

Cabinet Agenda

Members of Cabinet:

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

Date & Time:

Tuesday 23 November 2021 6.00pm

Place:

Council Chamber, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich

Contact:

James Overy tel (01603) 430540 Email: james.overy@broadland.gov.uk

Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link:

<https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng>

If a member of the public would like to attend to speak on an agenda item, please email your request to committee.services@broadland.gov.uk, no later than 5.00pm on Thursday 18 November 2021. Please see further guidance on the options for public speaking at page 2 of this agenda.

Rules on Public Speaking

All public speakers are required to register a request to speak at public meetings by the date / time stipulated on the relevant agenda. Requests should be sent to:

committee.services@broadland.gov.uk

Public speaking can take place:

- Through a written representation (which will be read out at the meeting)
- In person at the Council offices

Please note that the Council cannot guarantee the number of places available for public attendance but we will endeavour to meet all requests.

All those attending the meeting in person must, sign in on the QR code for the building and promptly arrive at, and leave the venue. The hand sanitiser provided should be used and social distancing must be observed at all times. Further guidance on what to do on arrival will follow once your public speaking registration has been accepted.

AGENDA

1. **To receive declarations of interest under Procedural Rule no 8** **5**
2. **Apologies for absence**
3. **Minutes of meeting held on Tuesday 19 October 2021** **7**
4. **Matters arising therefrom (if any)**
5. **Public Speaking**

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

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

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

In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.
7. **Overview and Scrutiny Committee**

The Cabinet will be advised of views expressed by the Committee at its meeting on 16 November 2021 in relation to items on this Agenda.
8. **Service Improvement and Efficiency Committee** **17**

To receive the Minutes of the meeting held on 25 October 2021.
9. **Treasury Management Quarter 2 Report 2021/22** **24**

10.	Household Support Fund	31
11.	Strategic Performance and Finance Report for Quarter 1 and Quarter 2	36
12.	Update on Member IT	176
13.	Forward Plan	181
14.	Future Office Accommodation Project – Appraisal and Business Case	To follow
15.	Exclusion of the Press and Public	
	The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.	
16.	Proposal for a Second Building at the Food Enterprise Park	186
17.	Award of Contract – Bure Valley Railway Fencing	206

Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

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

<p>Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> 1. affect yours, or your spouse / partner's financial position? 2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



CABINET

Minutes of a meeting of Cabinet held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Tuesday 19 October 2021 at 6.00pm.

Cabinet Members Present: Councillors: S Vincent (Chairman), T Mancini-Boyle (Vice-Chairman), J Copplestone, J Emsell, S Lawn, J Leggett and F Whymark.

Other Members in Attendance: Councillors: E Laming and S Riley.

Officers in Attendance: The Director for People and Communities, Director of Place, Chief of Staff (Monitoring Officer), Assistant Director of Finance, Assistant Director Community Services, Housing Standards Senior Manager, Help Hub and Communities Senior Manager and Democratic Services Officers (LA, JO).

Before the commencement of the meeting the Leader asked those present to join him in a minute's silence in remembrance of Sir David Amess MP and Ben Whitmore (Finance Business Partner).

The Leader advised the meeting that the One Team had recently been crowned overall winner for Best Local Authority at the East of England Local Government Authority Senior Management Challenge.

The One Team were finalists in all five categories and won the awards not only for Best Local Authority, but also Best Stakeholder Engagement and Best Chief Executive.

Cabinet congratulated the six members of staff who took part for their outstanding achievement.

45 DECLARATIONS OF INTEREST

Cllr Vincent declared a non-pecuniary interest in respect of item 59 - Review of the Material Recycling Facility Contract, as a Director of NORSE Environmental Waste Services Ltd.

46 MINUTES

The minutes of the meeting of Cabinet held on 14 September 2021 were agreed as a correct record

47 MATTERS ARISING

Minute No: 38 – Minutes

The Director for People and Communities confirmed that a report setting out the benefits of Hydrotreated Vegetable Oil fuel would be brought to Cabinet in November and a report on the implementation of the Waste Contract in the New Year.

Minute No: 39 –Matters Arising

Cllr Eleanor Laming asked the following question to the Portfolio Holder for Environmental Excellence:

I note that the Strategic Environmental Services Contract has been awarded to a company who will be using some 2nd hand Euro 6 compliant vehicles. Although these would need replacement when 10 years old providing the Council with the flexibility to introduce electric refuse vehicles, I would argue that we need to be using EV's now. I also note that a report has been requested on the environmental benefits of using Hydrotreated Vegetable Oil fuel to reduce CO2 together with detail on how the Council's incentive payment mechanism would be used to encourage HVO fuel use. This would at best be a very short term interim solution as HVO still locks the council in to use of internal combustion engines and contributes to air pollution.

Would the council be willing to state its intention to move towards using EV's or hydrogen cell fuelled vehicles as soon as possible, and request a more expansive report to be provided which gives details of alternative fuel uses and their CO2 output, rather than just HVO?

Response from the Portfolio Holder for Environmental Excellence

Reducing the environmental impacts of our waste collection services was a key strategic outcome when we were re-tendering the Environmental Services Contract. We actively looked at and discussed with all the bidders the various options available to reduce the environmental impacts of the service. They were required within their bid documents to demonstrate how they would work with the authority to improve and reduce the environmental impacts.

We explored the potential to introduce electric Refuse Collection Vehicles (RVC's) from day one of the contract, but all the bidders indicated that the technology was not yet viable to provide the operational certainty required. In fact, in October 2020 Veolia trialled a 26T Dennis eCollect electric RCV, but unfortunately this trial clearly demonstrated that the vehicle was not capable of completing a full round due to the mixed urban/rural nature of the District.

Following further discussions with the bidders the specification was changed to allow bidders to come forward with a mixed aged fleet option, as long as all vehicles were Euro VI compliant and less than ten years old, meaning some vehicles could be replaced during the life of the Contract when electric RCVs would be both cheaper and more operationally reliable. Currently electric RCVs are in excess of £400K, more

than twice the cost of diesel RVCs.

In the case of the successful bidder, they are proposing to utilise five existing Euro VI RVCs out of a total of 24, which will be replaced in April 2025 with electric RCVs or other technology such as hydrogen cell fuelled vehicles. They will also explore the options for retrofitting electric motors and batteries to the existing diesel RVCs as and when the technology becomes viable.

As it became clear that it would not be possible to introduce electric RCVs from the commencement of the contract, the Council, looked at other ways of reducing the amount of CO2 that would be produced. At the final tender stage, the Council introduced a match funding pot of up to £50,000 to encourage bidders to utilise 100 percent HVO fuel, in their final submissions all bidders proposed to use 100 percent HVO fuel. In the case of the successful bidder the use of 100 percent HVO fuel will reduce the amount of CO2 being emitted by the vehicle fleet from 1,110T to 22Ts – 98 percent.

Other environmental features that will be incorporated include dust suppression technology on mechanical sweepers to minimise the impact of PM10 and PM2.5 on air quality and electric bin lifts will be fitted on all new RCVs.

Prior to the commencement of the Tender process the Council commissioned Groundforce Norfolk (2020) to undertake a Greenhouse Gas Audit of the waste service, the report highlighted a range of options that could be considered to reduce the CO2, concluding that the use of electric RCVs would offer the greatest benefits, but that the technology was not currently available.

48 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.

49 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 12 October 2021, as each item was considered.

50 PLACE SHAPING POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting held on 4 October 2021.

51 WELLBEING POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting held on 6 October 2021.

52 ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting held on 7 October 2021

53 INDEPENDENT LIVING ASSISTANCE POLICY

The Senior Housing Standards Manager introduced the report, which proposed an Independent Living Assistance Policy, which would align the Disabled Facilities Grant with a range of other services that would streamline how the Council enabled vulnerable residents of all ages live independently in their homes.

The Policy included grants to assist a resident move to an adapted property, rather than adapting an existing property as well as others such as an Architect Grant for complex cases.

It was noted that supplementary information had been provided in response to issues raised at the Overview and Scrutiny Committee, regarding the removal of the £1,500 cap on the Care and Repair fee.

The Policy also proposed retaining the existing land charge procedures for a land charge of up to £10,000 for grant values between £5,000 and £15,000, which would be redeemed if the property was sold or otherwise disposed of within ten years of completion of adaptation to further assist vulnerable residents.

The Portfolio Holder for Housing and Wellbeing advised the meeting that the Policy would improve support for vulnerable residents and highlighted that the community was at the heart of the Council's decision making process. He added that recommendation 2 (A revised Care and Repair fees procedure) should be amended to a recommendation to Council, to meet the requirements of the Constitution.

In response to a query, members were advised that it was not intended to promote the Policy, rather it was an additional tool that would help the Council assist residents that previously had been difficult to help.

The Chairman of the Overview and Scrutiny Committee informed Cabinet that the Committee had supported, by a split vote, an amendment to recommend that Cabinet ensured that the removal of the cap on the Care and Repair service did not adversely affect the service. He noted that the supplementary information supplied by officers had been helpful in clarifying the position on this matter.

The Portfolio Holder for Housing and Wellbeing advised members that although the cap was being removed there were other elements in the Policy that would ensure that residents were not disadvantaged and the money saved by removing the cap would be used to fund even more discretionary assistance.

Following a show of hands it was unanimously:

RESOLVED

To approve:

1. The Independent Living Assistance Policy; and
2. The revised Land Charges procedure.

RECOMMENDED TO COUNCIL

To adopt the revised Care and Repair fees procedure.

Reasons for Decision

To improve and enhance the housing service that the Council provides for vulnerable residents in the District.

54 WARM HOMES FUND – ADDITIONAL FUNDING

The Senior Housing Standards Manager introduced the report, which explained how the Council led a consortium of all seven Norfolk local authorities in the delivery of the Warm Homes Programme and set out proposals to expand and renew contracts for its delivery.

The Council had already been awarded sums of £1.24m and £1.78m to help deliver the scheme and a further bid of £3.75m had been submitted to expand the delivery of energy efficiency and renewable heating technologies. If this bid was successful, modifications to existing contracts, as well as new contractual arrangements would be required.

With supply chain issues in the construction industry, it was considered essential to secure the necessary contractors as soon as possible to deliver existing and future commitments to improve the warmth and efficiency of the homes of fuel poor residents across Norfolk. Cabinet approval was therefore sought to expand and renew current contracts through Efficiency East Midlands and Eastern Procurement Frameworks, as well as accessing additional contracts within the Fusion 21 Procurement Framework. All three organisations provide OJEU (Office Journal of the European Union) compliant national procurement frameworks facilitating the public sector to deliver energy efficiency and renewable heating measures.

In answer to a query about delivery, Cabinet was advised that expenditure of £320,000 through one contract equated to between 40 and 50 cases, many of which were to provide insulation for poor quality mobile homes. If the bid for a further £3.75m was successful, £1.7m would be set aside for additional energy measures such as solar panels, double glazing, loft and cavity insulation and heat efficient doors.

The Portfolio Holder for Housing and Wellbeing noted that the recommendations would help the Council deliver the programme more efficiently and he suggested that there should be an additional recommendation to provide Cabinet and the

Environmental Excellence Policy Development Panel with progress reports on the delivery of the Warm Homes Programme on a six monthly basis. He added that he would like to see details of the number and type of installations, interventions and assistance being provided in the report.

Following a show of hands it was unanimously:

RESOLVED

1. To agree to the development of contracts to complete the £1.78m allocated through LAD1b for energy efficiency and heating measures to support residents in Norfolk to live in warm homes.
2. To agree to the delegation of procuring future successful funding bids to procurement frameworks, to the Assistant Director of Individuals and Families in consultation with the Portfolio Holder until July 2023.
3. That Cabinet and the Environmental Excellence Policy Development Panel be provided with progress reports on the delivery of the Warm Homes Programme on a six monthly basis.

Reasons for Decision

To provide an extended and enhanced delivery of warm homes in Norfolk.

55 MOBILE HOMES FEES AND CHARGES POLICY

The Senior Housing Standards Manager introduced the report, which had been drafted in response to new legislation, which introduce an offence for a protected mobile home site to operate unless the Council was satisfied that the occupier or the appointed site manager was a fit and proper person to manage the site.

The Housing Standards Team currently administered a Mobile Homes Procedure, including the application processes of site licences and site inspections. A fee was charged for this service to recover costs.

The new Regulations only affected relevant protected sites where residents had rights regarding occupancy and rents as detailed in the 1983 Mobile Homes Act. Private family residential sites and holiday sites were not included in the requirement.

Registering as a fit and proper person required a comprehensive application procedure involving a Criminal Records Bureau check, land ownership details, financial capability and a test to determine whether the relevant person could secure the proper management of the site, including compliance with the site licence and the long-term maintenance of the site.

The Council currently had four sites that were used for business purposes, where

homes were freely brought and sold by the residents.

It was proposed to implement a new fee structure as part of the application and registration process, as detailed in the legislation, although it was not considered necessary to introduce an annual fee as this was already incorporated in the existing policy. Members were also advised that the recommendation to approve the fee structure detailed in the revised Mobile Homes Fees Policy should be amended to a recommendation to Council, to meet the requirements of the Constitution.

It was also proposed to delegate the decision process for determination of a Fit and Proper Person application to the Housing Standards Senior Manager.

In answer to a query from the Leader about concerns that the fee would be passed on to residents, the Housing Standards Senior Manager confirmed that he had received no complaints regarding this issue and as the fee covered five years, if it was passed on it would only be a very small amount. Moreover, residents felt more protected by the new legislation and they were also protected by the 1968 Rent Act against undue increases in their rent.

Following a show of hands it was unanimously:

RESOLVED

1. To include the enforcement of the new regulations as part of the Housing Standards responsibility; and
2. To delegate authority to the Housing Standards Senior Manager to approve Fit and Proper Person applications.

RECOMMENDED TO COUNCIL

To approve the fee's structure detailed in the revised Mobile Homes Fees Policy.

Reasons for Decision

To meet legislative requirement.

56 SOCIAL PRESCRIBING: CONTRACTING WITH THE NHS

The Help Hub and Communities Senior Manager introduced the report, which provided an update on the development of social prescribing in Broadland and recommended expanding the service by entering into a contract with North Norfolk Primary Care.

Cabinet was reminded that Social Prescribing was a means of providing support in a medical setting and referring residents to a range of local non-clinical services and that officers undertaking social prescribing (community connectors) were effectively an

outreach arm of the Help Hub sited in GPs surgeries.

Currently there were two Community Connectors operating in the District, but if the new contractual arrangement with the NHS was agreed this would increase to four in areas covered by Primary Care Networks NN3 and NN4. The service would be externally funded through the NHS, by £344,000 over the next two years. Moreover, the NHS had discussed expanding the service in the future to meet increased demand in growth areas.

Cabinet was informed that the proposed expansion of the service would place the Council in a very good position to move to the next phase, which would look at expanding the service across the urban fringe. Members were also asked to note that Community Connectors were accessible through the Council's website and that it was not necessary to make a GP appointment to access the service.

The Portfolio Holder for Housing and Wellbeing noted that Social Prescribing in Broadland had come about as a direct result of the successful delivery of the service in South Norfolk by the Team. He also noted that the Contain Outbreak Management Fund money might be looked at to extend the service to the urban fringe in the near future.

The Leader thanked officers for their work in bringing this service to Broadland, which was based on a very good model already being delivered in South Norfolk.

Following a show of hands it was unanimously:

RESOLVED

1. Cabinet to agree to contract with North Norfolk Primary Care to deliver social prescribing, effective from December 2021. Once the contract is signed, Cabinet agree to recruit community connectors to bring the complement to four full time equivalents.
2. Cabinet agrees to delegate authority to the Assistant Director Individuals and Families to enter into this contractual arrangement.

Reasons for Decision

To enhance and expand the Council's Social Prescribing service.

57 FORWARD PLAN

The Portfolio Holder for Finance noted that a review of Licensing Fees and Charges was being brought to the February 2022 Cabinet, as she understood that fees and charges were to be considered en bloc, with a view to aligning them with fees at South Norfolk.

In response, the Assistant Director for Finance advised members that to look at fees

and charges en bloc would be a considerable task, but he confirmed officers would look at the best way to progress this work.

The Leader noted that budget meetings with Portfolio Holders were ongoing and fees and charges should be considered as part of this.

The Portfolio Holder for Environmental Excellence advised the meeting that the Regulatory and Enforcement Policy, to be considered by Cabinet in December, had been incorrectly listed as confidential on the Forward Plan.

Cabinet noted the Forward Plan.

58 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

that the press and public be excluded from the meeting for the remaining item 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.

59 REVIEW OF THE MATERIAL RECYCLING FACILITY CONTRACT

The Assistant Director for Community Services introduced the exempt report, which summarised the negotiations that had recently been carried out in respect of the Material Recycling Facility contract to 2027.

An additional recommendation was proposed by the Assistant Director for Community Services to delegate him authority to finalise the agreement in consultation with the Portfolio Holders for Environmental Excellence and Finance.

Following discussion and consideration of the report members went to the vote and with a show of hands it was unanimously:

RESOLVED

1. To approve the recommendations as outlined at paragraph 9 of the report; and
2. To delegate the final details of the agreement to the Assistant Director for Community Services, in consultation with the Portfolio Holders for Environmental Excellence and Finance.

Reasons for Decision

To achieve the best value for money for the Council's Waste Recycling Contract.

(The meeting concluded at 7.27pm)

Chairman

SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Minutes of a meeting of the Service Improvement and Efficiency Committee of Broadland District Council, held on Monday 25 October 2021 at 6.00pm at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich.

Committee Members Present: Councillors: J Thomas (Chairman), G Nurden (Vice-Chairman), S Beadle, P Bulman, S Catchpole, S Clancy, S Holland, K Kelly and S Prutton.

Cabinet Member Present: Councillor: J Emsell.

Other Member in Attendance: Councillor: K Leggett

Officers in Attendance: The Director of Resources, the Assistant Director of IT / Digital and Transformation, the Strategy and Programmes Manager, the Governance Manager and the Democratic Services Officer (JO).

36 APOLOGY FOR ABSENCE

An apology for absence was received from Cllr Roper.

37 MINUTES

The minutes of the meeting of the Service Improvement and Efficiency Committee held on 24 June 2021 were agreed as a correct record.

38 SPARK PROGRAMME UPDATE

The Assistant Director IT/Digital and Transformation introduced the report, which provided an update on the major projects that were currently being progressed as part of the SPARK Transformation Programme.

Key areas highlighted in the report were:

Joint Email

The successful migration of South Norfolk email addresses to the new domain (southnorfolkandbroadland.gov.uk) had taken place in early October. The migration of Broadland email addresses to the new domain would take place over 6-7 November 2021.

One Network

The development of a single IT infrastructure network across both Councils had been impacted by a global shortage of computer components and as a result delivery of the project had been pushed back from September 2021 to the end of January 2022. Ancillary work continued to progress in anticipation of the arrival of the components.

Systems Transformation

A business case for the award of a contract for a uniform planning system would be taken to the 23 November 2021 meeting of Cabinet, with an implementation date of April 2022. A project manager had been appointed to oversee the implementation of the new finance system. Staff training for the new system had already commenced ahead of the 1 April 2022 rollout.

In response to a query about difficulties in submitting members' expenses claims, the Director of Resources advised the meeting that the Council was in the process of moving from iTrent to the Oracle system managed by Suffolk County Council. In the interim members had been requested to submit their claims by sending them to the Democratic Services Team. It was anticipated that they would be able to enter their claims directly via the new Oracle system shortly. The matter of any recompense from iTrent for the problems with their system would be raised with the Chief of Staff following the meeting.

In answer to a question about moving towards a first class customer service members were advised that a Customer Insight and Engagement Lead had been appointed and was working on establishing a Customer Panel to gain insights into how to better develop the Council's customer services. A Customer Satisfaction Survey had also been launched on the new website on 1 October 2021 to assess how well the Council was delivering against its service delivery commitments. One of the first tasks of the Customer Insight and Engagement Lead would be to establish a clear performance framework for customer satisfaction upon which the delivery of services could be

measured. A paper on this would be taken to the June 2022 meeting of the Overview and Scrutiny Committee to allow the Customer Insight and Engagement Lead time to put the processes in place.

It was also confirmed that Key Performance Indicators would be used to measure customer satisfaction and that these would be built into the performance framework, which was considered on a regular basis by Cabinet. The newly aligned complaints system would also form part of this reporting process.

In answer to a query from the Chairman the meeting was advised that initially customer satisfaction was being recorded through responses on the website. Work was currently being undertaken on producing a standardised process for recording customer satisfaction through other means of communication such as in person, by telephone and in writing.

A member noted that there was a whole cohort of residents that did not have access to the internet, many of whom were also vulnerable. He emphasised that it was vital that these people did not fall through the system through a lack of other means of communicating with the Council.

A member reminded the meeting that the Managing Director had confirmed that he would update Council at its next meeting on proposals to resolve difficulties contacting officers by telephone. The Director of Resources confirmed that work in improving all areas of communication was ongoing. More Reception staff had been recruited at both offices, issues with telephone hunt groups had been resolved and additional training had been provided. Monitoring had taken place and a marked improvement in telephone responses had been identified, with less than two percent failing to be answered last week. It was also being ensured that front line staff from all departments were available to take calls when they came through Reception. The Director of Resources asked that if any members had any specific issues regarding contacting the Council they speak to her about it after the meeting.

A member noted that the Council's telephone responses had improved significantly. However, he also noted that the South Norfolk telephone options message was superior to the Broadland one and asked that they be aligned. The Director of Resources confirmed that the message would be updated as soon as possible.

A member advised the meeting that the Wellbeing Panel had requested that an article be placed in the spring 2022 edition of *Broadland News* to identify residents who wanted to contact the Council without the use of the internet.

AGREED

To note the content of the report with regards to the progress made with the programme and that attention be drawn to the issues that the Committee had raised above.

39 UPDATE ON MEMBER IT

The Assistant Director IT/Digital and Transformation introduced the report, which provided the Committee with an update on the progress to date with the Member IT project, as well as the outcomes from the recent survey. The report also included information about a new electronic committee system and the plan for trialling options for member IT ahead of the May 2023 elections.

Members were reminded that Cabinet had approved the Committee's recommendation to retain the current provision of iPads until the May 2023 elections. Other initiatives included moving over to the new email address, as well as installing the Microsoft Office365 suite of software.

During the summer a survey of members was conducted to understand their use of iPads and to identify if any issues remained. Unfortunately only 11 responses were received. In general, the iPads were seen as satisfactory although some further training was requested.

Members were asked to note that Cabinet had agreed that a trial would commence in spring 2022 to look at the best option that could be adopted from May 2023 and that the new electronic committee system, to be discussed later on today's agenda, would bring further benefits for Members.

In answer to a query about member's hardware post 2023, the Committee was informed that all options would be looked at.

In response to a query about hybrid meetings the Governance Manager advised the Committee that these would be difficult to conduct with the current equipment available and would also be very resource intensive. Moreover, current legislation would not allow members to vote remotely.

One member noted that Internal Drainage Boards held hybrid meetings and that the Council should seek to do the same. He suggested that a Time and Task Panel should look into this matter, but his suggestion was not supported by other members.

The Portfolio Holder for Transformation and Organisational Development acknowledged that some members found IT difficult, but he emphasised that

members must try to be forward looking and that he found it frustrating that only 11 out of 47 members responded to the survey. He suggested that if members wanted their IT to be improved they had a duty to respond when officers requested their input.

In summarising the debate the Chairman noted that IT could be frustrating for many members, but that the response rate to the survey had been poor.

Following a show of hands with eight in favour and one abstention it was:

AGREED

To accept the report on current IT provision for members, subject to the comments above, and note the plans for the trial period.

40 WORK PROGRAMME

The Chairman advised members that an additional meeting had been arranged for 12 November 2021 at South Norfolk House for consideration of the Accommodation Review.

The meeting would be preceded by an informal joint meeting with South Norfolk's Commercial, Trading and Customer Focus Committee, commencing at 10.30am where members would receive a presentation from the consultants.

The Director of Resources advised the Committee that a meeting of the Joint Member Working Group would be held on Tuesday 2 November 2021 and that this would inform the covering report that would be published on the Committee's agenda on 4 November 2021. Members were also reminded that all of the papers from previous meetings of the Joint Member Working Group were available on SharePoint.

A member suggested that making an informed decision on such an important matter would not be possible immediately after hearing a joint presentation.

In response, the Director of Resources reassured members that they would be fully apprised of all of the issues to be considered in the reports ahead of the meeting. The consultant's report would include the additional information, as requested by the Joint Member Working Group at its meeting on 23 September 2021, whilst the covering report would include any further comments and proposals from the Working Group at its meeting on 2 November 2021.

Members were informed that the reports for the 12 November 2021 meeting of the Committee would be available for circulation by 5 November 2021.

It was noted that some members had visited the Horizon business centre today and that all members had been invited to tour the building. If this invitation had been missed a further visit could be arranged, although numbers were limited by Aviva due to Covid-19 restrictions. A negative lateral flow test would also be required before admittance to the property. Members should contact the Director of Resources if they wished to visit the building.

41 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

that the press and public be excluded from the meeting for the remaining item 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.

42 COMMITTEE MANAGEMENT SYSTEM

The Governance Manager introduced the exempt report, which updated the Committee on the business case for an electronic committee system and asked members to note the award of the contract.

Members were advised that a business need had been identified for a committee management system, which would enable more efficient working and better use of technology by streamlining processes for managing committees and publishing governance information on the website.

The Committee was informed that most councils used a committee management system and that Broadland and South Norfolk were the only local authorities in Norfolk to not use this software.

Benefits of a committee management system included:

- Streamlining processes for setting up meetings, creating agendas, decisions and minutes.
- Full integration with the Council's current website.

- Better management of members' information, including the register of members' interests, declarations of interests at meetings, gifts and hospitality, training records and attendance.
- Electronic distribution of documents to members' devices via dedicated apps, providing a more agile way of working.

Two committee management systems were on the market. Both had been evaluated and based on the findings a preferred option had been identified. As the value of the contract was below £50,000 the decision was delegated to the Managing Director.

The Committee was informed that the Chairman had been invited to a demonstration of the committee management systems, which had been quite technical and more related to usage by staff than members. However, members could download the app for the new system at the App Store on their iPads to see how this one click solution for accessing committee papers worked.

It was confirmed that the benefits of the software were in terms of efficiencies, rather than short-term savings.

The Chairman noted that the software would provide a very good and accessible system

AGREED

To note the implementation of the new electronic committee management system and the award of the contract.

43 EXEMPT MINUTES

The exempt minutes of the meeting of the Service Improvement and Efficiency Committee held on 24 June 2021 were agreed as a correct record.

(The meeting concluded at 7.30pm)

Chairman

TREASURY MANAGEMENT QUARTER 2 REPORT 2021/22

Report Author: Darren Slowther
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Portfolio: Finance

Wards Affected: All

Purpose of the Report:

This report reviews the treasury management activity during the first six months of the financial year 2021/22 and reports on the prudential indicators.

Recommendations:

Cabinet is recommended to:

1. Endorse the treasury activity for the first half of the year and that it complies with the agreed strategy.
2. Note the 2021/22 prudential indicators for the first six months of the year.

1 SUMMARY

- 1.1 Investments totalled £57.005 million as at 30 September 2021.
- 1.2 Interest received on external cash investments during the financial year is forecast to be around £380,000 which is £30,000 above the budget of £350,000. Approximately £340,000 of this income received will be from dividend payments from the council's externally managed funds.
- 1.3 There has been no need to externally borrow so far this financial year.
- 1.4 There have been no breaches of the Council's Prudential Indicators.

2 INVESTMENT ACTIVITY

2.1 The Council's investments over the past 6 months are outlined below.

Investments at Month End	Interest Rate	End Apr 21 £'000	End May 21 £'000	End Jun 21 £'000	End Jul 21 £'000	End Aug 21 £'000	End Sep 21 £'000
BDC							
Instant Access							
Barclays	0.00%	5.5	7.5	8.6	7.3	6.4	8.3
Santander	0.12%	5.1	5.1	5.1	5.1	5.1	5.1
Bank of Scotland	0.00%	2.2	2.2	2.2	2.2	2.2	2.2
Money Market Funds (MMFs)							
CCLA		5.0	5.0	5.0	5.0	5.0	5.0
Federated		3.0	3.0	3.0	5.0	5.0	5.0
Longer Term Investments							
QNB fixed extended to 07/02/21	0.32%	2.0	2.0	2.0	2.0	2.0	2.0
Lloyds fixed 06/09/21	0.20%	1.0	1.0	1.0	1.0	1.0	
QNB fixed 05/10/21	0.52%	2.0	2.0	2.0	2.0	2.0	2.0
Goldman Sachs fixed 15/10/21	0.12%	1.0	1.0	1.0	1.0	1.0	1.0
QNB fixed 21/1/22	0.42%	2.0	2.0	2.0	2.0	2.0	2.0
Goldman Sachs Fixed 24/02/22	0.31%	2.0	2.0	2.0	2.0	2.0	2.0
Standard Chartered (Sustainable) Fixed 01/07/22	0.20%				2.0	2.0	2.0
Standard Chartered (Sustainable) Fixed 19/08/22	0.23%					2.0	2.0
Goldman Sachs fixed 17/08/22	0.35%					2.0	2.0
Call Accounts							
Lloyds Sustainable	0.05%	4.0	4.0	4.0	4.0	4.0	5.0
Externally Managed Funds - Book Value							
Payden		3.1	3.1	3.1	3.1	3.1	3.1
NinetyOne		8.3	8.3	8.3	8.3	8.3	8.3
Total		46.2	48.2	49.3	52.0	55.1	57.0
Externally Managed Funds - Market Value							
Payden		3.3	3.3	3.3	3.3	3.3	3.3
NinetyOne (formally Investec)		8.1	8.2	8.1	8.1	8.1	7.9

2.3 The authority purchased units in Payden & Rygel and Ninety One's pooled funds some time ago. Changes in the value of the Council's share reflect the net growth in the overall value of the funds.

2.4 The Payden & Rygel investment is in an AAA rated Sterling Reserve Fund. At the 30 September 21 the value of the Council's shares in the Payden & Rygel investment fund was £3.31m, and the market value of the Diversified fund with Ninety One Asset Management totalled £7.916m.

2.5 As per the agreed capital programme, there was one outstanding loan as at 30 September 2021 of £169k on Facility Agreements with one Parish Council.

INCOME FROM INVESTMENTS

2.6 The Council's budgeted investment income for the year was set at £350,000 and interest earned to the 30 September was £192,500. A forecast of £380,000 is predicted at year-end, around £30,000 above budget. However, this could change depending on rate changes as a result of uncertainty in the performance of the economy as it emerges from and adjusts to the COVID-19 pandemic and the performance of the External Managed Funds.

3 BORROWING ACTIVITY

- 3.1 There has been no need to externally borrow so far this year.
- 3.2 The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). The Council's capital programme has been fully funded from available resources and the CFR is therefore currently zero.

