

Council Agenda

Members of the Council

Cllr R R Foulger (Chairman)	Cllr B Cook	Cllr E C Laming	Cllr S M Prutton
	Cllr J K Copplestone	Cllr S Lawn	Cllr S Riley
	Cllr A D Crotch	Cllr K E Lawrence	Cllr D Roper
Cllr J F Fisher (Vice Chairman)	Cllr J Davis	Cllr J Leggett	Cllr C E Ryman-Tubb
	Cllr J J Emsell	Cllr K G Leggett MBE	Cllr N C Shaw
	Cllr S C Gurney	Cllr I J Mackie	Cllr L A Starling
Cllr A D Adams	Cllr N J Harpley	Cllr T M Mancini-Boyle	Cllr D M Thomas
Cllr S C Beadle	Cllr D G Harrison	Cllr I N Moncur	Cllr J L Thomas
Cllr N J Brennan	Cllr L H Hemsall	Cllr M L Murrell	Cllr S A Vincent
Cllr D J Britcher	Cllr S I Holland	Cllr J A Neesam	Cllr K A Vincent
Cllr P E Bulman	Cllr N C Karimi-Ghovanlou	Cllr G K Nurden	Cllr J M Ward
Cllr S J Catchpole	Cllr K S Kelly	Cllr G Peck	Cllr F Whymark
Cllr S M Clancy	Cllr D King	Cllr R E Potter	

Date & Time:

Thursday 24 February 2022 at 7pm

Place:

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

Trevor Holden – Managing Director - 16 February 2022

Contact:

Dawn Matthews tel (01603) 430404

Email: committee@bdc.southnorfolkandbroadland.gov.uk

Website: www.southnorfolkandbroadland.gov.uk

Group Meetings:

Conservatives – Trafford Room 6pm

Liberal Democrats - John Mack Room 6pm

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link: [Broadland YouTube Channel](#)

You may register to speak by emailing us at committee@bdc.southnorfolkandbroadland.gov.uk no later than 5pm on Monday 21 February 2022

Large print version can be made available

If you have any special requirements in order to attend this meeting, please let us know in advance.

Guidance on Public Speaking and Attendance

All public speakers are required to register to speak at public meetings by the date / time stipulated on the relevant agenda. Requests should be sent to:
committee@southnorfolkandbroadland.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 are invited to sign in on the QR code for the building and promptly arrive at, and leave the venue. Hand sanitiser are provided and you are invited to observe social distancing. Further guidance on what to do on arrival will follow once your request to attend or speak has been accepted.

AGENDA

1. **To receive declarations of interest from members;**
(guidance and flow chart attached – page 7)
2. **To report apologies for absence;**
3. **To confirm the minutes of the meeting held 9 December 2021;**
(minutes attached – page 9)
4. **Matters arising from the minutes;**
5. **To receive Announcements from**
 - 5.1 The Chairman (list of engagements attached – page 28)
 - 5.2 The Vice Chairman
 - 5.3 The Leader
 - 5.4 Members of the Cabinet
 - 5.5 Head of Paid Service
6. **Questions** - to consider any questions received from members of the public in accordance with Procedural Rule 10.
7. **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. (note: In accordance with the Constitution a total period of 15 minutes is allowed (each speaker may speak for 3 minutes only)
8. **Overview and Scrutiny Committee** – to receive the minutes of the meetings on 30 November 2021, 14 December 2021, 18 January 2022 and 1 February 2022
(minutes attached – page 29)
9. **Cabinet** - to receive the minutes of the meetings on 21 December 2021 and 8 February 2022;
(minutes attached – page 78)

21 December 2021

The recommendations at minute numbers 228 and 229 will be carried forward for consideration at the Council meeting on 31 March 2022

8 February 2022

The following items need consideration by Council:

9.1 Minute no:241 - In Year Budget Options;

(page 93)

To agree the creation of new Earmarked Reserves to support the opportunities identified in section 3 of the report; (extract of section 3 attached at page 104)

9.2 Minute no:242 – Revenue Budget and Council Tax 2022/23;

(page 95)

(copy of Cabinet report attached – page 106)

To agree

1. The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance;
2. That the Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £6,165,139 and for Special Expenditure shall be £120,154;
3. That the Band D level of Council Tax be £129.91 for General Expenditure and £2.53 for Special Expenditure;
4. Changes to the proposed fees and charges as set out in section 5.
5. To create a new Accommodation Requirement Reserve, detailed in Appendix A.

9.3 Minute no:243 – Capital Strategy and Capital Programme 2022/23 to 2026/27;

(page 97)

To agree the Capital Strategy and the Capital Programme for 2022/23-2026/27
(Strategy and Programme attached page 123)

(Note: items 9.1 to 9.3 above will be dealt with at item 12 below.)

9.4 Minute no: 244 – Treasury Management Strategy Statement 2022/23 (page 97)

To agree the

1. The Treasury Management Strategy Statement 2022/23;
2. The Treasury Management Policy Statement 2022/23; (page 132)
3. The Annual Investment Strategy 2022/23; (page 133)
4. The Treasury Management Practice (TMP1); (page 139)
5. The Treasury Management Scheme of Delegation; (page 143)
6. The Prudential Indicators; (page 145)
7. The Minimum Revenue Provision (MRP) Statement. (page 149)

9.5 Minute no: 245 – Council Tax Assistance Scheme 2022/23;

(page 99)

To approve the changes to the Council Tax Assistance Scheme for the financial year 2022/23. (copy of changes attached – page 153)

9.6 Minute no: 246 - Greater Norwich Joint Five Year Infrastructure Investment Plan and Annual Growth Programme;

(page 100)

(copy of the Plan and Programme available at the following link [Cabinet agenda 8 February 2022](#)

- a) approve the Draft Five Year Infrastructure Investment Plan 2022-27;
- b) approve the proposed 2022/23 Annual Growth Programme;

- c) agree the draft legal loan agreement for the draw down of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass and to allocate £350,000 of the Infrastructure Investment Fund (IIF) to the cash reserve; and,
- d) Subject to the agreement of recommendation c), to delegate authority to the Council's Section 151 Officer and Director of Place in consultation with the Leader of the Council, to finalise the terms and sign the legal loan agreement on behalf of the Council.

9.7 Minute no: 247 - Adoption of the Norfolk Green Infrastructure and Recreational Avoidance Mitigations (GIRAMS) Strategy; (page 101)

(copy of the Strategy available at the following link [Cabinet agenda 8 February 2022](#))

To adopt the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation (GIRAMS) Strategy and resolves to begin collecting obligations from applications for residential development, and other relevant development proposals in accordance with the following requirements of Policy 3 of the Greater Norwich Local Plan:

All residential development will address the potential visitor pressure, caused by residents of the development that would detrimentally impact on sites protected under the Habitats Regulations Directive through:

- *the payment of a contribution towards the cost of mitigation measures at the protected sites (as determined under the Norfolk Green infrastructure and Recreational Impact Avoidance and Mitigation Strategy plus an allowance for inflation); and,*
- *the provision or enhancement of adequate green infrastructure, either on the development site or nearby, to provide for the informal recreational needs of the residents as an alternative to visiting the protected sites. This will equate to a minimum of 2 hectares per 1,000 population and will reflect Natural England's Accessible Natural Greenspace Standard.*

10. Planning Committee - to receive the decisions of the meetings on 1 December 2021, 5 January 2022 and 26 January 2022; (decisions attached – page 159)

11. Licensing and Regulatory - to receive the non – exempt minutes of the meeting on 2 February 2022; (minutes attached – page 162)

12. Council Tax Resolution 2022/23 – to consider the report of the Assistant Director Finance; (report attached – page 165)
(Note: In accordance with The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote will be taken on all matters relating to the budget and council tax setting.)

13. Opting into National Scheme for External Auditor Appointments - to consider the report of the Assistant Director Finance; (report attached – page 173)

- 14. Monitoring Officer** – to consider the report of the Monitoring Officer;
(report attached – page 181)
- 15. Outside Organisations** – to consider reports from members appointed to represent the Council on outside organisations;
(report attached – page 183)
- 16. Questions from Members** – to consider any questions received in accordance with Procedural Rule 12.4;
- 17. Motions** – to consider any motions received in accordance with Procedural Rule 13.

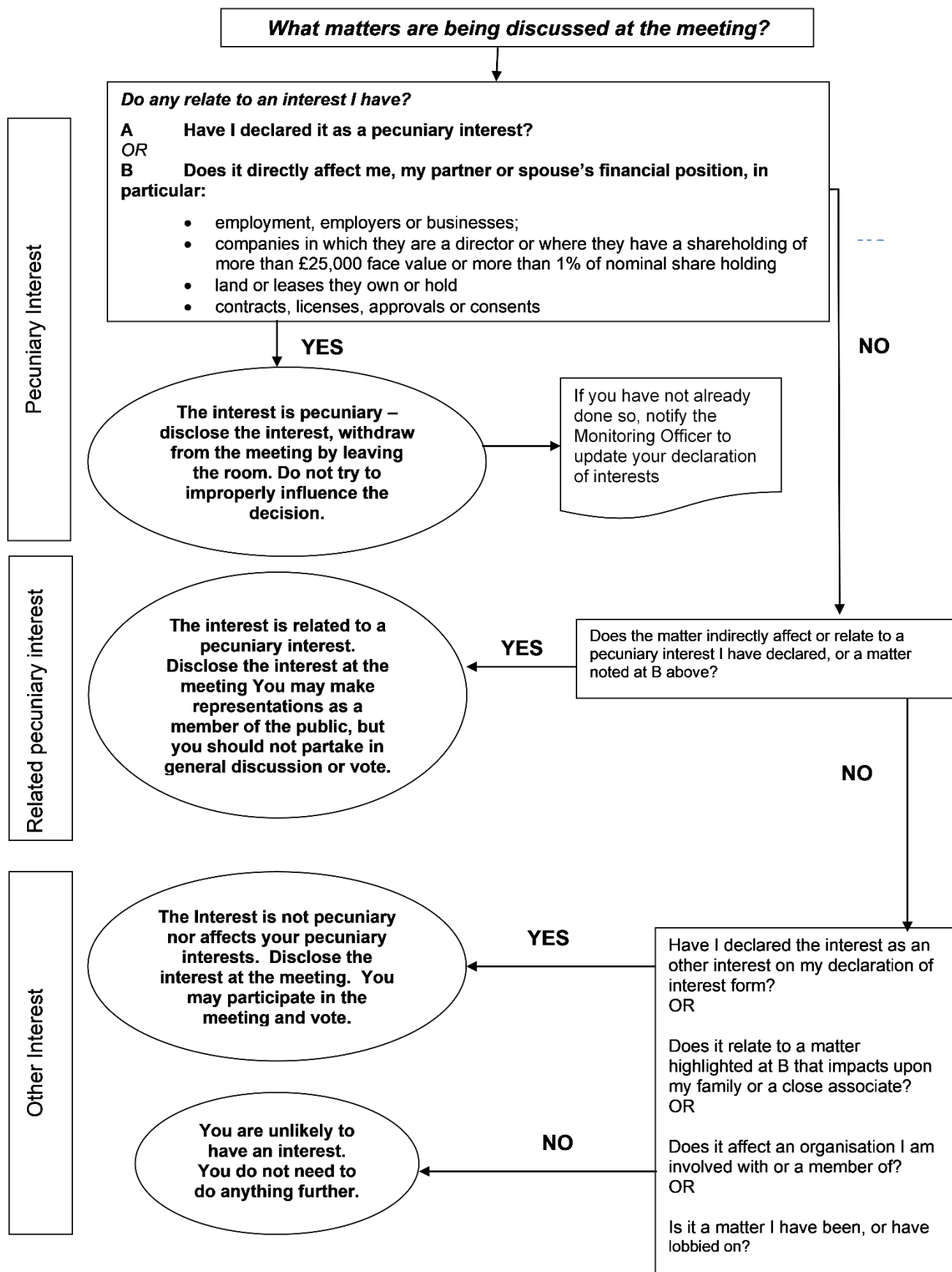
DECLARATIONS OF INTEREST AT MEETINGS

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





COUNCIL

Minutes of a meeting of the Council of Broadland District Council, held on Thursday 9 December 2021 at 7pm at the Council Offices

Members Present:	Councillors: A D Adams, S C Beadle, N J Brennan, D J Britcher, P E Bulman, S J Catchpole, S M Clancy, B Cook, J K Copplestone, J Davis, J J Emsell, J F Fisher, R R Foulger, N J Harpley, D Harrison, S I Holland, K S Kelly, E C Laming, S Lawn, K E Lawrence, J Leggett, K G Leggett, T M Mancini-Boyle, M L Murrell, J A Neesam, G K Nurden, G Peck, R E Potter, S M Prutton, D Roper, C E Ryman-Tubb, L A Starling, D M Thomas, J L Thomas, J M Ward, F Whymark
Officers in Attendance:	The Managing Director, the Chief of Staff (Monitoring Officer), the Assistant Director - Finance (Section 151 Officer) and the Democratic Services Officers (DM/JH)

64 DECLARATIONS OF INTEREST

No declarations were made.

65 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A D Crotch, S C Gurney, L H Hemsall, N C Karimi-Ghovanlou, D King, I J Mackie, I N Moncur, N C Shaw, K A Vincent and S A Vincent.

66 MINUTES

The minutes of the meeting held on 30 September 2021 were agreed as a correct record and signed by the Chairman subject to the following correction:

Minute no 60 – Questions from Members (response by the Portfolio Holder for Housing and Wellbeing to the question from Cllr Thomas) – add the word “enquiries” after Homelessness in the 8th line of the first paragraph.

67 MATTERS ARISING

No matters were raised.

68 ANNOUNCEMENTS

Members noted the civic engagements undertaken by the Chairman of the Council since the last meeting. The Chairman drew attention in particular to his attendance at the special service held to honour the late Sir David Ames. It had been a very moving service and a reminder to all in public service to continue their work but to take due care at all times.

The Chairman invited Cllr Kelly to speak in relation to the Gold Award he had collected on behalf of the Council. Cllr Kelly advised Council that, as Armed Forces Champion, he had been privileged to collect the Armed Forces Covenant Gold Award at a ceremony in London in recognition of the excellent work by the Council in supporting former service personnel.

The Chairman stated that he wished to formally record his thanks to all staff for their continued hard work during recent challenging times, and their role in supporting communities, particularly the vulnerable. The challenges were continuing with the current new COVID variant and he stressed the importance of the vaccination programme.

The Portfolio Holder for Environmental Excellence drew members' attention to the new grants scheme available to support the planting of trees. Grants up to £500 were available to town and parish councils, registered charities and constitutionally established groups to help with tree planting for the November 2021 – March 2022 planting season. Full details were available on the Council's website. She reminded members that there would be changes to the refuse collection service over the Christmas and New Year period and details of the changes were available in Broadland News, on the Council's website and in leaflets circulated with bins. She also reminded members of the "scrunch" test – any wrapping paper which remained scrunched after scrunching could be recycled.

The Managing Director thanked Thorpe St Andrew Town Council for inviting him to attend their remembrance parade and the opportunity to lay a wreath on behalf of all Broadland Council members and staff.

He advised Council that the latest restrictions in place at the office relating to COVID had been reviewed in the light of recent announcements and that all staff were again being encouraged to work from home where possible. Further guidance and advice would be available in relation to any changes to these arrangements.

69 QUESTIONS FROM THE PUBLIC

It was noted that there had been no questions from the public.

70 PUBLIC SPEAKING

It was noted that there had been no requests for public speaking.

71 OVERVIEW AND SCRUTINY COMMITTEE

The minutes of the Overview and Scrutiny Committee meetings held on 19 October and 16 November 2021 were received.

72 CABINET

The minutes of the Cabinet meetings held on 19 October and 23 November 2021 were received.

19 October 2021

Minute no: 53 – Independent Living Assistance Policy

The Portfolio Holder for Housing and Wellbeing invited members to support the recommendations. He commented that the proposals had been considered at the Policy Development Panel and by the Overview and Scrutiny Committee and he thanked officers for providing additional information requested and welcomed by the Chairman of the Overview and Scrutiny Committee.

RESOLVED

to adopt the revised care and repair fees procedure (to remove the £1,500 cap on the Care and Repair service fee resulting in an uncapped 15% fee for all care and repair service involvement regardless of property tenure).

Minute no: 55 – Mobile Homes Fees and Charges Policy

The Portfolio Holder for Housing and Wellbeing invited members to support the recommendations. In response to a concern raised about the disproportionate and negative impact of the charges on small businesses compared to large businesses and a suggestion that the fee should be based on the number of units of accommodation rather than a standard set fee, the Portfolio Holder reminded members that the fees were proposed to offset the costs associated with new regulations to test the fit and proper status of site owners/managers and were therefore a charge applicable to all sites irrespective of their size. An amendment was proposed, duly seconded, that the matter be referred back to Cabinet for further consideration. Upon being put to the vote however, the amendment was lost.

Members then voted on the recommendations of the Cabinet and it was

RESOLVED

to approve the fees structure detailed in the revised Policy (attached at appendix 1 to the signed copy of these minutes).

73 PLANNING COMMITTEE

The decisions of the Planning Committee meetings held on 6 October, 3 November and 1 December 2021 were received.

A member drew attention to recent Planning Inspectorate appeals decisions received by the Council which appeared inconsistent. The Chairman commented that this matter had been raised by officers with the Planning Inspectorate.

74 STANDARDS COMMITTEE

The minutes of the Standards Committee meeting held on 26 July 2021 were received.

75 AUDIT COMMITTEE

The minutes of the Audit Committee meeting held on 23 September 2021 were received.

The Chairman of the Committee commented that work on the External Audit would commence in January 2022.

76 LICENSING AND REGULATORY COMMITTEE

The non-exempt minutes of the Licensing and Regulatory Committee meetings held on 29 September, 9 November and 17 November 2021 were received.

17 November 2021

Minute no: 23 – Local Government (Miscellaneous Provisions) Act 1976 Town Police Clauses Act 1847 – Review of the Council’s Hackney Carriage and Private Hire Vehicle Policy and Conditions

The Vice-Chairman of the Committee invited Council to endorse the recommendation.

RESOLVED

to adopt the amended Policy and Conditions document (attached at appendix 2 to the signed copy of these minutes).

Minute no: 24 - Gambling Act 2005 – Review of Gambling Statement of Principles (Policy Statement)

The Vice-Chairman of the Committee invited Council to endorse the recommendation.

RESOLVED

to adopt the draft Policy Statement including the table of delegations and as a consequence request the relevant amendments are made to the Constitution (attached at appendix 3 to the signed copy of these minutes).

77 CUSTOMER ACCESS CHANNELS

Members considered the report of the Assistant Direct ICT Digital and Transformation which provided members with the current position on the improvements and actions taken in relation to the telephone system. Further information had been requested at the last council meeting arising from some concerns raised. The report also presented an overview of the customer access channels available to customers and the level of demand they served.

The Managing Director highlighted some of the key facts of the report. He drew attention to the table of costs associated with different customer access channels and the volumes of access to the various methods. In response to a concern raised about reference in the report to cost being an important metric to consider when looking at setting the strategy for serving customers and the need to ensure that customers continued to have access to the services they needed, he assured members that a full range of customer access channels would continue to be available, including face to face. Web services were important and could be available 24/7 but it was also important to ensure that services would continue to be available in a manner that enabled residents to have the access they needed.

