes has risen to 10.8 which is above both the England and East of England averages.¹

In terms of renting, the average property rent is £697 per month while the average Local Housing Allowance (LHA) rate for those in receipt of Housing Benefit/Universal Credit is £513.29 leaving a shortfall of just under £184 per month. It is also worth noting that approximately 25% of claimants in receipt of assistance with their housing costs are in employment.

Of the estimated 57,000 dwellings in Broadland, approximately one in ten – 5,565 are socially rented and as of 14th January 2019 there were 2,212 households on the housing list.

The provision and delivery of affordable homes on new housing developments can be a means through which Broadland residents can access housing. In the 2017/18 financial year 678 new properties were completed across all tenures, 26% of these can be categorised as an affordable home product equating to an overall delivery of 16% affordable rent tenure and 10% affordable home ownership. A further breakdown can be found below:

Tenure Type	Number for 2017/18 year
Affordable Rent Tenure	108 (176)
Affordable Home Ownership	69 (61)
Total affordable home products	177 (237)

(Figures in bracket denotes delivery for 2016/17)

Community Infrastructure: Funding for Rackheath Sports Pavilion

Rackheath Parish Council, supported by Broadland District Council were awarded substantial grants to improve the existing Sports Pavilion.

The Pavilion is being extended and refurbished to include new changing rooms and shower facilities, a community office and function room as well as a bag room and lockers and establishes a sustainable community facility which will become a focal point for sporting and recreational activities in Rackheath.

Funding for the project has been granted by the Premier League & The Football Association Facilities Fund, Sport England £50,000 and Broadland District Council.

The remaining cost has been covered by the Parish Council and Broadland District Council's Community Infrastructure Fund – a scheme which allows Town and Parish Councils to bid for a loan at a minimal rate of interest for infrastructure projects.

With Rackheath's population rapidly increasing due to its ongoing residential developments, there has been a desperate need for better facilities and the proposed changes to the Pavilion will help to provide that for sporting purposes.

Living Well in Homes

The Council offers a variety of services to enable residents to live well in good homes, for example through the provision of Disabled Facilities Grants, Debt and Welfare Advice and the Handyperson+ service.

¹ (Source: Home Truths 2017/18 National Housing Federation)



The Warm Homes Fund

Following a successful bidding process the council was awarded £3.1m of Warm Homes Funding from the National Grid. The bid was submitted in partnership with other local authorities, the county council, Public Health, county-wide Clinical Commissioning Groups and the VCSE and aims to improve the health and wellbeing of those living in cold homes and fuel poverty through the delivery of interventions including:

- Installations of first-time central heating for eligible households in privately owned or rented properties.
- Work with registered provider partners for installation of central heating systems for eligible households in socially rented properties
- Support Officers to advise individuals with advice on energy saving, fuel debts, grants, switching suppliers, income maximisation, charity grant applications, priority service register and signposting to other services
- Grants to help with emergency work such as repairs to domestic heating systems, e.g. boiler repairs.

Ambition 4 – To increase levels of health and wellbeing

- To back Broadland Businesses by providing information, help advice and guidance to help them grow and prosper.
- To address the needs of the older population to ensure they can continue to live independently.
- To support the people of Broadland and their communities by increasing their skills and/or employment prospects.
- To improve energy efficiency and increase the uptake of renewable energy throughout the district.
- To raise the quality of existing homes
- To address the needs of the older population to ensure they can continue to live independently.
- To reduce the incidence of crime and anti-social behaviour (ASB) by targeted action.
- To promote healthy lifestyles and encourage behaviour change
- To help support and protect vulnerable residents
- To broaden the scope, impact and significance of joint working through partnerships

Promotion of Health and Wellbeing Services

During the autumn of 2018 officers from across the council attended eight flu clinics at three surgeries within the District. As is consistent with the council's 'Community at Heart' ethos the officers represented the council 'as a whole', as opposed to a specific department and was an expansion of a previous project undertaken 2 years ago by the council's Care and Repair officers.