4 COMPLIANCE WITH PRUDENTIAL INDICATORS

- 4.1 The Council approved a set of Prudential Indicators for 2021/22, in February 2021, as part of the Council's Treasury Management Strategy.
- 4.2 The authority's Treasury Management Strategy for 2021/22 followed the principles in MHCLG's 2010 'Guidance on Local Government Investments' ("Guidance") and CIPFA's 'Treasury Management Code of Practice 2017 (TM Code)". Security and liquidity of investments take priority over yield and surplus funds have been invested in high credit quality counterparties. No counterparty in which the Council has invested funds had a credit rating lower than A- as stated in the Council's Annual Investment Strategy 2021/22.
- 4.3 The 2021/22 Treasury Management Policy set an operational boundary for external debt of £35m and an authorised limit of £40m. This means that if the authority's level of external debt (including notional debts on implied finance leases) exceeds £35m at any stage during the year the fact must be reported to Council as soon as possible and that debt is not allowed to exceed £40m without receiving prior authorisation from Council. No overdrafts have been incurred as part of treasury operations. The Operational Limit of £35m on debt has not been breached at any point.
- 4.4 Under the Council's Constitution, the Full Council approves the Treasury Management Strategy and therefore any deviation or breach must be reported to Full Council. In practice, all breaches are also reported to Cabinet prior to Full Council. The prudential indicators are outlined in Appendix A. There were no breaches of the indicators between April and September.

5 ECONOMIC ENVIRONMENT & INTEREST RATES

- 5.1 On 24th September 2021, the Bank of England's Monetary Policy Committee (MPC) voted unanimously to leave Bank Rate unchanged at 0.10% and made no changes to its programme of quantitative easing purchases due to finish by the end of this year at a total of £895bn.
- 5.2 At its previous meeting in August, the MPC stated that it believed inflation would return to just under the 2% target after reaching a high of around 4% in late 2021, after a winter of temporarily high energy prices and supply shortages. However, in September the MPC highlighted that the recent increases in prices, particularly the increases on gas and electricity prices in October and again in April 2022, are likely to lead to faster and higher inflation expectations and underlying wage growth, and it's primary concern is that underlying price pressures in the economy

are likely to get embedded over the next year and elevate future inflation to stay significantly above its 2% target and for longer.

Financial markets are now pricing in a first increase in Bank Rate from 0.10% to 0.25% in February 2022, but this looks ambitious as the MPC has stated that it wants to see what happens to the economy, and particularly to employment following furlough ending at the end of September.

5.3 The MPC's forward guidance on its intended monetary policy on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -

- Placing the focus on raising Bank Rate as "the active instrument in most circumstances".
- Raising Bank Rate to 0.50% before starting on reducing its holdings.
- Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
- Once Bank Rate had risen to at least 1%, it would start selling its holdings.

5.4 Covid-19 vaccines - These have been the game changer which have enormously boosted confidence that life in the UK could largely return to normal during the summer after a third wave of the virus threatened to overwhelm hospitals in the spring. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in hard hit sectors like restaurants, travel and hotels. The big question is whether mutations of the virus could develop which render current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread.

5.5 The latest interest rate forecasts from the Council's Treasury Management Advisors, LINK Asset Management, are shown in the table below. Changes from the previous estimates published by LINK in May 2021 are principally three rate increases over the period to arrive at 0.75% in March 24, compared to only one increase to arrive at 0.25% in March 24.

Link Group Interest Rate View 29.9.21										
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.75
3 month ave earnings	0.10	0.10	0.20	0.20	0.30	0.40	0.50	0.50	0.60	0.70
6 month ave earnings	0.20	0.20	0.30	0.30	0.40	0.50	0.60	0.60	0.70	0.80
12 month ave earnings	0.30	0.40	0.50	0.50	0.50	0.60	0.70	0.80	0.90	1.00
5 yr PWLB	1.40	1.40	1.50	1.50	1.60	1.60	1.60	1.70	1.70	1.70
10 yr PWLB	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10
25 yr PWLB	2.20	2.20	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.60
50 yr PWLB	2.00	2.00	2.10	2.20	2.20	2.20	2.20	2.30	2.30	2.40

5.6 The bank rate is not expected to go up fast after the initial rate rise as the supply potential of the economy has not generally taken a major hit during the pandemic, so should be able to cope well with meeting demand without causing inflation to remain elevated in the medium-term, or to inhibit inflation from falling back towards the MPC's 2% target after the surge to around 4% towards the end of 2021.

- 5.7 It also needs to be borne in mind that Bank Rate being cut to 0.10% was an emergency measure to deal with the Covid crisis hitting the UK in March 2020. At any time, the MPC could decide to simply take away that final emergency cut from 0.25% to 0.10% on the grounds of it no longer being warranted and as a step forward in the return to normalisation. In addition, any Bank Rate under 1% is both highly unusual and highly supportive of economic growth.

6 ISSUES AND RISKS

- 6.1 All investments were made within the statutory requirements that govern local authority money market activities.
- 6.2 The CIPFA Code of Practice on Treasury Management requires the authority to report on treasury management activities at least twice a year, including a report on the Prudential Indicators
- 6.3 The main aim of the investment strategy is to minimise the risk of loss of principal. The Council's investments are with counterparties offering higher security, at the expense of yield if necessary. The Council works with its financial advisors to ensure that risks are reduced.
- 6.4 The report has no specific impact on Equalities. Treasury decisions are made primarily on the basis of the security of counterparties, with the needs of the authority's cash-flow second and other considerations such as equality and diversity given lower priority.

7 RECOMMENDATIONS

- 7.1 Cabinet is recommended to:
1. Endorse the treasury activity for the first half of the year and that it complies with the agreed strategy.
 2. Note the 2021/22 prudential indicators for the first six months of the year.

Appendix A: Prudential Indicators

Capital Financing Requirement and Borrowing

Estimates of the Council's Capital Financing Requirement for 2020/21 to 2022/23 are shown in the table below:

	31/03/2021 Outturn £000's	31/03/2022 Estimate £000's	31/03/2023 Estimate £000's
Capital Financing Requirement before MRP	0	0	0
Less Minimum Revenue Provision	0	0	0
Capital Financing Requirement	0	0	0

The table below shows the maximum borrowing planned, which is both internal borrowing from cash balances and external borrowing from funders such as PWLB.

	31/03/2020 Outturn £000's	31/03/2021 Estimate £000's	31/03/2022 Estimate £000's
Existing Profile of Borrowing	0	0	0
Less: Other Long Term Liabilities	0	0	0
Borrowing in Year	0	0	0
Cumulative Maximum Borrowing Requirement	0	0	0

Balances and Reserves

Estimates of the Council's level of Balances and Reserves (both Revenue and Capital) for 2020/21 and future years are as follows:

	31/03/2021 Actual £000's	31/03/2022 Estimate £000's	31/03/2023 Estimate £000's
Balances and Usable Reserves	38,844	10,501	5,113

The actual reserves total has risen from the estimates in the Treasury Management Strategy due to lower than anticipated capital expenditure during 20/21 and additional funds added to reserves from COVID-19 grants.

Prudential Indicator Compliance

(a) Authorised Limit and Operational Boundary for External Debt

- The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached.
- There was no external borrowing in 2021/22 to date and therefore the limits set for 2021/22 were not breached.

(b) Interest Rate Exposure

- The Council has managed the extent to which it is exposed to changes in interest rates. It has done this during the year to date by making a combination of fixed and variable rate investments.

(c) Maturity Structure of Borrowing

This indicator sets upper and lower limits for the proportion of borrowing at both fixed and variable rates that is repayable within defined timescales (maturity is defined as the earliest date at which the loan could be required to be repaid).

Maturity Structure of Borrowing	Lower Limit (Cumulative) %	Upper Limit (Cumulative) %	Actual Borrowing as at 30/09/21	% Borrowing as at 30/09/21	Compliance with Set Limits?
Under 12 months	0	20	0	0	Yes
12 months to 2 years	0	80	0	0	Yes
2 years to 5 years	0	90	0	0	Yes
5 years to 10 years	0	95	0	0	Yes
10 years and above	0	100	0	0	Yes

(d) Total principal sums invested for periods longer than 364 days

- This indicator allows the Council to manage the risk inherent in investments longer than 364 days.
- The limit for 2021/22 is set at a maximum of £5 million medium term (up to 5 years) and £5 million long term (up to 10 years)

HOUSEHOLD SUPPORT FUND

Report Author: Mike Pursehouse
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Portfolio: Housing and Wellbeing

Ward Affected: All

Purpose of the Report:

To seek agreement from Cabinet to spend Household Support Funding provided from Central Government on supporting those households who need additional financial help this winter. The amount of money the Council is likely to be awarded is over the threshold for Cabinet approval.

Recommendation:

1. To delegate the spend of the Household Support Fund to the Assistant Director of Individuals and Families in conjunction with the Portfolio Holder for Housing and Wellbeing.

1 SUMMARY

- 1.1 Central Government have allocated funding to local authorities to provide support to vulnerable households in most need of support, who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs or housing costs (in exceptional cases of genuine emergency) this winter as the economy recovers. Norfolk will receive £6,696,806 of this fund.
- 1.2 This fund allocated to our Council is likely to be over £100,000 and therefore will require Cabinet approval to spend. A plan has been created to identify and allocate this fund to our households most in need.

2 BACKGROUND

- 2.1 This fund is part of a wider package of Government support, announced in October 2021, to alleviate winter hardship while the economy recovers. The fund is to support residents with financial uncertainties, providing a bridge between the end of furlough, the reduction in Universal Credit, and unprecedented increases in the cost of utilities and fuel. It has been identified that those households who have been financially adversely affected by Covid and a number of economic factors will face additional pressures this winter with basic essentials, which this money will seek to address.
- 2.2 Funds must be spent or committed before 31 March 2022 and cannot be held over for future usage. We were only recently informed of the funding stream and therefore the Council needs to act with speed to implement a scheme to distribute this money.

3 CURRENT POSITION/FINDINGS

- 3.1 The money earmarked for Norfolk will be allocated to Norfolk County Council. A project team made up of County Council teams, District Councils and the voluntary and community sector has been working on a proposal to split the £6.6 million between various partners, which will include District Councils. Whilst the exact amount to be passed to each District Authority is still to be finalised, it is highly likely that this funding will exceed £100,000 and therefore require Cabinet approval.
- 3.2 At least 50% of the overall grant needs to be allocated to support households that include:
 - a person who will be under the age of 19 as at 31st March 2022, or
 - a person aged 19 or over in respect of whom a child-related benefit is paid or free school meals are provided during the Grant Period.
 - The remaining 50% of the grant can be used to assist other households
- 3.3 The funding will be allocated in November and needs to be fully spent or committed by the end of the financial year. Therefore, this report has been drafted at short notice to provide as much time as possible for officers to identify and allocate funding to individual households before the winter financial pressures.

- 3.4 The funding criteria has been set by central Government and allocated to support with the costs of:
- Food.
 - Energy and water.
 - Essentials linked to energy and water.
 - Wider essentials. These may include, but are not limited to, support with other bills including broadband or phone bills, clothing, and essential transport-related costs such as repairing a car, buying a bicycle or paying for fuel. This list is not exhaustive. In exceptional circumstances of genuine emergency, the Authority may allocate grant funds to support with housing costs where existing housing support schemes do not meet this exceptional need – this includes historic rent arrears as these cannot be covered with the Discretionary Housing Fund

However, the funding cannot be used for:

- Mortgage payments
- Debt advice

4 PROPOSED ACTION

- 4.1 The proposal in table one below will split the potential funds into two main schemes for allocation of a district allocation from Norfolk County Council, a proactive and reactive scheme:

Scheme	Details	Indicative Percentage allocation of District funding received
Proactive Payment to vulnerable individuals and families who are most in need of support	Existing lists of residents we have engaged with previously will be cross referenced to identify a cohort of vulnerable residents who are known to the Council via access to services such as housing benefit payment, council tax support, warm homes, help hub, housing standards. Monies will then be split up between this cohort and a direct payment to the household will be made to support hardship. The exact amount is being worked upon but is likely to be around £250/300 per household.	40%
Proactive Education / pre-school programme to identify families in need	Networks with schools, colleges and pre-school to identify additional support needs amongst parents, children and college students not funded by NCC through their free school meals in holiday scheme. This cohort would be identified by working directly with providers who know their families and can identify additional needs. The amount per award will be dependent on need but is likely to be around £300.	10%

Reactive Home heating scheme	Scheme will provide 500 litres of oil (min amount) to top up for winter. Currently 500 litres costs around £300. We will also top up electricity or gas as required, particularly pre-paid gas meters. The scheme will not only provide immediate funding but look to support recipient with budgeting, and other advice to reduce likelihood of needing future support. Likely award will be around £300.	30%
Reactive General needs	Flexible fund will be used to provide payment for issues within the set criteria not covered above. Existing flexible fund in place that users the help hub request for support form to not only provide immediate funding but look to support recipient with budgeting, and other advice to reduce likelihood of needing future support. The award amount would be based on need.	20%

- 4.2 Whilst the initial allocation percentage is set between schemes, this will be reviewed in early January, and amended depending on spend of each scheme, subject to delegated authority from Cabinet.

5 OTHER OPTIONS

- 5.1 The Council could choose not to be part of the Government scheme; however, this would risk negative publicity and prevent the Council from influencing how this money is spent.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – This proposal can be managed within existing resources.
- 6.2 **Legal Implications** – None
- 6.3 **Equality Implications** – The scheme seeks to support those households who are in the most financial hardship, using data to proactively target those in need whilst also allowing for self-referral.
- 6.4 **Environmental Impact** – None
- 6.5 **Crime and Disorder** – None
- 6.6 **Risks** – There is a risk that the support fund is given to some individuals or families who are not in need of support, or have received support from elsewhere. To mitigate this, officers will take an evidenced based approach, using the Council's data and insight. Transactions will be recorded in the Norfolk Vulnerability Hub system which will allow partners to see other support offered from other agencies to avoid duplication. But given the speed at which the money needs to be allocated, there will need to remain some risk tolerance

7 CONCLUSION

- 7.1 The Council has a chance to support our most vulnerable households this winter with additional funding to enable basic essential needs to be met.

8 RECOMMENDATIONS

- 8.1 To delegate the spend of the Household Support Fund to the Assistant Director of Individuals and Families in conjunction with the Portfolio Holder for Housing and Wellbeing.

Strategic Performance and Finance Report for Quarter 1 and Quarter 2

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Portfolio: Transformation and Organisational Development / Finance

Ward(s) Affected: All

Purpose of the Report:

The purpose of the Strategic Performance, Risk and Finance Report is to provide an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2021/22. This Quarterly Report covers Quarters 1 and 2 combined.

Recommendations:

1. Note the revenue and capital position (variance details in Appendix 1)
 - 1a) To agree proposals for the usage of this years potential savings
2. Note the 2021/22 performance for Quarters 1 and 2 combined (detail in Appendix 2).
3. Note the update of the Delivery Plan for 2021/22 (detailed in Appendix 3)

1. Introduction

- 1.1. This report provides an overview of the performance of the Council and is aligned to the key outcomes set out in the Council's Delivery Plan for 2021/22. This Quarterly Report covers Quarters 1 and 2 combined.

2. Background

- 2.1. The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, the Council developed an in-year Delivery Plan for 2021/22 which outlines the proposed projects and business as usual activities we would seek to deliver in that year.
- 2.2. At the heart of the Strategic Plan 2020-2024, is the vision for our place:
'Working together to create the best place for everyone, now and for future generations'
- 2.3. This vision is underpinned by the Council's strategic priorities:
- Growing the economy
 - Supporting individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively
- 2.4. The Delivery Plan sets out the key activities to be delivered within the first year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. There is clear link between the Council's vision and aspirations, detailed in the Strategic Plan, the Council's priorities and projects, and the Strategic Performance and Finance Reports. To enable the activities to be monitored, the Delivery Plan provides several delivery measures which are reported into Cabinet in Quarter 2 and Quarter 4.
- 2.5. This report summaries the Council's performance, risk and finance position for Quarter 4, with additional detail set out in the appendices as per below. This Quarter, we are also providing Cabinet with a 6-month update of the Delivery Plan which we set in April 2021.
- Appendix 1 – Finance
Appendix 2 – Delivery Measure Performance for Quarters 1 and 2 2021/22
Appendix 3 – Updated Delivery Plan 2021/22

3. Current Position / Findings

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

Finance Revenue Dashboard Overview

3.2. The below dashboard provides a summary for Q2 finance, risk and performance data. The following table provides a summary of the revenue budget position. It shows the actual spend as at end of September 21, and the estimated outturn for the 21/22 financial year.

	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	
COVID Support	0	889	-1,047	889	0	
Chief of Staff	2,255	2,370	1,142	2,377	-7	Red
Resources	4,307	4,432	1,932	4,233	199	Green
Place	1,996	1,990	504	1,828	162	Green
People & Communities	4,033	4,067	1,020	3,539	528	Green
Net Cost of Services	12,592	13,747	3,551	12,865	882	Green
Investment Income	-355	-355	-193	-385	30	Green
Interest payable	9	9	0	9	0	
Internal Drainage Board Levy	260	260	128	256	4	Green
Council Tax Deficit	49	49	0	49	0	
Transfer to / (from) Covid Reserve	-344	-1,233	-1,233	-1,233	0	
Transfers to / (from) Other Earmarked Reserves	-12	-278	-1,232	-278	0	
Total costs before transfer to General Reserves	12,198	12,198	1,023	11,282	916	Green
Transfers to / (from) General Reserves	-17	-17	0	900		
Total Amount to be Funded by Taxpayers and Government Grants	12,182	12,182	1,023	12,182		

Notes:

- 1) This summary reflects the new Chief of Staff structure.
- 2) The Latest Budget includes agreed budget carry forwards from 20/21.
- 3) The 21/22 figures include a 1% pay rise provision, if a higher rate is agreed this will reduce the potential favourable variance.
- 4) Cabinet on 15 June 21, agreed to the creation within the 2021/22 financial year of a reserve fund of £650,000 in order to undertake a voluntary offer of purchase as part of a Compulsory Purchase Order procedure and to enforce housing standards.

3.3. It is currently estimated that BDC will end 21/22 financial year with a favourable variance against budget of £916,000.

3.4. **Chief of Staff directorate** is forecasting to achieve close to budget.

3.5. **Resources directorate** is forecasting to achieve a favourable variance against budget of £199,000.

The reasons for this are primarily as follows:

- Savings are forecasted from the corporate contingency budget.

- Due to the catering service ceasing there will be savings against the original budget.
- IT are forecasting a favourable variance against budget due to two posts supporting infrastructure work being attributed to Covid spend.

3.6. **Place directorate** is forecasting to achieve a favourable variance against budget of £162,000.

The reasons for this are primarily as follows:

- A change in contractor for street lighting maintenance has generated a saving.
- Increased income received from land charges.
- Favourable variance against budget due to there being vacancies across a number of services in the first half of the year which are now being recruited to.

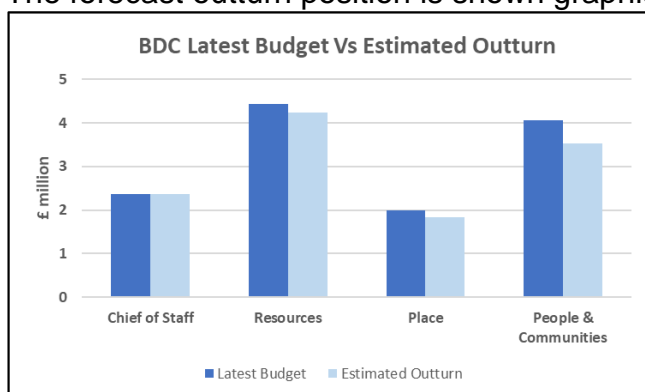
3.7. **People and Communities directorate** is forecasting to achieve a favourable variance against budget of £528,000.

The reasons for this are primarily as follows:

- Waste Procurement fees have not utilised the full budget, which will be subject to a request to carry forwards into next financial year to resource mobilisation of the contract and project managing the required improvements to the Frettenham depot.
- Recurring savings from the delivery of the Clinical Waste service currently procured through a contract with County's service provider.
- Increased income through the bulky waste service, which is higher than anticipated due to the effects of the pandemic.
- The additional budget increase for the disposal costs at the MRF for Dry Recyclable Collections was higher than the forecasted actuals for 21/22 financial year.

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

3.9. The forecast outturn position is shown graphically below.



3.10. As explained above, it is forecasting that the 2021/22 budget position will be better than originally budgeted.

3.11. This gives the Council the opportunity to consider how best to utilise this resource.
Nb: Given that the Councils are still facing a longer-term funding gap, this resource should be considered a one-off pot, as opposed to an ongoing resource.

3.12. The following suggestions are therefore put forward for consideration.




Amount	Proposal
£500k	To be set aside in a new accommodation reserve (see MTFS and Reserves Update report for more details).
£38k	Insight are able to provide a full time Project Manager for an initial engagement period of 6 months to work with South Norfolk & Broadland District Council's existing project team to support the delivery of the in-flight O365 migration project. Work beyond that of the email migrations.
£45k	To set aside funding to support various Queen's Jubilee celebrations.
Total £583k	


Finance Capital Dashboard Overview

The following table provides a summary of the capital budget position. To date, BDC has spent £3.669m on capital schemes.

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date £000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £000	Comment
Approved Schemes								
Disabled Facilities Grants	Kevin Philcox	885	658	1,543	482	1,000	543	
Minor Improvement Grants	Kevin Philcox	30		30		15	15	
Warm Homes Fund	Karen Strando	500		500	338	500		
Green Homes Grants	Karen Strando		1,063	1,063	619	1,063		
Refuse Services	Simon Phelan	3,000	2,700	5,700		3,225	2,475	Current estimated vehicle costs
Wheeled Bin Purchases	Pete Leggett	125		125	99	133	-8	
IT Projects	Chris Balmer	630	620	1,250	530	1,250		
Thorpe Lodge Refurbishment	Neil Dyball	380		380			380	Expenditure on hold, awaiting outcome of Accommodation Review
Historic Buildings Grants/Buildings at Risk	Chris Bennett	15	20	35	2	7	28	
Car Park Improvements	Dave Disney	50		50			50	May be some spend on lighting, but otherwise will needs slipping.
Bure Valley Railway	Debra Baillie-Murden	310		310	12	284	26	Fencing £284k per quote. No spend expected on bridges
Public Conveniences	Gary Howard	50		50			50	
Contribution to Food Hub Project	Nina Cunningham	8,880	407	9,287	1,587	7,017	2,270	As project cashflow
Contingency for Food Enterprise Zone	Nina Cunningham	420		420		243	177	As project cashflow
		15,275	5,468	20,743	3,669	14,737	6,007	
Provisional Schemes								
Investment Borrowing	Debbie Lorimer	2,000	5,000	7,000			7,000	Proposed to be rephased to future years.
Street Lighting	Helen Sibley	310		310			310	
		2,310	5,000	7,310			7,310	
TOTAL		17,585	10,468	28,053	3,669	14,737	13,317	

Performance Dashboard Overview

RAG Rating	Totals
Green 	<p>17 measures have met the year end success criteria</p> <ul style="list-style-type: none"> • Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1) • Staff retention (Measure reference 5) • Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6) • Percentage of vacant retail space in market towns (Measure reference 12) • Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15) • Number of residents supported to live independently (Measure reference 17) • Delivery of housing standards enforcement (Measure reference 18) • Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 19) • Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 20) • Number of affordable homes delivered (including help to buy) (Measure reference 21) • Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good) (Measure reference 24) • Household food waste recycled (Measure reference 25) • Percentage of household waste recycled (Measure reference 26) • Tonnage by household of garden waste being recycled (Measure reference 27) • KGs of residual waste collected per household (Measure reference 28) • Number of litter picks / clean up initiatives supported (Measure reference 30) • Number of confirmed incidents of fly tipping (Measure reference 31)
Amber 	<p>4 Measures are currently not meeting the year end target or have missed the target by a narrow margin. Light touch monitoring in place.</p> <ul style="list-style-type: none"> • Staff absence levels - working days lost to short term sickness (Measure reference 4) • Collection rate of Council Tax (Measure reference 7) • Collection of Business Rates (Measure reference 8) • Percentage of planning decisions made within statutory timescales – majors (Measure reference 23)
Red 	<p>3 Measure have not met the year end target by a significant amount. Close monitoring in place.</p>

	<ul style="list-style-type: none"> • <i>Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 23)</i> • <i>Percentage of planning decisions made within statutory timescales – householders (Measure reference 23)</i> • <i>Number of verified missed bins for all waste per 100,000 collections (Measure reference 29)</i>
Baselining 	<p>3 Measures are currently being baselined to determine the target. A target will be included in the next Cabinet report update.</p> <ul style="list-style-type: none"> • <i>Customer satisfaction (Measure reference 2)</i> • <i>Staff Satisfaction (Measure reference 3)</i> • <i>External funding to support growth (Measure reference 14)</i>

3.13. A number of delivery measures in the Delivery Plan have been baselined during the 20/21 financial year in order for us to ascertain service standards and set targets moving forward. The Delivery Plan for 2021/22 (Appendix 4) sets out the new targets for those measures being baselined.

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

- Green RAG rating – the delivery measure is on track to meet the year end success criteria and no action is needed.
- Amber RAG rating – the delivery measure is currently not meeting the year end target or has missed the target by a narrow margin. Light touch monitoring in place.
- Red RAG rating – the delivery measure is not on track to meet the year end target by a significant amount. Close monitoring in place.

Performance Highlights and Areas for Improvement

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

Growing the Economy



External funding to support growth (Measure reference 14)


This measure continues to be baselined this year. In Q1, over £5.7m was secured from the European Regional Development Fund to deliver the Broadland Food Innovation Centre. In Q2, £675k was secured as Broadland's allocation from the Norfolk Business Rates Pool and work is underway to confirm how this funding will be allocated.



Collection of Business Rates (Measure reference 8)

Business Rates collection rates are higher than this time last year, however, are lower than the historical average (Q2 21/22 51.88% compared 50.57% in 20/21). Uncertainty remains over outturn this year given the economic climate that a large number of businesses have been faced with paying rates for the first time in 18 months and other businesses have to contend with staff coming off furlough and repaying government loans.

Supporting Individuals and Empowering Communities


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

At present, an average of 92% of interventions to prevent or relieve homelessness are successful. This is a large increase on the performance at year end for 20/21 where the average was sitting at 58%. Despite an increase in emergency presentation, the housing team are working to prevent escalation of homelessness cases through a range of initiatives such as the 'whatever it takes' fund; allowing staff to consider a range of outcomes and negotiating standpoints to either maintain their current accommodation or successfully obtain alternative long-term accommodation.


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

In Q1 and Q2 combined, over 1,360 residents have been supported by a range of our discretionary prevention services, well over half of the year end target of 2,000 across both Broadland and South Norfolk. The presence of a Community Connector service in Broadland in Q2 has aided delivery against this measure along with a continued increase in the number of people accessing the help hub.

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

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

Through Q1 and Q2, 180 affordable homes were delivered, 60 of these were new build affordable home completions and 120 were through Help to Buy (equity loan). The Strategic Housing Market Assessment for Central Norfolk (2017) indicates a yearly target of 96 new affordable homes for Broadland. There have been delays and slippage in completing new homes, especially on large sites. Nevertheless, many are under construction and we should still achieve the target of 96 new affordable homes (excluding Help to Buy) by March 2022.

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

On average, 76% of planning application decisions in the first two quarters of the year were made within statutory timescales for both minors/others and householders. This is

below the target of 90%. This is due to delays experienced from April to August in registering applications resulting from an increased number of applications being submitted. This could also impact on performance in subsequent quarters. Planning have appointed additional resources and additional hours are being worked to address further delays.

Moving with the times, working smartly and collaboratively



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

The Feasibility Study for the collaboration set out an indicative savings forecast of £8.6m over a five-year period. The current five-year saving forecast for the collaboration is £8.294m, this saving is split 45/55 (BDC/SNC). Some of the One Joint Officer Team savings have been delayed, due to the impact of the Covid-19 pandemic. In particular it was originally envisaged that the internal consultancy resource would have completed the majority of their initial transformation support within 2 years (i.e. by Jan 22). This will now not be achieved and thus the savings in this area will be delivered later than originally anticipated. However, we are still on track to deliver annual savings of over £2.6m a year by year 5.



Collection rate of Council Tax (measure reference 7)

Council Tax collection rates are slightly ahead of this time last year (Q2 55.36% compared 55.19% 20/21). However, collection continues to be challenging in the aftermath of a very difficult 2020/21. We continue to engage with customers to offer support where they are in financial difficulty.

4. Proposed action

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

5 Other options

- 5.1 None applicable to this report.

6 Issues and risks

- 6.1 **Resource Implications** – the finance section of this report provided an overview of the finance resource implications for this quarter.
- 6.2 **Legal Implications** – no implications.
- 6.3 **Equality Implications** – no implications.
- 6.4 **Environmental Impact** – no implications.
- 6.5 **Crime and Disorder** – no implications.

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

7 Conclusion

- 7.1 The report has provided an overview of the position of the Council for performance and finance for Q1 and Q1 2021/22.