The Managing Director drew attention to the call abandonment information and whilst there had been some genuine concerns about call abandonment at a particular moment in time, significant progress was being made to adapt the way the telephony system was used to improve performance. The average call abandonment rate for the call centre where most external calls were received had been 8% which was within the industry normal business range of 5-8% but was not reflective of where the Council wanted to be. The highest level of call abandonment was within hunt groups which tended to be the route used for internal calls and was also why the abandonment time was so short at only 20 seconds as staff tended to abandon the call quickly if the person they were endeavouring to contact was not available. The issue was exacerbated by challenges of staff having to sometimes use two different systems when taking calls and having to log in/out of a different system to respond to queries across the two districts. In response to this staff were now being encouraged to use Teams for internal calls to free up the telephony system for external callers and help avoid abandoned internal calls as it could immediately be seen if colleagues were available or not. In response to a question, it was noted that the merger of the Revenues and Benefits systems across the two councils was scheduled for June 2023. Efforts had been made to ensure sufficient staff cover was available, particularly at peak times, to deal with call demand. With regard to concerns raised about calls to IT, many of which were potentially from members, officers were looking at options for some form of VIP access. In response to a question, the Managing Director said he believed there would be scope for members to use the Council Teams facility to contact staff and members would be updated on this option.

The Managing Director then drew attention to the proposals to test customer satisfaction as set out in the report.

In welcoming the report and noting that the concerns raised related to a snapshot in time, a member stressed that it was important to continue to monitor ongoing performance and questioned how this would be done. They questioned how the use of answer phones was represented in the data and if these were captured as calls taken. They also commented that, given the average time taken to decide to abandon a call ranged from 20 seconds to 2 ½ minutes, there was concern that some callers could be waiting much longer than this and it would be useful to see the actual profile of the data including the extremes. They also drew attention to the abandonment rate within the hunt groups and whilst this might primarily be internal calls, it also included members, parish councillors/clerks and some customers using direct numbers and with 1 in 5 calls being abandoned this was a high failure rate.

The Managing Director confirmed that performance data relating to customer access channels, including the call abandonment range, would form part of the quarterly performance update reports to Cabinet. The data could include the full range of call abandonment time as well as the averages. In the meantime he undertook to supply members with further details regarding the use of Teams by Members, the issue of answer phones and the full range abandoned call durations, within the next few working days.

It was suggested that it would be helpful for an item to be included in the work programme for the Service Improvement and Efficiency Committee to look at telephone data.

RESOLVED

1. to note the range of access channels currently used to serve our customers and their levels of demand;
2. to note the actions and resulting improvements that have been made since the implementation of the improvement action plan started.

78 MONITORING OFFICER REPORT

Members considered the report of the Chief of Staff and Monitoring Officer which included a review of the size and composition of Committees, following the election of a new political group to the Council and a recommendation to change the terms of reference of the Standards Committee. In response to a comment that two of the political groups on the Council did not have a seat on the Planning Committee, the Deputy Leader of the Council responded that all groups had been contacted regarding the reallocation of seats and no issues had been raised.

RESOLVED

to agree:

1. that the overall number of seats on ordinary committees be increased from 101 to 104 and that the additional three seats be allocated as follows:
Electoral Arrangements Committee – 2 seats, Licensing and Regulatory committee – 1 seat;
2. the number of seats on the Council's policy development panels be increased from 10 to 11;
3. the allocation of committee seats to each political group as set out in appendix 1 of the report (attached at appendix 4 to the signed copy of the minutes);
4. the appointment of members to committee seats, as follows:

Conservatives:

Appeals Committee – Cllr Potter to replace Cllr Snowling

Award Panel – Cllr Foulger to be removed

Emergency Committee – Portfolio for Environmental Excellence to be added.

(Note - *No-one needs to be removed, as two vacancies existed.*)

Joint Scrutiny – Cllr Shaw to be removed

Licensing and Regulatory Committee – Cllr Shaw to be removed

Overview & Scrutiny Committee – Cllr Ryman-Tubb to be removed

Member Development Panel – Cllr Potter to replace Cllr Walker

Place Shaping Panel – Cllr Potter to replace Cllr Nurden

Liberal Democrats

Emergency Committee – Cllr Karimi-Ghovanlou to be added

Joint Scrutiny – Cllr Harrison to be added

Labour

Electoral Arrangements Committee – Cllr Harpley to be added

Licensing and Regulatory Committee – Cllr Harpley to be added

Environmental Excellence Panel – Cllr Harpley to replace Cllr Cook

Green

Awards Panel – Cllr Laming to be added

Electoral Arrangements Committee – Cllr Laming to be added

Licensing and Regulatory Committee – Cllr Davis to be added

Overview & Scrutiny Committee – Cllr Davis to be added

Economic Success Panel – Cllr Davis to be added

Environmental Excellence Panel – Cllr Davis to be added

Place Shaping Panel – Cllr Laming to be added

Wellbeing Panel – Cllr Laming to be added;

5. the amended terms of reference for Standards Committee and the Standards Hearing Procedures (copies attached at appendices 5 and 6 to the signed copy of these minutes);

6. that the consequential amendments required to the constitution be delegated to the Monitoring Officer.

79 APPOINTMENT OF MEMBER CHAMPION FOR YOUNG PEOPLE

The Deputy Leader of the Council invited members to endorse the appointment of Cllr R Potter as the Member Champion for Young People as chosen by the Member Development Panel at its meeting on 25 November 2021. Cllr Potter thanked members for appointing him.

RESOLVED

to endorse the appointment of Cllr R Potter as the Member Champion for Young People.

80 OUTSIDE ORGANISATIONS – FEEDBACK FROM REPRESENTATIVES

Members received and noted the feedback on Outside Organisations.

81 QUESTIONS FROM MEMBERS

The following questions and answers were noted:

1. Question from Cllr Laming

Food supply chains are highly centralised and 12 supermarkets dominate food retail, making up 95% of the market. Local independent food businesses deliver positive environmental, economic and social outcomes and money spent locally stays in the local economy. In addition to promoting the Food Innovation Centre what actions is BDC taking to support the local food economy in Broadland and what more could be done in future?

Response by the Portfolio Holder for Economic Development

The Broadland Food Innovation project is much more than just a building. There are a multitude of outputs linked to (but not necessarily directly) to the Broadland Food Innovation Centre which will support those in the food industry:

- Delivering a food-grade premises as part of the capital build which supermarkets demand if businesses are to become part of their supply chain.
- Providing a fund of over £250k for food processing businesses to access the expertise they need to grow/ transition their business.
- Working with the UEA School of Business which operates “who buys my food” supply chain database expertise for our food processing businesses to access.
- Working with key local, national and international stakeholders e.g. linked with food and health network providing research and development collaborations for BDC businesses. This will comprise running a series of

events and networks - one such event is the food export event which took place virtually on the 6 December.

Stakeholder engagement had been undertaken with businesses to ascertain how they want to engage with the Food cluster. The roll out of the "Click it Local" had commenced and was now available in the district and would provide an additional platform for food businesses to market and sell their produce – this had been widely publicised. The Council sponsors an annual Local Flavours business to business event attended by buyers from all over the country and at this year's event, the Food Innovation Centre and cluster had been launched, attended by a Dutch trade delegation and attaché. The Council supports Norfolk County Council's food export missions to the Netherlands at the Horecava event.

In terms of what else can be done, options being explored included providing a grant scheme for food processing businesses to purchase capital equipment etc. and securing additional resources to extend the life of the Food Innovation cluster (post-June 2023 when current funding ran out) to increase collaboration to fully support the home food and drink sector.

Supplementary Question from Cllr Laming

Cllr Laming commended the Council on the Click it Local scheme which she had used and could recommend. She was aware that some councils were working with local partners to promote healthy sustainable food purchases and distribution across their district and asked if it was possible offer something similar across Broadland by supporting or developing food hubs for local produce.

Response by the Portfolio Holder for Economic Development

The Portfolio Holder commented that the Click it Local scheme addressed this point. She added that she had attended a business engagement group event at the FIC that day, which included partners from the Norwich Research Park and, as part of cluster development work being undertaken with Hethel Innovation, the Council was working with its partners to develop food health, particularly gut health. She added that the intention was for the buildings at the Food Innovation Park to be powered by electricity from wind farms – facilitating clean, green, local food produced in the area.

Question 2 from Cllr Roper

The 2021/2 Delivery Plan contains an objective "review and alignment of constitutions", what does the leader consider to be the scale and scope of this piece of work?

Response by the Deputy Leader

The Section 113 Agreement is clear in that it states the following:

The Councils shall work together to review and amend their constitutions including their schemes of delegation to ensure compliance with this Agreement and to enable the agreed arrangements to operate as smoothly and effectively as possible.

It is with this in mind that the activity has been in the delivery plan for the last few years with regular reports received from the Monitoring Officer at Council meetings to update sections as they are worked on, for example Terms of Reference for the Panels, Contract Procedure Rules, Staff Code of Conduct, the Substitution Scheme, outside body appointments, to name but a few.

This work will continue to enable the effective and efficient working of the governance arrangements and where possible to align the way forward, whilst being ever cognisant of the sovereignty of the Council.

It is also best practice to ensure that the constitution is under continual review, we are already aware that there is duplication and conflicting statements in the constitution that the Monitoring Officer is working through. Therefore the scope and breadth of the review is the whole constitution and as previously reported any proposed changes will come through to Council for decision.

Supplementary Question from Cllr Roper

Can we rule out any move to fully align the councils' constitutions in the future?

Response by the Deputy Leader

The Deputy Leader, assisted by the Managing Director, made reference to the Section 113 Agreement, which stated that "nothing in this agreement shall fetter the discretion of councils or require a council to make an amendment which in its reasonable belief would be inconsistent with its independent sovereignty. Any amendment would come before Council to agree or otherwise.

Question 3 from Cllr Lawrence

Clarifying the Councils Commitment to Meaningful Tree Planting:

Given we have come out of COP 26 with greater commitment to eliminating deforestation, can we have an estimation of the total tree loss in the Broadland district by ward since the election of this council in May 2019 from the following key policy areas

- Dangerous tree policy implementation
- Large Developments
- Cutting of TPO'd trees and prosecutions
- Ash Die back

Please advise the source(s) of the data used for estimation.

Currently how many active felling licenses are there in the Broadland district by ward? What is the estimated CO2 equivalent of this loss and using carbon market values please estimate the cost of the environmental degradation?

Following the Councils tree planting target of 130 K - are these replacing this loss

or in addition to it, either way how many trees are in the ground so far growing?
How much budget above the cost of degradation will be provided to replanting in 2021(amended to 2022)?

Response by the Portfolio Holder for Environmental Excellence

The Portfolio Holder reported that due to the time needed to prepare a response to the number of issues raised, a written response would be provided to members before Christmas.

Question 4 from Cllr Lawrence

As our contribution to the Glasgow pact of achieving carbon neutrality and the aspiration we set to meet this state earlier than 2050, what carbon neutral standard is the council planning to use to enable the one team to deliver on this promise, give the public the assurance that this commitment is going to be meaningfully met and thereby increase the voting public's trust in this council?

Response by the Portfolio Holder for Environmental Excellence

The Carbon Audit which is currently being completed is a carbon footprint report for our chosen baseline year of 2018-19. This is being calculated in accordance with HM Government Environmental Reporting Guidelines using Carbon Conversion factors published annually by the Department for Business, Enterprise and Industrial Strategy (BEIS) and Defra. We expect to receive our baseline report during this month. It may be helpful to know that subsequent years' footprints will be calculated in-house using the same methodology. These reports will be published annually on our website. Once we have the Carbon Audit findings, the intention is to commission a decarbonisation plan which will consider buildings, vehicles and transport. That plan will set out the changes and the technical and environmental works needed to reduce emissions. Once emissions have been reduced as far as possible, then it is anticipated that carbon offsetting will need to be considered. Given that the outcome of the council's future office accommodation review will have a bearing on a decarbonisation plan, it has been recommended that this be commissioned after the future office accommodation decision has been made. The matter would be considered by the Environmental Excellence Policy Development Panel and Cabinet and any revised and renewed Strategy would come before Council. All members were welcome to attend the Policy Development Panel meetings.

Supplementary Question from Cllr Lawrence

Are we not using a standard carbon neutrality standard that allowed third party verification of baseline targets and carbon reporting to ensure transparency and verification - was the approach to just use approved methodology and not a third party assured system?

Response by the Portfolio Holder for Environmental Excellence

Once the carbon footprint had been obtained the matter would be considered by the Environmental Excellence Policy Development Panel on which Cllr Lawrence was a member, and there was every intention of being open and transparent.

Question 5 from Cllr Beadle

Why has the Council split the planning areas so that the western area for planning in the two councils' one team puts Reepham together with Diss, and in the Eastern area puts Aylsham together with Harleston, and that Reepham and Aylsham which are very close are in different areas? Given that decisions like this contribute to the rationale that local government is irrational and inefficient, what is this Council doing to overcome this perception?

Response by the Portfolio Holder for Planning

The Planning team deals with approximately 5000 applications per year so there is a need to split the development management team into areas in order to manage the workload effectively. Currently there are 3 area teams: Central, East and West and there is also a separate team to handle the Major applications. Historically the planning team has always been split into teams based upon geographical areas and it should be noted that for the vast majority of years prior to the collaboration Reepham and Aylsham have been served by different teams.

In planning policy terms the one team already shares the Joint Core Strategy and we will be shortly be adopting the same Greater Norwich Local Plan and in order to ensure consistency of decision making across the two Districts there is a significant benefit in the planning teams dealing with areas which cover both districts. This does not mean that there is no flexibility or joined up working as the team seeks to avoid creating silos and any officer can answer questions for another geographical area. It should also be noted that planning applications are allocated to officers in a manner which seeks to minimise travel distances.

Supplementary Question from Cllr Beadle

Cllr Beadle stated this raised a number of questions and concerns and gave examples of where the arrangements were irrational, for example, the arrangements for support from conservation officers and officers crossing area boundaries to erect site notices. Cllr Beadle was reminded he had the option to ask one supplementary question. He asked if there was agreement that the arrangements were irrational.

Response by the Portfolio Holder for Planning

The Portfolio Holder responded that she did not believe the arrangements were irrational. There may be situations where officers erected notices for colleagues if it was beneficial to do so. The current arrangement were working well and the teams were getting the job done.

82 MOTIONS

Council received and considered the following Motions:

Motion - Declaring a Climate and Biodiversity Emergency

Proposer: Cllr E Laming Seconder: Cllr J Davis

This Council Notes:

That the Special Report on Global Warming of 1.5 degree C (October 2018) published by the IPCC describes the enormous harm that a 2 degree C rise in global temperatures is likely to cause compared with a 1.5 degree C rise, and that limiting Global Warming to 1.5 degree C may still be possible with ambitious action from national and sub-national authorities, civil society and the private sector.

Norfolk's councils are cutting carbon emissions in their areas, but not as fast as the science demands. The rate of climate change is increasing and causing alarm in the scientific community (*IPCC Sixth Assessment Report: Climate Change 2021: The Physical Science Basis*).

The UK Parliament and approximately 300 Local Authorities (74%) have declared a climate emergency, including North Norfolk District Council and Breckland Council in 2019 and West Norfolk District Council in September 2021 (*LGA,2021*)

In addition to a stable climate, Biodiversity is essential both to humans, through the provision of ecosystem services such as food, fuel, flood prevention and enjoyment; and in its own right as part of the natural world.

Nearly 500 species have become extinct in England in the last 200 years.

- 40% of the UK's reed beds have disappeared since 1945.
- 75% of England's lowland heaths have been lost in the last 200 years.
- Nearly 50% of England and Wales' ancient woodland has been destroyed.
- Current rates of extinction may be 1,000 times greater than global natural background levels. (*Norfolk Biodiversity Partnership*)

The Environment Act 2021 will require the introduction of a Local Nature Recovery Strategy and Nature Recovery Networks.

Actions to restore nature and biodiversity are vital for their own sake, and increase storage of carbon, helping to address climate change.

Motion

- 1) Council recognises the dangerous and accelerating effects of climate change and ecological destruction for Norfolk.
- 2) Council resolves to declare a Climate and Biodiversity Emergency

Cllr J Davis seconded the motion. He made reference to the Government commissioned Dasgupta report which declared that the demands placed on nature were by far exceeding the capacity to supply putting biodiversity under huge pressure and society at extreme risk. Nature supply needed to be increased so investment in nature based solutions that addressed biodiversity loss also contributed to climate change mitigation and adaptation and also contributed to jobs which was welcome in Broadland. There was a need to recognise, acknowledge and monitor the important worth of trees, soil, water, air, minerals and other natural resources. Current activities were harming nature not protecting it, nor enhancing it. The Environment Act required every new development to have a plan to increase nature by 10%. This could only be done if it was known what nature currently existed, an estimate of the increase in biodiversity required and proven methods of increasing biodiversity within new developments. To this end the tree population in Broadland was very important. This requirement was law and therefore the Council needed mechanisms in place to assess and monitor the natural capital.

The Portfolio Holder for Environmental Excellence spoke against the motion. She questioned what a sweeping statement would achieve. She preferred to “do” rather than “say” and “show” rather than “tell”. She referred to the Council’s Environment Strategy approved in July 2020, the recent employment of an Environmental Coordinator and the identification of a reserve of £750,000 for environmental projects. All this had been done by the Council independently. A report demonstrating work undertaken had recently been considered at the Overview and Scrutiny Committee and she could not recall any additional suggestions being made. The Environment Strategy was a living plan and would be updated and refreshed in spring next year with a more detailed plan. The Environmental Coordinator had undertaken work to assess where we were and what actions were being taken.

With regard to reference to the actions of North Norfolk Council, she stated their glossy brochure did not contain anything which was not already in the Council’s Environment Strategy. She asked if there was an awareness of what other Norfolk Councils were actually doing that this Council was not. She stated that the Council’s Environment Strategy focussed on what could in reality be achieved by the Council within its control and what could be achieved by working with partners. She reminded members of a few of the projects undertaken to date: exploring a “Green Bonds” scheme to provide loans to support environmentally positive projects, home energy efficiency improvements, , obtaining a carbon audit, the office accommodation review, developing planning policies requiring mandatory environmental measures, developing environmentally informed Economic Development projects, exploring the environmental gains potentially offered through hydrogenated vegetable oil (HVO) fuel in place of diesel. None of this had necessitated the declaring of a climate emergency. She added that regard would be given to the local nature recovery strategy when finalised.

A question was raised as to what the adoption of the motion would in reality achieve and what difference it would make. The Council needed to continue to focus on the actions being taken which would help get to carbon neutrality as

quickly as possible. It was suggested the Council was ahead of others in its approach to the environmental and declaring an emergency would not improve the actions being taken. A comment was made that there the work being undertaken should be promoted positively rather than promoting a negative statement by declaring an emergency. Reference was made to the propensity for negative media stories and the adverse impact of these on young people.

The Leader of the opposition spoke in support of the motion, which he stated was similar to a previously unsupported motion submitted by the liberal democrats last year. He referred to the actions referenced by the Portfolio Holder and questioned what was the “call to action” and the reasons for undertaking the work. Fundamentally everyone was aware of the climate and environmental crisis and he could not see why there was a reluctance to call it such. He stated that the Council was in a minority in Norfolk in not declaring a climate emergency. He questioned the impetus behind the action being taken.