The council took a proactive approach in directly approaching three priority surgeries. The Community Project Officer, Housing Health and Partnership Officer and Economic Development Officer (Health and Wellbeing) agreed the surgeries based on the health and demographic data available to them including Public Health data.

A targeted leaflet was produced disseminating our Health and Wellbeing offer into one simple to read format. In total it is estimated that the officers came into direct contact with at least 2500 patients and at least 1500 of these were our residents. This is a conservative estimate and the numbers are likely to be higher. The flu clinics at Acle and Coltishall also

had patients attending from North Norfolk. Those who are invited to their local surgery for a free flu inoculation include those who are 65 years old or over; those of any age who have certain medical conditions including many causing long-term disability; are living in a long-term residential care home or other long-stay care facility; those who are pregnant; and carers

The response from GP surgeries and residents was positive. 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, the Community Projects Officer has built relationships 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.

Broadland Dementia Action Alliance

The council continued to offer support for the Broadland Dementia Action Alliance (BDAA) including lending equipment to local dementia cafes and providing assistance on applying for grant funding.

The council also participated in the promotion of a BDAA survey available for those affected by dementia in Broadland. The survey attracted 66 responses, of those; 18 (27%) were living with dementia, 26 (39%) identified as an unpaid carer for someone living with dementia and 22 (34%) stated they were a friend or family member of someone living with dementia. It is also worth noting that 7 respondents identified as being both a friend or family and an unpaid carer. For the purposes of analysis, they were included in the unpaid carer option.

Findings from the survey include responses to a question relating to activities undertaken in the local area, the top 3 answers relate to necessary and functional activities; 79% Attending doctors and hospital appointments – 79%, Attending dentist or optician appointments – 71% and Shopping – 68%. Approximately 50% of respondents undertook a social activity such as Visiting family or friends or Attending an activity club or community group. 15% of respondents stated that they are Unable to go out.

When asked what things respondents used to do but have since stopped doing, the top three answers did relate to social activities; Going on holiday – 59%, Visiting family and friends – 41% and Dining, or drinking out – 36%. Just under a third of respondents (29%) state that they are Still able to do everything.

Respondents were also asked what was important to them in being able to get out into their local area, all of the suggested options were categorised as very important with the top three; Friends, Family or Carers - 84%, People who understand me - 81% and Safe pavements, pathways and roads – 81%.

When asked if they live well with dementia, responses were mixed with 42% stating No, I struggle, 29% stating Yes, sometimes, 18 % stating Yes, most of the time and 11% stating No, I feel I need help.

The survey findings highlight a range of experiences by those who are affected by dementia and can provide direction for future activities and services.

The Local Public Health Offer

The Local Public Health Offer (LPHO) has provided £17,142 annually for 3 years from 2016/17 until 2018/19 to be used to improve the health of vulnerable residents. Activities have included:

- **HIA Project**

Funds in 2017/18 supported the Home Improvement Agency (HIA) project offered to Aylsham and Drayton Surgeries. The HIA Officer delivered housing support services, such as mobility adaptations, housing information and financial support intended to reduce GP attendances and prevent or delay hospital admissions. The project was evaluated by the University of East Anglia (UEA) and included surgery data and feedback from participants. The evaluation demonstrated the wide range of services and support co-ordinated by the HIA Officer who helped residents remain independent.

Key findings were:

- 40% of respondents felt they were able to 'manage better financially'
- 30% felt the support helped them 'feel safer'
- 70% of respondents agreed the service had put them in a good position to maintain their independence.

Case studies highlighted the support provided and how it benefitted those receiving it and the benefits to General Practice of the HIA intervention. Learning from the pilot will be used to support the HIA/MDT Homes and Health work stream within Norfolk's Health and Wellbeing Strategy.