8. Recommendations

Cabinet to:

1. Note the revenue and capital position (variance details in Appendix 1)
1a) To agree proposals for the usage of this years potential underspends
2. Note the 2021/22 performance for Quarters 1 and 2 combined (detail in Appendix 2).
3. Note the update of the Delivery Plan for 2021/22 (detailed in Appendix 3)

Appendix 1 Explanation of Variances

Covid Support

Chief of Staff	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000		Explanation of significant variances
Executive Team	412	403	198	406	-3	●	
Communications & Marketing	328	324	132	328	-4	●	
Governance	861	875	419	869	6	●	
Internal Audit	48	49	-5	55	-7	●	Small forecasted reduction in spend due to timing differences between when the budget and audit plan are set.
Electoral Services	63	63	241	49	14	●	
Human Resources	543	655	158	669	-14	●	Savings on reallocation and advertising costs offset by additional costs in increased establishment for the implementation of Oracle
	2,255	2,370	1,142	2,377	-7	●	

Chief of Staff

Chief of Staff	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000		Explanation of significant variances
Executive Team	412	403	198	406	-3	●	
Communications & Marketing	328	324	132	328	-4	●	
Governance	861	875	419	869	6	●	
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Electoral Services	63	63	241	49	14	●	
Human Resources	543	655	158	669	-14	●	Savings on reallocation and advertising costs offset by additional costs in increased establishment for the implementation of Oracle
	2,255	2,370	1,142	2,377	-7	●	

Resources

Resources	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000		Explanation of significant variances
Corporate Management	1,266	1,412	333	1,312	100	●	To date the corporate contingency has not been allocated.
Finance & Procurement	449	440	231	420	20	●	We are currently implementing a shared service arrangement with Breckland. And at present there is an underspend due to vacancies.
Revenues	333	333	195	333	0		
Transformation & Strategy	313	313	132	307	6	●	
Facilities	615	615	330	555	60	●	Estimated savings in the establishment due to budget being allocated for cleaning staff also being included on the contractors line. The catering contract has ended resulting in an estimated £35k reduction in cost. There are further forecasted reductions in spend on postage and furniture due to new ways of working. These are partially offset by a forecasted increase in costs for additional cleaning costs due to COVID, increase in utilities and a new door entry system.
IT & Digital	1,331	1,317	712	1,305	13	●	£50k favourable variance due to infrastructure work being attributed to Covid spend. This is partially offset by an increased cost of £37.5k on agency staff being used to cover vacancies in order to maintain the service.
Customer Services	55	55	23	52	3	●	
	4,307	4,432	1,932	4,233	199	●	

Place

Place	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000		Explanation of significant variances
Business Support	145	145	49	122	23	●	Increased income from land charges due to the stamp duty exemption which has now ceased. Reduction in pay costs due to staff vacancies and a secondment to the licensing team.
Car Parking and Public Conveniences	78	78	51	119	-41	●	£15k unbudgeted contribution to Norfolk Parking Partnership expected for 21/22. Additional contractors costs of £28k as they are now carrying out the cleaning previously done by staff within the waste team.
Community Assets	315	315	39	261	55	●	Based on 20/21 actuals, street lighting maintenance costs are anticipated to be £37k lower than budget due to change in contractor. Property condition survey budget of £20k is unlikely to be spent.
Economic Growth	611	566	304	528	38	●	Income for Carrowbreck is likely to be down by £34k as no new tenants are likely at present but options are being investigated. Reduction in pay costs of £48k is anticipated due to staffing vacancies which are now being filled. Covid has temporarily reduced the number of Start-Up and Enterprise grants given resulting in a reduced cost of £18k. Business training £4k favourable variance.
CNC	38	38	-57	38	0		
Planning	336	336	12	271	65	●	Additional £10k in agency staff costs due to there being vacancies within the team which are expected to deliver savings of £52k. In addition there is a £15k saving as a result of centralising advertising spend. At this point in time income from application fees is lower than budgeted but it is anticipated that this will be in line with budget by year end.
Community & Environmental Protection	374	412	189	397	15	●	Reduction in pay costs of £24k is anticipated due to staffing vacancies which is partially offset by an expected spend of £8k on agency staff.
Food Safety & Licensing	99	99	-82	92	7	●	
	1,996	1,990	504	1,828	162	●	

People & Communities

People and Communities	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000		Explanation of significant variances
Assistant Director - Community Services	38	38	19	38	0		
Waste Procurement	125	190	50	80	110	●	Waste Procurement fees have not utilised the full budget, which will be subject to a request to carry forwards into next financial year to resource mobilisation of the contract and project managing the required improvements to the Frettenham depot.
Waste	4,344	4,336	1,197	4,187	149	●	A forecasted favourable variance due to recurring savings from the delivery of the Clinical Waste service currently procured through a contract with County's service provider. and additional income through the bulky waste service, which is higher than anticipated due to the effects of the pandemic.
Recyclable Waste	-2,197	-2,197	-1,236	-2,468	271	●	The additional budget increase for the disposal costs at the MRF for Dry Recyclable Collections was higher than the forecasted actuals for 21/22 financial year.
Street Scene	463	463	176	466	-4	●	
Communities & Help Hub	506	489	197	488	1	●	
Benefits & Housing	567	567	404	569	-2	●	
Housing Benefit Payments	-173	-173	116	-173	0		
Policy and Housing Standards	361	355	95	352	3	●	
	4,033	4,067	1,020	3,539	528	●	

Appendix 2
Broadland District Council – Strategic Risk Register
Last reviewed – November 2021



						Risk with existing Controls							Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 2
All priorities	1	<p>Risk - Financial - The Council fails to anticipate and respond to large scale changes in the external environment that impacts on our ability to deliver our MTFP.</p> <p>Consequence - A negative impact on the Council's finances, either from reductions in income or funding, or from increased cost pressures.</p>	<p>Medium Term Financial Plan (MTFP) budget process and scenario planning.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>Regular Horizon Scanning.</p> <p>CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Active Membership of different groups such as the DCN, LGA, RSN etc.</p>	2	5	10	Reduce	<p>1a Lobby government for adequate funding.</p> <p>1b Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government.</p> <p>1c Feed into any relevant networks e.g LGA and DCN to influence policy creation.</p> <p>1d Ensure local MP's are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings.</p> <p>1e Continued regular horizon scanning and policy updates to CMLT and management team to ensure we stay abreast of changes and are able to have influence.</p> <p>1f Regular monitoring of our current position and reporting to Members.</p>	Director of Resources	<p>1a - Prior to Autumn budget</p> <p>1b - As appropriate when consultations open</p> <p>1c - As Appropriate</p> <p>1d - At regular MP Briefings</p> <p>1e - Monthly</p> <p>1f - Quarterly</p>	2	5	10	No	<p>1a Prior to Autumn budget.</p> <p>1b As appropriate when consultations open.</p> <p>1c As Appropriate.</p> <p>1d At regular MP Briefings.</p> <p>1e Monthly horizon scanning and policy reports are developed for CMLT.</p> <p>1f Completed on a quarterly basis.</p>
Moving with the times, working smartly and collaboratively	2	Risk - Failure to deliver the Feasibility Report collaboration roadmap.	Transformation approach (SPARK) and programme of work in place based on the collaboration roadmap.	3	4	12	Reduce	2a Embed the SPARK transformation programme across the organisation.	Director of Resources	<p>2a - Through 21/22</p> <p>2b - Establish in Q2 and embed</p>	3	3	9	Yes	Though this is within our risk appetite currently, it is proposed to keep this on the SRR to ensure cabinet maintain oversight of this risk.

		<p>Consequence - Failure to achieve improved quality of services and resilience.</p>	<p>ICT/Digital Strategy in place which aligns systems and transformation to deliver a First Class Customer Service, with increased resilience, while enabling efficiencies and savings to be realised at the same time.</p> <p>Customer Service Strategy developed and agreed by Council which sets out our approach to enhancing and providing a consistent customer service.</p> <p>Service Improvement and Efficiency Committee (SIEC) has Member oversight and steering of the collaboration programme.</p> <p>Regular updates and briefings to CMLT (6 weekly) and SIEC on the collaboration.</p> <p>Collaboration costs and savings tracked half yearly.</p>					<p>2b Establish and embed a new officer Resources Co-ordination Group as an outcome of the Project Management Framework, to ensure that we manage our resources efficiently to deliver the collaboration roadmap.</p> <p>2c Outputs from the Methods report on system alignment reported to Cabinet as part of the ICT/Digital Strategy.</p> <p>2d - Following agreement of ICT/Digital Strategy, business cases to be developed and taken through for approval for each IT system (finance system business case completed and signed off by Cabinet July 2021).</p> <p>2e Implementation of the approved Finance system business case.</p> <p>2f - Undertake accommodation review to ensure the Councils' maximise the efficiency and use of their two offices.</p>		<p>throughout Q2-Q4 21/22</p> <p>2c - Q1 21/22 Completed and will be removed from SRR in Q2</p> <p>2d - Through 21/22</p> <p>2e - System live 1 April 2022</p> <p>2f - Decision by November 2021</p> <p>2g - Review of progress of implementation of Strategy in June 2022 to O&S committee.</p>					<p>2a Transformation guides and toolkits continue to be developed and cascaded to teams through Connect. We are also reviewing the opportunity of introducing Improvement Apprenticeships across the transformation network to drive forward projects.</p> <p>2b The RCG has been established and continues to embed an approach to resources co-ordination.</p> <p>2c This report has been produced and has fed into the ICT/Digital Strategy which has been approved by Cabinet in Q1. The strategy is now being implemented.</p> <p>2d / e - A business case for a new finance system has been approved by Cabinet, with a transformation review in this area now underway. Further business cases are currently in development and will be brought forward to Members during 21/22.</p> <p>2f - Consultants have been appointed who are currently working on developing a business case looking at the options for future office accommodation. The decision on this is expected in November 2021.</p>
All priorities	3	<p>Risk - Capability and capacity does not meet organisational requirements.</p> <p>Consequence - Poor standards of service delivery, service disruption, slow or minimal transformation and inability to meet</p>	<p>Four year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years.</p> <p>Delivery Plan for the Council developed and in place which sets out the detailed projects and BAU for the Council in the coming</p>	4	4	16	Reduce	<p>3a Scope and develop a talent management programme.</p> <p>11b Build our own talent - Develop projects to consider our use and opportunities of apprenticeships, internships, career placement, graduates etc.</p>	<p>3a - d Chief of Staff</p> <p>3e Director of Resources</p>	<p>3a - March 2021 (completed) / Ongoing.</p> <p>3b - March 2021 (completed) / Ongoing</p> <p>3c - Not yet started.</p> <p>3d - New recruitment approach</p>	3	4	12	No	<p>There are current challenges due to the recruitment market at present, both nationally and locally and the challenges this is bringing to the organisation. Additional mitigating actions (highlighted below) will be done throughout Q3 to address this.</p> <p>Completion of training needs assessment by Assistant Directors for their service areas to ensure training is appropriate - timescale</p>

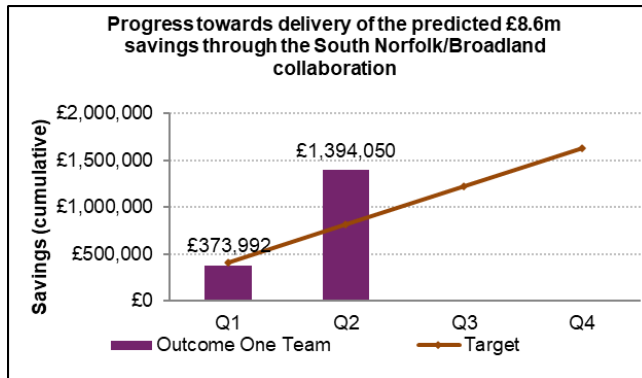
		savings targets as a result.	year to 2022. Management/Leadership Training and Development in progress.					3c Succession planning to ensure capacity is maintained. 3d Implement successful recruitment campaigns particularly in service areas where there are specific needs for skills which are hard to recruit to or shortage of resource available (e.g. nationally) - this links in with 11b above. 3e Effective project and programme management processes and Resources Co-ordination Group in place to manage our capacity to deliver.		trialled summer 2021 through apprenticeships. This is to be reviewed and rolled out across the board for all appointments. 3e - Establish in Q2 and embed throughout Q2-Q4 21/22					by December 2021. Branding of the One Team to be reviewed and refreshed to ensure that we are an attractive recruiter. 11a This work is still in progress. 11b Successful apprenticeship recruitment drive held, with apprenticeship levy target now being met. Graduate places also recruited to. 11c Initial discussions have been held with Assistant Directors to look at succession planning and potential knowledge gaps - management & leadership training programme will have a positive impact on knowledge in relation to people 11d further work required on recruitment approach with recruiting managers and in particular the hard to recruit to posts 11e Project Management Framework for the organisation has been agreed and is in the process of being launched to all staff. A Resources Coordination Group has been set up to review and manage the organisations resources.
All priorities	4	Risk - Our ICT Infrastructure fails due to running old infrastructure at near capacity with intention of increasing the load. Delay in our new Infrastructure project due to global shortage in switches. Consequence - Unable to delivery our systems transformation programme, inability to bring systems together and deliver longer term savings. Unable to recover systems if infrastructure fails.	Ongoing work to create additional capacity on our servers. Regular contact and updates from the supplier of the new infrastructure. Frequent back-ups and health checks on old infrastructure.	3	5	15	Reduce	As per existing controls.	Director of Resources	Ongoing	3	5	15	No	The new infrastructure project is currently delayed due to the switches shortage. New infrastructure due to be in place by January 2022. Space made on our current servers to ensure we are able to deliver the finance system as part of the systems transformation programme.

Appendix 3

Broadland District Council – Delivery Measure Performance for Quarters 1 and 2 2021/22

Appendix 3 provides a detailed overview of the performance of the Council against its Delivery Plan.

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



COMMENTS

In 2018, the Council agreed to the joint Feasibility Study, which began the collaboration between BDC and SNC. The Feasibility Study set out an indicative cumulative savings forecast of £8.6m over a five-year period.

The current five-year saving forecast for the collaboration is £8.294m, this saving is split 45/55 (BDC/SNC). The figure net of one officer team transitional costs is £7.029m - One Team transitional costs were charged to the relevant Council.

Some of the One Joint Officer Team savings have been delayed, due to the impact of the Covid-19 pandemic. In particular it was originally envisaged that the internal consultancy resource would have completed the majority of their initial transformation support within 2 years (i.e. by Jan 22). This will now not be achieved and thus the savings in this area will be delivered later than originally anticipated. However, we are still on track to deliver annual savings of over £2.6m a year by year 5.

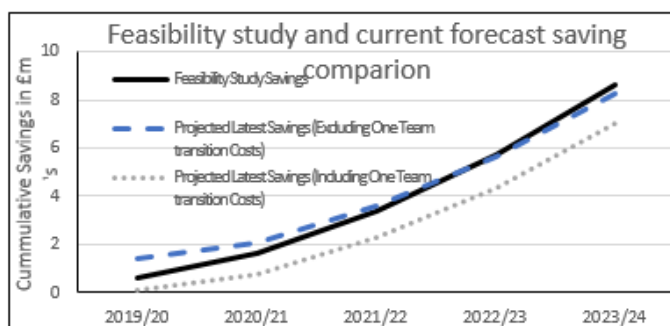
Year End Success Target: £1,632,000

RISKS

The identification of savings becomes increasing difficult over time, once processes have been standardised and streamlined.

CONTEXT

The graph below shows the current savings projections (dotted lines) for the collaboration, compared to the Feasibility Study forecasts (solid line). The table to the right shows the cumulative breakdown of the savings forecast by area.



	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Senior Management	571	1,098	1,636	2,184	2,744
One Joint Officer Team	884	2,411	3,367	4,812	6,897
Contracts / Procurement	0	0	23	69	116
ICT Infrastructure Costs	0	-1,394	-1,394	-1,394	-1,394
Transition Costs	-69	-69	-69	-69	-69
	1,385	2,046	3,563	5,604	8,294
One Team transition costs	-1,265	-1,265	-1,265	-1,265	-1,265
	120	781	2,298	4,339	7,029

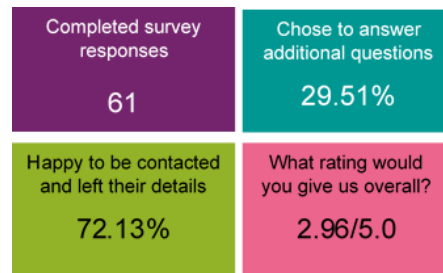


Customer satisfaction survey (%) (Measure reference 2)

RAG Status: Baselining

COMMENTS

With the exception of our customer complaints data and ad-hoc surveys, we do not currently have a consistent way of measuring customer satisfaction across the Council. To start to address this, between April and June 2021, a 'pilot' Customer Satisfaction Survey was placed on the Broadland District Council website. We have included below some data from the Customer Satisfaction Survey pilot below for information.



As part of the 'Moving Towards a First-Class Customer Service', which was approved by Cabinet on 6 July, we appointed a Customer Experience & Insight Lead on 16 August who will take ownership for Customer Satisfaction Survey and wider Customer Engagement activity. Following analysis and iteration informed by the pilot, the Customer Satisfaction Survey was launched onto the new joint website on 1 October. Over the next quarter the Customer Satisfaction Survey will be added to additional customer interaction channels. This will enable us to provide a baseline figure to start to measure our customer satisfaction performance against.

RISKS

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

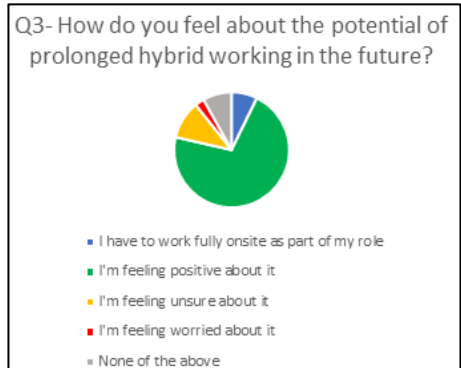
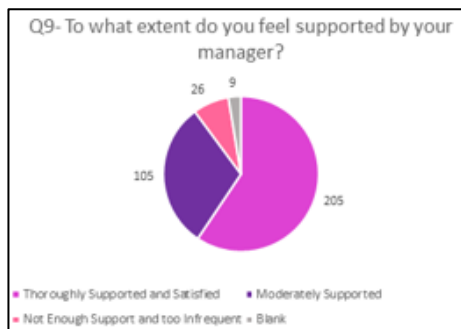
CONTEXT

As part of the Customer Experience project, we are reviewing the current mechanisms in place across the Council for the collation of customer feedback including complaints. Once we are able to establish a consistent baseline, we will be able to seek to benchmark this against both the public and private sector data, although it must be considered that there are multiple ways customer satisfaction can be recorded and measured and this will need to be considered in its' wider context when benchmarking

Year End Success Target: A robust Customer Satisfaction Performance measure which forms a baseline for future surveys



Staff satisfaction (Measure reference 3)



COMMENTS

During 2020/2021 new ways of communicating, engaging and working with our staff were established:

- Wellbeing pulse surveys continue, latest issue was during quarter two of this financial year
- Wellbeing is included as part of all staff briefing sessions.
- Wellbeing webinar series are made available for all staff
- Twice- weekly virtual drop- in sessions, hosted by Mental Health First Aiders.

The latest staff wellbeing pulse survey resulted in:

- 72% of respondents reported feeling positive about the potential of this shift to hybrid working.
- 80% of respondents felt their line manager encourages them to consider and look after their mental health.
- Only 18% of respondents believing senior management doesn't encourage them to look after their mental health. This is an improvement of 21% since the last wellbeing survey (June 2021).
- 90% of respondents reported feeling thoroughly/moderately supported by their line manager. This is an improvement of 23% since the last wellbeing survey (June 2021).

Year End Success Target: Baselineing

Inequality of accessibility for staff to online platforms, new ways of working preventing traditional methods for engagement with materials and communications. Due to new ways of working communications with staff should be virtual, leading to increased traffic and potential for over distribution of communications, negatively impacting staff satisfaction levels.

RISKS

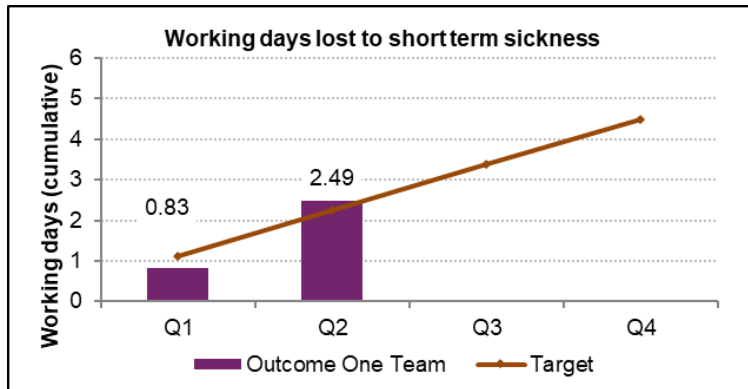
Inequality of accessibility for staff to online platforms, new ways of working preventing traditional methods for engagement with materials and communications. Due to new ways of working communications with staff should be virtual, leading to increased traffic and potential for over distribution of communications, negatively impacting staff satisfaction levels

CONTEXT

An overall improvement can be seen across the repeat measures from the June wellbeing survey. In June: 67% of individuals reported feeling supported by their line manager in June, 61% of respondents reported that the organisation encourages them to look after their personal health and wellbeing, 57% of respondents reported feeling supported by the organisation.

A

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



Year End Success Target: 4.5 days

COMMENTS

Staff short term sickness absence rates sit at 0.83 working days lost per FTE across Q1. This falls below the One Team target of 1.13 working days lost per FTE for Q1 and is below the established tolerance level: resulting in green RAG status for the quarter. Staff short term sickness absence rates sit at 1.66 working days lost per FTE across Q2, bringing the average for the year so far to 2.49 days. This is above the One Team target for Q2 of 2.25 working days lost per FTE, but is below the established tolerance level: resulting in an amber RAG status for the quarter. Projection of this figure would result in a year end of 3.32 working days lost to short term sickness per FTE, this would fall below the One Team target resulting in green RAG status.

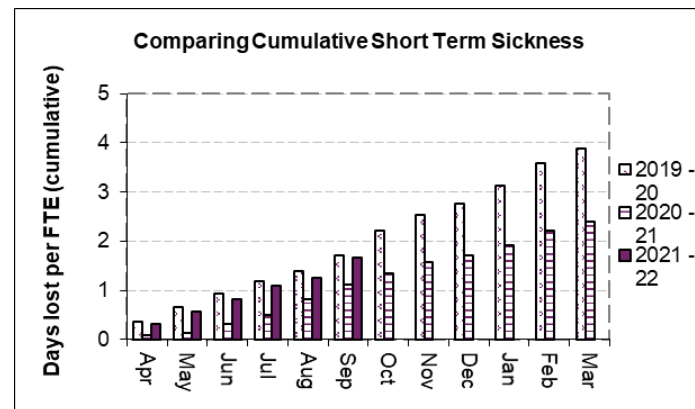
Long terms sickness figures sit at 2.00 working days lost per FTE across Q2. This falls below the One Team target of 2.25 working days lost per FTE and is also below the established tolerance level: resulting in green RAG status for the quarter. Projection of this figure would result in a year end of 4.00 working days lost to long terms sickness per FTE, this would fall below the One Team target resulting in green RAG status.

RISKS

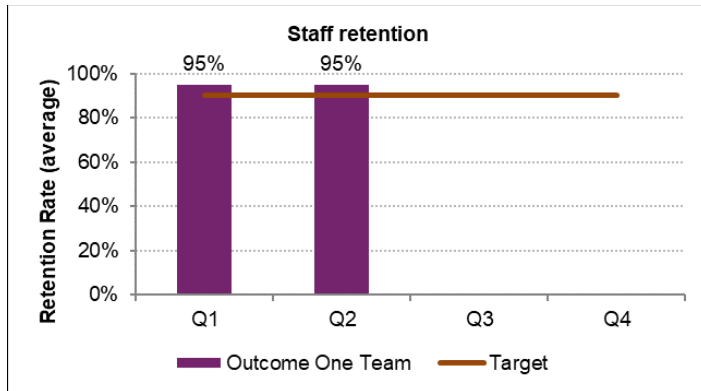
Increased sickness rates following a higher frequency in onsite working, due to reintegration into onsite working. A projected increase in mental health cases throughout the UK following lockdown restrictions easing, a specific increase in post lockdown anxiety for staff adopting a more hybrid style working pattern.

CONTEXT

Short- term sickness staff absence levels 2020-21 were universally lower than those seen for the 2019- 20 financial year, in line with National averages across both years. Rates for the 2021- 22 financial year are higher than those seen for the same period for 2020- 21, however rates still remain universally lower than those seen across Q1 and Q2 for the 2019- 20 financial year, these are still below One Team targets and are hence represented by green RAG status.



G Staff retention (Measure reference 5)



Year End Success Target: 90%

COMMENTS

Staff retention rates sat at 95.04% for Q1. This was above the 90% average target set for the organisation across each quarter. Hence, this resulted in green RAG status for staff retention in Q1. Staff retention rates sat at 95.06% for Q2. This was above the 90% average target set for the organisation across each quarter. Projection of these figures would result in a year end of 95.05% average retention rate, this would fall above the One Team target of 90% resulting in green RAG status. Retention rates continue to be monitored across the organisation and service areas to identify areas that may need extra support.

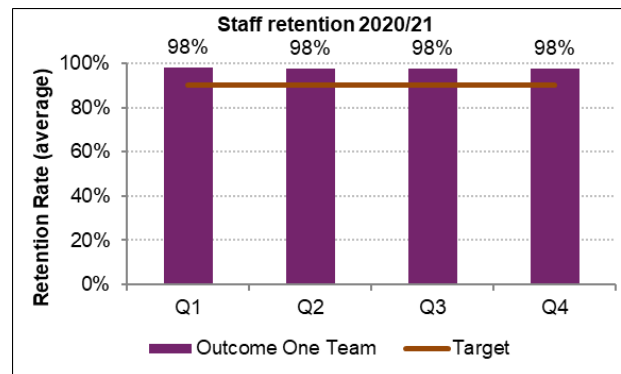
Exit interview data continues to be analysed on a quarterly basis. Some key themes from exit interviews conducted during Q2 are regarding inductions. Work is currently being undertaken on streamlining and personalising the induction process for new starters. Additionally, points have been raised regarding the proposed performance related pay scheme and the associated financial rewards. Similarly, work is ongoing to look at the scheme alongside the financial incentives offered.

RISKS

Current economic trends have resulted in the job market being constricted across the last financial year (2020/21) hence retention rates are likely to be higher due to limited external opportunities. However, as Government restrictions have eased the UK job market has expanded with more external opportunities available, resulting in September having the most job vacancies in the UK on record. Hence, a reduction in staff retention is likely.

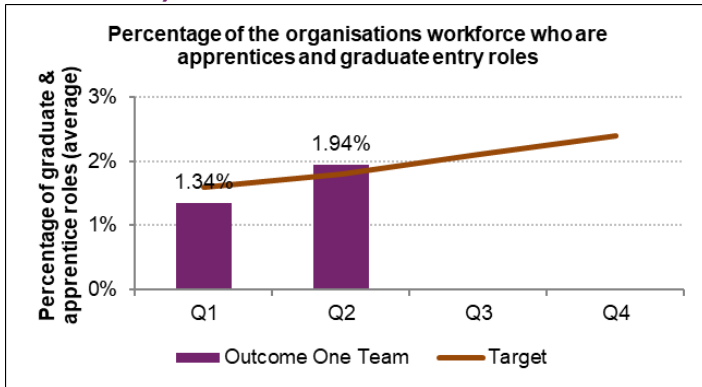
CONTEXT

Staff retention levels for the previous financial year are available, the retention rate of the Councils for this period was constantly high. With rates being consistently above the agreed 90% One Team target, resulting in a consistent green RAG status across all four financial quarters.





Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6)



<NEW> Year End Success Target: 18 new apprentices (2.4% of the workforce)

COMMENTS

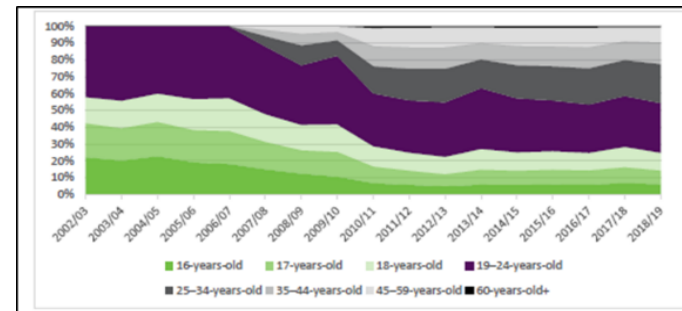
For Q1, the percentage of the Organisations workforce who are apprentices or fill graduate entry roles sits at 1.34% of the Organisation headcount. This shows a very slight increase on the percentage of the Organisations headcount who are apprentices or fill graduate entry roles from the end of Q4 2020/21 headcount. For Q2, the percentage of the Organisations workforce who are apprentices or fill graduate entry roles sits at 2.54% of the Organisation headcount, or 17 apprentices and 2 graduates, bringing the average for the year so far to 1.94%. This shows a large increase of 1.2% from the end of Q1. This can be largely attributed to the apprenticeship open evening held during quarter two, which had >50 attendees, resulting in the Organisation filling 9 apprenticeship posts as a direct result of the evening. During Q2, the Organisation has also taken on another National Management Trainee as part of the National Graduate Development Programme (NGDP). This increase to 2.54% of the Organisation headcount has resulted in the Organisation being on target for our end of Q4 2021/22 target, or 0.64% ahead of our Q2 2021/22 target. In terms of Kickstart the council currently have 44 agreed placements with the DWP, 21 individuals have taken up a placement, 17 individuals are currently in placements, with another 17 posts being currently live at the job centre +.

RISKS

Covid increasing workload and Government guidance reducing the opportunities for development and training for the apprentice, resulting in a less face to face and development time for the individual. All Public Sector Organisations are subject to the same annual target set by The Local Government Association, so competition from other Organisations in the local area will be higher. Similarly, a low frequency of training providers in the local area are available for apprentices, the Organisation also requires buy- ins from partner Organisations willing to host placements or jointly fund schemes.

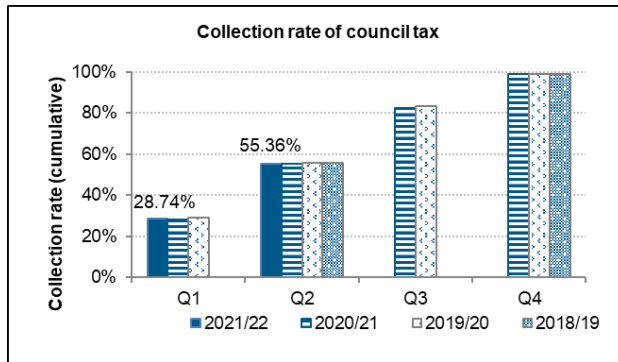
CONTEXT

The Council was in line with other businesses where apprentice and graduates start, have slowed due to the current climate, however in line with the LGA targets for public sector Organisations and also with the Councils apprenticeship strategy, recruitment activity is increasing in order to fulfil our aims and quoter for apprentices within the Organisation. Hence, the sharp increase 1.45% seen between Q1 and Q2.



A

Collection rate of Council Tax (Measure reference 7)



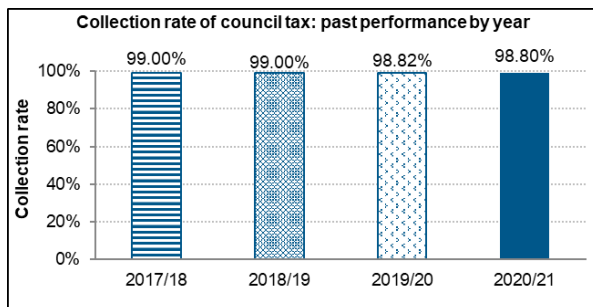
Year End Success Target: 98.9%

RISKS

Collection rates are affected by external factors such as the economic environment and people coming off furlough.

CONTEXT

The graph to the below shows annual collection rates for the past 4 years.



COMMENTS

Council Tax collection rates are slightly ahead of this time last year. (Q2 55.36% compared 55.19% last year). The current collection rate is slightly behind our Q2 target of 55.7%, hence the amber RAG rating. However, collection continues to be challenging in the aftermath of a very difficult 2020/21. We continue to engage with customers to offer support where they are in financial difficulty. Recovery action has continued at pace with monthly courts and a new and innovative process introduced to encourage earlier payment from those in arrears by sending text and email messages offering swift payment options and advice for those who need help. Those on a low-income receiving Council Tax Assistance were given extra help last year with a £150 reduction on each bill. This was a one-off scheme, and this mean that those households have higher Council Tax bills this year. Extended payment arrangements and signposting assistance is being provided where appropriate to these customers.