Some members supporting the motion suggested that it was not a negative message but would instead provide a focus point and recognition that not enough was being done. Reference was made to flooding in the area, the impact of ash tree dieback and that the actions being taken were not enough. There was a need for greater focus and a need to demonstrate additionality. Young people wanted and expected more and were probably more concerned about not declaring an emergency and denial of the reality than the negative message of such a declaration. Reference was made to the number of high profile public figures and role models all openly talking about the climate emergency and there was concern that not declaring an emergency sent out a negative message. A comment was made that the source of the motion was irrelevant and went beyond party politics.

The Deputy Leader commented that the Council already had the focus to deliver on environmental improvements and had demonstrated this with results. It did not need to declare an emergency to continue to do this. She commented on references to North Norfolk District Council's declaration of a climate emergency yet that Council had yet to implement a zero food waste collection and had little awareness of HVO fuel.

In summing up, the proposer of the motion, Cllr Laming, stated that she recognised the Environmental Strategy which committed the Council to continued environmental improvements and was aware that a de carbonisation plan would be developed based on the forthcoming decarbonisation audit which was to be commended. The Council was also considering restructuring its accommodation and if it decided to move to a carbon neutral building, this would be a very positive step in reducing carbon emissions from its estate. Declaring a climate and biodiversity emergency in addition to this would be a powerful statement of clear intent recognising the urgency of the challenges faced and sending a positive message to residents, businesses, partners and the Country. It would also ensure that opportunities to address climate change and biodiversity loss were incorporated in all Council business and future projects and given the highest priority. The Council had an essential role in the fight against climate change and biodiversity loss and could help transform places and

empower communities and businesses and provide leadership. One of criticisms of the motion was the need for actions not words but the Council was being asked to act by making a declaration and the verbs in the motion made that clear. One step in making behavioural change in any organisation was to make a commitment or declaration or statement of intent. This encouraged the organisation to think differently about the situation and promoted the process of change. The climate and biodiversity crisis was the biggest concern faced today and would have increasing impact on lives now and in the future. This year partly as a result of hosting COP26 and as result of seeing the impact across the world, the level of awareness and understanding across the population had increased. Residents, and businesses and partner organisations expected the Council to act on their behalf and take the lead by putting the issue at the heart of every decision from now on. The message the Council sent to residents needed to be positive and to resonate with their concerns. She wanted to see the Council lead with innovation and strategy rather than following them. The step towards this was to acknowledge and declare the emergency.

On being put to the vote, with 14 members voting for, 22 against, the motion was lost.

Motion - Reduction of Sewage Discharges

Proposer: Cllr K Lawrence Seconder: Cllr D Roper

This Council notes that:

Broadland is fortunate to have 3 rivers and numerous becks running through our district, including the River Bure, Ant, Wensum and Yare that flow into the Broads. We have a thriving tourism industry where water sports and access to rivers for paddle-boarding, canoeing and wild swimming is more important after the pandemic, than it has ever been

- Every river in England is now polluted beyond legal limits. This chemical pollution is mostly caused by permitted sewage discharges from water companies and the run-offs of nutrients from farms. In addition trade pollutants such as, tyre particles, metals from brake pads, and hydrocarbons from vehicle emissions wash off road surfaces and into rivers introducing potentially carcinogenic material into the water supply
- According to the River Trust, in Broadland there were 149 consented discharges of sewage in 2020. In only 4 of those are have their discharge rates monitored. From those 4 stations, Anglian water authority permitted the release of untreated human waste directly into waterways affecting the residents of Broadland over 95 times for a total of 897 hours in 2020 alone, with 2 additional discharge points from North Norfolk District Council permitting 334 additional events for 7,961 hours.
- In 2019 the Environment Agency rated our local rivers; Blackwater (Wensum) and Bure rivers as “poor” in terms of their water quality. This pollution is causing extensive damage to the fragile ecosystems and it can also prove a serious public health concern for those residents living near

rivers or using them for leisure activities; with pathogens able to cause serious illnesses.

- The planned future development in Broadland will increase demands on the existing sewage system if not managed properly.

This Council believes that the adverse impacts on the districts waterways are unacceptable and that water treatment operators need to adjust their behaviour and invest more in the networks to avoid damaging our district's public resources.

This Council also believes that the district's waterways are a resource that every resident should be confident in using safely.

This Council therefore resolves to

- Call on the Cabinet to work with local partners, including The Rivers Trust and water treatment operators to promote better use of sewage facilities – recognising that everyone has a role to play in improving our waterways.
- Call on the Cabinet to instruct Planning and Place Shaping committees to ensure all new developments implement the LASOO non-statutory SUDs technical standards guidance as well as encourage the incorporation of green roofs and permeable surfaces.

Furthermore Council resolves to request the Managing Director write to:

- the Secretary of State for Environment, Food and Rural Affairs asking that the legal duty on water companies to progressively reduce the adverse impacts of storm overflow discharges is robustly enforced to ensure that this practise is stopped as soon as possible
- the Chief Executive of Anglian Water to ask for the following information:
 - On how often they use storm overflow discharge is made publicly available on a regular basis so that the public can have confidence that there is a reduction in the discharge
 - On the targets and additional measures they are to action to show progressive reductions in adverse impacts of discharges from storm overflows in Broadland and to reduce pollution.
 - Report on the year-round figures for sewage discharges (including Combined sewage outfall) across Broadland District Council area
 - Explain how this information shared with the public to help them make informed decisions as to water safety for recreational use
 - Report much money is being invested in infrastructure improvements in the area covered by Broadland District Council and what measures are being taken to ensure this infrastructure is climate resilient?
- The charities River Action and The Rivers Trust expressing this Council's support for their campaign to restore the health of Britain's rivers.
- The MP for Broadland and the Chair, Phillip Dunne MP, of the Parliamentary Environmental Audit Select Committee stating

- This Council is in agreement with the Government U turn on supporting the amendment that will place a new legal duty directly on water companies to progressively reduce the adverse impacts of discharges from storm overflows

In proposing the motion to Council, Cllr Lawrence explained why she had put the motion forward. She welcomed the new legal duty on water companies to progressively reduce the adverse impact of discharges from storm overflows into rivers. She had assumed that rivers in Broadland were in good condition but having looked at the River Trust data she was shocked that that this had shown 149 consented discharges in 2020 and only 4 of these were monitored. There had been even more in North Norfolk rivers which ultimately flowed into Broadland rivers. The impact of this on Broadland rivers, the Bure and Blackwater, was that the Environment Agency had classified these as poor in terms of their water quality. Water based tourism in Broadland was highly valued and residents were using these more and more for recreation, particularly as motor boats were not permitted on some stretches making them safer to use. Whilst the main challenge of this issue was outside the jurisdiction of the Council, there was a need for the Council in supporting recreational use of its waterways to be aware of water quality and to offer proper guidance and advice to users. Another area in which the Council could be proactive was in relation to large scale developments and ensuring these did not exacerbate the situation. The point of the motion was to prioritise the matter and ensure the Council received the information it need to be more aware and could communicate this to residents.

The Portfolio Holder for Environmental Excellence stated that she was unable to support the motion as presented as it was outside the normal remit of the Council and made broad statements that were unsubstantiated and unquantified. It sought changes to planning policy and referred to other organisations whose aims and actions were unverified. Further investigation into the issues would take considerable officer time and would be beyond the remit of the Council. She did however state that she would undertake to ask the Managing Director to contact Anglian Water to ascertain, for the Broadland area, the statistics for discharge of sewerage for the last 5 years by location, their strategy to reduce the impact of discharge of sewage into the Broadland area waterways and how Anglian Water proposed to help the public to make informed decisions as to water safety for recreation use.

In supporting the motion, a councillor made reference to unconsented discharges being an issue in addition to consented discharges and that he had only recently had a very constructive meeting with Anglian Water to discuss a particular concern regarding unconsented discharge and the resultant potential flooding of an SSSI and residential properties. He stated this was an important issue and one which required collaboration. In terms of planning, there needed to be an awareness of the need to ensure proper systems were in place to cope with additional capacity of new developments and, with regard to building control, properly constructed soakaways were provided. The Council had a role to play and could make a difference by collaborating with partners.

At this point the seconder of the motion stated that, with the agreement of the proposer, and mindful of the undertaking from the Portfolio Holder for Environmental Excellence, they had agreed to withdraw the motion and instead looked forward to hearing responses from the Managing Director and the Portfolio Holder on the undertaking to seek further information from Anglian Water.

Motion – Collaboration

Proposer: Cllr T Adams Secunder: Cllr S Clancy

Cllr Adams advised members that, with the agreement of his seconder, he had decided to withdraw his motion.

On a point of order, the Leader of the Opposition stated that he was aware that the Portfolio Holder for Transformation and Organisational Development was looking to set up a member working group to review the effectiveness of the current collaboration agreement and he asked if this was still the case despite the withdrawal of the motion. The Portfolio Holder for Transformation and Organisational Development confirmed this was his intention and the working group would meet in January 2022 with membership comprising three conservative and one local democrat member reporting back through appropriate channels.

Chairman

(Meeting closed at 8:55 pm)

CIVIC ENGAGEMENTS FOR THE CHAIRMAN and VICE CHAIRMAN FOR THE PERIOD: 21 JANUARY TO 24 FEBRUARY 2022

21 January	The Chairman joined representatives from the Council, Hethel Innovation and the UEA to sign the last section of steel structure at the construction site of the new Broadland Food Innovation Centre.
27 January	The Lord Mayor of Norwich invited civic colleagues to a virtual viewing of the Holocaust Memorial Day Service, which the Chairman was able to view via YouTube.
6 February	<p>The Vice Chairman raised the Union flag at Thorpe Lodge in recognition of Accession Day.</p> <p>This day also marks the day Her Majesty The Queen became the first British Monarch to celebrate a Platinum Jubilee, marking 70 years of service to the people of the United Kingdom, the Realms and the Commonwealth.</p>
12 February	The Vice Chairman attended the annual ceremonial opening of the King's Lynn Mart, which included a procession from the Town Hall to Market Place.

OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Overview and Scrutiny Committee of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Tuesday 30 November 2021 at 10.00 am when there were present:

Committee Members Present: Councillor: M L Murrell, (Chairman), A D Adams, S C Beadle, N J Brennan, S J Catchpole, S C Gurney, N J Harpley, S I Holland, K S Kelly, K G Leggett and S M Prutton.

Other Member in Attendance: Councillor: J Leggett.

Officers in Attendance: Assistant Director Regulatory, Chief of Staff, Communities Manager, Help Hub and Communities Senior Manager, Senior Environmental Management Officer and Democratic Services Officers (LA, JO)

70 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Bulman, Cllr Karimi-Ghovanlou, Cllr King, Cllr Nurden, Cllr Riley and Cllr Shaw.

71 MINUTES

The minutes of the meeting held on 16 November 2021 were agreed as a correct record.

72 MATTERS ARISING

Minute No: 68 – Award of Contract – Bure Valley Railway Fencing

In answer to a query, the Chief of Staff confirmed that when tenders were invited a clear specification for the contract was provided.

The Chief of Staff confirmed that she would forward the specification for the Bure Valley Railway Fencing contract to the member who had requested it.

In response to a question it was confirmed that discussions were taking place with the Chairmen of the Service Improvement and Efficiency Committee and the Commercial, Trading and Customer Focus Policy Committee about meetings of the Future Office Project Joint Member Working Group. It was hoped that one or two meetings could be held before the end of the year.

Minute No: 69 – Proposal for a Second Building at the Food Enterprise Park

It was confirmed that discussion of this item would be held following the exclusion of the public later in the meeting.

73 REVIEW OF THE ENVIRONMENTAL STRATEGY

The Assistant Director Regulatory introduced the report, which provided the Committee with an update on the delivery of the Environmental Strategy.

In an update to the report the Committee was informed that this was national tree week and that the Council would be bidding for £20,000 to allocate to parish and town councils to plant trees. It was confirmed that tree maintenance would also be part of the bid and that this was in addition to the Tiny Forest project.

The meeting was advised that work was being undertaken to deliver energy efficiency improvements to low-income households, as domestic sources contributed an estimated 26 percent of all carbon emissions across the District.

Key areas being developed to deliver the aims of the Strategy were:

- The Council was exploring how a Community Municipal Investment Fund, or 'Green Bonds', could be commissioned to secure investment in projects such as extending access to existing home energy efficiency programmes to homeowners who were not on low incomes. This could also link well with proposals for a grant scheme for the replacement of domestic gas boilers with newer technologies.
- A Carbon Audit to ascertain the Council's carbon footprint and identify options for reducing energy consumption and carbon emissions was being carried out

- A review of future office accommodation with the environmental performance of buildings and services as one of the key themes was being undertaken.

Review of Environmental Enforcement Penalties report would be going to Cabinet in December.

A member noted that uptake of a Norfolk County Council tree planting scheme had been low and that trees could be costly to maintain for small parishes with limited resources. She also added that not all soils were suitable for tree planting and that in some areas residents had planted trees in unsuitable locations, such as verges, which could damage cables and sewers beneath them.

In response, it was emphasised that the right trees should be planted in the right place and that funding for their maintenance would be available. Members were also informed that officers could provide extensive support and guidance to parish and town councils and would ensure that planting and aftercare plans were in place for local tree planting schemes.

It was also confirmed that there were other means of reducing carbon, such as peat preservation, rewilding and planting hedgerows, which could be combined with tree planting.

The Chairman also noted that much of this work fell under the remit of the Tree Warden Network.

In answer to a query it was confirmed that Green Bonds were required to provide a financial return and would mainly be used for projects such as energy efficient homes, but there were other funding sources that could be used to develop and promote activities such as countryside walks.

The Portfolio Holder for Environmental Excellence reminded members that on top of all the projects being developed through the Action Plan the Council were carrying out a whole range of business as usual activities that contributed to carbon reduction, such as recycling, the Warm Homes project, fly tipping enforcement and planning policy.

Following a show of hands it was unanimously:

AGREED

To note the contents of the report.

74 MEMBER WARD GRANT – SPEND REVIEW

The Communities Manager introduced the report, which was a six monthly update on the member-led grant scheme.

The scheme allocated £500 to each member who in turn could allocate this funding or a portion of it to projects within their ward. The grants were subject to ground rules to ensure that public funds were distributed in a responsible manner and provided an audit trail to ensure transparency in spending public money.

Of the £23,500 per year available, £8,822 had been spent by 17 Members on 16 projects, so far. Eleven Members have spent all of their budget for 2021/22.

All funding needs to be allocated by 1 March 2022 of each year. Any remaining fund would be distributed to organisations agreed by the Help Hub Senior Manager in consultation with the Portfolio Holder for Economic Development.

Key facts about the scheme to date were:

- Approximately 49 percent of allocated funding had been spent on equipment and materials.
- 27 percent had been spent on defibrillators.
- Youth provision made up 51 percent of the funding allocated.
- 18 percent of the funding had been used to replace materials or equipment.
- Around 82 percent of the funding went to ‘place shaping’ projects, where the funding from the Council had been used to fill a gap in provision where the needs of residents had not been met, or to enable a project to continue, that would have otherwise folded.

The Help Hub and Communities Senior Manager advised the meeting that the Communities Team were able to provide support for members in identifying projects and spending their grants. It was confirmed that a link to the Communities Team web pages would be forwarded to members following the meeting.

The meeting was informed that under the current ground rules there was no mechanism in place for member grants to be held over for the following year, however the Communities Team could help access additional sources of funding if a project exceeded £500. Members were also reminded that they could combine their grant with that of other members if they wanted to fund a larger project.

A member noted that aligning the member grant scheme with the one at South Norfolk, which allocated £1,000 to members had been raised in the past and suggested that the scheme should be reviewed.

In response the Chief of Staff reminded members that the Committee had reviewed the Community Grants Scheme in October 2020. She suggested that instead it might be appropriate to raise this issue at the joint budget meeting with Cabinet in January 2022.

Following a show of hands it was:

AGREED

To note progress with the member-led grant scheme.

75 STAFF TURNOVER AT BROADLAND

The Committee received the report of the Chairman of the Time and Task Panel, which set out the findings of the Time and Task Panel's review of Broadland District Council staff turnover.

A member raised a concern that the table at paragraph 3.4 did not have any dates for leavers or the period that the table covered and it was noted that the leavers in the *Members' Bulletin* did not seem to correspond with the figures in the table. The low rate of exit interviews was also raised as an area of concern. She suggested that the Panel reconvene to look at these matters further.

In response the Chief of Staff informed the Committee that the report was a summary and the original data would have included the dates covered by review. She emphasised that efforts were being made to improve the take up of exit interviews. Members were also reminded that they continued to receive staff retention rates data through the regular Cabinet Performance Reports and that there were other areas that members wished to look at in more detail through Time and Task Panels.

A member suggested contacting those staff who had left the Council without completing an exit interview to enquire as to their reasons for leaving. Another member agreed and said that the figure of 83 percent not giving an interview was very concerning and should be looked into further.

The Chairman noted that although the figure was high, completion of exit interviews was not something that could be enforced. In answer to a question the Chief of Staff confirmed that there had been no redundancies, except for some senior officers, following collaboration and that overall staff numbers had not reduced.

The Chief of Staff confirmed that she would check on the Data Protection issues regarding contacting ex-staff to enquire why they had not completed exit interviews and would liaise with the Chairman regarding the contents of a letter, if it could be sent.

Following a show of hands it was:

AGREED

1. To note the content of the report and the conclusions of the Panel; and
2. That the Time and Task Panel continue in order to try to ascertain why 83 percent of staff did not give exit interviews.

In response to a query about contacting officers via the telephone, the Chief of Staff advised the meeting that a Customer Access Strategy Report was going to the 9 December 2021 meeting of Council that would set out the current position on the improvements and actions taken in relation to the Council's telephone system.

76 PARISH COUNCIL INVOLVEMENT WITH DEVELOPERS AND THE PLANNING AUTHORITY REGARDING THE ALLOCATION OF PUBLIC OPEN SPACE IN NEW DEVELOPMENTS

A member of the Working Group advised the meeting that members had gone through the guidance note with officers and agreed some amendments with officers. Members had spent much more time on the email that would be sent to developers regarding engagement with parish and town councils. An emphasis had been placed on the Council 'expecting' that developers would engage in this process, in the knowledge that there was no obligation on them to do so. It was stressed that all planning officers should be made aware of the guidance.

Two typographical errors were noted and it was confirmed that they would be amended.

The Committee was informed that, if approved, the Chairman would contact the Clerk and Chairman of Sprowston Town Council to confirm the completion of the work and to thank them for their suggestion.

Following a show of hands it was unanimously:

AGREED

To note and approve the guidance note and letter to developers.

77 WORK PROGRAMME

The Chief of Staff took the Committee through the Work Programme. The following items would be going to the 18 January 2022 meeting:

- Housing Allocations Policy
- Engagement in Public Consultations
- Norse Environmental Waste Services
- Joint Meeting with Cabinet for Budget Questions

78 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

79 MATTERS ARISING

Minute No: 69 – Proposal for a Second Building at the Food Enterprise Park

In answer to a query from a member it was confirmed that the Portfolio Holder for Economic Development would be the best person to consult regarding the decision to not proceed with the project.

(The meeting concluded at 11.18am)

Chairman

OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Overview and Scrutiny Committee of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on 14 December 2021 at 10.00 am when there were present:

Committee Members Present: Councillor: S Riley (Chairman), M L Murrell, (Vice-Chairman), N J Brennan, S J Catchpole, J Davis, S I Holland, C Karimi-Ghovanlou, K G Leggett, G K Nurden, S M Prutton.