- **Community Activities Co-Ordinator**

A small underspend in 2016/17 and 2017/18 was used to extend the remit of the Community Activities Co-ordinator to enable them to spend one day per week on falls prevention exercises and initiatives until the 2019/20 financial year.

- **Boiler Servicing**

During winter of 2017/18 a grant of £40 was offered to eligible residents on a means tested benefit to service their boiler. £1,500 from the Local Public Health Offer was given to this initiative.

An evaluation of the boiler service grant was presented to the Health and Wellbeing Officer Group. All recipients were elderly or vulnerable residents living in fuel poverty. The largest number of recipients were aged 60-75. The evaluation identified the boiler servicing grant as an essential support for a lot of residents and also a pathway into further help such as the Warm Homes Fund for those in fuel poverty. As a result, another £1,500 has been allocated from 2018/19 funds to support the £40 boiler servicing grant over this winter. The grant has been advertised in the winter edition of Broadland News.

- **Remaining funds**

The remainder of funds for 2018/19 have been allocated to a programme to build self-esteem and confidence in young persons aged 11-16. Working with the Broadland Youth Advisory Board (YAB), young people have been involved in developing the programme. This will be offered to the seven secondary schools in Broadland and additional workshops will be offered in areas of highest need such as Hellesdon, Sprowston, Acle and Reepham.

Ambition 5 – To keep people safe and secure

- To address the needs of the older population to ensure they can continue to live independently.
- To reduce the incidence of crime and anti-social behaviour (ASB) by targeted action.
- To broaden the scope, impact and significance of joint working through partnerships.

Safeguarding

Safeguarding at Broadland is taken seriously and following queries regarding the safeguarding reporting and recording process, two training sessions for middle managers were facilitated by the Housing, Health and Partnerships officers. The aim was that middle managers would feel equipped to advise and provide support to their teams should a safeguarding query arise.

The training was well received and encouraged an-depth discussion which prompted a specific Designated Safeguarding Officer (DSO) training session being procured by the council. As a result, the number of DSOs at the council has increased from 12 to 17 with at least one DSO in every service area.

2018 also saw the introduction of the red flag procedure for staff, which offers an easy to activate response for any staff member who is in telephone contact with an individual and that individual is indicating they are at risk of immediate harm. The staff member can raise their red flag to attract the attention of a colleague, they can pass on the details of the caller and request that they contact the appropriate emergency service. In this way the staff member is able to remain on the phone with the caller while help is sourced. The procedure also states how the staff member/s can be supported by the council following an incident such as this.

Collaborative Safeguarding work with South Norfolk Council

Designated Safeguarding Officers from across the two districts met towards the end of 2018 to share safeguarding activities and procedure. Although these differ due to differences in some service areas, for example, provision of Leisure Centres, the underlying approach to a thorough and easy to access safeguarding offer was prevalent at Broadland and South Norfolk. Following this, it was agreed that both local authorities would work towards a shared Designated Safeguarding Officer group. In addition, a shared safeguarding reporting procedure will be created and adopted.

Crucial Crew



Pupils from across Broadland learnt about the importance of safety in the home at 2018's Crucial Crew event.

The week-long event is run by Norfolk Fire and Rescue Service, hosted by Broadland District Council and sees groups of schoolchildren aged 10 and 11 visiting different 'zones' to learn about potential dangers in the home and how to avoid them. Everything from internet safety and sexting to first aid and smoking is discussed at bitesize, interactive workshops.

More than 1,000 pupils attended this year's Crucial Crew in Broadland, which was one of seven taking place across Norfolk. The multi-agency project is also supported by partners including Norfolk Constabulary, The Matthew Project, St John Ambulance, Norfolk County Council and HM Coastguard.

Ambition 6 – To continue to provide high quality, value for money services on our own or as a trusted partner

- To effectively manage our finances.
- To use system thinking principles to improve services, maximise new income streams and deliver savings and efficiencies.
- To maximise staff engagement.
- To broaden the scope, impact and significance of joint working through partnerships.