EMPTY HOMES

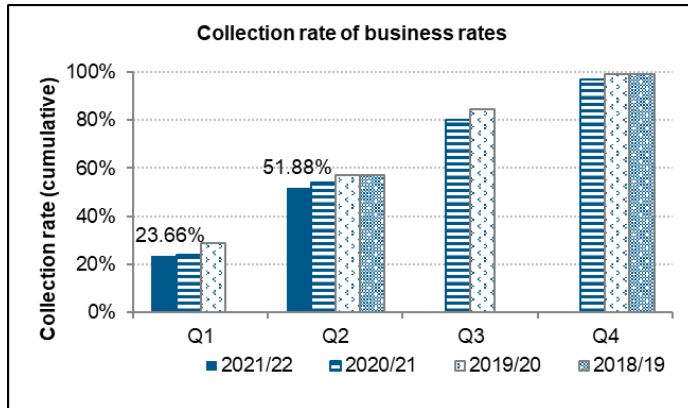
The numbers of long-term empties can change significantly. As a Council we proactively monitor empty properties, and seek to return these to use wherever possible.

BDC Empty Homes

2019	347
2020	380
2021 Q2	254

A

Collection of Business Rates (Measure reference 8)



COMMENTS

Business Rates collection rates are higher than this time last year, however, are lower than the historical average. (Q2 51.88% compared 50.57% last year). The current collection rate is slightly behind our Q2 target of 58% hence the amber RAG rating.

The amount collectable increased in June by £4.2m over the position at the start of this financial year as a result of the three-month period of full relief for Retail, Hospitality and Leisure businesses coming to an end and charges being raised for them for the remainder of the year.

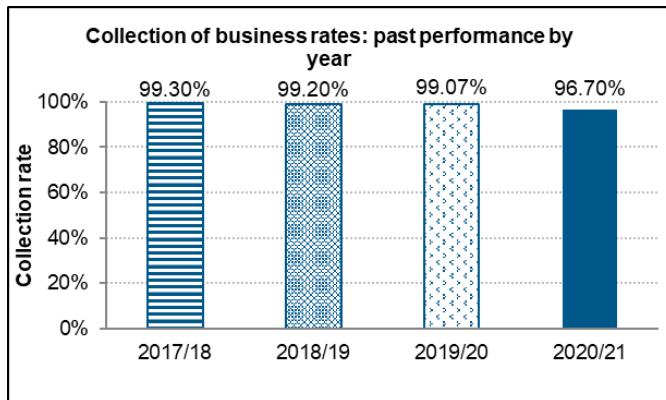
These rates due will be collected over the remainder of this financial year.

Help is being offered through extended payment arrangements and signposting to advice services and Economic Development.

Year End Success Target: 99%

RISKS

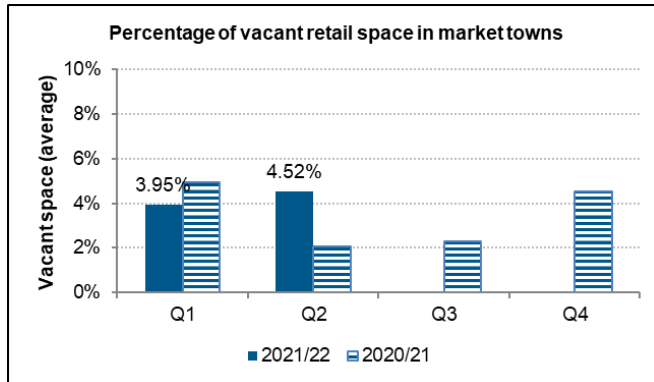
Uncertainty remains over outturn this year given the economic climate that a large number of businesses have been faced with paying rates for the first time in 18 months and other businesses have to contend with staff coming off furlough and repaying government loans.



CONTEXT

The graph to the left shows annual collection rates for the past 4 years.

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



COMMENTS

The overall vacancy rate across all 3 market towns at end of Q2 is 4.52%, a slight increase on the previous quarter.

There does not appear to be any direct correlation across the market towns at present in terms of the fluctuations of vacancy rates and the pandemic itself.

In each of Acle, Reepham and Aylsham, there are no greater number of vacant units than pre-pandemic at the start of January 2020, or at 1 April 2020. In each of the three towns, there has been no net change across the two quarters from the end of Q4 of 2020/21. Only Aylsham saw some fluctuation with there being one less vacant unit at the end of Q1 than at year start although this increased again by end of Q2.

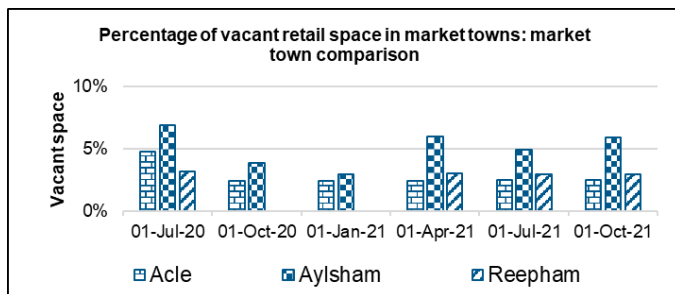
<NEW> Year End Success Target: Less than 8% vacancy

Vacancy rates stood at:

- Acle 2.5% at both end of Q1 and Q2
- Aylsham 4.9% at end of Q1 rising to 5.9% at end of Q2 (one more vacant unit)
- Reepham 2.9% at both end of Q1 and Q2

RISKS

The true economic impact of the pandemic may not yet be presenting itself in terms of vacant units with businesses being supported by one-off Restart Grants paid from April to provide support as restrictions started to be lifted, and retail rate discounts continuing in 2021/22 (though at less than the 100% discount level for many businesses from 1 July 2021).

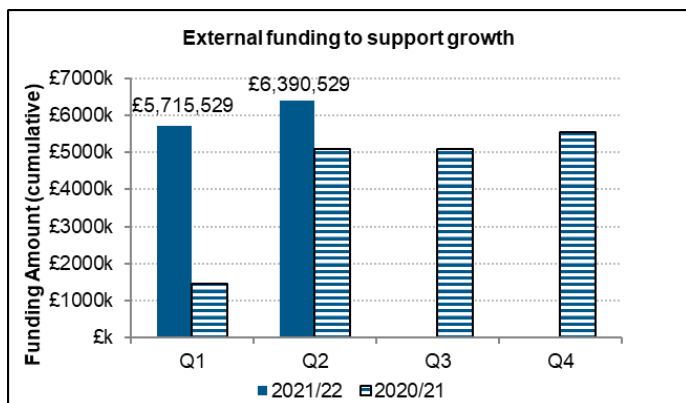


CONTEXT

The calculations of vacant retail space are based on snapshots of the Business Rates database at each quarter end date. There may sometimes be a slight delay in retail units closing or being reoccupied and information being provided to, and records updated by, the Business Rates team.



External funding to support growth (Measure reference 14)



Year End Success Target: Baseline

COMMENTS

£5,715,529 was secured in Q1 from the European Regional Development Fund via the Ministry of Housing Communities and Local Government. This funding (comprising 50% of the total project costs) will be used to deliver the Broadland Food Innovation Centre on the Food Enterprise Park and business innovation support programme and sector cluster for eligible food and drink businesses up until June 2023. The remaining match funding has been provided by Broadland District Council, New Anglia Local Enterprise Partnership, Getting Building Fund, University of East Anglia and Hethel Innovation.

Construction is underway and once built, the centre will be a regional first, bringing key stakeholders together to support food and drink businesses to grow at pace using purpose-built food grade facilities and world class expertise from the Norwich Research Park.

In Q2, £675,000 has been confirmed as Broadland's allocation of the Norfolk Business Rates Pool. Work is now in train to confirm how this funding is allocated.

No Covid recovery related funding has been included as part of this report.

RISKS

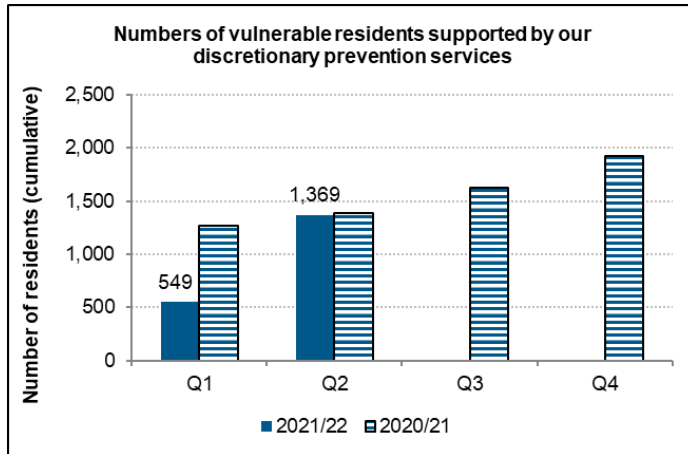
Officers will ensure that any project proposals for use of the business rates pool funding are fully compliant with the required funding requirements.

CONTEXT

Work continues on securing external funding for strategic growth projects within Broadland District and the wider Tech Corridor. Work is currently focusing on preparing a second investment building on the Food Enterprise Park.

G

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



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

RISKS:

We continue to see additional demand as we continue in Covid recovery, with debt, welfare and hardship issue increasing. This may put additional strain on services, which additional Covid money is helping to alleviate.

CONTEXT

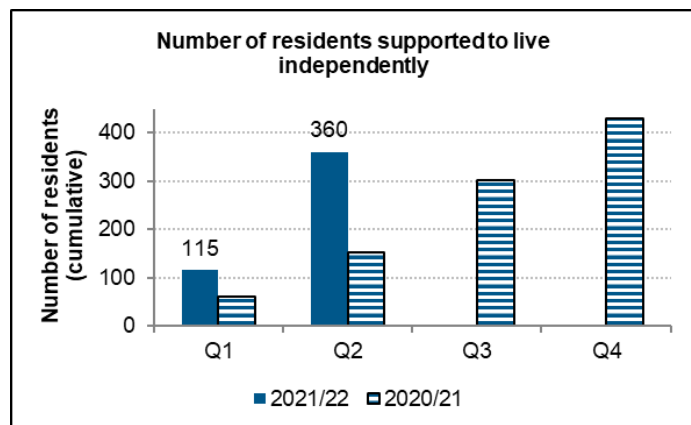
Figures for Q1 and 2 for 20/21 financial year included significant numbers of people seen as part of our Covid welfare response. Whilst this work is ongoing it now accounts for a minimal volume of work in this measure. Work now is focused on Covid recovery as we see the impact on finances and wellbeing coming to the forefront.

COMMENTS

The presence of a Community Connector service in Broadland in Q2 has aided delivery against this measure along with a continued increase in the number of people accessing the help hub.

The figures contain numbers supported via a range of community support and grants. Where these are included, this relates to the number directly support (i.e those receiving funding) but a greater number of people will be supported indirectly (i.e the members of a group that has received funding). Officers are working on developing the community connector model in the rural North of Broadland through collaboration with NHS Primary Care Networks to bring resilience and additional funding in.

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



Year End Success Target: 700 residents

COMMENTS

The team has worked hard to catch up with the backlog of demand following lockdown and is likely to be back on track by Q4. Demand is high following delay in health and social care support which has impacted on older people who need support. A review of the way we deliver support for independent living is under way with the aim of broadening the range of ways we can support people and adapt the home to provide greater flexibility.

During Q2 2021/22, 39 DFGs and 76 low level grants have been completed, along with 130 handyperson visits signed off. This totals 245 homes in the Broadland area supported.

By the end of September, £474,860.86k of the Disabled Facilities Grant has been spent, out of £1,013,705. A further amount of £616k of committed funds remained outstanding at the end of the quarter.

These figures compare to 14 DFGs, 17 low level grants and 62 handyperson visits in Q2 of 2020/21. Our delivery numbers demonstrate significant recovery from Covid-19 related delays.

RISKS

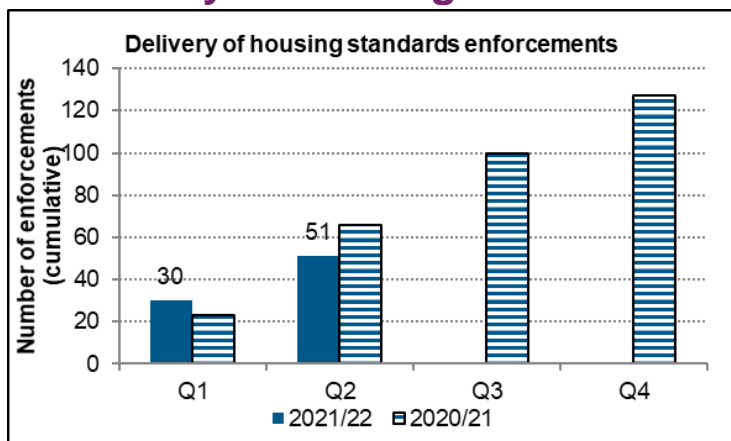
The majority of the work undertaken by the Housing Standards team relates to residents who may be clinically or extremely vulnerable. The restrictions of Covid-19 on these residents have therefore caused repercussions on work progression within the team. Some residents remain understandably apprehensive, though some improvement has been noticed with increased vaccination availability. Significant restrictions put in place for safety within other organisations, such as housing associations, has also impacted delivery during the pandemic. Currently, work is permitted in people's homes although contractors still initiate Covid safe procedures for social distancing and PPE use. There is a significant shortage of availability in supplies and materials for trades that is also impacting service. The team are currently recruiting extra trades people to improve supply.

CONTEXT

Keeping residents in their own homes is one of our key responsibilities, which in turn helps to reduce pressure on other services. We can support residents in a large variety of ways which enables residents to remain independent and confident in their own homes. Our key focus is on disabled facility grants (DFGs) that enable us to physically adapt properties to meet the needs to the individual. Additionally, the Council's handyperson scheme offers small household repairs and minor adaptations.

Our target enables us to judge how many people we can support, by assessing trends in cost, complexity, delivery levels and resources.

G Delivery of housing standards enforcement (Measure reference 18)



COMMENTS

In Q2, 21 disrepair complaints have been resolved and there have been no occurrences of gypsies and travellers.

This compares to 15 disrepair cases and 6 reports of travellers in Q2 of 2020/21.

Following approval for additional support to deal with houses of multiple occupation, the team is recruiting and will be able to focus more in this area in Q3.

Year End Success Target: 75 enforcements

RISKS

The main risk related to complaint demand would be an increase in the tenanted private sector. Currently, the demand on service is within the team's capacity. The impact of increased houses of multiple occupation will be mitigated with additional resources.

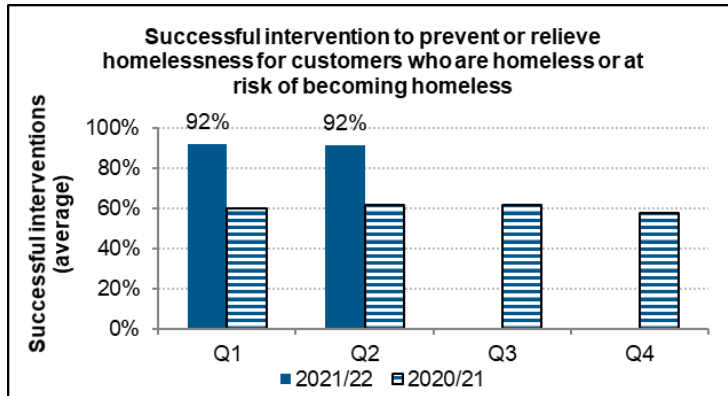
CONTEXT

A key aim of the Council is to ensure that private sector landlords renting properties are dealt with appropriately, and to ensure that these properties are maintained to an acceptable standard. This work includes identifying, registering, and monitoring Houses of Multiple Occupation (HMOs) to ensure they are safe, compliant, and not under exploitation.

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

G

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



Year End Success Target: 80% successful interventions

RISKS

- Demand remains at this level
- Housing availability not sustained
- Housing sector as a whole does not re-balance
- Access to materials delay voids further
- Recruitment remains difficult as competition for experienced staff remains

CONTEXT

The housing advice and homelessness sector as a whole remains under incredible strain throughout the country, not only have cases increased but the complex nature of each household has increased. Partner's organisations also continue to cope with increased demand, these being social services and mental health services. This extra complexity means each case is taking longer to resolve. Feedback from department of levelling up, housing and communities explain this is not centred to Norfolk.

COMMENTS

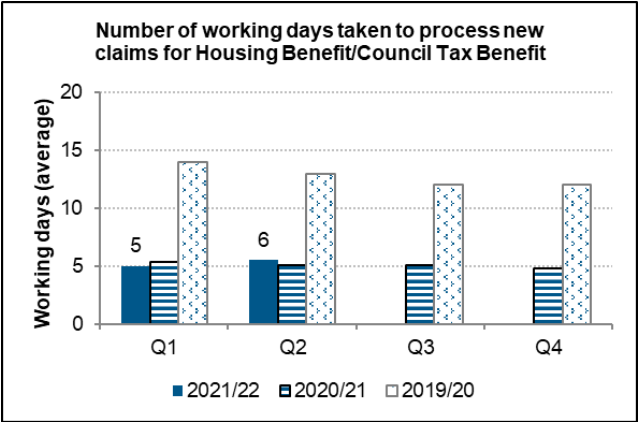
Our temporary accommodation remains higher than we would normally see this time of year, mostly driven by an increase in domestic abuse presentation and failure within a highly competitive private rental sector, many due to no fault of the leaving residents.

Despite this increase in emergency presentation, the housing team are working to prevent escalation of homelessness cases. Initiatives such as the 'whatever it takes' fund allows staff to consider a range of outcomes and negotiating standpoints to either maintain their current accommodation or successfully obtain alternative long-term accommodation.

Housing register application remain high from a variety of socio-economic groups, showing how widespread the impact continues to be. The Council finds themselves in a strong position due to previous levels of housing delivery, however there is no doubt that the housing sector as a whole remains under substantial strain as outcomes become hard to find, especially as household finances become tighter

G

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



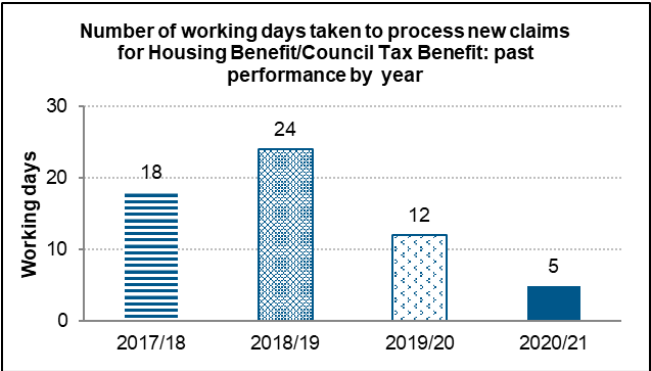
COMMENTS

Team performance has remained outstanding this year as the team really become embedded. Despite sustained demand, an increased case load and administration of numerous government initiatives, such as Covid isolation payments, they have managed to sustainably beat their performance targets. The team has paid out significant funds on money in addition to normal benefit allocations, these include £90k in DHP, £207k in test and trace and £15k discretionary money for those struggling with Council Tax payments. There is no doubt that the teams quick and sustained offer of assistance when needed has mitigated the overall impact of Covid to our residents.

Year End Success Target: 7 working days

RISKS

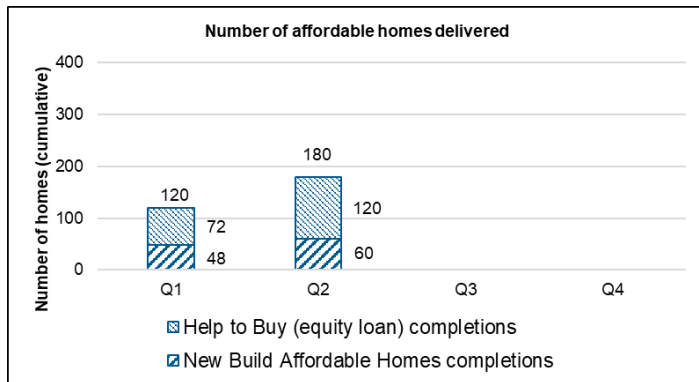
Continued implementation of government initiatives impact team regulatory delivery.



CONTEXT

With this level of performance, the remain one of the top performers nationally. There is minimal chance that the team will not be able to reach the required target this year and remain in a strong position for future years.

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

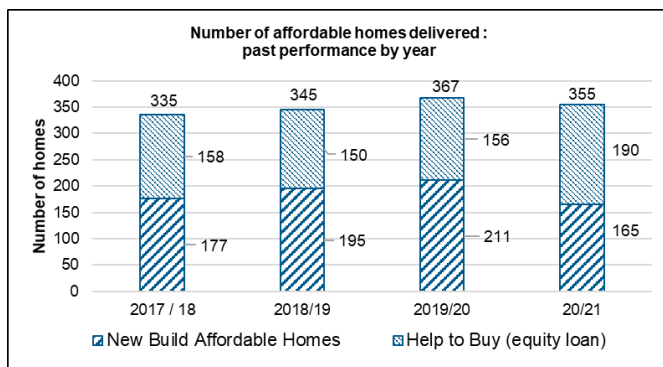


Year End Success Target: Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment

The Strategic Housing Market Assessment for Central Norfolk (2017) indicates a yearly target of 96 new affordable homes for Broadland.

RISKS

Risks identified are: delays caused by material supply problems and Covid on-site mitigation.



COMMENTS

During Q1, there were 120 affordable homes delivered and of these, 48 were new build completions via continued delivery on sites at Sprowston, Hellesdon, Horsford and Blofield.

Of the 48 new build there were 24 for rent (acquired by housing associations) and 24 for intermediate tenure (as shared ownership and Discounted Market Sale). In addition, 72 homes were reported by MHCLG as purchased through Help to Buy (equity loan) in quarter 1

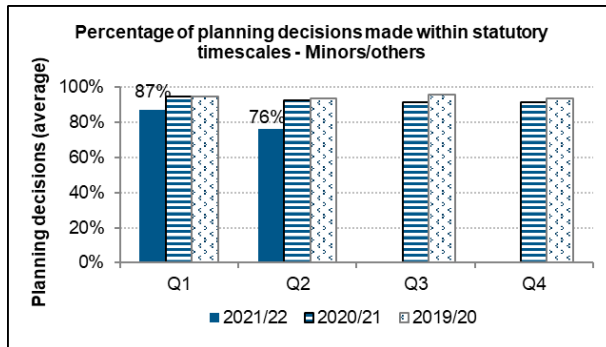
In addition, delivery commenced at Taverham, Postwick and Rackheath (Phase 2 Salhouse Road) and this delivery continued into Q2 although the delivery of new build affordable homes in this quarter is significantly reduced compared to the previous quarter. The reduction may relate to slowing or slippage in delivery on some of the larger sites, which expected to see completions in early September.

In Q2, there were 60 affordable homes delivered. This included 12 new build homes - 11 for affordable rent tenure and 1 shared ownership dwelling acquired by a housing association. The majority of the affordable home completions in Q2 were 48 homes reported by MHCLG as purchased through Help to Buy (equity loan).

CONTEXT

There have been delays and slippage in completing new homes, especially on large sites. Nevertheless, many are under construction and we should still achieve the target of 96 new affordable homes (excluding Help to Buy) by March 2022.

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



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

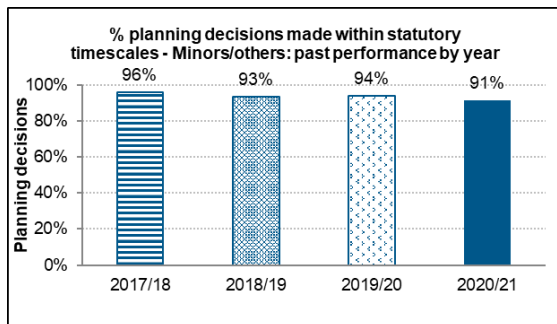
COMMENTS

For Q1 87.4% of applications were determined in time (243 out of 278 applications). 162 applications were determined in the statutory time period of 8 weeks and a further 81 were determined in an agreed extension of time. For Q2, 64.8.% of applications were determined in time (186 out of 287 applications). 94 applications were determined in the statutory time period of 8 weeks and a further 92 were determined in an agreed extension of time. This brings the average for the year so far to 76%.

The national average for "Other" applications determined in 8 weeks or agreed time limit for Q4 in 2020 was 90% and for Q2 it was 89%. However, the anecdotal evidence is that the majority of local planning authorities struggled to handle the significant surge in planning applications as the country came out of lockdown and so it is anticipated that the national average for 2021 will be much lower. We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 70%, we will have special measures introduced. Our current rolling 2-year performance for minors/others is 87.1 %, which against the national target of 70% is good, and as such the Authority is not at risk of special measures. "Other" applications include advertisement consent, Listed Building consent, Certificates of Lawfulness, etc.

RISKS

For Q1, we were slightly below our internal measure of success of 90% and for Q2 we are below the tolerance figure of 80%, This is due to delays we experienced from April to August in registering applications resulting from an increased number of applications being submitted. This could also impact on performance in subsequent quarters. We have appointed additional resources and additional hours are being worked to address further delays. We are exceeding the national target rolling 2 year target of 70% and so there is no risk of special measures being introduced.

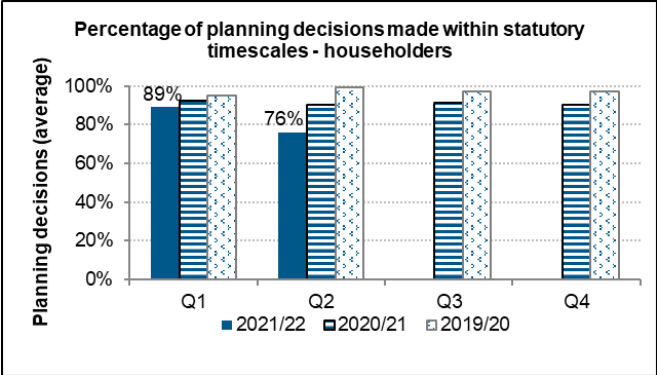


CONTEXT

The graph to the left shows a comparison for previous year.



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



COMMENTS

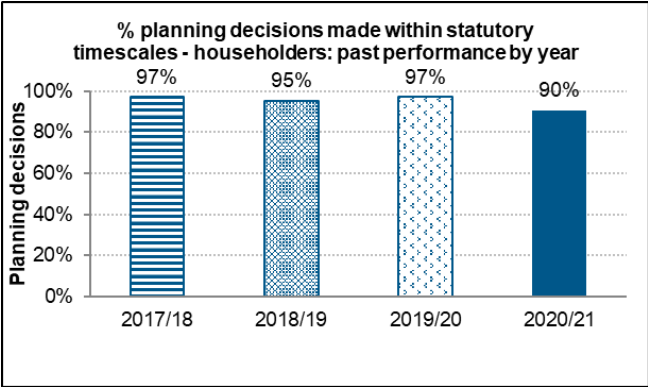
For Q1, 89.36% of applications were determined in time (168 out of 188 applications). 127 applications (67.5%) were determined in the statutory time period of 8 weeks and a further 41 were determined in an agreed extension of time. 11 (5.8%) were determined in 6 weeks or less. For Q2 63.1.% of applications were determined in time (137 out of 217 applications). 75 applications were determined in the statutory time period of 8 weeks and a further 62 were determined in an agreed extension of time. 90 (4%) were determined in 6 weeks or less. This brings the average for the year so far to 76%.

There has been a significant increase in the number of applications submitted compared to previous years, and while Q1 was below target, there was an improvement on Q4 2020/21 and we have determined an additional 32 applications. Q2 has seen a further increase in the number of applications determined

Year End Success Target: 95% of decisions

RISKS

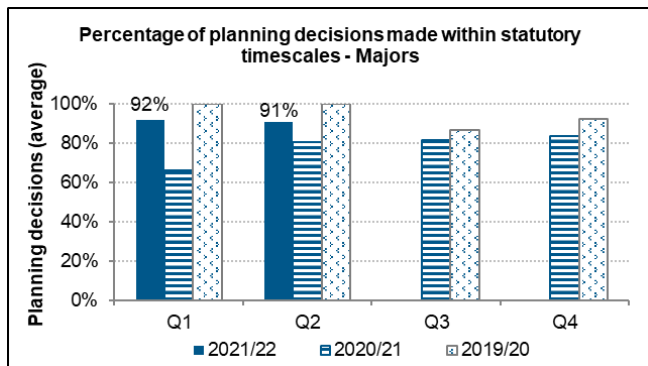
For Q1 we were slightly below our internal measure of success of 95% and for Q2 we are below the tolerance figure of 85%. This is due to delays we experienced from April to August in registering applications resulting from an increased number of applications being submitted. This could also impact on performance in subsequent quarters although delays have now been significantly reduced. We have appointed additional resources and additional hours are being worked to address further delays



CONTEXT

The graph to the left shows a comparison for previous years.

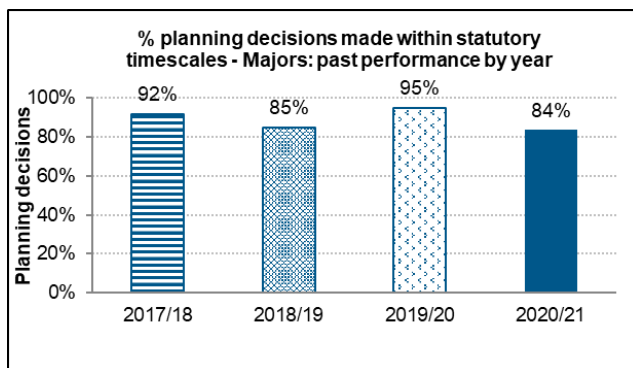
A Percentage of planning decisions made within statutory timescales - majors (Measure reference 23)



Year End Success Target: 95% of decisions

RISKS

We are slightly below our internal measure of success of 95%, which is partly due to delays we are experiencing in registering applications resulting from an increased number of applications being submitted. This could also impact on performance in subsequent quarters. We have appointed additional resources and additional hours are being worked to address further delays. We are in excess of the tolerance figure of 85% and the national measure of 60% both for the quarter and the rolling two year measure and as such, are not at risk.



COMMENTS

For Q1, 91.6% of applications were determined in time (11 applications out of 12). 3 were determined within the statutory time limit and 8 were determined within an agreed extension of time. For Q2, 90% of applications were determined in time (9 applications out of 10). 1 was determined within the statutory time limit and 8 were determined within an agreed extension of time. This brings the average for the year so far to 92%.

The national average for "Major" applications determined in 13 weeks or agreed time limit for Q1 in 2020 was 89% and for Q2 was 88%.