Cabinet Member in Attendance: Councillor: F Whymark.

Officers in Attendance: The Director of Place, Chief of Staff (Monitoring Officer), Assistant, Director of Individuals and Families, Assistant Director Finance, Assistant Director Community Services, Assistant Director Regulatory, Business Improvement Team Manager, Strategic Growth Project Manager, Community Assets Manager, Housing and Wellbeing Manager and Democratic Services Officers (LA, JO)

80 DECLARATIONS OF INTEREST

Cllr Nurden declared a non-pecuniary interest. He was employed by a company that was interested in relocating to the Broadland Food Innovation Centre (Minute no: 95 - Broadland Food Innovation Centre - Dynamic Purchasing System).

81 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Bulman, Cllr Harpley, Cllr Kelly and Cllr King.

82 MINUTES

The minutes of the meeting held on 30 November 2021 were agreed as a correct record.

83 MATTERS ARISING

Minute No: 75 - Staff Turnover at Broadland

The Chairman advised members that the Time and Task Panel should be meeting in the latter half of January 2022 to consider why 83 percent of leavers did not give exit interviews.

He also confirmed that the letter that would be sent out to these staff should be agreed by the end of this week.

84 INTRODUCTION OF DISTRICT WIDE KERB SIDE FOOD WASTE COLLECTIONS SERVICE

The Assistant Director Community Services introduced the report, which set out the option for introducing a forward funded expansion of the existing food waste collection service to the whole of the District in advance of an anticipated national roll out.

Expanding the collection of food waste would increase the Council's recycling rate and therefore contribute significantly to the priority of increasing the recycling rate to 60 percent.

The expansion would initially come at a cost to the base budget, but there was an expectation that beyond the initial phase the costs would be at least part funded by the Government through New Burdens funding. However there was no timeline for the rollout and therefore a risk that if the Council decided to expand the service in advance of the Government making the collection of food waste a mandatory requirement it might not be able to retrospectively recover the additional costs.

There is also a significant risk around the extended lead in time for the procurement of new vehicles, which could be as long as 15 months. Options to lease or utilise existing vehicles when they were replaced was being explored.

In response to the ongoing delays in the Government finalising and introducing the new policy the Leader of the Council had written to the Secretary of State for Environment and Rural Affairs proposing that the Council act as a pilot for the expansion of food waste collections ahead of its formal implementation. No response to the letter had been received so far.

Members' attention was drawn to recommendation three, which explained that a request had been made to DEFRA to forward fund the extension of the scheme and that the expansion was undertaken on the basis that beyond this initial phase the costs would be met by New Burdens funding.

It was further explained that the funding for the additional costs of rolling out a District-wide scheme would need to come from the Refuse Vehicle Replacement / Waste Reserve and that this funding source was not sustainable, and the Council would be reliant on being able to reclaim the capital costs via the New Burdens funding.

The Chairman noted that without this funding the cost of maintaining the District-wide service would fall on the Council Tax payer.

In answer to a query it was confirmed that the planned rollout to a further 6,500 households on the urban fringe of the District in October 2022, had already been agreed and would take place. This would cover infill areas close to existing rounds in the urban fringe where capacity for collection existed. New developments in more rural areas might not currently meet this criteria.

The Committee was advised that it was not the intention to encourage food waste, but instead to prevent it entering the residual waste stream by recycling it and that the Council was currently running a campaign to advise on how to reduce food waste .

The Chairman noted that the Committee were supportive of the District-wide rollout of the Food Waste Collection Service and following a show of hands it was unanimously:

RECOMMENDED TO CABINET

That Cabinet

1. Delegate the authority to the Assistant Director Community Services in consultation with the Portfolio Holder for Environmental Excellence and the Portfolio Holder for Finance to agree a contract variation to the Strategic Environmental Services contract to roll out a forward funded food waste collection service to the whole district funded from the Refuse Vehicle Replacement / Waste Reserve, in advance of any confirmation of the Government's future strategy and potential new burdens funding.
2. Delegate the authority to the Assistant Director Finance and the Assistant Director Community Services in consultation with the Portfolio Holder for Environmental Excellence and Portfolio Holder for Finance to agree to forward fund the capital costs of the food waste expansion scheme from the Refuse Vehicle Replacement / Waste

Reserve, in advance of any confirmation of the Government's future strategy and potential new burdens funding.

3. Note that a request has been made to DEFRA for them to forward fund the extension of the scheme and that the expansion is undertaken on the basis that beyond this initial phase the costs will be met by new burdens funding.

85 ENVIRONMENTAL WASTE CONTRACT AND HYDROGENATED VEGETABLE OIL FUEL

The Assistant Director Community Services introduced the report, which outlined the positive environmental impacts that using 100 percent Hydrogenated Vegetable Oil (HVO) in place of mineral diesel would have upon the delivery of the new Strategic Environmental Services contract from April 2022, in terms of both the service emissions and costs.

The Committee was informed that the Council had undertaken a trial with an electric waste vehicle, but that the battery technology was not yet at a stage where a full collection round could be completed, which made this option unviable. Electric vehicle options would be looked at in the future, as the technology improved.

When it became clear that it would not be possible to introduce electric vehicles 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 of the contract, the Council introduced an annual match funding pot of up to £50,000 to encourage bidders to utilise 100 percent HVO fuel. This would result in a direct reduction of some 10,490 tonnes CO₂ over the ten years of the contract.

In the first year of the contract moving to 100 percent HVO fuel the cost to the Council would be an additional £11,700. These costs were likely to increase in future years, as the price of HVO increased and when the food waste collection service was rolled out across the whole of the District.

In response to a query, it was confirmed that the match funding would be provided over the financial year.

Members also noted that fuel prices had increased since the report was drafted. In response the Assistant Director Community Services confirmed that he would check and clarify this following the meeting but prices might not have risen as much as on the garage forecourt, as Veolia bought in bulk and their fuel tax was lower.

Members were advised that the match funding pot would be subject to annual negotiations with the contractor and could be increased if the price of HVO required it to be.

Following a show of hands it was unanimously:

RECOMMENDED TO CABINET

That Cabinet note the positive environmental impacts that result from the Council providing match funding of up to £50,000 per annum to support the use of 100% Hydrogenated Vegetable Oil in the delivery of the Strategic Environmental Services Contract from April 2022.

86 HOUSING ALLOCATION POLICY REVIEW

The Housing and Wellbeing Manager introduced the report, which presented a review of the Council's housing allocations policy and housing systems change and recommended updates reflecting learning since it was implemented in April 2021.

Members were informed that the Housing Team had been working with the new housing system and allocation policy since April 2021 with considerable success. This was despite it being implemented during a period of increasing demand as well as a shortage of properties both in the private and social sector.

However, it was felt that parts of the policy needed to be tightened up now that it had been exposed to real cases and to ensure understanding by residents and stakeholders and in the interests of fairness and transparency. Changes were, therefore, proposed in the following three specific categories:

- A small number of changes to the core policy, which were not working now that the policy had been put into practice.
- Updating and rewording to clarify the policy, as it has been found that residents were confused around what the policy means, or there was too much ambiguity in the policy, which affected interpretation.
- Splitting guidance from the core policy to enable a clearer understanding. The policy document previously amalgamated the guidance, procedural document, and policy. This had caused confusion as customers struggled to find the key information they needed.

An example of the changes was to tightening up on rules for non-qualification if the applicant had gifted, transferred, or spent assets and worsened their housing situation in order to access social housing. Checks were made on

bank accounts to assess if this type of activity had occurred, which was very rare in Broadland.

It was also proposed to change the Housing Priority Bands from 1, 2, 3 and 4 to Emergency Band, 1, 2 and 3. This would more accurately reflect that the Emergency band was for people with an urgent medical need, including hospital discharge.

Members were advised that banding was assessed by individual need and circumstances on a case by case basis. It was also confirmed that older people with no urgent medical needs would not be excluded for social care. The meeting was also informed that IN TRAN was available for non-English speakers and that the criteria for qualifying for Temporary Accommodation was set down in Government legislation and that over the last two years 100 people had been provided with this assistance.

In answer to a query from the Chairman, it was confirmed that the website would contain separate policies for both Broadland and South Norfolk together with separate guidance for both authorities, although this would not differ significantly and might result in a single guidance note for both authorities.

The Chairman noted that including the policy and the guidance in the same document had led to confusion in the past and the Committee would look at this with interest to see if separating them had helped resolve this issue when the Housing Policy was next reviewed.

In answer to a question about the rewording of the qualification rules the meeting was advised that it was proposed that contracts of employment be changed from permanent to six months to reflect the gig economy and to help low paid care workers qualify for housing in the District.

It was emphasised that access to accommodation could be dependent on how flexible an applicant was about the location and that if they were too specific they would be dependent upon housing supply and might wait some time.

The Portfolio Holder for Housing and Wellbeing reminded the meeting that the Council also provided residents with assistance through a range of other schemes, such as the Independent Living Policy.

Following a show of hands it was unanimously:

RECOMMENDED TO CABINET

To approve the proposed changes to the Housing Allocation Policy

The Committee adjourned at 11.34am and reconvened at 11.48am, when all the Committee members listed above were present.

87 REVIEW OF ENVIRONMENTAL ENFORCEMENT PENALTIES

The Assistant Director Regulatory introduced the report, which requested that Cabinet determine the amounts of fixed penalty notice charges for specified environmental and anti-social behaviour offences (both full charge levels and early payment reduced charge levels).

Members were advised that the Council, as a regulatory authority, had arrangements in place for enforcement by way of serving fixed penalty notices (FPN) to deal with specific offences stipulated in current legislation.

The purpose of FPN enforcement was to secure efficient, timely and decriminalised ways of addressing and dealing with offenders, whilst avoiding court action, which was more resource-intensive and costly.

The Council as a regulatory authority had arrangements in place for enforcement by serving fixed penalties and ensuring the penalties were set at a correct level was a key factor in this. For example, setting them too high could result in the fines being challenged in court, and setting them too low would reduce their impact. During 2021 there had been ten FPNs across Broadland and South Norfolk, so far.

It was also emphasised that FPNs were seen as deterrents, not reparations for the costs of dealing with the incident, however in line with DEFRA guidance, it was proposed that the proceeds of paid FPN charges be reinvested in the respective service area's revenue expenditure budgets to support further service delivery.

Members were asked to note that more serious environmental offences were taken directly to a magistrate's court for prosecution. The Council had one such case of a repeat offender currently before the court, which had been adjourned to January 2022.

The Committee was informed that the Community Protection Team was only small, but had been very successful and that it had recently benefited from the additional assistance of two newly recruited Anti-Social Behaviour Officers.

It was confirmed that FPN enforcement actions were mapped and publicised, particularly in areas where the incidents had occurred. There was no particular trend identified of people fly-tipping, rather than paying charges at Recycling Centres.

If the new charges were agreed a publicity campaign would be held to raise awareness of FPN enforcement action in the District.

The Committee were asked to note that the Council had discretion to move to the default penalty for offences within the statutory range set by Government.

Following a show of hands it was unanimously:

RECOMMENDED TO CABINET

1. Cabinet to agree the setting of fixed penalty notice charge levels for specified environmental and anti-social behaviour offences as proposed in Appendix 1.
2. Cabinet to agree that the proceeds of paid fixed penalty notice charges be reinvested in the respective service area's revenue expenditure budgets to support further service delivery.

88 REVIEW OF USABLE RESERVES

The Assistant Director Finance introduced the report, which provided an update on the Council's Usable Reserves position.

The Committee was informed that the report was mainly for information and that the only actions proposed were to rename the 'Bridge Maintenance – Bure Valley Railway' reserve to 'Bure Valley Railway' reserve to reflect the Council's wider obligations and to delegate authority for additional environmental projects to be funded from the Environmental Projects Reserve.

The Assistant Director Finance suggested that, at this stage, it would be prudent to wait before making any other changes to the usable reserves.

In answer to a query it was confirmed that there was sufficient budget to cover more than just the bridge maintenance in the Bure Valley Railway reserve.

Following a show of hands it was:

RECOMMENDED TO CABINET

To

1. Note the Usable Reserves Position.
2. Rename the 'Bridge Maintenance – Bure Valley Railway' reserve to 'Bure Valley Railway' reserve.

3. Agree that the Assistant Director Regulatory, in consultation with the Portfolio Holder for Environmental Excellence, has the authority to agree additional Environmental projects to be funded from the Environmental Projects Reserve (each project to be no more than £100,000 in value).

89 STREET NAMING AND NUMBERING POLICY AND INTRODUCTION OF CHARGES

The Business Improvement Team Manager introduced the report, which proposed updating the policy for the street naming and numbering functions and introducing charges for the service.

It was confirmed that the following amendments were proposed to be made to Appendix 3 - Street Naming and Numbering Policy:

- Reference would be made to parish and town councils throughout the policy.
- An additional paragraph at 1.5 to say 'It is recommended that parish and town councils consider proposals for street names in advance of developments commencing, i.e. where local plan allocations, neighbourhood plan allocations or planning applications are approved and discuss these with developers'.
- The first bullet point at paragraph 6.1 to read 'Main roads should be numbered so that when travelling away from the centre of the settlement, odd numbers are on the left and even numbers are on the right'.

The Committee was informed that over the last 12 months, the Council had received 170 applications for the naming and numbering of properties and new roads. These requests ranged from single properties to large housing developments. If the charges proposed in the report were implemented they could generate approximately £34,000 towards the recovery of administrative costs. The report also contained comparison charges from neighbouring authorities.

Members were advised that, as part of the introduction of charges, it was also proposed to update and amend the existing Street Name and Numbering Policy.

A member suggested that there should be exemptions from the charge for changing the names of existing properties. He also noted that the charges were the same as those at South Norfolk, but as the costs/savings agreed in the Collaboration Feasibility Study, were split 45/55, Broadland's charges should be 10 percent lower.

There was considerable discussion on this matter and the Chief of Staff pointed out that the difference in the cost savings split was based on the additional services (Leisure Services, CNC, the Waste Depot and the Audit Consortium) operated by South Norfolk.

The Chairman advised the meeting that this issue continued to cause confusion amongst members and it was suggested that one authority might be subsidising the other.

In response the Chief of Staff confirmed that she would report back to the Committee with a form of words that clarified the position regarding the 45/55 cost/savings split.

It was noted that the Street Naming and Numbering Policy incorrectly made reference to South Norfolk Council and it was suggested that as the same policy was to be used for both authorities the policy could simply refer to 'the Council'.

The Chairman rejected this suggestion and emphasised that Broadland should be referenced, as the Councils had not merged into one authority.

A member proposed that recommendation 1 should be amended to include an exemption from the charge in the policy for existing homes, where the owner wished to change the name of their property.

This proposal was duly seconded and following a show of hands with five in favour, three against and one abstention it was:

RECOMMENDED TO CABINET

1. That Cabinet **recommends to Council** the introduction of charges from 1 April 2022 as set out in Appendix 1, subject to an exemption from the charge in the policy for existing homes, where the owner wished to change the name of their property; and
2. That Cabinet **recommends to Council** the adoption of the Street Naming and Numbering Policy as set out in Appendix 3 with effect from 1 April 2022.

90 S106 AGREEMENTS MONITORING FEES

The Business Improvement Team Manager introduced the report which recommended the introduction of monitoring fees on developers to cover the Council's cost of overseeing compliance with legal obligations under section 106 agreements. This proposal reflected the changes enacted by the Community Infrastructure Levy (Amendment) (England) (No2) Regulations 2019, which came into force on 1 September 2019.

The Committee was informed that currently Broadland was actively monitoring 43 S106 agreements on commenced development sites. These involved monitoring of 137 obligations with approximately 667 triggers. Fees were not currently charged to cover the costs of ensuring compliance with these developer obligations.

Members' attention was drawn to section four of the report, where the proposed charges were set out. Based on the agreements currently monitored (excluding sites over 400 dwellings and multi-phased agreements), a total sum of £41,200 could have been received for the monitoring of the 37 agreements.

A member, advised the meeting that the Place Shaping Panel, which had considered the report at its meeting on 15 November 2021, had voted against the recommendation in the report, but had made no formal alternative recommendation to Cabinet.

In answer to a question about the reference in the Government's *Planning Practice Guidance* to using the fees to monitor any type of planning obligation, it was confirmed that the proposal in the report was only for the monitoring of S106 agreements.

Following a show of hands, with seven in favour, two against and one abstention it was:

RECOMMENDED TO CABINET

That Cabinet recommend to Council that the monitoring fees for section 106 agreements, as set out in Appendix 1, are adopted from 1 April 2022.

91 FORWARD PLAN

The Committee noted the Forward Plan.

92 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

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

93 FINANCE CASH RECEIPTING SYSTEM BUSINESS CASE

The Assistant Director Finance introduced the exempt report, which set out a business case for a joint cash receipting system.

Currently two different systems were used across both Council's, which required two licences, two log-in procedures and separate upgrades. A single system would simplify these processes significantly and deliver a five year saving of £59,370 compared to current costs.

Members were advised that the costs set out in the business case were based on current prices and that these might increase after 1 April 2022. However officers were confident that the system could be delivered by this date, as they remained in close contact with the provider.

Following a show of hands it was unanimously:

RECOMMENDED TO CABINET

To award a contract for a single Cash Receipting IT system for both Councils.

94 PLANNING, REGULATORY, HOUSING STANDARDS AND WASTE TEAM SERVICES IT MIGRATION

The Assistant Director for Planning introduced the exempt report, which proposed aligning the IT systems used by the Planning, Land Management, Regulatory, Housing Standards and Waste Teams.

Members were advised that the existing IT contracts for the above systems were either due to expire in 2022 or were (or would become) unsupported. The business case put forward four options for aligning the IT systems. Option 2 was the most cost effective and was recommended for approval.

The Committee was informed that aligned IT systems would make significant non-cashable savings by reducing a substantial amount of manual entry of data. It was estimated that this would total 1,290 staff hours per year.

A member advised the meeting that the Service Improvement and Efficiency Committee, which had considered the report at its meeting on 7 December 2021, had voted for option 4, as they did not want the Council to be constrained by a single version of Land Charges, as set out in option 2, and wanted to retain the option to set a discount for searches.

Option three had also been considered by the Committee, but it was thought that the additional cost associated with the individual branding of web pages was too high.

Option 4 was proposed and duly seconded and following a show of hands it was:

RECOMMENDED TO CABINET

1. To approve Option 4, as set out in the Appendix to the report; and
2. To award the contract, as set out in the Appendix to the report, for Option 4.

95 BROADLAND FOOD INNOVATION CENTRE- DYNAMIC PURCHASING SYSTEM

The Strategic Growth Projects Manager introduced the exempt report, which sought approval for a contract award of a Dynamic Purchasing System (DPS) to serve the Broadland Food Innovation Centre project (BFIC).

A DPS was an electronic procurement tool that was used to purchase goods, works and services that are commonly used by organisations or bespoke services.

If awarded, this system would efficiently facilitate the provision of relevant support services and technical capability to eligible businesses participating in Broadland Food Innovation Centre project.

Following a show of hands it was:

RECOMMENDED TO CABINET

1. Award the first set of suppliers (listed in Annex 2) which meet the specified procurement requirements a place on the BFIC DPS;
2. Agree the process of selecting additional suppliers and awarding subsequent contracts as set out in Annex 1;
3. Delegate authority to the Director of Place to make any required amendments to Annex 1 to ensure its continued appropriateness for the duration of the project;
4. Delegate authority to the Director of Place to award individual contracts in line with the process set out in Annex 1.