The Broadland Help Hub

The Broadland Help Hub continues to grow, both in terms of partner organisations and in physical size as additional desks have been added to accommodate continued demand from organisations for the opportunity to enjoy the benefits of co-location. Furthering this, the decision was made in 2018 to remove the Early from the title to better reflect the work and interventions hub partners undertake.

New partners in 2018 include services to reduce Social Isolation and Living Well workers, who work within the Social Prescribing service for Norwich and Broadland. Social Prescribing aims to reduce approaches to GP surgeries and Adult Social Care through finding out what matters to the client, providing advice and guidance and assisting access to other relevant services. Discussions are also underway to facilitate a mental health professional through the Norwich Escalation Avoidance Team (NEAT) within the hub.

The weekly collaboration meetings continue to be well attended. They are an opportunity to meet hub partners and to find out more about current issues or services. Importantly, the collaboration meetings enable a safe space with which to discuss cases. This ensures a holistic and joined up approach to supporting individuals and families.

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

Pages 74 to 77 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person

CABINET

Tuesday 12 February 2019

Final Papers

Item	Details	Page No
8	<u>Environmental Excellence Panel</u> To receive the Minutes of the meeting held on 24 January 2019.	79 – 84
13	<u>Broadland Business Plan 2019-23</u> To receive a report, which proposed the adoption of an updated Broadland Business Plan.	85 – 90

DEMOCRATIC SERVICES

Broadland District Council
Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU
Tel: 01603 430428
Email: cst@broadland.gov.uk

Minutes of a meeting of the **Environmental Excellence Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **24 January 2019** at **4.00 pm** when there were present:

Mr J F Fisher – Chairman

Mrs J K Copplestone

Mr I J Mackie

Mr J M Ward

Mr R F Grady

Mr G K Nurden

Mrs J Leggett

Mrs B H Rix

Mrs M Dewsbury, Mr K Kiddie, Mr T Lewis, Mrs J Wilby and Mr M Wilby also attended the meeting for its duration.

Also in attendance were the Deputy Chief Executive, Director of Communities and Wellbeing (SNC), Head of Environmental Services (BDC), Environmental Protection Manager (Special Projects), Pollution Control Officer, Environmental Management Officer (SNC), Renewable and Energy Efficiency Officer, and the Committee Officer (JO).

The Chairman welcomed Members of South Norfolk Council's Growth, Infrastructure and Environment Policy Committee to the meeting.

28 APOLOGY FOR ABSENCE

An apology for absence was received from Mr Tapp.

29 MINUTES

The Minutes of the meeting held on 8 November 2019 were confirmed and signed by the Chairman as a correct record.

30 OUR WASTE, OUR RESOURCES: A STRATEGY FOR ENGLAND – SUMMARY

Members were advised that the Resources and Waste Strategy, which was published in late 2018, contained some very significant proposals for preserving material resources by minimising waste, promoting resource efficiency and moving towards a circular economy.

Consultations on various elements of the Strategy would begin early in 2019 and it was envisaged that Broadland and South Norfolk would send similar

responses. There would also likely be a coordinated response on behalf of the Norfolk Waste Partnership.

Chapter One of the Strategy covered Sustainable Production and set out proposals for a 'polluter pays' principle and producer responsibility for the disposal of packaging, textiles, tyres etc. This was likely to create a greater demand on local authorities to produce high quality recycled materials, but could also lead to up to £1.3b in savings to the public sector. Legislation for this was scheduled to come into force in 2023, subject to consultation.

There were also proposals for introducing a tax on plastic packaging with less than 30 percent recycled plastic, as well as encouraging more efficient product design, managing chemicals sustainably and working with businesses to realise resource efficiencies.

Chapter Two had proposals for incentivising consumers to purchase sustainably by providing better information on products, banning plastic products where alternatives existed, introducing a Deposit Return Scheme for single-use drinks containers, supporting remanufactured goods. The Government would also seek to lead by example through appropriate sustainable procurement.