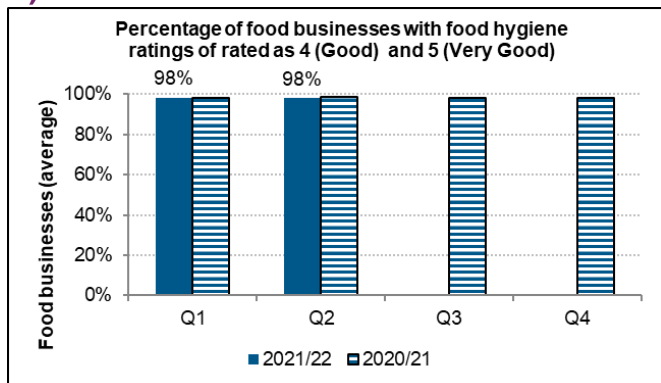
We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 60% we will have special measures introduced. Our current rolling 2-year performance for majors is 88.5%, which is against the national target of 60% means the Authority is not at risk of special measures

CONTEXT

The graph to the left shows a comparison for previous years.



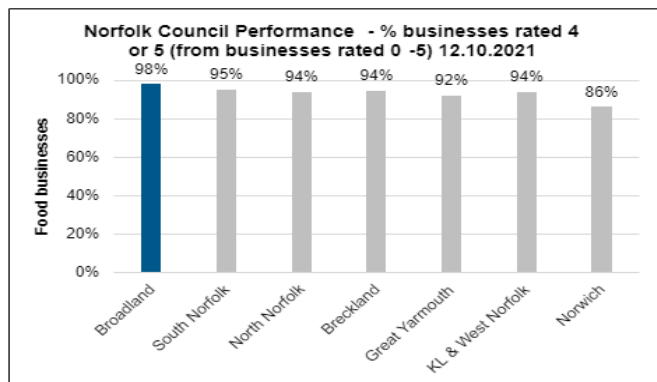
G Percentage of food businesses with food hygiene ratings of rated 4 (Good) and 5 (Very Good) (Measure reference 24)



<NEW> Year End Success Target: 98%

RISKS

Our work programme continues to address a backlog of inspections and during Q2 our food safety inspections and other visits focussed on the high risk-rated businesses, plus new food registrations, in line with Food Standards Agency advice to local authorities. The use of an additional officer, fully funded from the Contain Outbreak Management Fund (COMF), is assisting with the Food, Safety and Licensing Team's Recovery Plan and the food visits that were deferred during the pandemic response in 2020/21. This additional resource is helping us to maximise inspection numbers to address concerns that food safety/food hygiene standards may have slipped in places. Where poor food safety is encountered during inspection, officers are serving enforcement notices when appropriate. Currently there is a backlog of new businesses requiring inspection, which has been a key focus in Q2 (and will continue to be for the remainder of 2021/22). Inspection work in Q2 has resulted in a 3% increase in the total number of food businesses currently rated since Q1.



COMMENTS

A total of 920 food businesses in Broadland are currently rated within the Food Hygiene Rating Scheme with 98% of these being rated 5 (very good) or 4 (good), a total of 834 and 66 businesses respectively. This result is high and should give confidence to consumers and businesses alike. 114 food safety interventions have taken place, comprising food safety inspections, partial inspections, monitoring/surveillance visits.

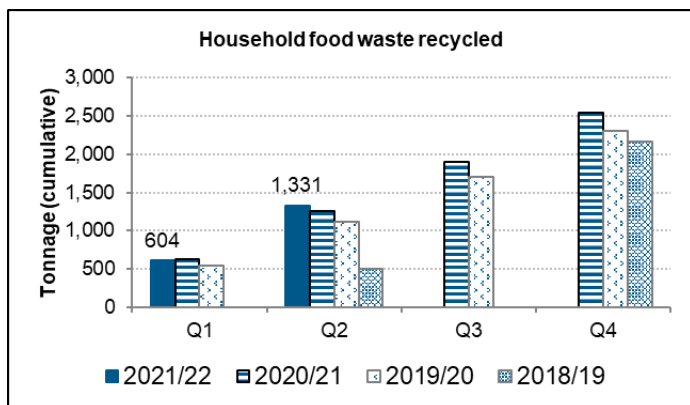
Inspectors are, however, finding that there has been slippage in food safety standards in some of the existing businesses they have visited and there has been a corresponding slight increase in numbers of premises not 'broadly compliant' (0, 1 or 2 rated) and this may be, as anticipated, a consequence of the pandemic extending the timeframe between physical inspections together with other reasons. This situation is replicated across Norfolk, with other LAs showing a similar slight reduction in quarter-on-quarter figures.

CONTEXT

The table benchmarks the percentage of food businesses with a Food Hygiene Rating of 4 or 5 in other Norfolk authorities.

Source: Food Standards Agency.

Household food waste recycled (Measure reference 25)



COMMENTS

The total household food waste recycled in Q2 (2021/22) was 727.2t. This represents an increase of 123.2t (20.4%) from in Q1.

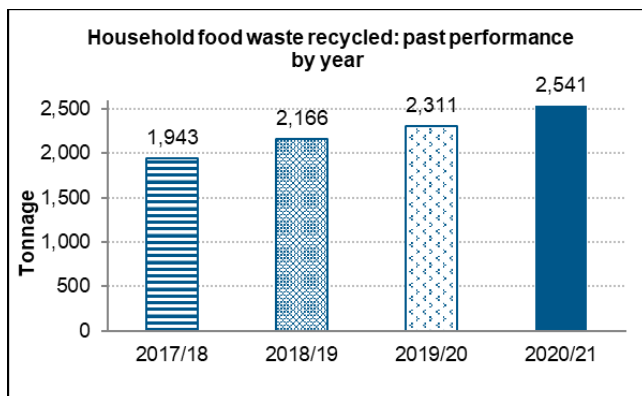
This increase can be explained by an expansion to the service by 1,686 properties at the beginning of Q1, while the whole benefit of the expansion may not have yet been realised as new residents to the scheme will take some time to settle in with the service.

The household food waste recycled this quarter was 106.6t (17.2%) higher than the same quarter last year. This increase is likely due to the positive decision taken to expand the service in April 2021.

Year End Success Target: Increase in overall gross tonnage

RISKS

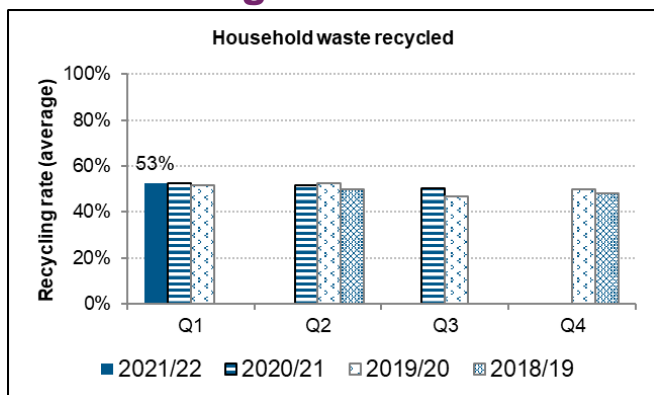
Householder apathy, misunderstandings over what can go in which bin leading to contamination, waste minimisation (which is a positive outcome but may lead to a reduction in overall tonnage), behaviour changes linked to the pandemic.



CONTEXT

Data in Waste Data Flow shows that the only other Norfolk authority to collect food waste in Q1 2021/22 was Norwich City who collected 14.96kg per household compared to Broadland's 19.82kg per household.

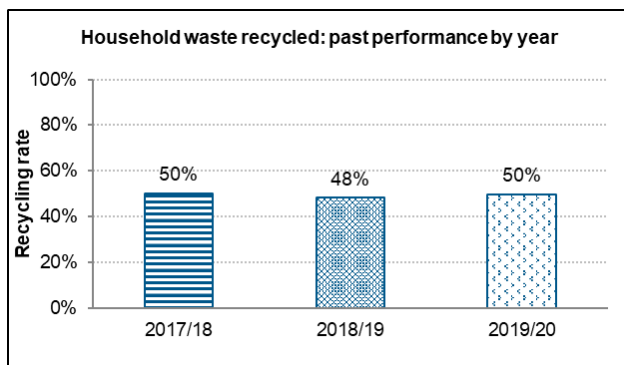
G Percentage of household waste recycled (Measure reference 26)



Year End Success Target: 2% increase

RISKS

The key risks to increasing the amount of household waste that is recycled, include increasing householder apathy towards recycling, a misunderstanding over what can go in which bin, leading to contamination or potentially recyclable materials being put in the residual waste.



COMMENTS

Note - Q2 2021/22 data is not yet available the information below relates to Q1 2021/22.

The total recycling rate in Q1 2021/22 was 52.6% which is an increase of 7.4% from 45.2% recorded in Q4 2020/21. The increase, however, is mainly due to seasonal variation impacting the number of garden waste collections and tonnages collected. Further analysis of the data shows that the dry recycling rate decreased by 6.2% whilst the composting rate (garden and food waste) increased by 13.5%. Comparing this data to the same quarter for last year shows that there has been a 0.04% increase in the total recycling rate for this quarter compared to Q1 in 2020/21. While the total tonnage of recycling actually decreased by 154.8t, the tonnage of residual waste decreased as well by 150.6t leading to the percentage of waste recycled increasing. Further analysis shows that the dry recycling rate (excluding food and garden waste) has decreased by 0.72% or 164.3t while the composting rate increased by 0.76% or 9.6t. This is a trend that has been seen across other authorities in Norfolk.

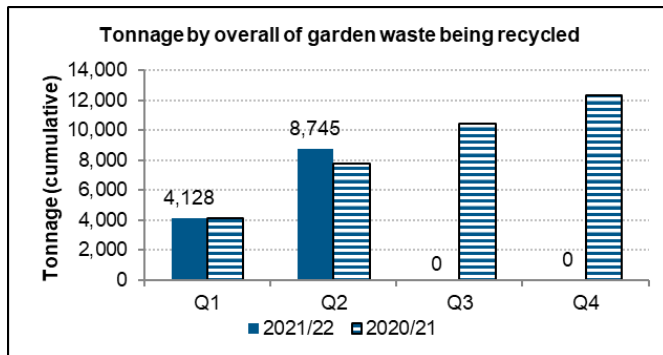
CONTEXT

The total recycling rate for all Norfolk authorities has decreased this quarter compared to the same quarter last year, except for Great Yarmouth and Broadland. Leaflets promoting garden waste bins and reduced-price composters were distributed to households, along with the promotion of Food Waste Action Week in March and the expansion of the food waste service.

Social media campaign and leaflets distributed to households to reduce contamination in garden waste bins. Leaflets to encourage those residents receiving the food waste service to participate, as well as a social media campaign to reduce the amount of food generally being wasted at home and thus reducing the amount of rubbish being produced. Plus the promotion of Recycle Week in September to encourage residents to recycle right.

G

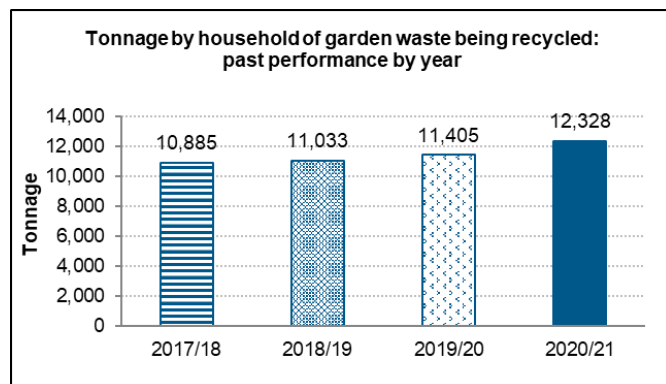
Tonnage by household of garden waste being recycled (Measure reference 27)



Year End Success Target: Increase in tonnage

RISKS

The key risks to the level of garden waste being recycled are the number of subscribers and a saturation of the service, coupled with seasonality, behaviour changes linked to the pandemic and contamination of the material collected.



COMMENTS

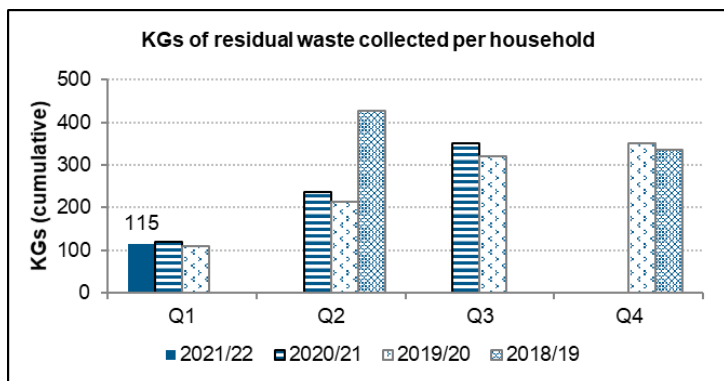
The amount of garden waste recycled in Q2 2021/22 showed an increase 489t (11.84%) compared to Q1. This is due primarily to three reasons, the net increase in the number of bins from 32,759 at the beginning of April to 33,832 at the end of September, the promotion of the service in July 2021 and a wetter summer causing an increase in net weight of the material collected.

The total amount of household garden waste recycled in Q2 2021/22 was 4,617.06t, which is 950.45t higher than for the same quarter last year (2020/21) which represents an increase of 22.04% overall.

CONTEXT

Q2 2021/22 data is not yet available on Waste Data Flow to provide a comparison with other Norfolk authorities.

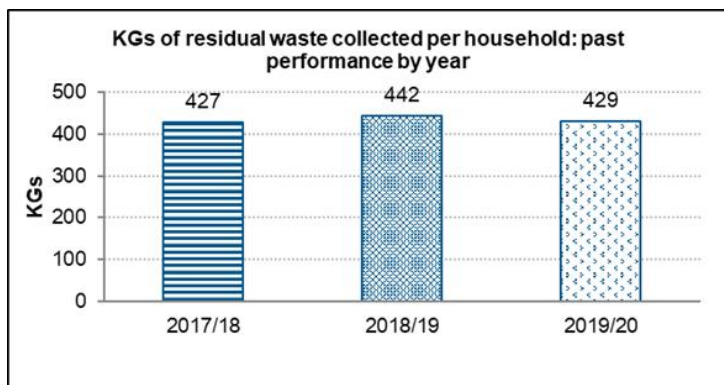
G KGs of residual waste collected per household (Measure reference 28)



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

RISKS

Householder apathy to recycling or lack of knowledge over what can be recycled leading to materials that could be recycled being put into the residual waste and behaviour changes linked to the pandemic.



COMMENTS

Note Q2 2021/22 date is not yet available the information below relates to Q1 2021/22

The total kgs of residual waste collected per household in Q1 was 114.65kg/hh compared to 118.6kg/hh in Q4 2020/21. This decrease of 3.9kg/hh (3.3%) is probably due to ending of the lockdown in January 2021, during the lockdown many households took the opportunity to have a clear out and therefore produced more waste.

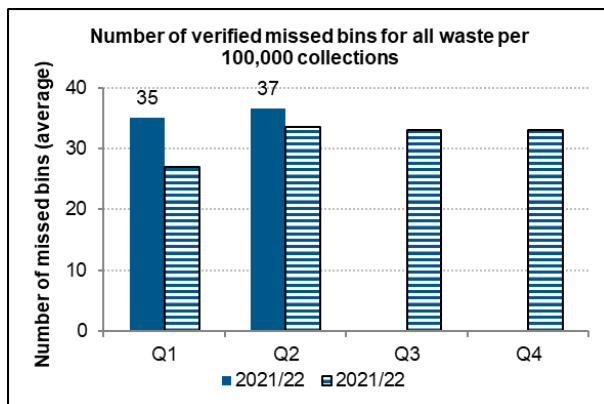
A comparison with last year's Q1 will help to identify trends and reduce the impact of seasonal variation. Comparing this data shows a 2.18% decrease in the amount of kgs of residual waste collected per household. This can be attributed to the first lockdown and stay at home order where more people were at home and changes in behaviour such as having clear outs.

However, when comparing the figure to last year's Q1 figure there has been a positive decrease of 2.18% in the overall amount of kgs of residual waste being collected per household.

CONTEXT

Comparative data with other Norfolk authorities for Q1 2021/22 and Q1 2020/21 shows an increase in kgs of residual waste per household for all authorities except Broadland and Great Yarmouth.

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



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

COMMENTS

Q2 2021/22 figure of 38 has increased from the Q1 2021/22 figure of 35 and the figure of 34 in Q2 2020/21. This brings the average number of missed bins this year so far to 37.

The reason for the increase on this occasion is due to an administrative user error on behalf of the contractor. The issue was linked to their management information system ECHO which is currently being trialled on the Garden Waste service. The issue was identified and resolved at the end of September, but it has not been possible at this point in time to ascertain what the correct figure should have been, this will be reported in the next quarter if it is available.

RISKS

Broadland housing growth increasing the task for the waste collection operation and the need to improve facilities at the Frettenham Depot, the national HGV shortage may in the short-term impact upon Veolia's workforce although they have plans in place to mitigate the potential impacts.

CONTEXT

The table shows a breakdown of the Q2 Missed Bins per 100,000 collections.

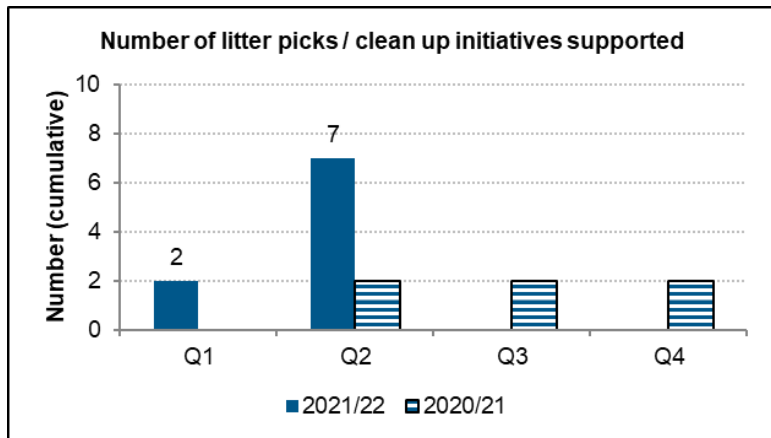
Unfortunately, Veolia are not able to provide us with average data for all of their contracts which helps provide context. We endeavour to have access to this information again as soon as possible.

	July	August	September	Q2 Average
Refuse and Recycling	40.92	42.50	24.4	35.94
Garden	25.03	8.34	55.61	29.66
Food	32.38	56.06	58.43	48.96
Average	32.78	35.63	46.15	38.19

G The number of litter picks / clean up initiatives supported (Measure reference 30)

COMMENTS

The Broadland Community Clear Up scheme commenced on 1st September. The scheme was promoted to all the Parish Councils and known litter picking groups in Broadland. So far, we have given a few sets of equipment (litter picker, hi-vis vests and sacks) to some individuals, as well as providing litter collections for litter picking groups who already have equipment. The scheme will finish on 31st October.



<NEW> Year End Success Target: 30 Litter picks/ clean up initiatives

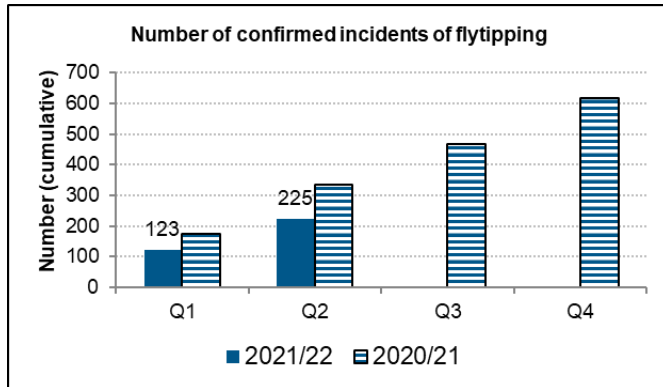
RISKS

On-going Covid-19 related concerns from volunteers around meeting in groups leading to a reduction in engagement. The move from the picks taking place in April to September has meant that verges have become overgrown, which have led to some groups deciding not to undertake their normal pick.

CONTEXT

The delay in the Broadland Community Clear Up scheme from April to September coupled with Covid-19 Lockdown measures including restrictions on the numbers of people that could meet and the Council's position on not allowing visitors to collect equipment from the Council offices has greatly restricted the ability to support community litter picks.

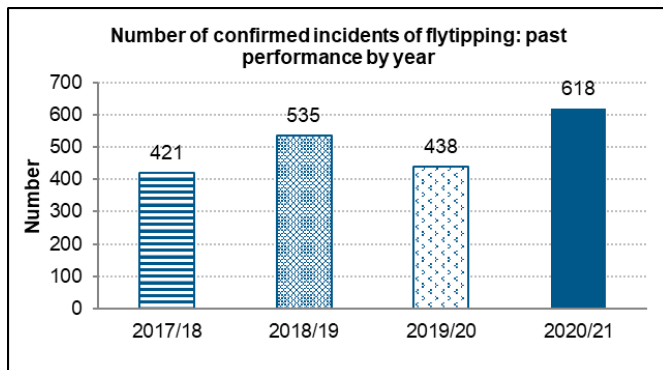
G Number of confirmed incidents of fly tipping (Measure reference 31)



Year End Success Target: No more than 500

RISKS

Officers will continue to monitor incidents and offending behaviours closely, to detect offenders and target hotspot locations, and to robustly enforce legal responsibilities.



COMMENTS

The numbers of incidents have dropped compared to the previous quarter, from 123 in Q1 to 102 in Q2. This could be potentially for seasonal reasons or because household waste recycling centres have become less congested since lockdown easing in May. This could mean more people are disposing of waste responsibly.

Alternatively, the drop in numbers might reflect the Council's enforcement focus and growing trade awareness of our focus on fly tipper detection. A number of enforcement cases have been completed or are in the pipeline.

CONTEXT

Previous year data is shown in the graph.



Delivery Plan 2021-2022

Two Councils One Team





Our Delivery Plan for 2021/22

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2017 which has seen the councils develop a single officer team working across two districts.

Our Strategic Plan for 2020-2024 has outlined our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next three years working as a partnership.

Challenges in the future are changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those challenges. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

Coronavirus is the biggest challenge the UK has faced in generations. Its impact on people's health, wellbeing and the economy continues to be substantial. The response to date has required the support of people and organisations at all levels to work together.

From delivering food to those in need to supporting businesses through quick access to grants; the wider community in our districts have truly pulled together. It is clear that the impacts of the pandemic will be with us for future years and this Delivery Plan, alongside our Recovery Plan, has outlined the ways in which we will respond to the challenges the pandemic has brought and our plan for supporting our districts in the future.

This document, our Delivery Plan, has been developed around our priorities and ways of working and describes our intended activities for 2021/22.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions linked to each priority. These priorities and ambitions are underpinned by how we deliver our services through our people and our approach.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focussed on the three service areas the council is made up of, with each activity carried out being linked back to the key priority areas.

The Vision for our place

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

OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.



Supporting individuals and empowering communities

- Ensure that the most vulnerable feel safe and well.
- Empower people to succeed and achieve their aspirations.
- Create and support communities which are connected and are able to thrive.



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

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.



Moving with the times, working smartly and collaboratively

- Promote a place which has a clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.



Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment.

Instead of reducing the level of the services that we provide to our residents, we have the ambition to move with the times and generate new income streams, alongside using innovative and devolved funding mechanisms to continue to support our services. Central to our long-term financial plan to become more financially self-sustaining, is seeking to generate new income streams by using our capital funding to support the economy to grow.

This plan outlines our spend for 2021/22 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45% (Broadland) and 55% (South Norfolk). This is reflected in the financial tables in this plan.

2021/22 outlook

Our total controllable funding for 2021/22 is:

- **£21.2m for Broadland District Council**
- **£32.4m for South Norfolk Council**

South Norfolk Council

Government Specific Grant	41%
Fees, Charges and other Income	26%
Council Tax	14%
Business Rates	8%
Government Central Grant	8%
Investment Income	2%
Commercial services	1%

Broadland District Council

Government Specific Grant	51%
Fees, Charges and other Income	17%
Council Tax	16%
Business Rates	10%
Government Central Grant	5%
Investment Income	1%

How our budget is to be spent in 2021/22

The charts outline our predicted spend for each of our three directorates and the key activities and projects being delivered is detailed later in the plan. A detailed breakdown of how much our services cost to run can be found in the Budget Books for both Councils’.

South Norfolk Council

People and Communities	43%
Resources	33%
Place	23%

Broadland Council

People and Communities	44%
Resources	37%
Place	19%

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These are reported into both Broadland and South Norfolk Cabinets in Q2, Q3 and Q4.

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
1	N5	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study	Quarterly	All teams
2	Across a number of activities	Customer satisfaction survey (%)	The baseline measure will be ascertained in line with the customer satisfaction strategy	Quarterly (once baselined)	Innovation, Strategy & Programmes
3	1	Staff satisfaction	Success will look like an increase on the baseline figure ascertained in 20/21	Quarterly (once baselined)	OD
4	P4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
5	P3	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
6	P1	% of the organisations workforce who are apprentices and graduate entry roles.	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that baseline figure.	Quarterly	HR / OD
7	L3	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate – Annual	Annual	Council Tax

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
8	L4	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate – Annual	Annual	Business Rates
9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan	End of Q4 for the preceding year	Economic Development/ Planning
10	Across a number of activities	Employment rate	Increase on employment rates for both districts – Annual	Annual	Economic Growth/ Communities and Early Help
11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are in employment and claiming benefits	Annual	Economic Growth/ Communities and Early Help
12	Across a number of activities	% of vacant retail space in market towns	The baseline measure will be ascertained in Q4 of 20/21. Success will look like a decrease on that baseline figure	Quarterly (once baselined)	Economic Growth/ Planning
13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
14	Across a number of activities	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth
15	A5	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents to be supported by Q4	Quarterly	Communities and Early Help
16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	Achieve 80% of the pre-Covid19 footfall at all South Norfolk Leisure Centres by end Q4	Quarterly	Leisure

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
17	D2	Number of residents supported to live independently	800 persons assisted to live independently by Q4	Quarterly	Communities and Early Help
18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4	Quarterly	Communities and Early Help
19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% by Q4	Quarterly	Communities and Early Help
20	E7	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	It takes 7 days to process new claims and change of circumstances 80% by Q4	Quarterly	Housing and Benefits
21	G7	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
22	G8	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	End of Q4 for the preceding year	Planning
23	G9	% Planning decisions made within statutory timescales	<ul style="list-style-type: none"> 90% of minors/others in agreed time 95% of householders in agreed time with 65% of these in 6 weeks 95% of majors in agreed time 	Quarterly	Planning
24	I3	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that baseline figure	Quarterly (once baselined)	Food, Safety & Licensing

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
25	C6	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
26	C6	% of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
27	C6	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
28	C6	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
29	C7	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
30	C9	Number of litter picks/clean up initiatives supported	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that base-line figure	Quarterly (once baselined)	Waste Services
31	C9	The baseline measure will be ascertained in Q4. Success will look like a decrease on that baseline figure	The baseline measure will be ascertained in Q4. Success will look like a decrease on that baseline figure	Quarterly (once baselined)	Environmental Protection

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions.

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
1	N5	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study	Quarterly	All teams
2	Across a number of activities	Customer satisfaction survey (%)	A robust Customer Satisfaction Performance measure which forms a baseline for future surveys	Quarterly	Innovation, Strategy & Programmes
3	1	Staff satisfaction	Continual improvement on: <ul style="list-style-type: none"> Percentage response rate employee opinion survey Percentage improvement employee wellbeing pulse survey Percentage improvement employee satisfaction opinion survey 	Quarterly	OD
4	P4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
5	P3	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
6	P1	% of the organisations workforce who are apprentices and graduate entry roles.	18 new apprentices (2.4% of the workforce)	Quarterly	HR / OD
7	L3	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate – Annual	Annual	Council Tax

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
8	L4	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate – Annual	Annual	Business Rates
9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan	End of Q4 for the preceding year	Economic Development/ Planning
10	Across a number of activities	Employment rate	Increase on employment rates for both districts – Annual	Annual	Economic Growth/ Communities and Early Help
11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are in employment and claiming benefits	Annual	Economic Growth/ Communities and Early Help
12	Across a number of activities	% of vacant retail space in market towns	Less than 8%	Quarterly	Economic Growth/ Planning
13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
14	Across a number of activities	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth
15	A5	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents to be supported by Q4	Quarterly	Communities and Early Help
16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	Achieve 80% of the pre-Covid19 footfall at all South Norfolk Leisure Centres by end Q4	Quarterly	Leisure

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
17	D2	Number of residents supported to live independently	800 persons assisted to live independently by Q4	Quarterly	Communities and Early Help
18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4	Quarterly	Communities and Early Help
19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% by Q4	Quarterly	Communities and Early Help
20	E7	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	It takes 7 days to process new claims and change of circumstances 80% by Q4	Quarterly	Housing and Benefits
21	G7	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
22	G8	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	End of Q4 for the preceding year	Planning
23	G9	% Planning decisions made within statutory timescales	<ul style="list-style-type: none"> 90% of minors/others in agreed time 95% of householders in agreed time with 65% of these in 6 weeks 95% of majors in agreed time 	Quarterly	Planning
24	I3	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	98%	Quarterly	Food, Safety & Licensing

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
25	C6	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
26	C6	% of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
27	C6	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
28	C6	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
29	C7	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
30	C9	Number of litter picks/clean up initiatives supported	30 SNC 30 BDC	Quarterly	Waste Services
31	C9	Number of confirmed incidents of flytipping	No more than: 1,000 SNC 500 BDC	Quarterly	Environmental Protection

People and Communities

A) Communities and Early Help

Core Purpose of the service: To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
A1	<p>Redesign our early help and prevention model as part of the transformation agenda:</p> <p>Use the learning from the Covid-19 crisis to identify how we can build on the community hub partnership between districts, county council and other partners to develop the capacity and capability to effectively manage resident issues before they become crises. This includes:</p> <ul style="list-style-type: none"> Working with partners, continue to provide community level support, information and guidance to those made vulnerable through the Covid-19 pandemic for as long as necessary Design with partners and establish a common and accessible community hub model 	<p>A multi-agency hub which operates across both districts and supports residents to access the support they need and navigate the complicated public sector.</p> <p>A hub model which goes further to prevent crises (e.g. homelessness), by supporting residents at an earlier stage with good levels of contact into the local hub.</p> <p>A hub model which further develops, empowers and engages communities to help each other.</p>	<p>A new community hub model is in place with strong partnership support that has clear ambitions and goals to prevent issues escalating – Q2</p> <p>A fully commissioned District Direct programme is delivering in community hospitals and acute trusts – Q1</p>	n/a	AD Individuals and Families	<p>Moving with the times, working smartly and collaboratively</p> <p>Supporting individuals and empowering communities</p>	<p>In Progress</p> <p>Update: This work is progressing but has been delayed due to Covid demand. This work is ongoing and will be completed in summer 2022</p>

	<p>which enables strong inter agency working and alignment of resources, access to support for residents and develops community capacity and navigation to provide support</p> <ul style="list-style-type: none"> Working with the Health and Wellbeing Board to ensure the sustainability of the acute based District Direct model and integration and access of district services through local NHS primary care networks Develop our partnership working and community offer around health and wellbeing priorities including domestic abuse, mental wellbeing and frailty 						
A2	<p>Support aspirations and skill of residents, including:</p> <ul style="list-style-type: none"> Work with partners to develop a skills and employment offer to improve public and private sector opportunities to support our economy post Covid-19, such as 	<p>There is an increase in:</p> <ul style="list-style-type: none"> Numbers of apprenticeships and other career opportunities, specifically in hard to recruit council jobs More people affected by Covid-19 back into employment compared to the national average 	<p>The councils have provided young people with information and advice about careers in local Government – Q1</p> <p>Choices programme</p>	n/a	AD Individuals and Families/AD Economic Growth	<p>Moving with the times, working smartly and collaboratively</p> <p>Supporting individuals and empowering communities</p>	<p>Completed</p> <p>Update: A careers ambassador programme has been agreed as part of our skills and training programme. We are working with Enterprise Advisors Network to understand how we can best place our resource to maximise impact.</p>

	<p>the Kickstart scheme</p> <ul style="list-style-type: none"> • Improve careers advice in schools and post education to ensure residents are equipped to take up the careers our districts need • Link schools with community groups to increase 'soft skills' in young people • Engage with schools, businesses and partners to increase aspirations of young people and increase take-up and awareness of local opportunities 	<p>There is a decrease in:</p> <ul style="list-style-type: none"> • School age children who are, or are at risk of being NEET in the districts <p>Number of benefits claimants in work</p>	<p>offers all residents in both districts a chance to develop skills for work – Q2</p>				<p>Choices programme is back and running in Broadland, and will be trialled in South Norfolk in January 2022 as part of our skills and training programme</p>
A3	<p>Create a community offer and events brand package: Develop and launch a community brand which:</p> <ul style="list-style-type: none"> • Aligns our community events • Maximises sponsorship, community investment and CSR • Engage communities to participate in community 	<p>Commercial partners are engaged.</p> <p>There is increases in the inward investment in the council areas, increasing community capacity.</p> <p>Attendance at and engagement in wellbeing events across both districts increases.</p>	<p>Model developed to enable businesses to support the councils in improving the environment, our communities and the economy – Q3</p>	n/a	AD Individuals and Families / AD Chief of Staff	Supporting individuals and empowering communities	<p>Not started</p> <p>Update: Due to Covid pressures, this work will be moved to next financial year.</p>

	wellbeing events and schemes						
A4	Embed social value in procurement (<i>looking at the additional value created in service contracts which have a benefit to the wider community</i>): Work with partners to develop and embed social value in procurement to develop a more inclusive economy.	There is an agreed One Team policy position, alongside partners, embedded into all contracts monitored using the TOMS framework.	Q4	n/a	AD Individuals and Families/AD Finance	Supporting individuals and empowering communities	Not started Update: Due to Covid pressures, this work will be moved to next financial year.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
A5	Provision of non-statutory services to support vulnerable residents, including: <ul style="list-style-type: none"> Enhanced community support through the Covid-19 pandemic Help Hub requests for support Social Prescribing (SNC) Welfare and debt advice Emotional Wellbeing and Resilience Service Domestic abuse service Handyperson service Pathways 	Residents are supported to avoid crises. Demand on the Councils and other statutory services is reduced.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: The Help Hub approach has proved invaluable in our Covid response, supporting families one street at a time and engaging communities and mutual aid groups

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
A6	Safeguarding: Embed a joint safeguarding protocol across the organisation and raise awareness of safeguarding.	A healthy level of reported safeguarding cases which are dealt with quickly and proportionately and staff are suitable trained.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Update: Completed
A7	Continue to develop our community Wellbeing Offer: Develop a holistic community outreach leisure offer which aims to improve the capacity, health, wellbeing and activity levels of our communities. Building on and developing good examples, such as: <ul style="list-style-type: none"> • Tots2Teens • GP referrals scheme • Why Weight • 10k races and development of park runs 	There is improvement in the capacity, health, wellbeing and activity levels of our communities. Increased uptake or attendance at community wellbeing events or schemes.	Ongoing	n/a	AD Individuals and Families / AD Community Services	Supporting individuals and empowering communities	In progress Update: Ongoing programme of development.