96 FUTURE MANAGEMENT OF STREETLIGHTS IN DRAYTON – DRAYTON PARISH COUNCIL

The Community Assets Manager introduced the exempt report, which sought approval for the transfer of Drayton streetlights to Drayton Parish Council.

The Committee was informed that the proposal followed ongoing discussions with Drayton Parish Council, which wanted to take over responsibility for the streetlights.

Following a show of hands it was:

RECOMMENDED TO CABINET

1. Cabinet to agree to transfer Drayton Streetlights to Drayton Parish Council; and
2. Cabinet to agree to transfer the special expenses balance collected from households in Drayton to Drayton Parish Council for the purpose of improving and maintaining streetlights in Drayton.

(The meeting concluded at 2.00pm)

Chairman

OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Overview and Scrutiny Committee of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on 18 January 2022 at 10.00 am when there were present:

Committee Members Present:	Councillor: S Riley (Chairman), M L Murrell (Vice-Chairman), T Adams, N J Brennan, P E Bulman, S J Catchpole, J Davis, N J Harpley, S I Holland, C Karimi-Ghovanlou, K G Leggett MBE, G K Nurden and S M Prutton.
Cabinet Members in Attendance:	Councillors: J Copplestone, J Emsell, J Leggett, T Mancini-Boyle, S Vincent and F Whymark.
Officers in Attendance:	The Chief of Staff (Monitoring Officer), Assistant Director Finance, Assistant Director of Individuals and Families, Development Manager, Senior Community Planning Officer and Democratic Services Officers (LA, JO)

97 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Kelly and Cllr Shaw.

98 MINUTES

The minutes of the meeting held on 14 December 2021 were agreed as a correct record.

The Vice-Chairman informed the meeting of the 21 December 2021 Cabinet decisions which varied from the recommendations made by the Committee. These were:

Item 12 - Introduction of District Wide Kerb Side Food Waste Collection Service.

An additional recommendation: 1a. That a District-wide food waste collection service commence in October 2022.

Item 13 - Housing Allocation Policy Review

Recommendation amended to:

To approve the proposed changes to the Housing Allocation Policy, as set out in Appendix 2 *and to review the Policy on an annual basis.*

Item 17 - Street Naming and Numbering Policy and Introduction of Charges

Cabinet agreed the recommendations as set out in the report and did not consider it appropriate to give an exemption from the charge to existing home owners who wanted to change the name of their property.

Item 22 - Planning, Regulatory, Housing Standards and Waste Team Services IT Migration

The Committee recommended option 4. Cabinet agreed with the recommendation in the report and approved option 2.

99 BUDGET QUESTIONS FOR CABINET

The Chairman and the Vice-Chairman went through the budget questions and Cabinet responded and answered any further questions from the Committee as set out below.

1. We are aware that the Planning Team is under pressure and that there would be some significant planning applications over the coming year (e.g. Rackheath). How was Cabinet ensuring that the planning function was sufficiently resourced to deal with these demands?

It was envisaged that additional resources would be required in the planning team to help them deal with the unprecedented large scale strategic applications such as Rackheath and Beeston Park.

A separate business case was being prepared for members to consider the resources that were needed to deal with this workload.

Officers were working in consultation with Portfolio Holders to assess the increased demand on the service and the business case would shortly be brought forward with a bid for additional resources above those set aside for the Planning Team in the 2022/23 budget.

2. A key project would be to review the Planning IT System, and potentially implement a joint system with South Norfolk Council.

What is the progress with this project?

And how will this be resourced to ensure it is successful?

The Planning IT Business Case was considered by the Service Improvement and Efficiency Committee on 7 December, the Overview and Scrutiny Committee on 14 December and approved by Cabinet on the 21 December 2021.

The Business Case outlined the resources required to undertake this project.

3. Cabinet on 15 June 2021 agreed to create a new Environmental Projects Reserve of £750,000. What was the vision, intentions, and timeframe for using this reserve?

The Council had a track record of working hard to meet the needs of the local communities, taking positive action to secure ongoing environmental improvement, and improving the efficiency, performance and sustainability of the Council's own activities.

Cabinet resolved in June 2021 to recommend to Council the creation of a new Environmental Projects Reserve in view of potential changes required arising from the recent Waste Government White Paper, along with other potential environmental needs. Council agreed in July 2021 to create this Reserve.

The environmental projects reserve would facilitate:

- 1. Making future changes as required in the Council's Waste Services.*
- 2. Delivering the Council's Environmental Strategy and Action Plan, containing, as it does, new areas of focus and substantial opportunities to progress the Council's aims and its ambitious environmental agenda.*
- 3. Enabling the Council to address new and emerging opportunities and needs for environmental action arising, for example, in relation to the decarbonisation of the Council's activities and facilities and in relation to potential Green Bond community projects.*

A carbon audit of the Council was also taking place, which would inform the Action Plan. This was being funded from a corporate contingency fund, not from the reserve.

It was emphasised that the Action Plan was a dynamic document that would evolve as required to meet new initiatives such as those proposed in the Government White Paper on waste.

4. The Council had significant funds in Reserves. What was the current reserve position and what plans were in place to utilise these reserves?

The 'Medium-Term Financial Plan and Reserves Update' report presented to Cabinet on 23 November 2021 (Overview and Scrutiny 16 November 2021) provided details of the current Usable Reserves, along with the expected use of these reserves over the next few years.

The Committee was informed that new projects were being considered on a regular basis. An example of this was a proposal to purchase Temporary Accommodation to address homelessness and a business case for this would be brought forward for this in due course. Other projects such as the proposal for a second building at the Food Enterprise Park had been rejected, as the scheme had not been considered viable.

5. The Council had put Council tax up in recent years whilst at the same time reserves had increased. Did this indicate that there was scope to not increase Council Tax next year?

Reserves were one off in nature, and were therefore not a sustainable way to fund the Council long term.

In recent years, a number of favourable variances, many of which had been one off in nature, had allowed the Council to add monies to reserves, primarily to meet known future spending pressures.

The 'Medium-Term Financial Plan and Reserves Update' report presented to Cabinet on 23 November 2021 (Overview and Scrutiny 16 November 2021) set out the Medium-Term Financial Position, which demonstrated the medium term funding gap.

The Budget Setting process began from the assumption that Council Tax would not be increased unless it was necessary. Members were aware of residents views regarding Council Tax and the responses to the public consultation would be taken into account.

Decisions about the level of Council Tax needed to take into account the income of the Council and the level of service it could provide, as well as recognising that drawing on reserves to fund services was not sustainable. Members were reminded that the level of Council Tax in Broadland was at the lower end of that across Norfolk.

The need to raise Council Tax, or not, would be addressed in the main Budget Setting Report for 2022/23 in February 2022.

It was explained that the Medium Term Funding Gap was due to central Government only allocating funding one year in advance, which made it prudent to be cautious when making assumptions about future funding.

6. The aspiration should be to set a balanced budget, with no need to impact service levels, draw on reserves or increase Council Tax. Did Cabinet believe this would be feasible for 2022/23?

Broadland Council had historically set a low Council Tax charge, and this was still an aspiration.

However, until we get clarity on the long term funding position for local authorities (at individual council level) it was very difficult to predict whether Council Tax rises would be necessary.

The need to raise Council Tax, or not, would be addressed in the main Budget Setting Report for 22/23 in February 2022.

7. The Covid pandemic had put additional demands on services, particularly the Help Hub and the Benefits Team. The Council had been able to increase resources in these areas in the short term by utilising Covid grant monies. However, what plans were in place to ensure there were sufficient resources once the Covid grant monies end?

The proposed budgets for 2022/23 (including Covid funding) were considered sufficient, and the Teams were working through future modelling to understand how long demand continued and what measures could be put in place to reduce demand in the future.

Some services, such as Community Connectors had been initiated with Covid funding and were now being taken forward with funding from the NHS. Many initiatives that had been introduced in response to Covid would continue and be incorporated into the Council's regular services.

It was emphasised that although the Help Hub was a discretionary service it could make a huge impact on the lives of vulnerable residents and it was intended to enhance the service further in the future.

8. At present nationally it was reported that there were plenty of job opportunities, but a lack of appropriately skilled candidates to fill key roles.
 - a. Was this the situation in Norfolk and specifically was this an issue for the One Team recruitment?
 - b. Would the Delivery Plan / budget include any specific measures to address the skills gap?
- a. *The Norfolk workforce had comparatively lower levels of qualifications than the national average – certainly at NVQ level 4 and above. There was partner-wide recognition that whilst addressing the attainment issue was crucial, parallel efforts to attract and support businesses that offer higher-skilled and higher remuneration opportunities were crucial in closing the apparent wage and qualification gaps. >40% of residents of Norwich had an NVQ level 4 or above, >15% of residents around Thetford had an NVQ level 4 or above.*

For some of the Council's senior planning roles (requiring some experience and or professional qualifications - Degree level education in planning/relevant chartered membership) there were >50% less applicants than lower- level positions within the same Team in which professional qualifications were not required.

*Senior Planning Officer- 2 applicants
Surveyor Team Leader- 1 applicant
Planning Policy Assistant- 4 applicants
Planning Officer- 5 applicants
Planning Policy Post Graduate Apprentice- 11 applicants*

Where training was provided as part of the job opportunity, e.g. planning post grad apprentice the vacancy had at least 200 percent more applicants than the Planning Officer post that once the apprenticeship was complete the individual would be eligible to apply.

- b. *Some of the work being undertaken with apprentice's addressed the skills gap – i.e. Environmental Health Officer at undergraduate level and Planning as post graduate level to assist with these hard to recruit roles.*

Apprenticeship Strategy included three strategic strands that the Council was working to including future skills and skill gaps etc.

The Delivery Plan for next year included talent, management, future skills and attraction and retention.

The Council were also working on the Future Focus project, so linking with schools / HE on a couple of longer terms projects to attract students into the public sector – projects were future focus (work experience) and careers ambassadors (Council ambassadors going into schools to promote careers).

Training Needs Assessment would look at internal skills and talent management.

Members were informed that the Economic Success Panel had supported an approach to tailor support to specific cohorts of residents and start-up businesses. The initial cohort of 16-24 year olds had recently finished the Kickstart scheme and seven out of eight had been taken on by the business after completing their work experience. A further cohort of over 35 young people were undertaking a second Kickstart scheme, which would conclude in March 2022. Some within the scheme had also been taken on by the Council, as part of the One Team.

The Choices scheme was aimed at older people who had been out of work for some time and might have low self-esteem as a result.

9. The Covid pandemic had put pressure on the Housing Team. At present the Council mainly relied on leased properties to meet urgent housing caseloads. Would the Council be exploring alternative options? And if so when would this be done?

The Team were preparing a business case to look at other funding options for housing including releasing capital to purchase properties for temporary accommodation. The initial findings were positive and a business case would be brought forward in the summer of 2022.

Purchasing further temporary accommodation had been suggested at the member workshop and would be in addition to the £250,000 that the Council already spent annually on temporary accommodation.

10. The draft budget papers for 2022/23 did not include any income and expenditure relating to Covid. Was this correct, as it was expected that Covid support would need to continue during 2022/23?

At present no additional Government funding was expected for Covid in 2022/23, and many Covid support schemes would end by March 2022.

Where there was a need to continue with Covid support programmes in 22/23, it was expected that these would be funded by the earmarked Covid reserves or Covid budget underspends (that would need to be carried forward). As such these budgets would be added as and when these are known.

A Covid Funding Update would be brought to Cabinet in the new financial year.

11. The Delivery Plan set out the Council's aspirations and these were quite wide ranging, as the Council provides numerous services. However, had Cabinet got any key areas that it specifically aimed to divert additional budgetary resources to in 22/23?

As 2022/23 was likely to be a challenging budget year, as significant reductions in Government funding were expected. Therefore, efforts were being made to minimise additional spending pressures.

The main Revenue Budget report to be presented to Cabinet (and Overview and Scrutiny) in February 2022) would include details of all significant cost pressures factored into the 2022/23 budget.

However, the Council would still be introducing a host of initiatives over the coming year, including the following key areas:

- The Council would be rolling out a District wide food waste collection from October 2022.*
- The Council would be moving to using Hydrogenated Vegetable Oil (HVO) fuel in its refuse vehicles. This would make a significant contribution to cutting the Council's carbon footprint by more than 90 percent.*
- As noted above, Cabinet on 15 June 21 agreed to create a new Environmental Projects Reserve of £750,000. A number of projects calling on this reserve would be delivered in 22/23.*
- The Council had accessed considerable funding for Broadland Country Park from the Greater Norwich Growth Board. Further investment in green infrastructure in the District was anticipated as part of the growth agenda.*
- The Delivery of the Food Innovation Centre.*

The Committee was also asked to note the numerous IT systems that were being rolled out across both councils that would drive forward efficiencies; as well as how well the One Team had worked during very difficult times.

It was confirmed that budgets were in place for the projects set out in the Delivery Plan.

In response to an observation that green infrastructure was only seeking to compensate for housing growth and the loss of open countryside, the Leader

advised the meeting that people needed homes and that there was a requirement for 50,000 new homes in Greater Norwich to 2038. He emphasised that the Council was in a good position to both protect and enhance the environment, whilst also housing residents.

12. Had the Cabinet considered further outsourcing of services as part of developing the forthcoming Delivery Plan (for instance utilising the Anglia Revenues Partnership more)?

Cabinet was open minded to all potential delivery mechanisms, for instance:

- *It considered setting up a Local Authority Trading Company (LATC) for waste services.*
- *It recently agreed to enter into a Procurement Consortium with Breckland*
- *It contracted with NPLaw for legal advice.*
- *It was currently in discussion with Anglia Revenues Partnership with regard to assisting with specific areas of specialist support.*

There were no plans for further wide scale outsourcing, as the focus was currently on delivering additional value from the joint working with South Norfolk Council.

13. The Council's budget included sponsorship income. Was there a sponsorship policy underpinning this?

With the Council facing funding gaps, proactive income generation streams were required. With this in mind a Sponsorship and Advertising Sales Manager post was temporarily recruited to see how successful this role could be. In three months just under £35,000 income was received and a Sponsorship Policy was drafted. This was now to be reviewed with the ambition of this gaining approval and the role recruited to again.

Additional question asked at Overview & Scrutiny 30 Nov 21

14. As part of setting the 2022/23 budget, were Cabinet considering aligning the value of member ward grants with South Norfolk Council (i.e. increasing the Broadland District Council grant to £1,000)?

No. Broadland and South Norfolk were separate sovereign councils, and there is no need to align the value of member ward grants.

100 REVIEW OF PUBLIC CONSULTATION PROCESSES

The Chief of Staff introduced the report, which had been drafted as a result of the Committee's request to review the way in which the Council engaged its residents in public consultations. Members wished to understand the current processes for engaging the public in consultations and to explore how these processes could be improved to maximise response rates. The Committee felt that by reaching and engaging with the widest possible audience, results would be more likely to demonstrate the wide-ranging views of the community rather than be skewed by limited responses from a small section of residents.

Appendix A to the report detailed how public consultations were currently undertaken for Planning, the Annual Budget Consultation and Council Tax Assistance.

A member observed that the report set out how statutory consultations were conducted, but did not consider how the Council engaged with the public over general matters.

In response the Chief of Staff drew members' attention to paragraphs 2.4 - 2.6 in the report, which explained that with the appointment of the Customer Insight and Experience Lead the One Team had made significant progress in starting to collect and embed processes that enabled the Council to better understand its customers and ensure the continued delivery of services that met their expectations.

A customer satisfaction survey had been live on the Council website for six months and the initial set of results were being used to set a target for customer satisfaction, which would be reported as part of the Council's strategic delivery measures commencing 2022/23.

The development of a Customer Panel had also begun outlining its purpose and Terms of Reference with recruitment to the Panel scheduled to begin shortly. An element of the Panel's remit would be to engage with both individuals and groups of residents that could be hard to reach

A more detailed update on the progress made since the appointment of the Customer Insight and Experience Lead was due for consideration by the Committee in June 2022.

The Assistant Director Individuals and Families advised the meeting that establishing an initial dialogue with communities, groups and individuals was an important means of building better engagement and this would be a key element of the Customer and Insight and Experience Lead role. This approach was intended to engage with people who would not normally respond to consultations. Members also had a useful role in this by encouraging residents to have their voices heard.

The Chairman noted that some time ago a Time and Task Panel had identified that 80 percent of residents were unaware of Council consultations and it had been agreed that the better communication was needed.

In response the Chief of Staff informed members that she had discussed this matter with the Communications Team, who had confirmed that the most successful consultation had offered a prize of a year's free Council Tax and the second most popular had offered an iPad as a prize. This highlighted the fact that people would engage with the Council, if they were given sufficient incentive.

The Committee was also informed that for statutory consultations relating to plan-making, a wide range of methods to publicise the consultations were used. These included: emails/letters to the consultation database, information on the Council website and offices, social media, *Broadland News*, press releases, posters in parish notice boards and libraries and articles for parish magazines.

It was proposed that the Customer Strategy Update report (to be brought to the Committee in June) should incorporate details of how to better publicise and raise awareness of consultations. This proposal was seconded and duly:

AGREED

1. To note the current practices and processes for administering public consultations and review these to explore and offer suggestions on how improvements can be made to enable outcomes from consultations to demonstrate the wide-ranging views of the community; and
2. That the Customer Strategy Update report (to be brought to the Committee in June) incorporate details of how to better publicise and raise awareness of public consultations

101 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

The Chief of Staff took the Committee through the Work Programme.

The Housing Allocations Policy would next be reviewed at the December 2022 meeting.

The Norse Environmental Waste Services had been deferred to 29 March 2022 meeting, when the financial information required would be available. The March meeting would also receive the Overview and Scrutiny Annual Report.

The June meeting of the Committee would receive the Customer Strategy Update, which would include the information requested by the Committee in respect of public consultations. Also at that meeting would be the Review of Empty Homes Policy.

There were no updates to report on apprenticeships, broadband coverage and water supply and management.

In respect of the additional work requested by the Committee for the Staff Turnover investigation; discussions had taken place with the Data Protection Officer and this had then been referred to NPlaw, as it was not clear if data held by the Council could be used to question former employees. The Chairman would be informed of this, as soon as a response was received and a letter would be drafted if the information could be used.

(The meeting concluded at 12.28pm)

Chairman

OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Overview and Scrutiny Committee of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Tuesday 1 February 2022 at 10.00 am when there were present:

Committee Members Present: Councillor: S Riley (Chairman), M L Murrell (Vice-Chairman), T Adams, N J Brennan, P E Bulman, S J Catchpole, L Hemsall, S I Holland, C Karimi-Ghovanlou, D King, KG Leggett MBE, E Laming, S M Prutton and N C Shaw.

Other Members in Attendance: Councillors: J Leggett, and T Mancini-Boyle.

Officers in Attendance: The Director of Resources, Director of Place, Director of People and Communities, Governance Manager (Deputy Monitoring Officer), Assistant Director of Individuals and Families, Assistant Director Finance, Assistant Director ICT/Digital and Transformation, Strategy and Programmes Manager and Democratic Services Officers (LA, JO)

102 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Davis, Cllr Harpley, Cllr Kelly and Cllr Nurden.

103 MINUTES

The minutes of the meeting held on 18 January 2022 were agreed as a correct record.