Chapter three contained proposals for resource recovery and waste management. These included; improvements to recycling rates through more consistent collections of dry recycling, reducing greenhouse gas emissions by weekly separate food waste collections and improving working arrangements and performance between local authorities.

Chapter four had proposals for tackling waste crime by reforming existing regulations, strengthen intelligence sharing, the digital recording of waste movements, establishing a Joint Unit for Waste Crime and tougher penalties for waste criminals.

Members were advised that a Norfolk-wide campaign to combat fly tipping was being launched in Norwich on 31 January 2019.

Chapter five put an emphasis on reducing food waste by redistributing food to those in need before it went to waste, better storage advice for consumers, annual reporting of food surplus and waste by businesses, mandatory targets for food waste prevention, a new food surplus and waste hierarchy, appointing a Food Waste Champion and support cross sector collaboration through the Courtauld 2025 agreement.

Chapter six proposed promoting Britain as a global leader in minimising waste, promoting resource efficiency and moving towards a circular economy.

Chapter seven covered research and innovation in five key areas. These were extended producer responsibility, resource efficiency and the circular economy, minimising environmental impacts of waste, food waste and plastics.

Finally chapter eight looked at measuring progress by working with partners and stakeholders to develop new approaches to data on resources and waste and move to impact-based, rather than from weight-based, targets.

Members were advised that the Strategy contained proposals that would transform how waste would be managed in England. Many of the proposals in the Strategy would be subject to consultation.

The Portfolio Holder for Economic Development suggested that an anaerobic digester in Norfolk would be a good means of reducing the carbon emissions created by transporting food waste to Baldock. She also suggested that the recycling of plastics used in agriculture should be looked at.

In response, Members were advised that the facility that the Council currently used had a 45,000 capacity and cost £12m to build. Even if all the Councils in Norfolk collected food waste this would not be enough tonnage to justify a facility of this size. It was also confirmed that the finances of food waste processing was distorted by the levels of Feed in Tariff that they received. The recycling of agricultural plastics was also problematic due to their levels of contamination.

It was also confirmed that Norfolk's residual waste was incinerated outside of the County and none went to landfill.

The Chairman requested that certain proposed responses to the consultations be brought to the Panel for consideration ahead of submission.

The first one being the consultation on the Deposit Return Scheme for single-use drinks containers and ensuring that a consistent set of recyclable materials were collected from homes and businesses. The food waste reporting response should also be brought to the Panel. Other consultation responses could be delegated to officers or Portfolio Holder sign-off as appropriate.

The Chairman also noted that by sending similar responses Broadland and South Norfolk would demonstrate to the Government that both authorities were taking a proactive approach to partnership working on waste management.

Members were also advised that both Councils had encouraged groups to take up environmental initiatives locally, such as persuading shops to use paper instead of plastic bags, and would continue to do so.

31 CLEAN AIR STRATEGY 2019

The Pollution Control Officer informed the meeting about the activities that Broadland and South Norfolk undertook to monitor air quality in both Districts and the proposals in the Clean Air Strategy 2019 to tackle sources of air pollution across the Country.

Both Councils were required to submit an Air Quality Status Report on an annual basis. These were produced by monitoring levels of Nitrogen Dioxide at a number of locations across both Districts (21 in Broadland and 29 in South Norfolk) in areas where traffic regularly queued or was slow moving.

Air quality in Broadland and South Norfolk was generally good, mainly because they were not intensively built up or industrialised and had large rural areas.

Both authorities were Members of the Norfolk Environmental Protection Group, which had met today to discuss the Clean Air Day in June, when drivers would be encouraged to turn their engines off when idling in traffic. Broadland and South Norfolk were also part of the Greater Norwich Air Quality Group, which was looking at possible means of reducing emissions from vehicles. The Group also supported Norfolk County Council in applications for grants to fund less polluting buses.