B) Leisure

Core Purpose of the service: Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
B1	One Public Estate: In line with the One Public Estate principles, finalise options for the future re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC only).	Our leisure centres are used to the best of their ability and support partnership working while improving outcomes for our residents.	Initial business plan setting out options for approval – Q2	n/a	AD Community Services	Supporting individuals and empowering communities	In progress Update: Uncertainty around the future financial viability of leisure provision has meant the scheme is currently on hold.
B2	Expand Leisure Facility Offer: Develop and expand the offer to residents in line with agreed leisure principles and subject to agreed business cases through supporting community initiatives or working in partnership in line with agreed leisure principles, including; <ul style="list-style-type: none"> Revisit of the Long Stratton High School Pool business case in light of Covid-19 (SNC only) Better utilisation of Ketts Park and improvements to Framingham Earl (SNC only) 	There is an agreed policy position for development of community-based leisure opportunities and each business case will be taken on merit. Successful deployment of schemes and uptake by local residents.	Ongoing	Capital funding to be agreed	AD Community Services/AD Economic Growth/AD Individuals & Families	Supporting individuals and empowering communities	In progress Update: Uncertainty around the future financial viability of leisure provision has meant the schemes have not progressed as quickly as expected. Uncertainty around South Norfolk's VAT shelter has also lead to a delay.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<ul style="list-style-type: none"> BDC area; explore leisure facility opportunities and develop business cases where appropriate (BDC only) Develop an action plan to establish the future leisure use of the new Country Park at Houghen Plantation 						

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
B3	<p>Implement the ongoing recovery plan to increase use and income with an enhanced centre-based leisure offer and improve activity levels of residents (SNC only)</p> <p>Work to ensure the leisure service is back to where it was before Covid-19.</p>	<p>Increase in:</p> <ul style="list-style-type: none"> Enhanced on-line offer Footfall Membership subscriptions Profitability Customer satisfaction levels at centres Increased targeting and market segmentation - Datahub 	Ongoing	n/a	AD Community Services	Supporting individuals and empowering communities	<p>In progress</p> <p>Update: Recovery Plan being implemented, current projections for end of year performance are above Scenario 3 in terms of membership and Scenario 2 for Income.</p> <p>Wide range of marketing and promotion campaigns are being implemented.</p>
B4	<p>Efficient and safe operational delivery of the leisure centres and community leisure offerings: Continue to improve our quality and</p>	Implementation of Covid-19 recovery Plan. Quest quality accreditation is secured for all sites and there is a reduction in	Ongoing	n/a	AD Community Services	Supporting individuals and empowering communities	<p>In progress</p> <p>Update: Regular health & safety audits are being completed in response to Covid-19. Long Stratton</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	safety through robust operational procedures and obtaining accredited standards (SNC only).	health and safety and RIDDOR incidents.					received Excellent Quest rating

C) Waste Services

Core Purpose of the service:

- To provide a viable, cost effective and compliant service which generates income for the Councils
- To keep our customers healthy and ensure a clean and tidy environment
- To increase the recycling rate

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
C1	Finalise options appraisal for the development of a Local Authority Trading Company (LATC) for delivery of waste services in South Norfolk (SNC only).	Initial feasibility report which allows for an informed decision to be made as to whether a LATC is a suitable option for South Norfolk.	Initial feasibility report setting out options – Q1	n/a	AD Community Services	Moving with the times, working smartly and collaboratively	In progress Update: Initial discussions were held with West Suffolk and Great Yarmouth to explore potential to establish a LATC – due to uncertainties around Govt Waste Strategy proposals have been put on hold.
C2	Complete re-procurement of the Broadland Refuse, Recycling and Street Cleansing services: Completion of tender process and the award of a new waste ten-year contract, work with new contractor on mobilisation	Successful re-tendering of waste service, delivering high quality service at an affordable price.	Tender awarded Sept 2021 Mobilisation Oct-March 2022	Capital funding to be agreed	AD Community Services	Moving with the times, working smartly and collaboratively	Completed Update: Procurement process and tender awarded to Veolia in September 2021 – now moved into mobilisation stage

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	of contract for operation April 2022 (BDC only).						
C3	Alignment of waste customer services: Alignment of waste customer services, including policies and procedures leading to a single customer service experience and a single system for customer service requests and complaints.	The service is able to make efficiency savings and customer experience is improved	Final business case approved Q4 Implementation to begin following award of Broadland waste contract (C2)	n/a	AD Community Services	Moving with the times, working smartly and collaboratively	In progress Update: Project delayed following Broadland Cabinet's decision to delay implementation until after the procurement process had been completed.
C4	Finalise options and develop full business cases for the future of the existing Frettenham and Ketteringham depots: Establish the viability and options for the future use of the existing depots.	Options appraisals and feasibility studies completed for both depots	Final option appraisals and business cases approved – Q3 Broadland business case to be aligned with award of waste contract (C2)	Capital funding to be agreed	AD Community Services	Moving with the times, working smartly and collaboratively	In progress Update: Improvements to the Frettenham depot now forms part of waste contract mobilisation – Business Case to be developed. Identification of a suitable site for a new South Norfolk Depot has proved problematical- work is ongoing with Big Sky
C5	Review of Materials Recovery Facility Contract: Work with the Norfolk Waste Partnership to implement the findings of the options appraisal for replacement of Materials Recovery Facility from 2024.	Manage financial impacts of any increases in Gate Fees.	Options appraisal approved with partner authorities – Q1	n/a	AD Community Services	Moving with the times, working smartly and collaboratively	Completed Update: Cabinet's approved extension of MRF contract to 2027.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
C6	<p>Increase recycling rates and reduce contamination: Improve recycling and contamination behaviour through a range of projects, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils.</p> <p>Work with the Norfolk Waste Partnership to support a range of initiatives and campaigns. This is linked to H5, the implementation of the Environmental Strategy.</p>	Improve the environment by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Ongoing	Capital funding to be agreed	AD Community Services	<p>Protecting and improving our natural and built environment, whilst maximising quality of life</p> <p>Moving with the times, working smartly and collaboratively</p>	<p>In progress</p> <p>Update: A range of publicity campaigns have been undertaken – Covid has had an significant impact upon residents behaviour Broadland still has the highest recycling rate in Norfolk at 52.6% and South Norfolk the second highest at 45.2%</p>
C7	<p>Deliver an effective service, compliant vehicle operating licence and maintenance of a healthy and safe operational working environment through:</p> <ul style="list-style-type: none"> Effective delivery of the in-house waste service (SNC) and contract management and monitoring (BDC) 	<p>Complete business case for the roll out of in cab-technology (SNC).</p> <p>Work with Veolia to pilot their Echo in cab system on Garden Waste service Maintain operator licence accredited quality assurance standard (SNC).</p>	Ongoing	n/a	AD Community Services	<p>Protecting and improving our natural and built environment, whilst maximising quality of life</p> <p>Moving with the times, working smartly and collaboratively</p>	<p>In progress</p> <p>Update: Fully compliant services have been operated in both districts.</p> <p>In-cab technology is currently being fitted into SNC vehicles. A trial of the use of Veolia's ECHO system is currently underway on BDC garden waste service</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<ul style="list-style-type: none"> Implementing electronic systems, R2C WebEx, drivers' inspections and audits and achieving accredited quality assurance standard (SNC) Continue to develop our commercial waste service to drive income generation Develop business case for introduction of in cab technology (SNC) and work with Veolia on piloting in cab technology (BDC) 	Increased level of income generated through commercial waste.					
C8	Delivery of Government Waste Strategy: Respond to and prepare for implementation of the government's waste and resources strategy.	Our services are efficient and delivered in line with the Government's strategy.	Develop implementation plan to ensure compliance with new strategy - Ongoing	n/a	AD Community Services	Protecting and improving our natural and built environment, whilst maximising quality of life Moving with the times, working smartly and collaboratively	In progress Update: Detailed responses to the Govt consultations were submitted, awaiting final responses to consultations now delayed until 2022 to be able to fully assess impact on the Councils.
C9	Sustainably manage the street scene to deliver high quality public areas	Reduce time taken to clear up fly-tipping.	Ongoing	n/a	AD Community Services	Protecting and improving our natural and built environment,	In progress Update: Working with environmental protection to

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	and highways that are clean, meet customer needs and maximises community involvement: Ensuring a clean environment through: <ul style="list-style-type: none"> • Street cleaning • Fly-tipping removal • Grounds maintenance • Providing litter removal and dog bin services for communities This is linked to H5, the implementation of the Environmental Strategy.	Reduced level of instances and complaints relating to street scene recorded. Support community lead clean ups and litter picks				whilst maximising quality of life Moving with the times, working smartly and collaboratively	effectively respond to removal of fly-tips. Community clean up campaigns supported across both district's - Broadland Community Clear Up and Big South Norfolk Litter Pick. Route optimisation work is underway in South Norfolk to establish street cleaning hierarchy and resources required.

D) Housing Standards & Independent Living

Core Purpose of the service: To provide a better quality of life to residents, improving their health and wellbeing and supporting them to remain independent and safe in their own homes.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
D1	Align our housing standards team to create one single system, process and policy, including: <ul style="list-style-type: none"> • Review and alignment of disabled facilities grants, independent living grants and handyperson schemes 	Increased preventative measures developed and implemented	Initial preventative measures to be implemented – Q1	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Completed In progress Not started Update: Team practices are aligned with a single policy. Data systems will be aligned as part of the planning/regulatory database alignment

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	to meet current and emerging needs <ul style="list-style-type: none"> Review discretionary enforcement to create a common framework, with local discretion, across both councils 						

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
D2	Ensuring homes in Broadland and South Norfolk are safe and healthy: Continue to deliver effective and efficient core services including; <ul style="list-style-type: none"> Disabled Facilities Grants Handyperson services Care and repair Gypsy and Traveller 	Vulnerable residents are supported through our core services. Consistent delivery of a proactive and reactive housing standards enforcement service across both districts.	Ongoing Q2	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: single houses of multiple occupants and empty homes completed
D3	Delivery of the Warm Homes Fund for residents: Development of our Warm Homes Fund and create a long-term plan to continue to improve vulnerable residents' homes and eradicate fuel poverty.	Sustainable plan created in cooperation with relevant partners.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: Warm Homes fund continues to be successful and has now secured funding until March 2023

E) Housing and Benefits

Core Purpose of the service:

- To ensure that residents who need our help have a place to live that is safe, affordable and meets their basic needs.
- Providing the right home, at the right time, that is affordable, gives a platform from which to prosper, be more economically active and remain independent, as well as helping to create and sustain healthier families and communities.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress update Sep 21
E1	Best in class housing programme: Redesign our housing allocations policy and implement: <ul style="list-style-type: none"> • Develop a more proactive approach to managing housing demand • Remodelling temporary accommodation for both councils • Exploring opportunities with other districts and partners to enhance our own investments 	<p>Refreshed housing and homelessness offer in place across both districts that is more efficient and supportive for residents to move on to more sustainable accommodation.</p> <p>Cost efficiency in the delivery of support.</p> <p>Reduction of unnecessary demand on homelessness services.</p>	Ongoing implementation throughout 2021/22 and beyond, as per programme plan	TBC by any business case	AD Individuals and Families	Supporting individuals and empowering communities	<p>In progress</p> <p>Update: single allocation policy in place. Temporary accommodation review and customer journey in progress</p>
E2	Redesign shared social housing IT system: create a single IT system, policy and procedures, that uses a local approach which embraces the economy of scale to	An improved and consistent housing system is in place across both districts that improves support and access to housing.	System to be in place – Q1	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Update: completed

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress update Sep 21
	deliver sustainable tenancies and reduce costs.						
E3	Implement our Housing First and complex needs offer: Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduction of rough sleepers in both districts and improved tenancy sustainment.	Q3	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Not started Update: Due to Covid pressures this work will be carried forward to 2022
E4	Alignment of benefit functions: Begin the process to align our two benefits functions, to create single systems, policies and procedures for benefits.	Efficiency saving through aligned policies and a common offer across both councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: this work is underway and due to be completed in 2022 with new system in 2023
E5	Council Tax Support Policy Options: Refresh policy options for Council Tax support to bring one common framework to both districts and meets the needs of our residents to support re-entering workforce and helping the most in need.	Improved and consistent offer in place to support claimants into work.	Q3	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
E6	Deliver housing advice services: Prevent residents becoming homeless where possible through: <ul style="list-style-type: none"> • Advice or financial packages • Providing move-on plans for those residents in temporary accommodation • Eradicating rough sleeping 	The councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Update: ongoing
E7	Deliver effective and efficient benefit services: Working with partners and clients to continue to deliver effective and efficient benefits services and seeking to create the right environments to enable employment opportunities.	Time taken to process benefits requests and Change in Circumstances reduced.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Update: ongoing
E8	Review security at our temporary accommodation: Review our security procedures at our temporary accommodation to ensure that we are complaint and safe.	The councils provide high quality and safe temporary accommodation.	Review complete Q1	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: due to be completed by March 2022

Place

F) Economic Growth

Core Purpose of the service:

- To deliver on the Councils' strategic intent of stimulating growth and prosperity by investment in major new infrastructure and facilities, securing significant inward investment, attracting, and providing financial support and advice to businesses
- To protect the best of what we have and to shape the area's future to make it the best possible place to live and work
- To provide the right environment to grow a strong, vibrant and inclusive economy.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F1	Enterprise facilitation: establishing facilitation services to support businesses with developing their entrepreneurial skills.	A two-year project to support Businesses in Broadland to develop their entrepreneurial skills.	<p>End of project – Nov 2022</p> <p>Launch of enterprise start up grants – (April) Q1</p> <p>Set up community-based resource network to provide free, confidential advice to entrepreneurs - (April) Q1</p> <p>Free drop in for entrepreneurs to discuss their business ideas – (May) Q1</p>	n/a	AD Economic Growth	Growing our economy	<p>Not Started</p> <p>Update: Project to be progressed by external consultant.</p> <p>Was in progress, project being rescoped to better meet business needs.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F2	Harleston public realm improvements	Through external funding bids, undertake community engagement and deliver improvements at Harleston.	Public realm improvement completed in Harleston – (Dec) Q3-Q4	n/a	AD Economic Growth	Growing our economy	In Progress Update: Project currently out to public consultation. On schedule for work to commence Jan 2022, completion by end of Q4 22/23.
F3	Review of Council-owned assets	Asset review to identify potential for repurposing, disposal or development opportunities.	Project scope developed - Q1 Business case developed – Q3	n/a	AD Economic Growth	Growing our economy	In Progress Update: This review has started, we are currently identifying assets owned by SNC and BDC. Proposed future plans for these sites has not been reviewed to date.
F4	Coordinated programme and plan for the spend of Green Infrastructure and Affordable Housing contributions	Green Infrastructure and Affordable Housing spend programme from Community Infrastructure Levy (CIL) and S106 receipts.	Business case developed – Q1 Implementation – Q3	n/a	AD Economic Growth	Growing our economy	In Progress Update: both of these items are underway and we are undertaking desktop research to understand work done to date, plus engagement with key internal and external stakeholders to establish the future work required. This is currently in progress with a view to having greater certainty on the method for delivery in the coming months.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F5	Development of Business Cases for further commercial investment opportunities	Identification and bringing sites forward into a pipeline of potential sites for development	Adopted framework developed – Q1 Pipeline shortlist of investable opportunities including business case – Q1	n/a	AD Economic Growth	Growing our economy	In Progress Update: further commercial investment opportunities are currently being reviewed at: The Food Enterprise Park, Wymondham Old Sales Yard and Norwich Research Park
F6	Promotion and development of Norwich Research Park: positively enable the growth of our world leading science base at the Norwich Research Park.	Continue to promote and attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Next steps promotion strategy – Q1	n/a	AD Economic Growth	Growing our economy	In Progress Update: Contributions to the High Potential Opportunity for the Park is ongoing. This work is being led by Department of International Trade.
F7	Proactively seek to deliver commercial development at Browick Interchange: continue to pursue acquiring land at Browick Road interchange to facilitate and accelerate the delivery of commercial development on this site.	Development and approval of a strategy and plan for the development of the Browick Road site, in order to kickstart further commercial development and increase our ability to attract inward investment and new sector and place-based investment	Development of Delivery Strategy – Q1	£8.9m	AD Economic Growth	Growing our economy Supporting individuals and empowering communities	In Progress Update: Progress has been made on developing a LDO for the site and framework for how this can be funded taken forward within the wider context of the site.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		into South Norfolk and Broadland.					
F8	Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy: Maximise the likelihood of securing funding for and delivering the Food Innovation Centre and to work with partners to support the cluster work among high tech businesses and drive implementation of the evolving spatial strategy for the Corridor.	All required funding and financing secured, and contracts awarded for the construction of the FIC building and related infrastructure to develop a food specialist commercial location and increase our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Construction Starts – Q3 (Oct)	£1.86m	AD Economic Growth	Growing our economy	In Progress Update: the Funding Agreements are now in place and works have commenced on site. The building work is on plan to complete summer 2022, with first tenants moving in autumn 2022. The Innovation Support team are currently being recruited by Hethel Innovation.
F9	Bure Valley Path and Railway: We will work with Norfolk County Council to deliver significant improvements and enhancements (facilitated by £1.2m of funding from Interreg Visitor Economy fund)	Improve the quality of the infrastructure and the visitor experience.	Community engagement & ongoing delivery of programme of improvement – Q1 Implementation of programme in conjunction with partners – Q2 Implementation and review of programme – Q3	£1.2m Interreg funding	AD Economic Growth	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst	In Progress Update: Pathways project has been agreed with contractors being appointed. This is being led by Norfolk County Council Fencing Project, this has gone to tender however additional funds are required in order to proceed with this. The

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
			Plan delivery of works/activities for 2022/23 - Q4			maximising quality of life	proposal is planned for Q3 to approve the additional cost.
F10	Broadland Country Park: Open the site to the public, improve the existing infrastructure and encourage its wider use (BDC only).	Provision of a high quality informal open space which is meeting the recreational needs of residents, and fulfilling BDC's obligations under the Habitats Regulations	Complete improvements to existing pathways – Q2Q3	n/a	AD Economic Growth	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: This project is underway with ongoing projects being completed. The planning permission has been approved to improve the pathway through part of the Park with the intention to propose a master plan for the site in Q3.
F11	Car Parking & Electric Vehicle Charging Points (EVCP): We will extend our network of EVCPs providing access for both residents and staff. We will continue to work with the Norfolk Parking Partnership and local parishes in Diss, Cringleford and Trowse to devise local parking schemes designed to deliver a settlement wide management and control due to extraordinary local pressures.	Increase the number of Electric Vehicle Charging Points in the districts. We will have a single team responsible for both strategic and operational, On and Off Street parking provision across the wider geography; and provide forward planning for transport needs in our Market Towns in order to provide a coordinated	Installation of EVCPs at The House – Q1 Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – Q1 BDC Car parking review: Business and Community consultation - Q4Q3/4 Seek BDC Member approval - Q2/Q3Q1 2022/3	£7,500 (25% contribution to OLEV funding – (BDC review will trigger use of this funding)	AD Economic Growth	Growing our economy	In Progress Update: Operational and strategic parking is now established within the Economic Development team and a review of resources is under way. Installation of EVCP's is on hold pending the accommodation review. BDC car parking review now starting Q3 with resource identified for some initial research – moving to business and community consultation.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		integration in Market Towns regeneration plans, with adequate future provision of parking.	<p>Delivery and implementation of schemes in Trowse and Cringleford – Q4Q3</p> <p>Commence local consultation process in Diss – Q1 2022/3-</p> <p>Consolidate Strategic and Operational Parking, EVCP network and Future Transport Planning – Q1</p>				Schemes in Trowse and Cringleford have completed public consultation and will be implemented during Q3 Diss to commence review phase Q1 2022.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F12	<p>Business Engagement: to proactively engage with our businesses to assess growth potential, skills/training needs and catalogue barriers to growth and populate a CRM system. This includes:</p> <ul style="list-style-type: none"> Promoting our Business Awards programme to engage and showcase the work of our very best businesses Increase the reach of our business breakfasts 	Businesses and local communities are supported to grow by offering services which meet business need.	<p>Development of new Business Engagement Strategy – Q34</p> <p>Run focus groups to determine business needs - Ongoing</p>	n/a	AD Economic Growth	Growing our economy	<p>In Progress</p> <p>Update: The Business Development Team has largely been deployed in grant provision and market town work since March 2020. We are now devising our business engagement strategy moving forwards which will be completed in Q3. We have a Snr. Ec Dev Officer engaging with businesses</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	to be more inclusive and develop economic workshops for a small focus group to engage with the senior team and political leaders to encourage partnership working across sectors.						to help determine a 'post Covid support package'.
F13	Inward Investment (incl. commercial space) we will proactively engage with potential sectors, while building a live register of available commercial property. We will also market our Investment website and work with LEP partners to maximise the areas' potential at a national and international level. This includes: <ul style="list-style-type: none"> Developing a new joint inward investment strategy in conjunction with NALEP Launching Food & Drink Sector Group to support the Food Innovation Centre 	New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is increased and barriers to growth are removed.	Relevant research completed, and draft inward investment strategy produced – Q3	n/a	AD Economic Growth	Growing our economy	<p>In progress</p> <p>Update: We are holding regular meetings with NALEP to discuss enquiries/potential projects, our strategy moving forward is evolving.</p> <p>Consultants have been appointed to undertake research on establishing the legacy for the Food and Drink cluster. A Cluster Manager has been appointed by UEA as part of the Food Innovation project</p>
F14	Visitor Economy and Tourism: we will work with the Destination Marketing Organisations (DMO's) to define the Tourism Sector	The visitor economy within our districts grows and continues to be seen as a key sector.	Increase the presence of the two districts on the Visit Norfolk website – Ongoing	n/a	AD Economic Growth	Growing our economy	<p>In Progress</p> <p>Update: Although the Tourism sector deal has been put on hold by Govt.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	deal and promote the wider area to visitors. We will continue to engage with Local Tourism Action Groups (L-TAGs) and major attractions to develop trails, itineraries, and collaborative projects. We will also work closely with the New Anglia LEP and other key tourism organisations within the region, within the Tourism Action Plan Steering Group and Best Practise Steering Group to support local tourism businesses through our business support offering.	Raise awareness in and generate income for our area as a destination for use by TV & film industry.	TV & film industry understanding & promotion – Ongoing Support local tourism businesses through our business support offering – Ongoing				we continue to work with the DMO's and develop our region wide approach to tourism as board members of Visit Norfolk. We continue to support the tourism sector directly and indirectly as part of our day-to-day business support programme.
F15	Market Towns: we will develop future vision and high street enhancement documents for future funding opportunities. We will continue to evaluate planning guidelines and use classes to accommodate the shift in retail behaviour and the experiential nature of our market town offer. Consultation exercises are being planned and intelligence gathered to determine future needs of	We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality Key towns/service centres identified and needs assessments in consultation with local	Market town strategy approved by Members – Q1 Market town 'support package' available for use – Q2	External funding to be secured	AD Economic Growth	Growing our economy	In Progress Update: As part of the recovery, we have engaged consultants to establish quick wins in our towns. Further work will be undertaken in Q3 and Q4 to develop the pipeline of projects as agreed.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	our high streets post Covid-19.	groups/businesses undertaken. Package of support measures/investment requirements developed.					
F16	Enable Faster Broadband: Approx. 95% of properties have superfast fibre available, we will work to encourage take up within communities and seek to address access where no service exists.	Increase in the proportion of residents and businesses with access to superfast broadband	Following closure of the Better Broadband for Norfolk programme in March 2021, we will actively engage with local communities on Not-Spot areas - Ongoing	n/a	AD Economic Growth	Growing our economy	Not started - responsibility has changed to Norfolk County Council (NCC) Update: Responsibility for Broadband and Mobile phone signal now rests with NCC. They now have a portal to deal with enquiries and a team to handle issues and promote High Speed Broadband. We will continue to coordinate issues and signpost to the NCC service.
F17	Management of Council-owned assets , including but not limited to: <ul style="list-style-type: none"> • Open spaces and play areas • Countryside sites • Woodlands • Public toilets • Streetlights • Bridges and culverts 	Continued operation and improvement of assets in accordance with regulations e.g. health & safety.	Ongoing	n/a	AD Economic Growth	Growing our economy	In Progress Update: Ongoing management of council owned assets taking place with the ongoing view to improve the delivery of services and utilisation of the community assets.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F18	Parish & Town Council engagement	Working in partnership with Parish & Town Councils on the spend of the Community Infrastructure Levy (CIL)	Ongoing	n/a	AD Economic Growth	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress
F19	Broadland Growth Ltd – Client role	Provide client role on behalf of Broadland District Council in the Broadland Growth Ltd joint venture partnership with NPS.	Ongoing	n/a	AD Economic Growth	Growing our economy	Completed In Progress Not Started Update:
F20	Green Infrastructure projects	Planning, funding and delivery of green infrastructure projects to tie in with the Councils' place making role.	Ongoing	n/a	AD Economic Growth	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: a number of Green Infrastructure projects are working through early stage scoping and feasibility. This is being focussed on Green Infrastructure projects which form part of the Greater Norwich Infrastructure Plan, whilst we await consultant work relating to the creation of the Greater Norwich Green Infrastructure Strategy.