CABINET REPORTS

The Chairman advised the meeting that item 9 on the Cabinet agenda - In Year Budget Options, was not available for consideration by the Committee. He had received an email that morning explaining that the following reasons for this were:

The report is still in the process of being finalised to provide members with the correct options for their contemplation, and will therefore report directly into Cabinet, to make recommendations to Council. There will still be the opportunity for any councillor to ask questions or input into recommendations via Cabinet or when/if received by Council. Members of the Overview and Scrutiny Committee are of course able to go to Cabinet and ask questions directly on the report at that time. Cabinet was not making the decision, but were recommending this onto Council, which did not allow for the item to be called in.

The Chairman informed that he disagreed with this view, as when the report went to Council the Committee would not have had the opportunity to fully scrutinise the report ahead of a decision being made.

Several members agreed with the Chairman and he confirmed that he would put his views on this matter in writing for the minutes and circulate them to the Committee for agreement.

104 REVENUE BUDGET AND COUNCIL TAX 2022/23

The Assistant Director Finance introduced the report, which presented a summary of the Council's draft 2022/23 Revenue Budget and contained details of the proposed fees and charges for 2022/23.

The main area to highlight in the report was that the Council would keep its Council Tax for a Band D property at £129.91 for 2022/23, the same as 2021/22.

The report showed the revenue budget requirement for each Directorate, which had been reviewed to ensure they were sufficient to deliver services.

The proposed budget included provision for a cost of living rise of two percent in 2022/23 as well as £180,000 for performance related pay. Local pay bargaining arrangements and negotiations were currently ongoing.

No new additional Covid budgets had been included for 2022/23. However, it was likely that some of the budgets allocated to support the Covid response in the current year would be carried forward as a number of support programmes would continue.

Within the 2022/23 Budget was also included; the cost of the new Strategic Environmental Services Contract and the roll out of a forward funded food waste collection service to the whole District from October 2022.

The Provisional Local Government Finance settlement for 2022/23 was announced in December 2021, with the final settlement being announced in the coming weeks. The provisional settlement was better than expected, however, again it only covered one year, which made longer term finances harder to predict.

The Government had introduced a one-off Services Grant in 2022/23. The new Grant provided funding in recognition of the vital services delivered at every level of local government.

The Council undertook a budget consultation via its website between 9 December 2021 and 17 January 2022. The consultation was promoted on the website and via twitter and received 122 responses. Slightly over 50 percent of respondents supported no increase in Council Tax for 2022/23.

It was proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure of 4.9%. Garden waste fees would be frozen at current levels.

The Medium-Term Financial Plan (MTFP) showed a funding gap developing in 2023/24 of approximately £1m. The primary reason for this was the expected reduction in New Homes Bonus grant after this year and the cessation of one-off Government Grants.

The figures in the Plan were based on the 2022/23 Local Government Finance Provisional Settlement. Future year funding figures were uncertain due to the Government's ongoing funding review, which was expected to be consulted on in 2022/23 and introduced for 2023/24.

The Council had benefited from growth in Business Rates income, but changes to the Business Rates retention scheme were expected in 2023/24. As yet, the impact these would have on the Council remained uncertain.

The projected General Fund balance remained above the recommended minimum level of £1.2m. However, there was a need to address the funding gap over the medium term.

The Council recouped its costs for street lighting in Great Witchingham and Hellesdon through the Special Expense's mechanism. It was proposed to keep these at the same level as 2021/22.

The advice of the s151 officer in determining the Council's budget and Council Tax, as required by the Local Government Act 2003, was:

- Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.
- Assuming Cabinet and Council agree the revenue budget, as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

The Chairman noted that the Agenda was a very large one and that the Committee had received it a day later than usual. He appreciated that officers were stretched (which he suggested was an area that the Committee might want to look into further), but the Committee was not being given enough time to read the reports before it.

In answer to a query about public awareness of the £1m funding gap in the MTFP and the level of support seen for no increase in Council Tax, the Committee was advised that it could be difficult to balance the right level of information alongside the consultation, but this could be an area looked at for future consultations. The Council was also establishing a Customer Panel to seek to provide a more in-depth understanding of residents' opinions and needs.

The Committee was asked to note that Members had a difficult decision regarding whether or not to increase Council Tax this year. Increasing Council Tax protected the Council's income base and helped address the future predicted funding gap. However any increase would be an extra cost to taxpayers.

The Vice-Chairman raised some questions about the future of the New Homes Bonus, the length of time that no increase in Council Tax was factored into the MTFP and how this would affect drafting a balanced budget.

In response the Assistant Director Finance drew members' attention to Appendix C to the report, which set out the assumptions for the MTFP. He pointed out that in 2022/23 the £1.3m in New Homes Bonus was made up of a £500,000 legacy payment and £800,000 for the in-year payment. The legacy payment would cease from 2023/24 and a new scheme would be introduced. It was assumed that this would be in the region of £500,000, but it was emphasised that this was very much an assumption and there was the risk that although the Council was delivering growth it might not be rewarded for this as much as it had been in the past.

The MTFP provided calculations for a £5 Council Tax increase and no increase options over the five year period to 2026/27 and Cabinet would be able to make a decision on this each year according to circumstances.

Members were asked to note that the decision of whether to increase Council Tax could not be carried forward. For example, Council Tax could not be frozen one year and increased by £10 the following year.

The responsibility for setting a balanced budget was for the current year and whilst being mindful of future years a balanced budget would be drafted when that year in question was reached.

In response to a suggestion that the proposed two percent staff pay increase was not sufficient, the Assistant Director Finance reminded the Committee that the staffing budget had to be affordable and that it did include an additional element for Performance Related Pay that would increase pay for staff rated good or excellent. Negotiations were ongoing under local pay bargaining arrangements.

In answer to a question about apprenticeships at the Council the meeting was informed that there were approximately 18 apprentices in the One Team and another five or six coming forward. This would meet a key target in the *One Team Apprenticeship Strategy* to meet the Local Government Association target of 2.3% of new entrant headcount as apprentices.

The Chairman questioned how in the face of the £1m funding gap could not increasing Council Tax be justified?

In response, the Assistant Director Finance informed the meeting that this would be a challenge, but there would be opportunities for savings and income generation and the financial settlement might be better than assumed. However, he emphasised that setting the level of Council Tax remained a political decision.

It was also confirmed that if there was a £1m funding gap the Council had sufficient reserves to cover this as a short-term measure, although this was not recommended as it was not a sustainable funding source.

The Assistant Director Finance also confirmed that the organisation was on target to make the £8.5m savings from collaboration.

The Chairman noted that at the 16 November 2021 meeting the Committee had requested that they be provided with a breakdown of actual savings achieved from collaboration, as well as the transitional costs, which should be separated from the One Team transitional staff costs. He stressed that this information was long overdue.

Following a show of hands it was unanimously:

RECOMMENDED TO CABINET

That Cabinet recommends to Council:

- 1.1 The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance;
 - 1.2 That the Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £6,165,139 and for Special Expenditure shall be £120,154;
 - 1.3 That the Band D level of Council Tax be £129.91 for General Expenditure and £2.53 for Special Expenditure.
- 2 That Cabinet agrees:
- 2.1 Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
- 3.1 The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report;
 - 3.2 The Medium-Term Financial Strategy projections.

105 CAPITAL STRATEGY AND CAPITAL PROGRAMME 2022/23 TO 2026/27

The Assistant Director Finance introduced the report, which presented the Capital Strategy and proposed Capital Programme for 2022/23 to 2026/27.

Members' attention was drawn to the Capital Programme at Appendix B, which totalled £9.1m for 2022/23. The overall Capital Investment Programme over the five year period to 2026/27 was £22m.

Included in the Capital Programme was £7m for Broadland Growth Ltd, £1m for an IT replacement programme, £185,000 for street lighting, £153,000 for the Food Hub Project and £5m for Disabled Facilities Grants. It was confirmed that Broadland Growth Ltd had completed a development in Great Plumstead and was actively looking for a new site to develop.

Financing for the programme was through a mix of Government Grant, Revenue Reserves and Capital Receipts. There was no requirement for borrowing in the Capital Programme.

A new item in the Capital Programme was Waste Vehicles, which was a more cost effective means for funding the Waste Service.

A deliberate omission from the Capital Programme was new office accommodation, as no final decision on this had been made. Works for Thorpe Lodge, therefore, would remain in the Programme until this matter was decided.

In response to a query, it was confirmed that a Government Grant of £20,000 had been received for changing places facilities. A business case would be drafted for member approval and further funding could be added to this pot, if it was considered necessary. Members were informed that many parish and town councils were receiving significant sums from the Community Infrastructure Levy and had the funding to take on responsibility for public conveniences themselves.

The Committee was also informed that Broadland Country Park had funding through a S106 agreement that it could draw upon for some time to come. There were also external investment sources that the Country Park could draw on, rather than the Capital Programme. A masterplan for the Country Park would be considered by the Economic Success Panel in March 2022.

In respect of Special Expenses, the Portfolio Holder for Finance informed the meeting that all of the money collected was ring-fenced for street lighting. She added that if Hellesdon wished to take on responsibility for the street lights it would receive any balance held by the Council for their maintenance.

The meeting was advised that a budget for acquiring temporary accommodation would be in the In Year Budget Options report that was 'to follow' and would be looked at when a business case was brought to Cabinet later in the year.

The Greater Norwich Local Plan had identified a need for 30 Traveller pitches in Greater Norwich over the next five years and beyond. A budget of £300,000 had, therefore, been set aside for travellers sites in the District, which should equate to two smaller sites.

Following a show of hands it was:

RECOMMENDED TO CABINET

Cabinet is asked to recommend to Council the Capital Strategy (Appendix A) and the Capital Programme for 2022/23-2026/27 (Appendix B).

The Committee adjourned at 11.20am and reconvened at 11.34am, when all the Committee members listed above were present.

106 TREASURY MANAGEMENT STRATEGY STATEMENT 2022/23

The Assistant Director Finance introduced the report, which set out the Treasury Management Strategy Statement 2022/23 and associated policies.

The Council had three key treasury management principles:

1. Security – To ensure monies were not placed at undue risk, by ensuring all monies were invested in appropriate counterparties or instruments commensurate with the organisation's risk appetite.
2. Liquidity - To ensure that cash flow was adequately planned, with cash being available when it was needed, and that sufficient funding was available to finance the organisation's capital investment plans.
3. Yield - To maximise investment returns (commensurate with risk) and minimise borrowing costs to minimise the costs to the organisation.

As at the end of December 2021 the Council had treasury investments of £61.8m.

The Bank Rate rose from 0.10% to 0.25% in December 2021. However, the Council's treasury advisors, anticipated no higher rate than 0.75% by March 2023. On that basis the expected investment return for 2022/23 had been calculated as £400,000.

Broadland was currently debt free and the current capital expenditure plan showed that there was no requirement to borrow.

The Council was making ethical investments through its treasury management function and supported the ethos of socially responsible investments through a £6m sustainable investment fund. Broadland also had £10m invested in very liquid assets.

It was confirmed that the Council did have the ambition to secure a greater return on its investments through Broadland Growth Ltd, which was looking to develop a pipeline of development sites.

Following a show of hands it was:

RECOMMENDED TO CABINET

Cabinet is recommended to approve the following and recommend these to Council:

1. This Treasury Management Strategy Statement 2022/23
2. The Treasury Management Policy Statement 2022/23 (Appendix 1)

3. The Annual Investment Strategy 2022/23 (Appendix 2)
4. The Treasury Management Practice (TMP1) (Appendix 3)
5. The Treasury Management Scheme of Delegation (Appendix 4)
6. The Prudential Indicators (Appendix 5)
7. The Minimum Revenue Provision (MRP) Statement (Appendix 6).

107 COUNCIL TAX ASSISTANCE SCHEME 2022/23

The Housing and Benefits Manager introduced the report, which proposed changes to the Council Tax Assistance Scheme for the financial year 2022/23.

The Council was required to review and approve its Council Tax Assistance Scheme on an annual basis.

Following the review it was proposed to make changes to the scheme to optimise the way Council Tax Assistance was assessed and target financial help to those who were most in need. The changes were drawn up in collaboration with members over the course of four member workshops.

The changes proposed would ensure the Council was being responsive to the current economic climate and ensure that assistance was effectively distributed to residents to ensure help is provided where it was needed.

The Housing and Benefit Team and members had also been working in collaboration with Policy in Practice to model the effect the proposed changes would have on the overall cost of the Council Tax Assistance Scheme. The model indicated that there would be an increase in the overall cost of the scheme of £89,069.

A Member noted that some Norfolk local authorities had more generous Council Tax Assistance. Although the meeting was also informed that the proposed scheme was in line with South Norfolk and King's Lynn.

Concern was expressed about proposal 2, which sought to increase the non-dependant deduction to £5 for all non-dependents.

In response, the Housing and Benefits Manager informed the meeting that alternative pots of funding were available at officer's discretion to mitigate the increase, if claimants were vulnerable, such as the Hardship Fund and the Council Tax Discretionary Relief. All claimants were advised by letter of the increase in the deduction of Council Tax Assistance.

The numbers in this category were quite small, but the aim of the change was to encourage them to contribute to the household normally through work.

The Chairman asked that the scheme be remodelled to identify the cost difference between providing 84 percent Council Tax assistance and 100 percent.

The Portfolio Holder for Finance emphasised that it would be the householder who would be paying the increase in Council Tax, not the non-dependent. She also added that comparing the 84 percent assistance at Broadland to 100 percent at another local authority, was not comparing like with like, as other parts of the Council's policy could mitigate the percentage difference.

Members were also advised that Norfolk County Council and the Police and Crime Commissioner would also need to be consulted about any further changes, as they would lose their element of Council Tax as well.

The Assistant Director for Finance advised the meeting that he roughly calculated that to take the Council Tax Assistance scheme from 84 percent to 100 percent would cost Norfolk Council Taxpayers in the region of £1m, Broadland's share of this cost would be approximately £120,000 and Norfolk County Council would have a £750,000 additional cost.

The Chairman noted that Norwich City Council absorbed these costs, although it was also pointed out that the City Council had a higher level of Council Tax than Broadland

Following a show of hands the recommendation in the report was lost, with 6 votes in favour and 7 against.

The Chairman proposed that the Committee recommend that Cabinet consider not implementing the £5 deduction in proposal 2.

A member suggested that the report needed to be re-costed and represented, as it appeared safeguards for vulnerable groups had not been taken into account in the report.

In response, the Portfolio Holder for Finance informed the meeting that she and the Portfolio Holder for Housing and Wellbeing had done a great deal of work on the report with officers over a nine month period and had considered the proposals in it very carefully.

The Chairman proposed that Cabinet consider if the £5 a week increase to the non-dependent deduction in Council Tax Assistance (as set out in Proposal 2) was a reasonable change to the Council Tax Assistance Scheme.

Following a show of hands it was:

RECOMMENDED TO CABINET

That Cabinet consider if the £5 a week increase to the non-dependent deduction in Council Tax Assistance (as set out in Proposal 2) was a reasonable change to make to the Council Tax Assistance Scheme.

The Committee adjourned at 12.45pm and reconvened at 13.00pm, when all the Committee members listed above were present, except for Cllrs Adams, Bulman, Hemsall and K Leggett.

108 DELIVERY PLAN 2022-2024

The Strategy and Programmes Manager introduced the report, which proposed that the Council approved the adoption of the Delivery Plan for 2022-24. The Delivery Plan outlined the activities and projects the Council would be undertaking to meet the priority areas outlined in the four-year Strategic Plan and if approved, the Plan would commence in April 2022.

This year, for the first time, the Council had produced a two-year plan, which would take it to the end of the Strategic Planning period.

The Delivery Plan was broken down into the following key areas:

- An introduction to the Plan and how it linked with the Strategic Plan and vision for the Council
- An overview of the Council's income and how it was planned to be spent in 2022-24
- The key and major projects that would be delivered across the two-year period
- An overview of the business as usual activities broken down by service area and;
- The key Delivery Measures that would be reported to Cabinet in Q2 and Q4, enabling the Council to track its performance against the Delivery Plan

The Delivery Plan was a dynamic document that would be updated on a six monthly basis in order to show progress with activities and projects, as well as any significant changes such as the scope or timelines of a project or changes in priorities.

In response to a suggestion from a member that the top priority should be 'Supporting individuals and empowering communities' rather than 'Growing the economy', the Director for Resources explained that there was no top priority, all four priorities were equal. Growing the economy was listed first purely for presentational purposes.

The Chairman noted in the Delivery Programme that reference GE3 (page 111 of the agenda) appeared to cover two different areas; a Car Parking Strategy and the provision of electric vehicle charging points.

In response, the Director for Place advised the meeting that these two areas were not reliant on one another and the wording could be changed to the following:

Work with the Norfolk Parking Partnership to develop and implement a car parking strategy for Broadland and South Norfolk ~~including~~ *and/or* the provision of electric vehicle charging points.

The Committee **AGREED** to recommend this amendment to Cabinet, as it could allow the provision of electric vehicle charging points prior to the completion of the Car Parking Strategy.

In answer to a query about GE7, (page 112) the Housing Development Strategy, Director for Place confirmed that there were a number of means of providing affordable housing. This Strategy however was mainly focused on the Housing Team within Economic Growth and the use of S106 money to provide additional affordable housing, over and above what was already being delivered. This was more of an issue in South Norfolk, which had a greater amount of S106 money for affordable housing, but the Strategy covered both Districts.

A member noted that the Council was very good at putting its residents first, and he commended the work of the Help Hub, especially its availability seven days a week until 10.00pm. He also commended the Council on its rapid distribution of Government grants at the start of the pandemic.

In response to a query about reference MT15, (page 120) Review and alignment of Constitutions, the Governance Manager advised the meeting that this was a long-term piece of work to ensure that processes and delegations were aligned to assist with effective governance across the One Team. However, both Constitutions would retain certain differences to reflect the two sovereign councils.

The Chairman asked that when amendments to the Constitution were made they be tracked, so that the Members could identify what the changes were.

In answer to a query regarding reference MT4 (page 117) Review of office accommodation, the Director of Resources confirmed that this work was ongoing and would come to members in due course. She reminded members that the One Team worked very differently now than they did prior to Covid and the review was about maximising the efficiency of the available office space. She added that running two offices was expensive and both would

require significant investment over the next 20 years, so this was seen as a priority.

The Chairman reiterated his irritation that the Accommodation Review report had been withdrawn from the November Cabinet agenda, as he considered that it should have proceeded through the Committee cycle.

Following a show of hands it was unanimously.

RECOMMENDED TO CABINET

To recommend that Council approves the adoption of the Delivery Plan for 2022-24, *as amended*.

109 GREATER NORWICH JOINT FIVE-YEAR INFRASTRUCTURE INVESTMENT PLAN AND ANNUAL GROWTH PROGRAMME

The Assistant Director Planning introduced the report, which sought agreement of the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2022 to 2027, approval of the allocation of Community Infrastructure Levy (CIL) to projects included within Annual Growth Programme and to agree the draft loan agreement for the drawdown of £6.733M to support the delivery of the Long Stratton Bypass.

The Committee were advised of the following three projects proposed within the Broadland area:

- Broadland County Park Horsford Crossing
- Yare Boat Club
- Yellow Pedalway extension (Airport to Broadland Northway)

In addition to the seven projects listed in the report, it was also proposed to allocate a further two million into the education programme at Norfolk County Council. This was set to be allocated to Hethersett School, if approved.

The Assistant Director for Planning explained that the Infrastructure Investment Plan also recommended a drawdown of £6.733 million of borrowing to support the delivery of the Long Stratton bypass.