The Clean Air Strategy 2019 proposed actions to reduce air pollution in four key areas: Transport, Domestic, Agriculture and Industry.

In respect of transport the Strategy proposed establishing a network of electric vehicle charging points every 20 miles across 95 percent of the Country and to work with local authorities to bring down nitrogen dioxide levels where it was a significant pollutant. Use of new materials for tyres and brakes would also be encouraged, to reduce non exhaust particulate emissions.

Maritime, air, rail and road transport were also being looked at and a modal shift from road to rail freight was being encouraged. Improving public transport was also an ambition, as was encouraging walking and cycling.

In the home, action would be taken to legislate to prohibit the sale of the most polluting fuels and ensure that only the cleanest wood burning stoves were available for sale from 2023.

Non-methane volatile organic compounds from a wide variety of chemicals that were found in carpets, upholstery, paint, cleaning, fragrance, and personal care products were a significant source of indoor pollution. To reduce the build-up of harmful levels of air pollution within homes, work would

be undertaken to consult on changes to standards of Building Regulations relating to ventilation in homes and other buildings.

In agriculture the Government would work with farmers to reduce ammonia emissions caused by the storage and spreading of manures and slurries and from the application of inorganic fertilisers. Mandatory design standard for livestock housing would also be introduced and environmental permitting would be extended to the dairy and intensive beef sectors to reduce ammonia emissions.

To reduce emissions from industry the Government would seek to build on existing good practice to deliver a stable and predictable regulatory environment for business as part of a clean green economy.

Lastly, an Environment Bill would be introduced to replace EU legislation and to ensure that best practice was maintained.

The Chairman noted that currently the Environment Agency had responsibility for power stations, but those producing less than 50W might be regulated by local authorities in the future.

In response to a query, Members were advised that the wood burning stoves would need to either meet Building Regulations or be installed by an approved fitter. The quality of the wood would probably be monitored by Trading Standards. Agriculture would possibly be monitored by the Environment Agency.

The Deputy Chief Executive noted that the Council could have an emerging leadership role in this area, as it already had a range of Public Health duties to improve the health of the population in the District.

A Member noted that there would be a significant cost attached to many of these initiatives and he would like to see better financial incentives for them. However, the wider savings for the NHS to the Country as a whole from the proposals were also noted.

The Panel was informed that a Joint Environmental Strategy for Broadland and South Norfolk was being drafted and would be brought to the 21 March 2019 meeting of the Panel. It would then go out for a six week consultation period before going to Cabinet in June 2019. The Strategy would be the same for both authorities, but would have individual Action Plans tailored for each Council.

32 DATE OF NEXT MEETING

Thursday 21 March 2019.

The meeting closed at 5.38 pm.

DRAFT

BROADLAND BUSINESS PLAN 2019-23

Report Author: Stephen Fennell, Head of Corporate Resources
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Portfolio Holder: Policy

Wards Affected: All

Purpose of the Report: This report summarises the feedback from recent engagement activities with stakeholders and residents. It also sets out a draft vision, ambitions and objectives for the Council for the period 2019-23 based on the feedback, for Member consideration and approval.

Recommendations:

For Cabinet to:

1. Note the outcomes from the recent resident and stakeholder engagement activities; and
2. Approve, with or without amendment, the proposed vision, ambitions and objectives of the Council for inclusion in the Broadland Business Plan 2019-23.

1 SUMMARY

- 1.1 Cabinet at its meeting on 5 June 2018 approved a number of resident/stakeholder engagement activities, which were to be used to inform the development of the Council's next Business Plan.
- 1.2 This report summarises the outcome of those activities and proposes a revised vision, ambitions and objectives, which reflect the feedback received.