G) Planning

Core Purpose of the service: To make decisions that enable good sustainable growth and development.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
G1	<p>To co-ordinate future development across the Greater Norwich area by working with partners to continuing to prepare the Greater Norwich Local Plan (strategic policies and allocations of land):</p> <ul style="list-style-type: none"> Working with partners towards adoption of the Greater Norwich Local Plan Development of the SNC Cluster work Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself Working with Norfolk colleagues, update the Norfolk Strategic Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people's accommodation and transport 	Progress of GNLP production against the adopted Local Development Scheme	<p>Greater Norwich Local Plan</p> <p>Continuing preparation of GNLP in line with updated and agreed Local Development Scheme leading to Submission by end of Q4 21/22</p> <p>South Norfolk Village Clusters</p> <p>Publish Draft Plan (Regulation 18) for – Q1 Consultation Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 2021/22</p> <p>Norfolk Strategic Planning Framework</p>	n/a	AD Planning	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	<p>In progress</p> <p>Update: Greater Norwich Local Plan submitted to SoS for Independent Examination July 2021. Examination Hearing expected Jan-March 2022.</p> <p>South Norfolk Village Cluster Plan completed Regulation 18 Consultation Q2 2021/22.</p> <p>CIL review delayed pending further information on Government proposed changes to the planning system.</p> <p>Norfolk Strategic Framework V3 endorsed Q1 2021/22.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
			Version 3 endorsed by Local Planning Authorities – Q1 2021/22				
G2	Scope new Local Plan System, in light of the outcomes of the Planning White Paper	Preparation for new style local plan system: <ul style="list-style-type: none"> Design coding GIS/Data/automation 	Process mapping for implementation of new system - Q3/4	n/a	AD Planning	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	Not Started Update: Awaiting further details on planning bill.
G3	IT System Review and Scope: Implement a single Planning System and single Housing Monitoring System, if the business case is produced in 20/21 to support this, and it is classed as a prioritised project.	Single systems across the two councils.	Project scope completed and agreed by CMLT Q2 Commence project Q3	Subject to scope	AD Planning	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Business Case, Scope and Award of contract drafted and will be brought to Members for approval in Q3

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
G4	Working with partners and on the project delivery group in respect of design, ensuring acceptable impacts on other sites and consents and securing planning for the implementation of Infrastructure Projects including: <ul style="list-style-type: none"> -Transforming Cities schemes • Wymondham Railway Station Access improvements • Thickthorn Park and Ride expansion • Mobility hub at the Norfolk and Norwich Hospital 	Delivery of schemes by NCC.	Delivery of all schemes in the Transforming Cities programme by Q1 2023 Agree timescale of individual projects with NCC by Q1 2021	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: All projects going through detailed design stage/addressing any delivery issues/programming to aim for delivery by March 2023 when funding expires.
G5	Infrastructure delivery programme: Working as part of the Greater Norwich Growth Board, plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including: <ul style="list-style-type: none"> • Preparation of the 2022/23 Greater Norwich Infrastructure Investment Plan 	Funding secured for the delivery of infrastructure to support growth with an agreed. Greater Norwich Infrastructure Investment Plan for 2022/23 identifying the delivery of planned infrastructure projects for the area.	Infrastructure Delivery Programme: 5YIIP (5-year Infrastructure Investment Plan) for 2021 – 26 Agreed by GNGB (Greater Norwich Growth Board) Q3 5YIIP for 2021 – 26 and AGP (Annual Growth Program)	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Submitted Projects currently being evaluated. Project on track. 5YIIP and AGP to be reported to Councils Q4 2021/22.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
			2021/22 agreed by Cabinets – Q4 AGP for 2021/22 ratified by GNGB – Q4				
G6	Long Stratton Bypass: We will continue to drive forward delivery of the Long Stratton Bypass infrastructure scheme.	The amount of funding secure to deliver the Bypass Progress in determining the planning application	Q3 – Outline Business Case submitted to DfT Determination of planning application delayed to Q34/Q42 21/22 Full permission for the bypass approved.	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: funding secured from DfT; Revisions to planning applications received Sep 2021 aiming for Committee for consideration end 2021/early 2022
G7	Delivery of affordable housing to meet the needs of our communities	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Ongoing requirement to deliver and working alongside Ec Dev to commit spending of S106 monies/scheme delivery

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
G8	Adopted Local Plan delivery and implementation: To increase the number of jobs and houses by promoting the development of key sites	The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax	Update to Housing Land Supply Assessment – Q3 Agree AMR for 2020/21 – Q4	n/a	AD Planning	Protecting and improving our natural and built environment, whilst	In Progress Update: AMR published Q2 2021/22.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<p>allocated in the Adopted Local Plan, monitoring their delivery and implementation including:</p> <ul style="list-style-type: none"> • Produce and publish an Annual Monitoring Report to include 5-year housing land supply trajectory and Housing Delivery Test results and consider fixing 5-year land supply through an annual position statement • Analyse trends in development and monitor the effectiveness of current Local Plan policy • Prepare bids for potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages that are hindering some sites from being developed/completed 	<p>income and economic growth.</p> <p>Maintaining a 5-year land supply to put us in a strong position to determine planning applications in line with the development plan</p>	<p>Ongoing - Prepare funding bids to overcome blockages to development, including CIL, BRP applications and monitoring.</p>			<p>maximising quality of life</p>	<p>Five Year Housing Land Supply confirmed through appeal.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
G9	Statutory Development Management function: Provide a modern, time-efficient, statutory Development Management service which delivers quality new homes and employment in the right places for South Norfolk and Broadland towns and villages, enabling them to grow and prosper while protecting and respecting their individual characters. <ul style="list-style-type: none"> • Provide a pre-application advice service to applicants • Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting customer needs and providing quality advice. • Secure Service Level Agreements for specialist advice • Continue to monitor planning application processing times to 	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: <ul style="list-style-type: none"> • 90% of minors/others in agreed time • 95% of householders in agreed time • 95% of majors in agreed time 	Quarterly updates	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Ongoing requirement

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	inform case management and service improvements <ul style="list-style-type: none"> Monitor and administer the CIL process and S106 agreements 						
G10	Undertake Conservation Area Appraisals (CAA's) across the two districts.	Heritage Assets are protected and planning decisions are informed.	Conservation Area Appraisals completed by end of Q3 2022 Q4 , including: <ul style="list-style-type: none"> Coltishall Woodbastwick Langley, Kimberley Bergh Apton, Ditchingham Work alongside BA <ul style="list-style-type: none"> Halvergate and Tunstall Halvergate Marshes Belaugh 	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Delays to completion of CA appraisals (work has commenced but still need consultation etc) and so revised timescale will be end of Q3 2022. BA CA appraisals: Belaugh – complete and to report to committee to be adopted. Halvergate and Tunstall still in progress.
G11	Planning Enforcement: Investigation of alleged planning breaches and ensure compliance with planning consent.	There is an effective investigation of all alleged breaches of planning.	Implementation of enforcement plan. Q1	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Ongoing

H) Environmental Protection

Core Purpose of the service: To protect the best of what we have and to shape the area's future to make it the best possible place to live and work.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
H1	Pilot smarter multi-agency working for early identification of community tensions, anti-social behaviours, under-the-radar offending and criminality, using intelligence-based approaches and deploying early action teams (link with A2).	Close inter-agency team working, joint tactical planning and joint action established with Police partner teams. Community tensions, anti-social behaviour and criminal activity reviewed frequently and localised interventions made to target offenders and reassure our communities. Intelligence-led tactical working demonstrably effective.	Design work completed and member approval agreed – Q1Q3/Q4 Pilot implementation monitored Q2, Q3 and Q4Q4 onwards	n/a	AD Regulatory/AD Individuals and Families	Supporting individuals and empowering communities	In Progress In Progress, design work now programmed over Q3-Q4 once the new Police district commander is in place. Update: Scoping discussions are underway. Enhanced information sharing, mapping and analysis is being planned for Q3 and Q4.
H1A	Develop and deliver high-impact anti-social behaviour (ASB) strategies, tactics and methods in partnership with Norfolk Constabulary: to enhance the public protection of our residents from harm and to secure high levels of community safety.	Refinement of ASB policy, operating strategy and enforcement approaches. Demonstration of balanced ASB intervention and enforcement in casework results and enforcement actions.	Piloting, design work completed, and member approval agreed Q1 & Q2. Full implementation from Q3 onwards.	n/a	AD Regulatory/AD Individuals and Families	Moving with the times, working smartly and collaboratively	In Progress Update: Temporary fixed term appointments are being made for Anti-Social Behaviour Officers to test a range of quick response and patrol tactics, without any additional salary revenue budget implications.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
H1B	Review and refocus the regulation of environmental crime, with a particular focus on fly tipping: to prevent or minimise offending rates, increase detection and enforcement rates, and to protect high environmental quality.	Refinement of fly tipping enforcement policy, operating strategy and enforcement approaches. Demonstration of fly tipping investigation and enforcement in casework results and enforcement actions.	Piloting, design work completed, and member approval agreed –Q1 & Q2. Full implementation from Q3 onwards.	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Methods of carefully focussed camera 'directed surveillance', evidence gathering and prosecution case building are being enhanced. A number of fly tipping and wastes-related prosecution cases are in hand. Enforcement fixed penalty levels are being reviewed.
H1C	Closely target the councils' regulatory support to help tackle drug-related crime: working in partnership to support local policing teams.	Operational alignment of community protection officers working with police officers is fully tested. Rapid action demonstrated in support of operational policing teams to target drug-related crime and reassure local communities.	Piloting and testing of alternative approaches in Q1 and Q2 to demonstrate impact. Full implementation from Q3.	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: This is a continuing area of focus in the multi-agency County Lines Strategy Group. Officers have work in hand to map County Lines activity in terms of council capabilities to help detect and disrupt drug-related crime. This will inform council tactics in consultation with Norfolk Constabulary.
H1D	Work with key partners to establish a pilot 'Integrated Early Action' approach, building on existing	Stakeholder engagement work completed, and partner agency support confirmed.	Testing with partners of support for this approach and initial design work in Q1 Piloting in Q2 to Q4	n/a	AD Regulatory/AD Individuals and Families	Supporting individuals and empowering communities	Not Started Update: Planned start in Q3 with initial piloting running through Q4.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	multi-agency problem solving: to protect children and adults from escalations in early symptoms of problems they are facing and to reduce demands on the system arising when problems become more complex, challenging and lasting.	Pilot demonstrates through casework results that Integrated Early Action can effectively tackle early symptoms, prevent escalating problems and alleviate more complex service demands.					
H2	Overhaul the community engagement methods of community and environmental protection regulatory services, securing closer community relationship building, together with online access and social media in smart ways that meet people's needs for services.	Our communities are feeling more closely listened to supported by Environmental Protection Regulatory Services.	Consultation with communities – Q1 Design service – Q2 Member approval and pilot implementation –Q3	n/a	AD Regulatory	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	Not Started Update: Rescheduled start planned later in Q3 / Q4 when sufficient staffing capacity may be available.

Operational / Service delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
H3	Deliver a full programme of community and	Our Environmental Services are making a real and measurable	Ongoing	n/a	AD Regulatory	Protecting and improving our natural and	In Progress

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	environmental protection service regulation and interventions: securing a cultural environment that strikes the right balance between enabling and regulatory intervention, that is good for our residents, businesses and visitor economy.	difference to the problems faced by residents in our communities.				built environment, whilst maximising quality of life	Update: Full programme running, even though under some capacity pressure due to exceptionally high prevailing service demand.
H3A	Emergency planning: Ongoing review of the Councils' emergency planning arrangements and implementation of a best practice response model, based on national best practice and local application.	Continual improvement to the strength and depth of the Council's response to emergency situations ensuring the respective communities are well served and levels of support and protection within the Council's responsibilities are optimised.	A revised and updated emergency response plan and corresponding operating capacity	Subject to review (but no significant budget increase anticipated)	AD Regulatory	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Updates drafted to Emergency Response Plan, including plans for the Emergency Incident Officer scheme which will commence during Q3. Flooding emergency plans under review.
H4	Promote and expand the reach of community emergency plans: help to make our communities more self-reliant and resilient to environmental threats such as service	Communities are, as far as possible, self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Ongoing, and seizing the fresh opportunities arising from Covid-19 community mobilisation	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Work is ongoing in consultation with local communities to reinforce, enhance and promote further Community Emergency Plans.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	interruption, flooding and severe weather.						
H5	Adopt, and coordinate delivery of, the environmental strategy and action plan: to work with stakeholders and community leadership to deliver the environmental strategy and action plan which includes reducing the Councils' own carbon footprint	Delivery of priority actions in the environmental strategy and action plan is protecting and improving our environment	Q1 & Q2 review and refine the environmental strategy's action plan. Q3 & Q4 demonstrate momentum in key action plan projects and demonstrate early results.	n/a	AD Regulatory	Supporting individuals and empowering communities	<p>In Progress</p> <p>Update: A programme of Environmental Strategy and Action Plan activities is being planned and taken forward in phases with strong community and partner engagement. The primary focus is on the existing early focus areas, the Carbon Audit and researching alternative options for a Green Bond scheme. The Action Plan is being developed into a programme of specific projects and actions. Ways of measuring progress e.g. tree canopy cover are being researched and developed.</p>

I) Food, Safety & Licensing

Core Purpose of the service: Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
I1	Develop and deliver new commercial services: providing business regulatory support to food business operators, going beyond the statutory remit to grow local businesses confidence, success and diversification.	Local food businesses are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	Moving with the times, working smartly and collaboratively	Not Started Update: Preparations are underway to enhance business regulatory support. Groundwork is being laid for a commercial service focussing on strong information, advice and support offer to local businesses (e.g. focussed regulatory support enabling food producers and exporters to grow their businesses).
I2	Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.	Licensing applicants are offered high quality support through our commercially focussed business regulatory advice services	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	Moving with the times, working smartly and collaboratively	Not Started Update: Preparations are underway to enhance business regulatory support. Groundwork is being laid for a commercial service focussing on strong information, advice and support to local businesses (e.g. enhanced licensing services to applicants).

Operational / Service delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
I3	Deliver a full programme of Food Safety regulation and interventions: focussed on maximising compliance with a view to promoting business growth and diversification.	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Strong recovery programme running with additional contracted capacity to restore full regulatory inspection / enforcement reach and impact, whilst under sustained capacity pressure due to backlog of inspection work and high new service demand.
I4	Deliver a full programme of Health and Safety at Work regulation and interventions: focussed on maximising compliance and minimising rates of work-related injury, ill-health and risks to wellbeing.	Workplace H&S compliance is maximised, minimising rates of work-related injury, ill-health and risks to wellbeing, through an established programme of H & S at work regulation and intervention.	Exploratory work completed Q1 Design work completed and member approval agreed Q2 Pilot implementation and monitoring Q3 and Q4	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Limited capability due to competing regulatory pressures and services demands, however high risk health and safety at work regulation is being prioritised.
I5	Deliver a full programme of Licensing administration and regulation.	Licensing administration and compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Recovery work running has benefited from additional contracted capacity, focussing on restoring full regulatory inspection / enforcement

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
							reach and impact. There is high sustained pressure on capacity and high new service demand.
I6	Review Licensing service policy and delivery to maximise balanced regulation, business support and a level playing field.	Updated Licensing policy supports positive licensed businesses and promotes a level playing field. Review completed five-year balanced budget. Enhanced licensing team capacity to deliver rapid licensing and targeted inspection, investigation and enforcement.	Review Licensing fees and charges, service structure and enforcement policies in Q1 and Q2 to inform and underpin revised policy and objectives. Implement in Q3 and Q4 any changes resulting from the review.	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: The structured, comprehensive review of Licensing fees and charges is well underway. Licensing team limited capacity within existing staffing levels has been identified as a concern and as is under review to ascertain needs for assured Licensing delivery and robust inspection / enforcement.

J) CNC

Core Purpose of the service: Deliver the statutory building control function as directed by Central Government under the building act 1984. Providing regulation to ensure a secure, safe and sustainable built environment, where buildings are fit for purpose.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
J1	Safety Bill: Review and respond to legislative changes, as and when	As a service, be able to deliver the building control function under	Milestones will be set by the government through the safety bill.	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	In Progress Update: We have continued to review the Safety Bill

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	introduced, that govern the delivery of building control in the UK.	the new safety bill legislation.					updates as they happen. There are no significant changes to service delivery at this point.
J2	Archiving Project: To adhere to current GDPR – Start a program to scan, index and archive relevant non-digital records.	Complete a comprehensive review of all historic paper files currently stored at several locations. Begin the process of transferring all necessary records onto the electronic system.	Scope and review project requirements – Q2 Begin scanning in Q3	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	Not Started Update: We have presented a number of funding options to the CNC board but at present there has been no agreement between the partner authorities. Further scoping is planned for Q3 2021.
J3	ISO Recertification: Carryout a three-year ISO recertification audit.	Pass ISO recertification audit.	Preparation for the audit in Q1 & Q2 Audit carried out in Q3	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	Completed Update: ISO accreditation has been maintained.
J4	Customer Feedback: Implement a structured and effective process to obtain and use customer feedback, ensuring alignment with the corporate Customer Satisfaction and Experience project.	Have effective customer feedback, being used to improve our customer experience and service offer.	Feedback process in place – Q2 Begin retrieval of customer feedback data – Q3 Plan / implement feedback driven improvements – Q4	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	In Progress Update: Scoping exercise has been started but progress has been delayed due to COVID. This objective has been added to the new delivery plan.

Operational / Service delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
J5	Service Delivery: Deliver the statutory building control service across five local authorities. Ensuring adherence to the legislation and regulations that govern building control in the UK.	Continued and sustained delivery of the building control function. Provide access to current approved documents and training for staff in relation to regulatory changes.	Ongoing	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	Completed / In Progress Update: Service delivery has been maintained, approved documents and training has been provided in relation to regulatory changes.
J6	Measures: Continue to develop our suite of measures aimed at improving our service delivery.	Continue the development of our suite of measures. Expand their use across the whole team to improve service delivery. Measures will include KPI's, individual and operational performance, customer satisfaction and financial. We will also share relevant measures with our stake holders.	Full suite to be implemented Q4	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	Completed Update: Operational and financial KPI's are being used to communicate service performance and improve service delivery.

K) Business support

Core Purpose of the service: Support the delivery of the Place directorate services in a responsive, efficient and effective way and to act as a first point of contact for customers to provide a quality responsive service across both Councils.

Operational / Service delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
K1	<p>Customer Services and Directorate Business Support: Acting as first point of contact for customers <u>of Place directorate service areas</u>, to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation.</p> <ul style="list-style-type: none"> • Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling • Work on behalf of services; Planning, CNC Building Control, Environmental 	Customers are dealt with in an efficient and effective way.	Ongoing	n/a	Business Support manager	Moving with the times, working smartly and collaboratively	<p>In Progress</p> <p>Update: The customer service team, responsible for reception and switchboard cover, has now moved to the Resources Directorate, under the new Customer Experience & Insight Lead role.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	Protection, Food Safety & Licensing to ensure customers receive the right level of service for their needs						

Resources

L) Council Tax and NNDR

Core Purpose of the service: Ensure the collection of Council Tax and NNDR is carried out in the most efficient and effective way to enable the Councils and other precepting bodies to provide and invest in services for residents, visitors and businesses.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
L1	Alignment of services: review key Service Policies, Processes and Procedures and where possible, align between BDC and SNC.	There is a joined-up approach across the revenues team which allows for consistent processes across the organisation.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Business Rates and Recovery teams now operating single processes. Still work to do on Council Tax team.
L2	Joint Revenues system project: Implement a joint revenues system if the business case produced in 20/21 supports this, and this is a prioritised IT project.	A new system is procured which allows for efficiencies to be delivered.	TBC	TBC	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Business Case currently being reworked, still on track for implementation in line with IT strategy.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
L3	Collection of Council Tax (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: See Measure 7 on Quarterly Reporting.
L4	Collection of NDR (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: See Measure 8 on Quarterly Reporting.

M) Facilities

Core Purpose of the service: To provide a safe and friendly working environment which enables the organisations to deliver effective and efficient services to all our customers.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
M1	Delivery of works to Council sites including: 1) Thorpe Lodge - Delivery of the Toilet refurbishment (including provision of showers) 2) Thorpe Lodge – Delivery of Heating & Cooling (preliminary works – year 1 of 2-year project) 3) Thorpe Lodge – Delivery of Electric Vehicle charging points (infrastructure & installation) 4) Thorpe Lodge – Delivery of the Passenger lift refurbishment 5) Leisure Centres – Conduct Building Conditions Surveys	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Condition Surveys procured and completed - by the end of Q2 Dependent on outcome of Business Cases for all works, informed by stock condition surveys and new ways of working programme of work	1) £70K - £95k 2) £50K 3) £20k	AD-Business Support & Governance <u>AD</u> <u>ICT and Transformation</u>	Moving with the times, working smartly and collaboratively	Conditions surveys completed. Update: Thorpe Lodge – Delivery of the toilet refurbishment not started due to the dependencies on the Accommodation Programme. Thorpe Lodge – Delivery of Heating & Cooling not started due to the dependencies on the Accommodation Programme. Thorpe Lodge – Delivery of Electric Vehicle charging points (infrastructure & installation) not started due to the dependencies on the Accommodation Programme. Thorpe Lodge – Delivery of the Passenger lift refurbishment not started due to the dependencies on the Accommodation Programme.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
							Leisure Centres – Conduct Building Conditions Surveys completed
M2	Catering review/tender: following the review of catering provisions at Council sites, implementation of the solution will be undertaken.	There is a cost-efficient and commercial approach taken to the catering management of Council sites. Reviewing on a monthly basis.	Outcome dependent on review in 2020/21	n/a	<u>AD ICT and Transformation</u> <u>AD-Business Support & Governance</u>	Moving with the times, working smartly and collaboratively	Update: Catering provisions at both sites have been impacted because of Covid and the resulting remote working. Interim arrangements have been put in place. Further recommendations based on the outcomes of the Accommodation Programme.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
M3	Facilities: Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to residents and businesses.	Zero disruption to Council services/operation due to property issues.	Ongoing	n/a	<u>AD ICT and Transformation</u> <u>AD-Business Support & Governance</u>	Moving with the times, working smartly and collaboratively	Update: In progress as part of BAU and operations
M4	Opening hours review: review the current opening hours of the Councils' HQ buildings, to ensure there is consistency and reflects the outcomes required for our customers.	Our office opening hours reflect the needs of customers and the business and are consistent across sites. This will be informed by the new ways of working programme of work.	Ongoing	n/a	<u>AD ICT and Transformation</u> <u>AD-Business Support & Governance</u>	Moving with the times, working smartly and collaboratively	Update: Not started due to dependencies on the outcome of the accommodation review.

N) Finance

Core Purpose of the service: Ensure financial resources are used in the most efficient and appropriate way to enable the organisation to provide and invest in services for residents, visitors and businesses

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
N1	Alignment of Finance services: review key Service Policies, Processes and Procedures and where possible, align between BDC and SNC. This includes alignment of the Rules of Financial Governance (RFG).	There is a joined-up approach across the finance team which allows for consistent financial management of budgets across the organisation.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Carrying out service transformation review as part of implementation of one single finance system.
N2	Joint finance system project: Implement a joint finance system/cash receipting system if the business case produced in 20/21 supports this, and this is a prioritised IT project.	A new system is procured which allows for efficiencies to be delivered.	TBC Go Live	TBC	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Regular project management meetings – still on track to deliver 1 st April 2022.
N3	Financial support to key corporate projects such as: <ul style="list-style-type: none">Waste Services Procurement (link to C2)Waste depot improvements (link to C4)	Development of a sound financial case and support where applicable. Procurement advice to be provided as required	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Continue to support key projects as and when required.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<ul style="list-style-type: none"> Economic Growth projects such as NRP and the Food Hub New Ways of Working (links to R1) 						
N4	Produce a joint paper with Breckland Council setting out options for a joint procurement consortium.	Agreement to set up a joint procurement consortium covering at least Breckland, South Norfolk and Broadland.	Paper produced by Sep 21	n/a	AD Finance	Moving with the times, working smartly and collaboratively	<p>Completed</p> <p>Update: Now proceeding to implement joint service.</p>

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
N5	Collaboration Savings monitoring: produce regular monitoring information on the delivery of the planned savings from collaboration.	Delivery against the Feasibility Study routemap and the indicative savings of £8.6m over a 5-year period.	Quarterly	n/a	AD Finance	Moving with the times, working smartly and collaboratively	<p>In progress</p> <p>Update: See Measure 1 of Quarterly Reporting.</p>
N6	Delivery of budget setting, MTFS and in year monitoring and reporting: This includes Business Partnering (critical friend) and business case support, including strengthening financial support for managers.	The Councils' resources are managed effectively and provide value for money.	Q4 2021	n/a	AD Finance	Moving with the times, working smartly and collaboratively	<p>In progress</p> <p>Update: Q2 monitoring to be reported in November. Produced first draft of 22/23 budget.</p>
N7	Production of Statutory year end accounts: produce year end accounts for companies	The Councils' resources are managed effectively and provide value for money.	Q3 2021	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	and both Councils (including group accounts) and external audit.						Update: Accounts produced by end of July 21, audit now delayed until Dec21/Jan22.
N8	Provision of debtors, creditor, requisitioning, income and payments across all services of both Councils (and companies as required).	Payments of invoices and collection of customer debts in a timely fashion.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: BAU.
N9	Support for companies including Company Secretarial duties.	Company stakeholders are supported and understand financial position of each company to enable them to take decisions.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: BAU
N10	Management of Council funds and/or maximising investment returns and/ or organising borrowing if required.	Investment income achieving at least the budgeted level and in accordance with the Treasury Management Strategies. Borrowing minimised and borrowings are in accordance with agreed strategy.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: BAU
N11	Delivery of regulatory services: insurance, VAT, statutory returns, parish precepts, CIL, internal controls, maintenance of asset register.	All appropriate risks are managed and covered through insurance so that no additional liabilities are incurred. Parish precepts and CIL payments are made to the agreed timetable.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: BAU

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		Assets registered are accurately maintained and reflect current position. No serious breaches occur.					
N12	Maintenance and development of financial systems and support for users.	Systems are functioning at optimum levels and users can fully utilise them to support their service delivery.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Also linked with implementation of new joint system.

O) Governance

Core Purpose of the service: To create an effective governance framework and to deliver an effective and efficient democratic process all of which ensure compliance with our legal obligation. The work of elections ensures a framework for the delivery of registration activity in order to maintain an accurate and complete electoral register, and to plan and co-ordinate well run elections

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
O1	Review and alignment of Constitutions: review of both authorities' Constitutions.	Processes and delegations are aligned to assist effective governance across one officer team.	Ongoing over course of financial year with sections coming forward to Councils as completed.	n/a	AD Governance & Business Support <u>Chief of Staff</u>	Links to all priority areas	In progress Update: ToR have been updated for BDC panels. Delegations reflect new roles but further work needed so constitutions are aligned.
O2	Consideration of Review by the Committee on Standards in Public Life: The Committee made a number of best	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	Timeframe dependent on publication of guidance	n/a	<u>Chief of Staff</u> AD Governance & Business Support	Links to all priority areas	In progress Update: Initial comparison of first draft and current codes undertaken. Further work now

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	practice recommendations which have been considered and implemented as necessary. The members' Code of Conduct to be reviewed in this process once the model Code is finalised, along with the process for dealing with alleged breaches, with a view to align across both authorities.						to be done against updated code.
03	Electronic System – Committee and FOI: Implement an electronic system to manage committees, FOIs and SARs if the business case produced in 20/21 supports this, and this is a prioritised IT project.	A new system is procured which allows for efficiencies to be delivered.	TBC	n/a	<u>Chief of Staff</u> <u>AD Governance & Business Support</u>	Links to all priority areas	In progress Update: Business case going to CMLT on 12 th October. Implementation dates to be discussed post CMLT.
04	Internal Audit: To commence the procurement exercise for the provision of internal audit services to all members of the Internal Audit Consortium.	A new contract for the provision of Internal Audit Services to commence from 1 April 2022.	Completed by end Q4	n/a	<u>Chief of Staff</u> <u>AD Governance & Business Support</u>	Links to all priority areas	In progress Update: Tender documentation drafted. Consultation with consortium complete. Contact with Birketts. Advert deadline 2 weeks.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
05	Provision of Governance & Democratic function: Support effective and efficient democracy within the Councils whilst ensuring high standards of governance are maintained and the Councils are compliant with the law.	Decisions are made in accordance with legislation and the constitution.	Ongoing	n/a	<u>Chief of Staff</u> <u>AD Governance & Business Support</u>	Links to all priority areas	In progress Update: Ongoing.
06	Data Protection and Freedom of Information compliance: Ensure compliance with relevant legislation across both authorities, through provision of advice and statutory duties and documentation.	Minimal data protection breaches, with very few requiring reports to Information Commissioner's Office.	Ongoing	n/a	<u>Chief of Staff</u> <u>AD Governance & Business Support</u>	Links to all priority areas	In progress Update: Ongoing
07	Internal Audit: Provision of an Internal Audit function.	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Internal Audit plan delivered to provide an annual opinion on the framework of governance, risk management and control	n/a	<u>Chief of Staff</u> <u>AD Governance & Business Support</u>	Links to all priority areas	In progress Update: Ongoing
08	Publish an electoral register annually.	Annual publication of the register.	By 1 December 2021	n/a	<u>Chief of Staff</u> <u>AD Governance</u>	Links to all priority areas	In progress

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
					& Business Support		Update: Canvas under way, will be published in December.
O9	Deliver effective and efficient elections for all types of election activity: <ul style="list-style-type: none"> Police & Crime Commissioner (PCC) Election By-elections for County, District & Town and Parish Councils as applicable 	Declared results which are open, transparent and robust.	Rescheduled for 6 May 2021: PCC elections NCC elections 3 parish by-elections and 2 neighbourhood referendums	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	In progress Update: PCC and County Complete. By-elections either complete or under way.
O10	Deliver Elections Engagement Strategies: Public engagement strategies for elections and electoral registration including the Annual electoral canvas.	Facilitation of voting, increased registration and promotion of elections.	Ongoing	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	In progress Update: Ongoing
O11	Deliver canvass reform: by maximising the use of national and local data matching and targeting premises or areas where data matching is more difficult (such as care homes, houses in multiple occupation)	Number of properties that are determined green (i.e. data matched).	Ongoing	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	Complete Update: Delivered first canvas under Canvas reform.