Members were asked to note that the Place Shaping Panel had recommended approval of the Infrastructure Investment Plan, Growth Programme and the draft loan agreement for the Long Stratton bypass.

A member questioned the car based transport in the Plan and the delivery of the Long Stratton bypass, as a climate change risk assessment had

concluded that the UK was not doing enough to address climate change and the Greater Norwich Local Plan made it clear that car use should be reduced and alternative public transport encouraged. She, therefore, could not support the Plan.

In response the Director for Place confirmed that the Long Stratton bypass was a long-term strategic ambition of Norfolk County Council. There was a broader strategy across Greater Norwich that included significant investment in alternative public transport that centred on the City. However, a bypass was much needed for Long Stratton and this work would also include improvements to footpaths and cycleways in the village. A planning application, including an Environmental Impact Assessment would be going to the South Norfolk Planning Committee in the spring.

Following a show of hands it was:

RECOMMENDED TO CABINET

It is recommended that Cabinet recommends to Council that it:

- a) approves the Draft Five Year Infrastructure Investment Plan 2022-27 (Appendix 1);
- b) approves the proposed 2022/23 Annual Growth Programme (section 3 of Appendix 1);
- c) agrees the draft legal loan agreement for the draw-down of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass (Appendix E of Appendix 1) and to allocate £350,000 of the Infrastructure Investment Fund (IIF) to the cash reserve;
and
- d) Subject to the agreement of recommendation c), to delegate authority to the Council's Section 151 Officer and Director of Place in consultation with the Leader of the Council, to finalise the terms and sign the legal loan agreement on behalf of the Council.

110 ADOPTION OF THE NORFOLK GREEN INFRASTRUCTURE AND RECREATIONAL AVOIDANCE AND MITIGATION (GIRAMS) STRATEGY

The Assistant Director for Planning introduced the report, which proposed the adoption of the Norfolk Green Infrastructure and Recreational Avoidance and

Mitigation Strategy (GIRAMS) and the collections of related obligations from applications for residential development and other relevant development proposals, in accordance with the GIRAMS evidence and Policy three of the Greater Norwich Local Plan and to ensure that the Council continued to meet its legal duty under the Conservation of Habitats and Species Regulations 2017.

The Assistant Director Planning confirmed that the regulations would apply to new and reserved matters. They could not be applied retrospectively.

Following a show of hands it was:

RECOMMENDED TO CABINET

Cabinet to recommend to Council that it adopts the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation (GIRAMS) Strategy and resolves to begin collecting obligations from applications for residential development, and other relevant development proposals in accordance with the following requirements of Policy 3 of the Greater Norwich Local Plan:

All residential development will address the potential visitor pressure, caused by residents of the development that would detrimentally impact on sites protected under the Habitats Regulations Directive through:

- *the payment of a contribution towards the cost of mitigation measures at the protected sites (as determined under the Norfolk Green infrastructure and Recreational Impact Avoidance and Mitigation Strategy plus an allowance for inflation); and,*
- *the provision or enhancement of adequate green infrastructure, either on the development site or nearby, to provide for the informal recreational needs of the residents as an alternative to visiting the protected sites. This will equate to a minimum of 2 hectares per 1,000 population and will reflect Natural England's Accessible Natural Greenspace Standard.*

111 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

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

112 MICROSOFT ENTERPRISE AGREEMENT – CONTRACT AWARD

The Assistant Director ICT/Digital and Transformation introduced the exempt report, which provided details of a procurement exercise to award a new contract for the provision of Microsoft Licence Agreements for Broadland and South Norfolk Councils.

The procurement was delivered in accordance with the agreed timetable and the Councils' Contract Procedure Rules and formal approval to award the contract was sought from Cabinet.

Following a show of hands it was:

RECOMMENDED TO CABINET

That Cabinet approves the decision to appoint the provider for the Microsoft Licence Agreement, for a period of three years.

(The meeting concluded at 1.45pm)

Chairman

CABINET

Minutes of a meeting of Cabinet held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Tuesday 21 December 2021 at 6.00pm.

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

Apologies Councillor: F Whymark

Other Members in Attendance: Councillors: K Leggett and M Murrell

Officers in Attendance: The Director of Place, Director for People and Communities, Chief of Staff (Monitoring Officer), Assistant Director Finance, Assistant Director Planning, Assistant Director Regulatory, Assistant Director Economic Growth, Community Assets Manager, Business Improvement Team Manager, Internal Consultancy Lead - Waste Services and Democratic Services Officers (LA, JO).

216 MINUTES

The minutes of the meeting of Cabinet held on 23 November 2021 were agreed as a correct record; save for the correction of a typographical error to the apology for absence received from Cllr F Whymark

217 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.

218 OVERVIEW AND SCRUTINY COMMITTEE

The Vice-Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 14 December 2021, as each item was considered.

219 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Cabinet received the minutes of the Service Improvement and Efficiency Committee meetings held on 12 November and 7 December 2021.

220 PLACE SHAPING POLICY DEVELOPMENT PANEL

Cabinet received the minutes of the Place Shaping Policy Development Panel meeting held on 15 November 2021.

221 ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Cabinet received the minutes of the Environmental Excellence Policy Development Panel meeting held on 18 November 2021.

222 ECONOMIC SUCCESS POLICY DEVELOPMENT PANEL

Cabinet received the minutes of the Economic Success Policy Development Panel meeting held on 22 November 2021.

223 INTRODUCTION OF DISTRICT WIDE KERB SIDE FOOD WASTE COLLECTIONS SERVICE

The Internal Consultancy Lead - Waste Services introduced the report, which set out the option for introducing a forward funded expansion of the existing food waste collection service to the whole of the District in advance of an anticipated national roll out.

Members were advised that following the award of the Strategic Environmental Services Contract in August 2021, a further 6,500 households would be added to the food waste collection service from October 2022, which should generate an additional circa 538 tonnes of food waste collected a year and an increase to the recycling rate of approximately 1 percent..

Rolling out the scheme across the whole District would generate an estimated additional 1,900 tonnes of food waste collected adding an additional 3.8 percent to the overall recycling rate, meaning it would increase to circa 55 percent, with a corresponding reduction in residual waste collected, meaning the percentage of recycled material could reach 56-57 percent.

The expansion would initially come at a cost to the base budget, but there was an expectation that beyond the initial phase the costs would be at least part funded by the Government through New Burdens funding. However, there was no timeline for the

national rollout and, therefore, a risk that if the Council decided to expand the service in advance of the Government making the collection of food waste a mandatory requirement it might not be able to retrospectively recover the additional costs.

In response to the ongoing delays in the Government finalising and introducing the new policy, the Leader of the Council had written to the Secretary of State for Environment and Rural Affairs proposing that the Council act as a pilot for the expansion of food waste collections ahead of its formal implementation.

The Director for People and Communities informed the meeting that officers had spoken to DEFRA today in response to the letter sent by the Leader and they were enthusiastic to work with the Council on the expansion of the food waste collection service out from the urban fringe into more rural areas. However, there had been no commitment to a timeline, the funding package or a pilot scheme. Subsequent to these discussions an email had been received from DEFRA confirming that they were intending to fund any revenue or capital burdens on local authorities as a consequence of their statutory responsibility. Therefore, it was considered that the proposals in the report would not be financially detrimental to the Council.

The Portfolio Holder for Environmental Excellence welcomed this news and noted that the proposals would help the Council towards its 60 percent recycling target. She added that she wished to add a further recommendation 1a; 'That a District-wide food waste collection service commence in October 2022'. This was duly seconded and following a show of hands it was unanimously:

RESOLVED

To

1. Delegate the authority to the Assistant Director Finance and Assistant Director Community Services in consultation with the Portfolio Holder for Environmental Excellence and the Portfolio Holder for Finance to agree a contract variation to the Strategic Environmental Services contract to roll out a forward funded food waste collection service to the whole district funded from the Refuse Vehicle Replacement / Waste Reserve, in advance of any confirmation of the Government's future strategy and potential new burdens funding; and
- 1a. That a District-wide food waste collection service commence in October 2022; and
2. Delegate the authority to the Assistant Director Finance and the Assistant Director Community Services in consultation with the Portfolio Holder for Environmental Excellence and Portfolio Holder for Finance to agree to forward fund the capital costs of the food waste expansion scheme from the Refuse Vehicle Replacement / Waste Reserve, in advance of any confirmation of the Government's future strategy and potential new burdens funding; and
3. Note that a request has been made to DEFRA for them to forward fund the extension of the scheme and that the expansion is undertaken on the basis that beyond this initial phase the costs will be met by new burdens funding.

Reasons for Decision

To roll out a food waste collection service across the District.

224 ENVIRONMENTAL WASTE CONTRACT AND HYDROGENATED VEGETABLE OIL FUEL

The Internal Consultancy Lead - Waste Services introduced the report, which outlined the positive environmental impacts that using 100 percent Hydrogenated Vegetable Oil (HVO) in place of mineral diesel would have upon the delivery of the new Strategic Environmental Services contract from April 2022.

Cabinet was informed that the Council had undertaken a trial with an electric waste vehicle, but that the battery technology was not yet at a stage where a full collection round could be completed, which made this option unviable.

As an alternative means of reducing the amount of CO₂ that would be produced, the Council introduced an annual match funding pot of up to £50,000 to encourage bidders for the Strategic Environmental Services contract to utilise 100 percent HVO fuel.

HVO was typically 13-15 percent more expensive than diesel (currently £1.20, as opposed to £1.16 for diesel).

In the first year of the contract moving to 100 percent HVO fuel the cost to the Council would be an additional £12,800. These costs were likely to increase in future years, as the price of HVO increased. However, this would result in a direct reduction of some 10,490 tonnes CO₂ over the ten years of the contract. Moreover the use of a mixed aged fleet of waste collection vehicles would allow for some vehicles to be replaced during the contract when electric vehicles became cheaper and more operationally reliable.

The Leader noted the huge reduction in CO₂ emissions and the Portfolio Holder for Environmental Excellence emphasised how proactive the Council was in terms of recycling and reducing its carbon footprint.

RESOLVED

To note the positive environmental impacts that result from the Council providing match funding of up to £50,000 per annum to support the use of 100% Hydrogenated Vegetable Oil in the delivery of the Strategic Environmental Services Contract from April 2022.

Reasons for Decision

The report was a factual account.

225 HOUSING ALLOCATION POLICY REVIEW

The Housing and Wellbeing Manager introduced the report, which presented a review of the Council's Housing Allocations Policy and recommended updates reflecting learning since it was implemented in April 2021.

Members were informed that the Housing Team had been working with the new housing system and allocation policy since April 2021 with considerable success. This was despite it being implemented during a period of increasing demand, as well as a shortage of properties both in the private and social sector.

However, it was now felt that parts of the Policy needed modification now that it had been exposed to real cases and to ensure understanding by residents and stakeholders and in the interests of fairness and transparency. Changes were, therefore, proposed in the following three specific categories:

- A small number of changes to the core Policy, which were not working now that the Policy had been put into practice.
- Updating and rewording to clarify the Policy, as it has been found that residents were confused around what the policy means, or there was too much ambiguity in the policy, which affected interpretation.
- Splitting guidance from the core Policy to enable a clearer understanding. The policy document previously amalgamated the guidance, procedural document, and Policy. This had caused confusion as customers struggled to find the key information they needed.

An example of these changes was to modify the rules for non-qualification if the applicant had gifted, transferred, or spent assets and worsened their housing situation in order to access social housing.

It was also proposed to change the Housing Priority Bands from 1, 2, 3 and 4 to Emergency Band, 1, 2 and 3. This would more accurately reflect that the Emergency band was for people with an urgent medical need, including hospital discharge.

The Portfolio Holder for Economic Development advised the meeting that the Portfolio Holder for Housing and Wellbeing had sent in the following comments about the report:

When the Policy was agreed it was acknowledged that (like any policy) it may need finessing when put to use. It has come to light that there was some ambiguity and the proposed amendments seek to give clarity, both for our residents and the One Team.

One major change is the need for an Emergency banding. Currently many residents

in Band 1 are not in need of immediate accommodation. This gives clarity to the resident that they are our priority and we will find accommodation for them and this will also be true of our staff working on their behalf.

The Policy will have regular reviews, where we will seek to refine it further and ensure it is fit for purpose. As with this review we will seek to learn from real situations encountered by residents and staff.

In response to a query from the Portfolio Holder for Transformation and Organisational Development, it was confirmed that the new single data system for the service would provide savings of £72,987 over the next four years.

In answer to a query from the Leader it was confirmed that the Council's Local Lettings Policy remained unchanged.

The Portfolio Holder for Economic Development proposed amending the recommendation to:

To approve the proposed changes to the Housing Allocation Policy, *as set out in Appendix 2 and to review the Policy on an annual basis.*

This proposal was duly seconded and following a show of hands it was unanimously:

RESOLVED

To approve the proposed changes to the Housing Allocation Policy, as set out in Appendix 2 and to review the Policy on an annual basis.

Reasons for Decision

To improve and enhance the Council's Housing Allocation Policy.

226 REVIEW OF USABLE RESERVES

The Assistant Director Finance introduced the report, which provided an update on the Council's Usable Reserves position.

Cabinet was informed that the report was mainly for information and that the only actions proposed were to rename the 'Bridge Maintenance – Bure Valley Railway' reserve to 'Bure Valley Railway' reserve to reflect the Council's wider obligations and to delegate authority for additional environmental projects to be funded from the Environmental Projects Reserve.

The Assistant Director Finance suggested that, at this stage, it would be prudent to wait before making any other changes to the usable reserves.

In answer to a query raised by the Portfolio Holder for Finance the Portfolio Holder for Economic Excellence confirmed that she had received an email from the Assistant

Director Finance that confirmed that each year £20,000 was set aside from the revenue budget to fund bridge maintenance. In 2021/22 £110,000 would be used to fund fencing works, whilst the £30,000 in future years was to help fund the expenditure on bridges in the Capital Programme. The £30,000 in rent received from the BVR covered the Council's operating costs, not bridge maintenance.

In answer to a question from the Portfolio Holder for Planning about the Greater Norwich Local Plan (GNLP), the Assistant Director for Planning confirmed that the £145,000 contribution in the 2022/23 revenue budget was correct. This was in order to cover any modifications required to the GNLP, but that this sum would be returned to the Council if it was not required.

The Leader noted that the final sum would go to the Greater Norwich Development Partnership for approval.

Following a show of hands it was unanimously:

RESOLVED

To

1. Note the Usable Reserves Position; and
2. Rename the 'Bridge Maintenance – Bure Valley Railway' reserve to 'Bure Valley Railway' reserve; and
3. Agree that the Assistant Director Regulatory, in consultation with the Portfolio Holder for Environmental Excellence, has the authority to agree additional Environmental projects to be funded from the Environmental Projects Reserve (each project to be no more than £100,000 in value).

Reasons for Decision

To review the Council's usable reserves.

227 REVIEW OF ENVIRONMENTAL ENFORCEMENT PENALTIES

The Assistant Director Regulatory introduced the report, which requested that Cabinet determine the amounts of fixed penalty notice charges for specified environmental and anti-social behaviour offences (both full charge levels and early payment reduced charge levels).

Members were advised that the Council, as a regulatory authority, had arrangements in place for enforcement by way of serving fixed penalty notices (FPN) to deal with specific offences stipulated in current legislation.

The purpose of FPN enforcement was to secure efficient, timely and decriminalised ways of addressing and dealing with offenders, whilst avoiding court action, which was more resource-intensive and costly.

The Council, as a regulatory authority, had arrangements in place for enforcement by serving fixed penalties and ensuring the penalties were set at a correct level was a key factor in this. For example, setting them too high could result in the fines being challenged in court, and setting them too low would reduce their impact. During 2021 there had been ten FPNs in Broadland and South Norfolk so far.

It was also emphasised that FPNs were seen as deterrents, not reparations for the costs of dealing with the incident, however in line with DEFRA guidance, it was proposed that the proceeds of paid FPN charges be reinvested in the respective service area's revenue expenditure budgets to support further service delivery.

In answer to a query from the Portfolio Holder for Finance the meeting was advised that as the service became more successful FPNs would decrease, so there was little likelihood that the money reinvested to support service delivery would exceed what was required.

Following a show of hands it was unanimously:

RESOLVED

To

1. Agree the setting of Fixed Penalty Notice charge levels for specified environmental and anti-social behaviour offences as proposed in Appendix 1; and
2. Agree that the proceeds of paid fixed penalty notice charges be reinvested in the respective service area's revenue expenditure budgets to support further service delivery.

Reasons for Decision

To review and update the charge levels for environmental and anti-social behaviour offending enforcement.

228 STREET NAMING AND NUMBERING POLICY AND INTRODUCTION OF CHARGES

The Business Improvement Team Manager introduced the report, which proposed updating the policy for the street naming and numbering functions and introducing charges for the service.

It was confirmed that the Place Shaping Panel had considered the report and had

supported the recommendations, as had the Overview and Scrutiny Committee, with the exception of a charge for changing the name of existing properties.

The following amendments were proposed to be made to the Street Naming and Numbering Policy following the meetings above:

- Reference would be made to parish and town councils throughout the policy.
- An additional paragraph at 1.5 to state 'It is recommended that parish and town councils consider proposals for street names in advance of developments commencing, i.e. where local plan allocations, neighbourhood plan allocations or planning applications are approved and discuss these with developers'.
- The first bullet point at paragraph 6.1 to read 'Main roads should be numbered so that when travelling away from the centre of the settlement, odd numbers are on the left and even numbers are on the right'.
- Paragraph 1.1 would refer to Broadland District Council or 'the Council'.

Cabinet was informed that over the last 12 months, the Council had received 170 applications for the naming and numbering of properties and new roads. These requests ranged from single properties to large housing developments. If the charges proposed in the report were implemented they could generate approximately £34,000 towards the recovery of administrative costs. The report also contained comparison charges from neighbouring authorities.

Members were advised that, as part of the introduction of charges, it was also proposed to update and amend the existing Street Name and Numbering Policy.

The Portfolio Holder for Planning emphasised that the introduction of charges was not for profit, but to recover costs and that the fees would be reviewed regularly.

Cabinet was also informed that the Council had arrangements in place to encourage engagement between developers and parish and town councils and would be introducing a checkbox to the application form to establish that they had taken place.

The Portfolio Holder for Finance noted the amendment proposed by the Overview and Scrutiny Committee in respect of renaming existing houses, but did not see this as an issue, as it was the choice of the householder if they wished to change the name of their home.

The Leader concurred with this view, as this was a choice that would incur costs for the Council.

Following a show of hands it was unanimously:

RECOMMENDED TO COUNCIL

1. The introduction of charges from 1 April 2022 as set out in Appendix 1; and
2. The adoption of the Street Naming and Numbering Policy as set out in Appendix 3 with effect from 1 April 2022.

Reasons for Decision

To implement charges and update the Policy for the service.

229 S106 AGREEMENTS MONITORING FEES

The Business Improvement Team Manager introduced the report, which recommended the introduction of monitoring fees on developers to cover the Council's cost of overseeing compliance with legal obligations under section 106 agreements. This proposal reflected the changes enacted by the Community Infrastructure Levy (Amendment) (England) (No2) Regulations 2019, which came into force on 1 September 2019.

Cabinet was informed that currently Broadland was actively monitoring 43 S106 agreements on commenced development sites. These involved the monitoring of 137 obligations with approximately 667 triggers. Fees were not currently charged to cover the costs of ensuring compliance with these developer obligations.