2 BACKGROUND

- 2.1 In June 2018 Cabinet agreed three strands of stakeholder engagement activities, designed primarily to inform the review and redrafting of the Council's Business Plan.
- 2.2 The three strands of activity were:
 - (1) A series of one to one meetings between the Chief Executive and Leader and 16 of the Council's major private and public sector stakeholders.
 - (2) Two workshops with a further 23 stakeholders from across the business, voluntary and public sectors.
 - (3) An online residents' questionnaire, publicised through the December 2018 edition of *Broadland News* and through the Council's social media.
- 2.3 The activities sought feedback from participants about how the Council has delivered on the current Business Plan ambitions; their perceptions as to current issues facing the Council/area and their priorities for the future. The feedback has been considered by a number of officers and used to shape the updated ambitions and objectives for the Council, as set out later in this report.

3 FINDINGS

- 3.1 The Chief Executive and Leader of the Council met with the 16 stakeholders listed below:

Adult Social Services NCC – James Bullion

Age UK – Hilary McDonald

Aviva – Stuart Wright

Broads Authority – John Packman / Haydn Thirtle / Bill Dickson

Clarion Housing Group – Ruth Cooke / Marek Witko

Dinosaur Adventure Park – Martin Goymour

First Bus – Steve Wickers

Leeway – Mandy Proctor
Morgan Sindall – Saul Humphrey
NALEP – Doug Field
NHS / CCG – Frank Sims
Norfolk Chamber of Commerce – Chris Sargisson
Norfolk Constabulary – Simon Bailey
Saffron Housing – Yvonne Arrowsmith / Bob Walder
UEA – Professor David Richardson
Veolia – Simon Bussell

- 3.2 A full outline of the feedback received from the stakeholders is available as a background document to this report. In summary, participants saw Broadland as an important enabler in growing the District's prosperity and maintaining the area's distinctive qualities. They viewed the Council as an excellent partner, engaging and prepared to listen and to trial new ideas. They thought the current ambitions were clear and reflective of the nature of the District, but hoped for ongoing, strong alignment with their own broad, corporate priorities. They felt the current leadership was strong and stable and presented an efficient and effective image. They believed closer collaboration with South Norfolk Council was the right thing to do, but that it was important not to dilute services nor lose what is important to the locality. As regards future ambitions, the general view was that the current ambitions were largely fit for purpose, though could be usefully updated to highlight transport infrastructure as a priority in a largely rural geography and to ensure they continue to reflect local demographics.
- 3.3 Senior officers engaged in two workshops in November 2018, with a further 23 public and private sector stakeholders. A full outline of the feedback received is available as a background document to this report. In summary, participants viewed the Council as supportive and collaborative, with a 'quietly efficient' / professional but at times risk averse approach. Some negativity was raised by parish council representatives as to the depth of engagement they experienced. As regards current ambitions they all recognised the priority given to growth but some expressed concerns that this might be at the expense of other ambitions, in particular environmental excellence. Presentationally, they felt the current Business Plan was too corporate in style and the rewrite would benefit from a more engaging and outward looking approach. The collaboration with South Norfolk Council was generally viewed as a positive development but that it was important that a clear sense of place was maintained. Business stakeholders were keen to continue to know what the Council wanted from them, so they could work proactively with us in the future.
- 3.4 The residents' questionnaire mirrored the survey that was undertaken in 2014 as part of the development of the current Business Plan. This allows for useful internal benchmarking of changing views over the period, although due to a disappointingly low response rate, we need to be cautious of drawing too

many detailed conclusions from the feedback received. However, it is appropriate to draw the following broad conclusions from the survey, which have been reflected in the proposed updates to the Business Plan.

- (1) There are continuing high levels of satisfaction with and sense of belonging to the local area.
- (2) Comparing the top six areas of concern for residents in 2014 and in 2018, traffic congestion and the cost of living remain the top two concerns. Concern with local health services and the affordability of housing also appear in the top six in both surveys.
- (3) Very similar levels of positivity towards the Council in terms of our efficiency, trustworthiness, value for money and ability to make the local area a better place to live, together with identical levels of overall satisfaction with our performance. Although there is some evidence of increasing perceptions of worsening performance in respect of crime and anti-social behaviour.
- (4) As regards residents' views as to the most important areas for the Council to focus on in future, five of the top six areas identified in 2014 remain in 2018, with the top two being protecting and improving the environmental character of Broadland, and reducing the incidence of crime and anti-social behaviour.