P) Human Resources

Core Purpose of the service: Ensure the organisation and its partners are in the best place to deliver transformational services to its customers through the provision of innovative and robust advice, guidance and transactional services throughout the employee lifecycle.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
P1	Implement a range of activities to improve employment opportunities: To include: <ul style="list-style-type: none"> • Attract high calibre Graduates and Apprentices • Identify opportunities for Graduate & Apprenticeship positions • Engage with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4) • Actively support local initiatives to help long term unemployed gain meaningful employment 	Number of Apprentice and Graduate hires % of retained apprentice & Graduates Number of initiatives supported	2021/22	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	Growing our economy	In progress Update: Apprenticeship evening held in August, offers made for new roles with over 20 apprenticeships now in place. NGDP – new graduate in post. Skills Agenda Board set up and operating work in progress.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
P2	One Team Programme delivery: To include: <ul style="list-style-type: none"> Streamlining HR processes to better support consolidated business and enable greater capacity in service delivery areas Review iTrent to ensure it is fit for purpose and review Oracle in line with other Local Authorities. Review of HR processes 	HR processes are compliant, meet organisation need and generate further capacity for the HR team to proactively support the day to day business of the organisation.	Itrent fully operation - Q1 Number of process improvements implemented	n/a	<u>Chief of Staff</u> AD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Oracle – testing of the system is underway with training being delivered to the core HR team over the next couple of months. Training will then be provided across the organisation in the new year, with a go live date of April currently being worked towards.
P3	Management of employee absences and turnover: management of employee absence and turnover with a view to reducing both short term and long-term absence across the organisation and management of employee turnover.	Short term and long-term sickness absence targets % reduction in absence Staff retention target of 90%	Monitored and reported Quarterly	n/a	<u>Chief of Staff</u> AD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Ongoing
P4	Employee Wellbeing: Proactive wellbeing support to optimise employee attendance and performance	Utilisation of Employee Assistance Programme and Mental Health First Aiders	Ongoing	n/a	<u>Chief of Staff</u> AD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Over 70 mental health first aiders now trained with monthly catch up meetings between all held and ongoing initiatives across the organisation.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
P5	BAU Support: Return on investment of HR Business Partner model: Proactive HR support; consisting of values based, bespoke, moral, legal, ethical, and collaborative methodology resulting in outcome focussed service	Early intervention leading to reduction in adverse employee relations External accreditation/recognition	Ongoing Monitored and reported quarterly	n/a	<u>Chief of Staff</u> AD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Ongoing

Q) ICT and Digital

Core Purpose of the service: To provide a robust & reliable forward-thinking service catering for the needs of the business, our customers and stakeholders. The service will provide technological solutions to meet customers' needs, enabling a good customer service experience.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
Q1	Delivery of the Infrastructure for 'One Network' across the two Councils.	To provide the infrastructure to support common shared platforms, providing a location for future alignment of corporate systems and departmental business systems.	Ongoing to 2022	£1,278,000	AD Governance & Business Support <u>AD ICT and Transformation</u>	Moving with the times, working smartly and collaboratively	In progress Update: Delay based on global shortage of switches. Switches to be delivered in November, with project finishing in January '23. Working on getting equipment up and running to prepare for the arrival of the switches.
Q2	Provision of a remote access solution to enable true workforce agility using a robust and secure solution.	Harnessing the requirements established via the New ways of working programme and building on the new	Whilst tactical remote working capacity was delivered	TBC	<u>AD ICT and Transformation</u> AD Governance	Moving with the times, working smartly and collaboratively	In progress Update: As per Q1.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		landscape to be delivered via One Network and the additional applications and tools delivered via the Office 365 project to source and deliver a truly effective remote solution.	during the Covid-19 pandemic, a truly flexible and efficient solution will be delivered based on need. Scoping to start alongside delivery phases of One Network, so from Q2 2021		AD Business Support		
Q3	Strategic approach to systems transformation.	Taking the strategy being delivered via the Corporate SPARK hub and putting this into practice – including data transfer, systems replacements and transformation of future service systems.	TBA dependent on the scope and recommendations arising out of the strategy work	TBA dependent on the scope and recommendations arising out of the strategy work	<u>AD ICT and Transformati</u> <u>on AD Governance</u> & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: BAU
Q4	New ways of working Programme: Delivery of the Members ICT project.	Supporting the Members with their new ways of working and implementation of hybrid meetings and associated technological solution	Continuation from 2021 with full delivery by Q2 2021	£96,000	<u>AD ICT and Transformati</u> <u>on AD Governance</u> & Business Support	Moving with the times, working smartly and collaboratively	Completed Update: Completed a member survey to understand additional requirements regarding hardware and Office365 software. Trial of hardware to begin in Spring '22 with delivery of trial

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
							recommendations beginning from May '23
Q5	New ways of working Programme – Delivery of the Laptop roll out project	To complete the build and deployment of laptops to the workforce.	Q1 2021	£250,000	<u>AD ICT and Transformati</u> <u>onAD</u> <u>Governance & Business Support</u>	Moving with the times, working smartly and collaboratively	Completed Update: New laptops rolled out.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
Q6	Council-wide IT service operations: Ensure the Councils' IT systems and infrastructure are operating to acceptable service levels. This includes: Service Desk, Infrastructure, Development, Architecture, Systems, Security, GIS & Digital.	Utilising the improved capability and features within the new service desk delivered Q3 2020 <ul style="list-style-type: none"> Improvement of the quality of service & customer satisfaction Improve flexibility of the ICT & Digital team Increase agility and reliability for new ICT & Digital services Common approach to the provision of Incident Management, Problem Management, Request Fulfilment and Change Management. Identification of trends and opportunities for training to develop 	Ongoing	n/a	<u>AD ICT and Transformati</u> <u>onAD</u> <u>Governance & Business Support</u>	Moving with the times, working smartly and collaboratively	In progress Update: starting to report on service desk statistics and satisfaction levels against SLAs. Customer Satisfaction functionality added to the ICT Service desk.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		staff and improve service. <ul style="list-style-type: none"> Provision of useful KPIs as well as the monitoring and management/reporting of the ICT & Digital SLA 					

R) Innovation, Strategy and Programme

Core Purpose of the service: To be brave, bold, influential and innovative to maximise our resources, enabling the place, organisations and our people to be the best they can be.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
R1	Broadland District Council and South Norfolk Council Collaboration and SPARK Transformation programme management: Continued implementation of our SPARK Transformation programme, ensuring we deliver excellent business standards across the two Councils. Regular reporting on progress, issues and	Delivery against the savings target of £8.6m and ongoing efficiencies. Delivery of SPARK programme to a high quality and in line with the timeline for delivery and within agreed budgets.	Each programme and project to have individual plans and milestones.	Each project programme will have associated capital budgets outlined in the Delivery Plan.	<u>AD ICT and Transformation</u> on Chief of Staff	Moving with the times, working smartly and collaboratively	In progress Update: Continuing to report on transformation projects. Key projects/programmes in progress. Aligned with Project framework.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<p>risks to CMLT and Members.</p> <p>Key projects/programmes for 21/22 include:</p> <ul style="list-style-type: none"> • Launch and continued implementation of the new Website (linked to S1) • Domain Name Migration • Implementation of One Network across the two Councils • Continued implementation of further phases of the New Ways of Working Programme • Organisational Development implementation • Broadland Procurement of Waste Contract • Implementation of the systems transformation project • Implementation phase of the Customer 						

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	Satisfaction and Experience project <ul style="list-style-type: none"> Implementation phase of the Business Intelligence Programme 						
R2	Implementation of Programme and Project Management Approach: Continued implementation of the Approach and training of staff to enable the Councils' priorities to be delivered effectively and to timelines/budgets set	All projects and programmes being delivered in a consistent and proportionate way across the organisation.	Training of staff – Ongoing	n/a	<u>AD ICT and Transformation</u> on Chief of Staff	Moving with the times, working smartly and collaboratively	Completed / In progress Update: Framework delivered. Continued implementation BAU.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
R3	Shaping and influencing national and regional policy to promote the interests of the Councils by: <ul style="list-style-type: none"> Identifying national policy issues which impact the Councils and remain 'on the pulse' and 	Changes to regional/national policies which support the ambitions of the two Councils and our ability to re-shape the services we delivery to our residents.	Ongoing	n/a	<u>AD ICT and Transformation</u> Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	In progress Update: Continuous horizon scanning being undertaken with bulletin internally to senior managers which highlights key upcoming national events/consultations.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<p>proactive to influence key developments in local government</p> <ul style="list-style-type: none"> • Responding to relevant national consultations • Through effective horizon scanning, ensure senior leaders across the organisations remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising • Respond to the outcomes of the Governments Devolution and Local Government Reform White Paper 						
R4	Supporting the organisation to deliver high performance while	The Councils remain effective and efficient, appropriately planning the activities to achieve	Delivery Plan for 22/23 through to	n/a	<u>AD ICT and Transformation</u> Chief of Staff	Moving with the times, working	<p>In progress</p> <p>Update: Currently working on performance framework</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	working efficiently and effectively through delivery planning and performance and risk management by: <ul style="list-style-type: none"> Developing the Delivery Plan for 2022/23 Delivery of a quarterly Business Governance report to senior management, which feeds into the strategic risk, performance and finance report for Members Analysing risk and performance outcomes to ensure the Councils' remain effective Monitoring and reporting on strategic risk, performance and finance in Q2, Q3 and Q4 	our goals and vision, whilst ensuring that risk is minimised where possible and performance is used to drive service improvement.	Cabinets in February 2023 Risk and performance reported in Q2, Q3 and Q4			smartly and collaboratively Supporting individuals and empowering communities	and setting up performance clinics.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
R5	Provide training and support to the Internal Consultancy Team to ensure they are in the best place to deliver the Spark Transformation Programme. This includes: <ul style="list-style-type: none"> • Coaching and mentoring • Providing or co-ordinating training and development sessions • Continuing to develop the longer-term ambitions for the Internal Consultancy Team model 	The Transformation Programme is delivered in an effective way, utilising the internal consultancy resource and an effective, impactful upskilled Internal Consultancy Team that delivers key transformation programmes.	Ongoing training and development throughout the year	n/a	<u>AD ICT and Transformation</u> Chief of Staff	<p>Moving with the times, working smartly and collaboratively</p> <p>Supporting individuals and empowering communities</p>	<p>In progress</p> <p>Update: Training and support is ongoing.</p>
R6	Provide ongoing transformation support and guidance to the organisation, teams and Members to help realise the benefits and efficiencies of collaborative	Delivery of the Spark approach to a high quality. Staff are supported and empowered to deliver transformation in their service areas.	Ongoing	n/a	<u>AD ICT and Transformation</u> Chief of Staff	Moving with the times, working smartly and collaboratively	<p>In progress</p> <p>Update: Continuing.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	working. This includes: <ul style="list-style-type: none"> Ongoing development of the SPARK Transformation approach and toolkit. Supporting teams to move to a 'new BAU' way of working following the impacts of Covid-19. 						

S) Marketing and Communications

Core Purpose of the service: To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents' lives.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
S1	Launch, maintain and improve a single website and domain to serve both Councils which provides optimum functionality and service for our customers. Activities to include:	Good to high level of website traffic, traffic sources, bounce rate, average session duration, interactions per visit on new website when benchmarked against standard and best practice	Website go live – Q1 2021 User experience testing Q3 2021	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	Completed Update: Website launched. New Customer Insight Role recruited. User experience testing to be booked.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<ul style="list-style-type: none"> Supporting council teams to review and improve content with user needs and user journeys in mind Continual improvement of the website through user experience testing to ensure website is fit for purpose and meets residents needs 	<p>Good to high levels of resident and local business satisfaction when surveyed to measure perception</p> <p>Positive staff feedback</p>					
S2	<p>To create targeted and effective stakeholder communication strategies in order to ensure all stakeholders receive the information they need at the right time through the right channels.</p> <ul style="list-style-type: none"> Resident communications including: residents' magazines distributed three times a year delivering extensive social media content to drive the Councils' strategy and 	<p>Growth in social media engagement measures</p> <p>Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage</p> <p>Increase in % of members who believe they are adequately to well informed compared with 2020 benchmark</p> <p>More than 75% of staff believe they are adequately to extremely well informed</p>	<p>Residents magazines Q2 2021/22 Q3 2021/22 Q4 2021/22</p> <p>Social media Year round</p> <p>Public relations Year round</p> <p>Chairman marketing strategy Q2 2021/22</p> <p>Member comms</p>	n/a	Chief of Staff	<p>Moving with the times, working smartly and collaboratively</p> <p>Supporting individuals and empowering communities</p>	<p>In progress</p> <p>Update: Completed two resident magazines, third in progress. Social media and PR ongoing. Chairman's marketing plan and Member communications plan and benchmarking survey to be completed.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<p>ambitions and support regional and central government messages in relation to Covid-19.</p> <ul style="list-style-type: none"> ○ proactive public relations and media relations plan ○ Chairman marketing plan • Member communications plan and benchmarking survey • Internal communications strategy and annual delivery plan. Plus, benchmarking survey to understand if communication strategy is meeting the needs of staff 		<p>Benchmarking survey Q1 2021/22</p> <p>Member communication strategy Q2 2021/22</p> <p>Internal comms Benchmarking survey Q1 2021/22</p> <p>Internal comms strategy Q2 2021/22</p>				
S3	Income generation: Creation of revenue streams through the creation of third-party advertising and sponsorship opportunities.	Increase in revenue compared with 2020/2021	Q1 2021/22 – Income generation strategy documented	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively	<p>Completed</p> <p>Update: c.£33k generated over 4 months. Post to stay in establishment and to be recruited to from April 22.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
S4	Branding: Branding review for both Councils and one team working.	Partnership and objectives behind councils' relationship found to be clear to residents	Q2 2021/22	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively	Not started Update: On hold at present.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
S5	Promotion of annual events such as the Community Awards, Staff Awards and the Business Awards.	Good level of nominations for awards compared to previous years High engagement with social posts promoting event and event winners High business engagement through sponsorship of awards	Q2 and Q3	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	In progress Update: Staff awards completed. Business Awards and Community Awards in progress.
S6	Marketing and comms campaigns for resources to cover some of the following: 1. Elections • Police and Crime Commissioner (PCC) Elections • Norfolk County Council (NCC) elections • Parish by-elections in Hellesdon South East, Hellesdon	A good standard as per LGA comms measurement tools	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	In progress Update: All complete except Annual Budget Survey and Council Tax Support Scheme survey.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<p>North West and Taverham North</p> <ul style="list-style-type: none"> Three Neighbourhood Plan Referendums in Taverham, Spixworth and Poringland <p>2. Annual Budget Survey</p> <p>3. Council Tax Support Scheme survey</p>						
S7	<p>Economic and regional development:</p> <p>Marketing and comms campaigns to support awareness of building and development control, planning policy, environmental initiatives and the economic development of the districts to include some of the following:</p> <p>1. Promotion of the Norwich Research Park & Ella M Barnes building as a world class research location for research into food and health, to increase partnerships, jobs and income.</p>	<p>A good level of awareness of promoted support/service with targeted stakeholder. Exact measure to be documented in the relevant Marketing and Comms Strategy</p>	<p>Throughout the year – detail on Marketing and Comms strategy</p>	n/a	Chief of Staff	Growing our economy	<p>In progress</p> <p>Update: 1. On hold. 2. branding established for BFIC as well as marketing plan for rest of year. 3. Bure Valley Path and Railway – going to Cabinet. 4. Broadland Country Park – webpage established, branding established and campaign to recruit volunteers under way. 5. Tourism – working with partners. 6. Market Towns – campaigns Pleased to See You and Emma Bridgewater campaign. 7. Wymtrails – waiting for app to be fixed. 8. Ongoing.</p>

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	2. Promotion of the Food Innovation Centre to small food and drink businesses looking to innovate and grow their businesses 3. Promotion of the Bure Valley Path and Railway improvements 4. Promotion of Broadland Country Park (Houghen Plantation) to residents 5. Supporting Tourism throughout the districts 6. Engagement with residents in market towns to support the growth of the local economy 7. Wymtrails 8. Environmental strategy – awareness and community involvement						
S8	Environment-and Licensing Services Marketing and comms campaigns to ensure	A good level of awareness of promoted support/service with targeted stakeholder.	Throughout the year	n/a	Chief of Staff	Protecting and improving our natural and built	Not started Update: On hold pending requests from service area.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<p>residents are safe and protected. Covering food safety, pollution and pest control, public toilets, licensing – alcohol and taxis, public entertainment, waste collection and disposal, recycling and street cleaning. To include some of the following:</p> <ol style="list-style-type: none"> 1. Community Emergency Planning within parishes 2. Enforcement review and policy (going to Cabinets in Nov) 3. Promotion of electric charging installations by commercial and community venues 4. Promotion of new licensing service which will offer advice to potential event organisers and ambitious licensees for running fetes, fairs, festivals and events in order to positively promote a wider range of 	Exact measure to be documented in the relevant Marketing and Comms Strategy				environment, whilst maximising quality of life	

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	community / tourist event opportunities. 5. Health and safety at work regulation promotion						
S9	Housing, Leisure Centres, Waste and Community Services Marketing and comms campaigns to support raising awareness of and improving housing services, waste management and community services. To include some of the following: 1. Support the roll out and awareness of a county wide model for the Community Help Hub from April 2021. 1.1. Explore and improve awareness and engagement with the Help Hub by demographic 2. Protecting residents by raising awareness of scams	A good level of awareness of promoted support/service with targeted stakeholder. Exact measure to be documented in the relevant Marketing and Comms Strategy <ul style="list-style-type: none"> Increase in Leisure centre member numbers, class attendance and uptake of online membership 	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	In progress Update: 1. No update received. 1.1 - not yet started. 2. Will start near Christmas. 3. Not started. 4. All underway. 5. In progress. 6. Not started. 7. Ongoing, multiple campaigns under way. 8. Starting shortly.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<p>3. Create community brands, under which work will take place to improve the environment, our communities and economy. It will tie together corporate social responsibility, community sport events, community awards, member grants and will provide a platform on which to engage with commercial partners.</p> <p>4. Promote the following services as and when required:</p> <ul style="list-style-type: none"> • Help Hub • Social Prescribing • Welfare and debt advice • Emotional Wellbeing and Resilience Service • Domestic abuse service • Handyperson service • Tots2Teens 						

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	<ul style="list-style-type: none"> GP referrals scheme Why Weight and Broadly Active 10k races and development of park runs 5. Leisure Centre Recovery Plan 6. Promote any expansion to the Leisure Facility Offer through supporting community initiatives 7. Improving recycling rates 8. Promotion of Warm Homes Fund <ul style="list-style-type: none"> Campaign to support users when interacting with the redesigned shared social housing system 						
S10	Supporting resident engagement on County-wide initiatives Raising awareness of cross district and county wide initiatives with partners. To include some of the following:	A good level of awareness of promoted support/service with targeted stakeholder	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	Supporting individuals and empowering communities	In progress Update: 1. Not started yet. 2. In progress. 3. In progress. 4. In progress. 5. In progress.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	1. Faster Broadband (Norfolk County Council) 2. Norfolk Waste Partnership 3. TCG/SCG 4. Greater Norwich Local Plan (in coordination with GN partners) 5. Long Stratton bypass (in coordination with Norfolk County Council comms)						

T) Executive Support

Core Purpose of the service: To provide strategic, operational and agile business support to ensure the smooth and effective running of the two councils, one team.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
T1	Executive and Business Support: Ensuring the smooth and effective delivery of key processes, priorities and initiatives for the two Councils, one team.	Effective organisational delivery of key priorities.	Ongoing	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively	In progress Update: BAU

U) Organisational Development

Core Purpose of the service: Being an employer of choice to create a staff team that is fit for the future and an organisation that people want to work.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
U1	Delivery of the One Team HR and OD Strategy engagement and development strand <ul style="list-style-type: none"> Development and training for all to support growth Succession Planning that identifies and progresses talent A Performance Scheme that recognises and rewards excellence All employees have a voice and are heard 	Delivery of the plan to achieve: 1) Employer of choice measures	Management training in place – Q1 2021 Talent Management & Development in place – Q1 2021	n/a	AD Governance and Business Support <u>Chief of Staff</u>	Moving with the times, working smartly and collaboratively	In progress Update: Management and leadership development programme underway for all tiers of management. MBTI in progress and being offered to all staff with feedback also being provided. Next steps to do this on a team basis. Performance scheme has been consulted on and is part of pay negotiation that is currently under way. Pulse surveys are continuing with the employee opinion survey currently being developed.
U2	Create culture to enable employees to be the best version of themselves <ul style="list-style-type: none"> Cultural Development; foster a cohesive One Team working 	% response rate employee opinion survey % improvement wellbeing survey % improvement employee opinion survey	Staff Survey issued – February 2021 Quarterly wellbeing surveys	n/a	Chief of Staff AD Governance and Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Ongoing

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	environment & philosophy <ul style="list-style-type: none"> • Create a coaching / enabling culture • Culture of authentic 2-way communication including Overcoming adversity & resilience • Bringing the One Team values to life 	% completion rate half year and end of year appraisals Year on Year % improvement. Mystery shopper Appraisal audits	Mid-year and full year appraisal audit				

UPDATE ON MEMBER IT

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Portfolio: Transformation and Organisational Development

Wards Affected: All

Purpose of the Report:

This report is provided to update Cabinet on the progress to date with the Member IT, the outcomes from the recent survey, the plan for Committee papers and the plan for trialling options ahead of the May 2023 elections.

Recommendations:

1. To accept the report on current IT provision for Members and note the plans for the trial period.

1. Summary

- 1.1 This report is provided to update Cabinet on the progress to date with the Member IT, the outcomes from the recent survey, the plan for Committee papers and the plan for trialling options ahead of the May 2023 elections.
- 1.2 The report has been received by the Service Improvement and Efficiency Committee at its meeting on 25 October 2021, the minutes of which are included on the agenda. The Committee supported the content of the report and the recommendation proposed.

2. Current Position

- 2.1 The decision from the latest report to Cabinet in April 2021 was to approve the recommendation from the Service Improvement and Efficiency Committee to retain the current provision of iPads; with a review in July covering the O365 rollout and training undertaken by members with another member to enable officers to have information on software improvements to report back to the October Cabinet.
- 2.2 Earlier in the year all Members moved over to the new southnorfolkandbroadland.gov.uk email address and with this the Office365 suite was also provided for all Members. This includes the use of all Office applications, the ability to access the Council intranet and the use of SharePoint for all Committee papers.
- 2.3 Over the summer months a survey was sent to all Members to understand the use of the iPads and whether any issues remained. The questions asked of Members were as follows:
 - Please tell us what you like / what works for you regarding the current ICT provision and use of Office 365?
 - Please tell us what you don't like / what doesn't work for you regarding the current ICT provision and use of office 365?
 - What are the main things you need to do within your role, using ICT equipment? We have your previous survey responses and are interested to understand if the way you work has changed, e.g., if ongoing use of virtual meetings has changed your needs.
 - If you had a magic wand, and budget available, what would be your ideal ICT solution in order to carry out your role?
 - Is there anything else ICT related that you'd like us to be aware of?
- 2.4 There were only 11 responses received to the survey from Broadland Members, which can be summarised as follows:
- 2.5 What do you like and what works?

Respondents confirmed that they like the wider use of the Office 365 application and what this can provide, such as word and excel. Respondents were also complimentary that they could now access the Office 365 environment from any device through the web browser, giving much more flexibility.

2.6 What don't you like and what doesn't work?

It was recognised by respondents that there were some issues initially but that these, in the main, have been addressed. The main issue remaining relates to the restriction with the apps, in terms of what you can have on the iPad and the apparent restriction with these.

The IT team are currently rolling out Office365 to all staff, this is currently taking a lot of the team's time, however once any issues with the rollout have been achieved the next task will be to review the way the security has been set up on the iPad to ensure that there is an improved ability to download the apps that Members require without compromising the data that is held on the devices.

In addition, the size of the screen for the iPad does limit the effectiveness of some functionality, such as split screen.

A solution to this could be the provision of a second screen to Members, whilst this will only mirror the screen that is being viewed, it can help to see two lots of information on a bigger screen. In discussing this with the IT team this can be achieved through a lightning cable and connected to a second screen.

In reviewing the current Member help calls that are being looked into by the IT team it can be seen that these fall under the following categories: four in relation to iTrent issues, one in relation to apps, one in relation to website page access and the remaining four relate to issues with Committee papers / iAnnotate. These are all currently being worked on by the team.

There was also some feedback that indicated that some further training was needed around the use of iAnnotate, SharePoint and document management. This can be provided, and it is suggested that Members request this via the IT helpdesk so that this can be arranged.

It is also noted that some Members responded also about the access issues with iTrent, although this is a side issue it is worth recognising that there has been issues with this for both Members and Officers. The Council is at the early stages of moving to a new IT platform for Members and Officers, through which Members will be able to submit expenses claims. Full training will be provided on this in due course, however in the interim period all Members will be written to by the Democratic Services Manager asking for any claims to be submitted to her via email, this will reduce the frustration in the interim period.

2.7 What do you use your equipment for?

Responses have indicated that Members are using the full suite of applications available to them through Office365, which is encouraging. The area where improvement was asked for was the ability to have hybrid meetings, as Members are aware the Council has responded to the consultation on this and are awaiting this to be discussed by Parliament.

2.8 What would be your ideal solution?

Responses were varied in this regard, with one request for a laptop, six responses indicating that they are happy with the iPad, one response requesting a ThinkPad, one request for further training and one request for a mobile phone. This indicates that the iPad currently is meeting the needs of Councillors in the majority of cases.

However, it is recognised that as technology develops it is always worthwhile reviewing this on a regular basis. As Members are aware the iPads have a life of four years, therefore following the May 2023 elections new equipment will be provided. It is therefore proposed that in Spring 2022 trials will be undertaken with different hardware so that feedback can be provided, and a decision made as to what will be provided post the elections, based on this. By progressing this next spring there will be sufficient time to trial, procure and set up the equipment ready for post May 2023 elections.

2.9 Anything else?

A Member, who is a twin hatter, has requested that the IT team link in with the County IT team to look at how one solution could meet both needs, this can be reviewed in due course as part of the trial for the new equipment described above.

- 2.10 Finally, there is a report on today's agenda which refers to the recent decision to procure a Committee system, this will bring further benefits for Members as outlined in the report and will remove the use of SharePoint for Committee papers and information.

3. **Proposed action**

- 3.1 As noted within the report and as previously agreed by Cabinet a trial will commence in Spring 2022 to look at the best option that could be adopted from May 2023. In addition, the new electronic Committee system will bring further benefits for Members.

4. **Other options**

- 4.1 Not applicable to this report.

5. **Issues and risks**

- 5.1 **Resource Implications** – There is a budget in place for Member IT and the Council is now in year three of the four-year life cycle of the Council provided iPad (hardware), with software provision also budgeted for and now provided through the Officer 365 suite. Resource within the ICT and Digital team continues to be available to deliver the transformational projects for staff and Members, including commitment to ensuring that support is provided to enable the flexibility required.
- 5.2 **Legal Implications** – not applicable this report.
- 5.3 **Equality Implications** – individual assessments are made as and when needed, with a commitment to ensure that if a need is identified, e.g., via a Display Screen Equipment assessment, those individual needs will continue to be considered on their own merits.
- 5.4 **Environmental Impact** – the ability to undertake remote / virtual meetings with residents, communities and for non-decision-making meetings does provide a positive impact on the Councils carbon footprint.

5.5 **Crime and Disorder** – not applicable to this report.

5.6 **Risks** – risks associated with security of the iPads is addressed through the security policy and all Members are requested to sign up to the Acceptable Use Policy.

6. Conclusion

6.1 Cabinet are requested to note the update in relation to Member IT and also to note the future steps that are being taken in relation to an electronic Committee system and the trial of other hardware options ahead of the May 2023 elections.

7. Recommendations

7.1 To accept the report on current IT provision for Members and note the plans for the trial period.

Forward Plan

Agenda Item 13

The Forward Plan sets out the decisions that the Cabinet will be taking over the coming months. The Plan identifies which decisions are key and also highlights the decisions that Cabinet intend to take, which may result in part of the meeting being held in private.

This document will be updated and republished on the Council's website each month. Any queries relating to the Plan should be forwarded to Democratic Services, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, or via email at committee.services@broadland.gov.uk

What is a Key Decision?

Key Decisions are those that are likely:

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

Why might a decision be made in private?

The public may be excluded from a meeting whenever it is likely that in view of the nature of the business to be transacted, exempt information will be disclosed, for example, information which may reveal the identity of an individual or relates to the financial or business affairs of an individual or organisation. Information should only be made exempt, if it is in the public interest to do so.

Members of the Cabinet:

Shaun Vincent (Chairman) – Policy
Trudy Mancini-Boyle (Vice-Chairman) – Finance
Jo Copplestone – Economic Development
Jonathan Emsell – Transformation & Organisational Development

Sue Lawn – Planning
Judy Leggett – Environmental Excellence
Fran Whymark – Housing and Wellbeing

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Members' ICT Project	Cabinet	23 November 2021		Emma Hodds, Chief of Staff	Public
Reserves and MTFP Update	Cabinet Council	23 November 2021 9 December 2021		Rodney Fincham, Assistant Director – Resources	Public
Bure Valley Railway Fencing – Award of Contract	Cabinet	23 November 2021	Key Decision	Phil Courtier, Director of Place	Private Report will include commercially sensitive information
Future Office Accommodation Project	Cabinet recommendation to Council	23 November 2021 9 December 2021		Debbie Lorimer, Director of Resources	Public
Food Enterprise Park – Building 2	Cabinet	23 November 2021	Key Decision	Emily Larter, Growth Delivery Manager	Private Report will include commercially sensitive information
Quarter 2 Performance Risk and Finance	Cabinet	23 November 2021		Sinead Carey, Strategy and Programme Manager	Public
Treasury Management Q2 report	Cabinet	23 November 2021		Darren Slowther Capital and Treasury Accountant	Public
Household Support Fund	Cabinet	23 November 2021		Mike Pursehouse Assistant Director Individuals and Families	Public

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Customer Access	Council	9 December 2021		Corinne Lawrie Assistant Director ICT/Digital and Transformation	Public
Review of Environmental Enforcement Penalties	Cabinet	21 December 2021		Nick Howard, Assistant Director – Regulatory	Public
Broadland Food Innovation Centre Dynamic Purchasing System	Cabinet	21 December 2021	Key Decision	Nina Cunningham, Senior Economic Development Officer	Private Report will include commercially sensitive information
Business Case and Contract Award for Idox Uniform Planning System	Cabinet	21 December 2021	Key Decision	Stuart Pontin, Business Improvement Manager	Public
Options for ongoing management of Street Lights in Drayton	Cabinet	21 December 2021	Key Decision	Michael Horton, Community Assets Manager	Public
GN 5 Year Infrastructure Investment Plan	Cabinet	21 December 2021	Key Decision	Paul Harris, Planning Policy Manager	Public
Introduction of Council wide Food Waste Collection Service	Cabinet	21 December 2021	Key Decision	Sarah Bruton, Internal Consultancy Lead - Waste	Public

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Best in Class Housing Allocation Policy Review	Cabinet	21 December 2021	Key Decision	Richard Dunsire Housing and Wellbeing Senior Manager	Public
Street Naming and Numbering Policy and Introduction of Fees	Cabinet Council	21 December 2021 20 January 2022	Key Decision	Stuart Pontin, Business Improvement Manager	Public
S106 Agreements Monitoring Fees	Cabinet Council	21 December 2021 20 January 2022	Key Decision	Stuart Pontin, Business Improvement Manager	Public
Environmental Waste Contract and Hydronated Vegetable oil	Cabinet	21 December 2021		Sarah Bruton Internal Consultancy Lead - Waste	Public
Licensing Fees and Charges Review	Cabinet	8 February 2022		Nick Howard, Assistant Director – Regulatory	Public
Council Tax Assistance	Cabinet	8 February 2022	Key Decision	Richard Dunsire, Housing and Wellbeing Senior Manager	Public
Health and Wellbeing Strategy	Cabinet	8 February 2022		Mike Pursehouse, Assistant Director – Individuals and Families	Public
Food Safety Services Commercialisation Options	Cabinet	8 February 2022	Key Decision	Nick Howard, Assistant Director – Regulatory	Public

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Introduction of Council wide Food Waste Collection Service	Cabinet	8 February 2022	Key Decision	Sarah Bruton, Internal Consultancy Lead - Waste	Public
Licensing Services – Commercialisation Options	Cabinet	8 February 2022	Key Decision	Nick Howard, Assistant Director – Regulatory	Public
Delivery Plan and Budget 22/3 and 23/4	Cabinet Council	8 February 2022 24 February 2022	Key Decision	Sinead Carey Rodney Fincham, Assistant Director Resources	Public
Prevention, Advice and Support	Cabinet	8 February 2022	Key Decision	Kerrie Gallagher, Help Hub and Communities Senior Manager	Public
Adoption of the Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy	Cabinet	8 February 2022	Key Decision	Paul Harris, Planning Policy Manager	
Approval of Extension to Belaugh Conservation Area and adoption of Conservation Area Appraisal	Cabinet	8 February 2022	Key Decisions	Chris Bennett, Senior Heritage and Design Officer	Public

Please note that decision dates are indicative and occasionally subject to change

**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 186 to 226 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