3.5 Despite the small sample size, there is remarkable consistency between the results of the 2018 survey and those of the larger survey undertaken in 2014. A full summary of the response is available as a background document to this report.

4 PROPOSED ACTION

- 4.1 A revised Council vision, together with updated ambitions and objectives based on the feedback received from stakeholders and residents, are set out in Appendix A, for Member consideration and approval.
- 4.2 The intention is for officers to create additional narrative and measures in support of the ambitions/objectives agreed by Members in response to this report, for further approval by the Council in the March 2019 cycle of meetings.

5 OTHER OPTIONS

- 5.1 The proposed updated vision, ambitions and objectives are provided to Members with a view to them being approved either as drafted, or as amended by Members in light of discussions.
- 5.2 An alternative option in recognition of the collaboration with South Norfolk Council could be to defer the approval of a primarily Broadland focused

Business Plan to later in the year, to allow for the joint development of a single shared ambitions and priorities document for both Councils.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – there are no resource issues arising directly from this report.
- 6.2 **Legal implications** – there are no legal implications arising directly from this report.
- 6.3 **Equality implications** – an equalities impact statement will be provided as part of the March report.
- 6.4 **Environmental impact** – there are no environmental impacts arising directly from this report.
- 6.5 **Crime and disorder** – there are no implications arising directly from this report.

7 CONCLUSION

- 7.1 The Council's current Business Plan runs to March 2019, and is, therefore, in need of review and updating. The proposals set out in Appendix 1 form the basis of that revision, for approval by Members prior to receipt of the final version of the Business Plan in the March 2019 meeting cycle.

8 RECOMMENDATIONS

For Cabinet to:

- 8.1 Note the outcomes from the recent resident and stakeholder engagement activities; and
- 8.2 Approve, with or without amendment, the proposed vision, ambitions and objectives of the Council for inclusion in the Broadland Business Plan 2019-2023.

Background Papers

- (1) Stakeholder one to one Feedback
- (2) Stakeholder Workshop Feedback
- (3) Analysis of 2018 Residents Survey

Council Vision

Shaping our local area by helping people to live and work better.

Ambitions

- Driving Growth and Prosperity for all.
- Delivering Environmental Excellence.
- Improving Health and Wellbeing and Quality of life.
- Supporting our residents and businesses to stay safe.
- Increasing our financial resilience and capacity, in collaboration with South Norfolk Council.

Objectives

- (1) To back local businesses by providing information, advice and guidance to help them grow and prosper.
- (2) To support our local communities by offering a range of opportunities, skills and employment prospects.
- (3) Enable and encourage our communities to recycle more and reduce the amount of waste sent to landfill.
- (4) To improve energy efficiency and increase the take up of renewable energy throughout the local area.
- (5) To further enhance the high quality local environment.
- (6) To work collaboratively to maximise the investment and funding available for the necessary infrastructure, homes and opportunities for our residents.
- (7) To maximise the delivery of homes which meet peoples' needs.
- (8) To improve the condition of housing through support and regulation.
- (9) To understand peoples' housing problems and help solve them.
- (10) To address the needs of vulnerable residents to ensure they can continue to live independently.
- (11) To address community concerns and reduce the incidence of crime through targeted action.
- (12) To effectively manage our finances.
- (13) To use systems thinking principles to improve services, and deliver savings and efficiencies.
- (14) To maximise staff engagement.
- (15) To enhance public safety and minimise health risks.
- (16) To work with partners to tackle health inequalities and improve the life chances of residents.
- (17) To broaden the scope, impact and significance of joint working through partnerships.