Members' attention was drawn to section four of the report, where the proposed charges were set out. Based on the agreements currently monitored (excluding sites over 400 dwellings and multi-phased agreements), a total sum of £41,200 could have been received for the monitoring of the 37 agreements.

An answer to a query about development of over 400 dwellings, which were proposed to have bespoke fees, it was confirmed that these would be negotiated on a case by case basis using charges for smaller developments as a model, but to allow variations according to their complexity.

The Portfolio Holder for Planning noted that the introduction of charges would align the Council with Government guidance and proposed the recommendation in the report.

Following a show of hands it was unanimously:

RECOMMENDED TO COUNCIL

That the monitoring fees for section 106 agreements, as set out in Appendix 1, are adopted from 1 April 2022.

Reasons for Decision

To implement charges to cover the costs of monitoring S106 obligations, in line with Government guidance.

230 FORWARD PLAN

Cabinet received the Forward Plan. It was noted that the February Cabinet had a lot of items and that the Monitoring Officer was trying to move some items to a later date to make this meeting more focused on the budget.

231 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

216 FINANCE CASH RECEIPTING SYSTEM BUSINESS CASE

The Assistant Director Finance introduced the exempt report, which set out a business case for a joint cash receipting system.

Currently two different systems were used across both Councils, which required two licences, two log-in procedures and separate upgrades. A single system would simplify these processes significantly and deliver a five year saving of £59,370 compared to current costs.

Members were advised that the costs set out in the business case were based on current prices and that these might increase after 1 April 2022. However officers were confident that the system could be delivered by this date, as they remained in close contact with the provider.

It was noted that the Service Improvement and Efficiency Committee had made an amended recommendation that, in principle, the contract should be awarded, if it could be entered into before 1 April 2022. Cabinet concurred with this view and following a show of hands it was unanimously:

RESOLVED

To award a contract for a single Cash Receipting system for both Broadland District Council and South Norfolk Council, with an implementation date of 1 April 2022.

Reasons for Decision

To move to a single system in order to secure operational benefits and financial savings.

217 PLANNING, REGULATORY, HOUSING STANDARDS AND WASTE TEAM SERVICES IT MIGRATION

The Assistant Director for Planning introduced the exempt report, which proposed aligning the IT systems used by the Planning, Land Management, Regulatory, Housing Standards and Waste Teams.

Members were advised that the existing IT contracts for the above systems were either due to expire in 2022 or were (or would become) unsupported. The business case put forward four options for aligning the IT systems. Option 2 was the most cost effective and was recommended for approval.

Cabinet was informed that aligned IT systems would make significant non-cashable savings from a range of activities including, the time switching between systems, dual reporting and increasing the use of automated processes. It was estimated that this would total 2,223 staff hours per year.

Cabinet generally expressed concern regarding non-cashable savings being cited as part of the business case, as if they were actual savings it should be possible to cash them in.

In response it was confirmed non-cashable savings would be avoided in business cases in future. However, it was emphasised that the new IT system would make for much more efficient services across the Council that would allow officers more time to deliver and enhance services in other areas.

The Portfolio Holder for Transformation and Organisational Development noted that the annual savings after implementation of the new system would be £110,783.

In proposing the recommendation the Portfolio Holder for Planning emphasised that the new IT system would be of benefit to the whole Council.

Following a show of hands it was unanimously:

RESOLVED

To

1. Agree to the recommendations as set out in paragraphs 3.14 to 3.20 in Appendix 1, to approve option 2; and
2. Agree to the award of the contract as set out in paragraphs 3.15 and 3.21 to 3.23 in Appendix 1.

Reasons for Decision

To move to a single IT system in order to secure operational benefits and financial savings.

218 BROADLAND FOOD INNOVATION CENTRE- DYNAMIC PURCHASING SYSTEM

The Assistant Director Economic Growth introduced the exempt report, which sought approval for a contract award of a Dynamic Purchasing System (DPS) to serve the Broadland Food Innovation Centre project (BFIC).

It was explained that a DPS was an electronic procurement tool that was used to purchase goods, works and services that were commonly used by organisations or bespoke services.

If awarded, this system would efficiently facilitate the provision of relevant support services and technical capability to eligible businesses participating in Broadland Food Innovation Centre project.

It was emphasised that all funding for the DPS had been secured through a grant from the Ministry of Housing, Communities and Local Government.

Following a show of hands it was unanimously:

RESOLVED

To

1. Award the first set of suppliers (listed in Annex 2) which meet the specified procurement requirements a place on the BFIC DPS; and
2. Agree the process of selecting additional suppliers and awarding subsequent contracts as set out in Annex 1; and
3. Delegate authority to the Director of Place to make any required amendments to Annex 1 to ensure its continued appropriateness for the duration of the project; and
4. Delegate authority to the Director of Place to award individual contracts in line with the process set out in Annex 1.

Reasons for Decision

To facilitate the provision of relevant support services and technical capability to businesses at the Broadland Food Innovation Centre.

219 FUTURE MANAGEMENT OF STREETLIGHTS IN DRAYTON – DRAYTON PARISH COUNCIL

The Community Assets Manager introduced the exempt report, which sought approval for the transfer of streetlights in Drayton to Drayton Parish Council.

Cabinet was informed that the proposal followed ongoing discussions with Drayton Parish Council, which wanted to take over responsibility for the streetlights.

Following a show of hands it was unanimously:

RESOLVED

To

1. Agree to transfer Drayton Streetlights to Drayton Parish Council; and
2. Agree to transfer the special expenses balance collected from households in Drayton to Drayton Parish Council for the purpose of improving and maintaining streetlights in Drayton.

Reasons for Decision

To transfer Drayton streetlights management to Drayton Parish Council.

(The meeting concluded at 8.18 pm)

Chairman

CABINET

Minutes of a meeting of Cabinet held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, held on Tuesday 8 February 2022 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: M Murrell, and S Riley.

Officers in Attendance: The Managing Director, Director of Resources, Director of Place, Director of People and Communities, Chief of Staff (Monitoring Officer), Assistant Director of Finance, Assistant Director of Individuals and Families, Assistant Director ICT/Digital and Transformation, Housing and Wellbeing Senior Manager, Housing and Benefits Manager and Democratic Services Officers (LA, JO)

Cabinet held a minute's silence in memory of Jackie Sadd, who had recently passed away. The Leader noted that Jackie had been a valued member of the Finance Team at the Council for many years and would be sadly missed.

236 MINUTES

The minutes of the meeting of Cabinet held on 21 December 2021 were agreed as a correct record, save for the correction of a minor typographical error.

237 MATTERS ARISING

Minute No: 233 – Planning, Regulatory, Housing Standards and Waste Team Services IT Migration

The Director for Place advised the meeting that since the last meeting it had become evident that it would be more expedient to enter into a contract for the new IT system through a framework via South Norfolk Council. This could be delegated across to South Norfolk, with protection in place in respect of the General Data Protection Regulation and the ability to withdraw from the contract and re-enter into one directly, if this should be necessary. There would be no financial impact for this change in arrangements.

238 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.

239 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee informed the meeting that the In Year Budget Options item had not been available for consideration by the Committee at its meeting on 1 February 2022. He noted that officers had suggested that members would have the opportunity to question and have input into recommendations via Cabinet and Council, however, he wished to record that he disagreed with this view, as the Committee would not have had the opportunity to fully scrutinise the report ahead of a decision being made.

Cabinet was informed of the views expressed by the Committee when it reviewed the rest of the Cabinet Agenda on 1 February 2022, by the Chairman of the Overview and Scrutiny Committee, as each item was considered.

240 PLACE SHAPING POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting of the Panel held on 24 January 2022. Two of the items considered by the Panel were on today's agenda. The Extension to Belaugh Conservation Area report would be brought to the next meeting of Cabinet.

241 IN YEAR BUDGET OPTIONS

The Leader advised members that item 14 on the agenda, (Delivery Plan 2022-2024) was to be deferred to the 15 March 2022 meeting of Cabinet to allow the projects and initiatives set out in the In Year Budget Options report to be included, if agreed by Council.

The Assistant Director Finance introduced the report, which detailed the Council's additional income, savings and efficiencies generated during 2021/22 and recommended the creation of new Earmarked Reserves to support the progress of a number of projects.

Cabinet were advised that the financial performance of the Council so far this year had been strong. In addition to this further one off income had also been received and the One Team had identified significant revenue savings and efficiencies during this period.

This in-year surplus of income over expenditure, gave the Council a one-off opportunity to: invest in carbon reduction initiatives; invest in staff; bring forward future service enhancements; and put aside money to support future initiatives.

Members' attention was drawn to section three of the report which set out a number of proposals for consideration. These were:

- £685,000 Progress Towards Carbon Net Zero
- £725,000 Accelerating our Growth Agenda
- £594,000 Supporting our Communities
- £22,500 Our Environment
- £551,000 Investing in our talent and pipeline for the One Team

These projects totalled £2,578,000.

The Portfolio Holder for Finance noted that this was an exceptional report, as the Council was not usually in such a favourable position. The report was being brought forward in Quarter Three, so that the projects in it could be progressed at pace to assist residents as much as possible during these very difficult times.

This report would be followed by a far more detailed report setting out the projects; each of which would have a full business case that would allow the Overview and Scrutiny Committee to fully scrutinise them.

The Portfolio Holder for Finance added that Norfolk Strategic Fighting Fund Allocation was in the savings table, as at this stage only £30,000 had been spent from this pot.

The Portfolio Holder for Economic Development advised the meeting that the Norfolk Strategic Fighting Fund had been used towards the Norwich/Cambridge Tech Corridor. Further money from this pot had been committed to business initiatives, start-up grants and economic growth in the District generally.

The Leader commended the report and looked forward to the business cases for these projects being brought forward.

Following a show of hands it was unanimously:

RECOMMENDED TO COUNCIL

To agree the creation of new Earmarked Reserves to support the opportunities identified in section 3 of the report.

Reasons for Decision

To utilise additional income to support residents, enhance the environment and drive economic growth in the District.

242 REVENUE BUDGET AND COUNCIL TAX 2022/23

The Assistant Director Finance introduced the report, which presented a summary of the Council's draft 2022/23 Revenue Budget and contained details of the proposed fees and charges for 2022/23.

The main area to highlight in the report was the proposal to keep Council Tax for a Band D property at £129.91 for 2022/23, the same as 2021/22.

The Provisional Local Government Finance settlement for 2022/23 was announced in December 2021 and the Budget was based on these figures. Since then the final settlement had been announced with a slightly higher figure, however, again it only covered one year, which made longer term finances harder to predict. Due to this the Medium-Term Financial Plan (MTFP) showed a funding gap developing in 2023/24 of approximately £1m. The primary reason for this was the expected reduction in New Homes Bonus grant after this year and the cessation of one-off Government Grants.

It was proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure of 4.9 percent. Garden waste fees would be frozen at current levels.

The Council recouped its costs for street lighting in Great Witchingham and Hellesdon through the Special Expense's mechanism. It was proposed to keep these at the same level as 2021/22.

The advice of the s151 officer in determining the Council's budget and Council Tax, as required by the Local Government Act 2003, was:

- Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.
- Assuming Cabinet and Council agree the revenue budget, as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

The Assistant Director for Finance informed the meeting that there had been a minor amendment to the Revenue Budget Requirement, set out in Appendix A (which had been circulated to Cabinet). This had previously shown the Planning salaries understated by £110,000. This had been corrected and offset by Planning income of £54,000 and Contingency of £56,000. There was no change in the net costs of services as a result of this, which remained at £11,168,000.

The Portfolio Holder for Finance advised the meeting that the Revenue Budget and the revised Delivery Plan sought to advance the Council's priority areas, which it would seek to deliver at pace. She emphasised that the good financial position that the Council found itself in was a result of hard work from officers and members.

She added that members were mindful of the difficulties faced by residents with rising inflation and fuel prices and so had chosen to freeze Council Tax, which coupled with the energy rebate that the One Team would be administering would help mitigate residents

financial difficulties. Once the budget was agreed, work would commence on next year's budget and she was confident that the funding gap developing in 2023/24 could be filled.

The Portfolio Holder for Finance proposed, as an additional recommendation, to use the surplus of £271,000 by creating a new Accommodation Requirement Reserve, for the future office accommodation of the Council, whether that be at Thorpe Lodge or in a new building.

The Leader noted that the Council faced inflationary pressures and had only received a one year settlement, which made forward financial planning difficult. These issues together with the pandemic had to be recognised and dealt with as effectively in the future as the Council had done in the past. He thanked officers and the Portfolio Holders for their hard work in going through their budgets and achieving this very positive position. He also noted how effectively collaboration between the two council's was working. The Chairman of the Overview and Scrutiny Committee thanked Portfolio Holders for attending the Committee, which had allowed the budget to be thoroughly scrutinised. He noted that the Council had adequate reserves to cover the funding gap in the short term, if necessary and that the finances of the Council were in good stead.

The proposed amended recommendation was duly seconded and following a show of hands it was unanimously:

RECOMMENDED TO COUNCIL

1. The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance (attached at Appendix 1 to the signed copy of these minutes);
2. That the Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £6,165,139 and for Special Expenditure shall be £120,154;
3. That the Band D level of Council Tax be £129.91 for General Expenditure and £2.53 for Special Expenditure; and
4. Changes to the proposed fees and charges as set out in section 5.
5. To create a new Accommodation Requirement Reserve, as detailed in Appendix A.

RESOLVED

To note

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

Reasons for Decision

The report was a factual account.

243 CAPITAL STRATEGY AND CAPITAL PROGRAMME 2022/23 TO 2026/27

The Assistant Director Finance introduced the report, which presented the Capital Strategy and proposed the Capital Programme for 2022/23 to 2026/27.

Members' attention was drawn to the Capital Programme at Appendix B, which totalled £9.1m for 2022/23. The overall Capital Investment Programme over the five year period to 2026/27 was £21.8m.

Included in the Capital Programme was £3m for Broadland Growth Ltd, £1m for an IT replacement programme, £153,000 for the Food Hub Project and £1m per year for Disabled Facilities Grants. Works for Thorpe Lodge remained in the Programme until the matter of future office accommodation was determined. A new item in the Capital Programme was Waste Vehicles, which was a more cost effective means for funding the Waste Service.

The Portfolio Holder for Finance noted the available funding for Broadland Growth Ltd, which members were keen to see bring forward further developments. She also drew attention to a number of projects that would require a business case to be brought to Cabinet.

The Portfolio Holder for Environmental Excellence confirmed that the Council was no longer exploring options for developing a new waste depot, as stated in paragraph 5.1, and would instead be refurbishing the Frettenham depot.

Following a show of hands it was unanimously:

RECOMMENDED TO COUNCIL

To agree the Capital Strategy and the Capital Programme for 2022/23-2026/27(attached at Appendix 2 to the signed copy of these minutes).

Reasons for Decision

The report was a factual account.

244 TREASURY MANAGEMENT STRATEGY STATEMENT 2022/23

The Assistant Director Finance introduced the report, which set out the Treasury Management Strategy Statement 2022/23 and associated policies.

Members were advised that as at the end of December 2021 the Council had treasury investments of £61.8m. Broadland had a duty to protect the public purse and therefore the key treasury management principle was to ensure monies were not placed at undue risk, by investing with appropriate counterparties or instruments commensurate with the Council's risk appetite.

The Council had due regard to revised Treasury Management and Prudential Codes in the drafting of the Treasury Management Statement and one of the requirements was that councils did not borrow to invest in purely commercial ventures. This was not an issue for Broadland, which was currently debt free and the current capital expenditure plan showed no requirement to borrow.

The Council continued to use its ethical investment policy for its treasury management function and kept an up-to-date review of the creditworthiness of the counterparties that it invested with.

The Bank Rate rose from 0.10 to 0.25 percent in December 2021. However, the Council's treasury advisors, anticipated no higher rate than 0.75 percent by March 2023. On that basis the expected investment return for 2022/23 had been calculated as £400,000. This relatively small return was part of the reason for investing in Broadland Growth Ltd, as it would generate a greater level of return as well providing more housing.

The Portfolio Holder for Finance emphasised that the Council sought to make sustainable investments where possible. She also advised the meeting that Qatar had now been added to the list of countries that the Council chose not to invest in despite their creditworthiness.

Following a show of hands and it was unanimously:

RECOMMENDED TO COUNCIL

1. The Treasury Management Strategy Statement 2022/23;
2. The Treasury Management Policy Statement 2022/23;
3. The Annual Investment Strategy 2022/23;
4. The Treasury Management Practice (TMP1);
5. The Treasury Management Scheme of Delegation;
6. The Prudential Indicators; and
7. The Minimum Revenue Provision (MRP) Statement.

(attached at Appendix 3 to the signed copy of these minutes).

Reasons for Decision

The report was a factual account.

245 COUNCIL TAX ASSISTANCE SCHEME 2022/23

The Housing and Benefits Manager introduced the report, which proposed changes to the Council Tax Assistance Scheme for the financial year 2022/23.

The Council was required to review and approve its Council Tax Assistance Scheme on an annual basis.

Following the review it was proposed to make changes to the scheme to optimise the way Council Tax Assistance was assessed and target financial help to those who were most in need. The changes were drawn up in collaboration with members over the course of four member workshops and a ten week public consultation, which was broadly supportive of the proposed changes.

The Police and Crime Commissioner's Office was fully supportive of the proposals. Norfolk County Council acknowledged the correspondence, but did not confirm whether or not they supported the proposals.

The changes proposed would ensure the Council was being responsive to the current economic climate and ensure that assistance was effectively distributed to residents and ensure help was provided where it was needed.

The Portfolio Holder for Finance emphasised that the main aim of the changes was to simplify the scheme for officers and residents, as well as to be fair and to be cost neutral. The £5 increase to the non-dependant deduction for all non-dependents, was not considered unreasonable and would also encourage people to work.

The Portfolio Holder for Housing and Wellbeing advised the meeting that he had been on the Joint Working Group, which had done a huge amount of work to ensure that the scheme was equitable.

The Chairman of the Overview and Scrutiny Committee informed the meeting that the Committee had concerns about individuals being made aware of the discretionary relief available and recommended that Cabinet consider if the £5 a week increase to the non-dependent deduction in Council Tax Assistance was a reasonable change to make to the Scheme.

In response, the Housing and Benefits Manager confirmed that the change affected 52 residents and they would all be contacted directly and advised of the hardship fund and how to apply to it. This number was so small that the Housing and Benefits Team could easily cope with this workload.

The Portfolio Holder for Housing and Wellbeing confirmed that those in need would not be disadvantaged by the proposed changes.

Following a show of hands and it was unanimously:

RECOMMENDED TO COUNCIL

To approve the changes to the Council Tax Assistance Scheme for the financial year 2022/23 (attached at Appendix 4 to the signed copy of these minutes).

Reasons for Decision

To improve and simplify the Council Tax Assistance Scheme.

246 GREATER NORWICH JOINT FIVE-YEAR INFRASTRUCTURE INVESTMENT PLAN AND ANNUAL GROWTH PROGRAMME

The Director for Place introduced the report, which sought agreement of the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2022 to 2027, as well as approval of the allocation of Community Infrastructure Levy to projects included within the Annual Growth Programme and to agree the draft loan agreement for the drawdown of £6.733m to support the delivery of the Long Stratton bypass.

The Committee were advised of the following three projects proposed within the Broadland area:

- Broadland County Park Horsford Crossing
- Yare Boat Club
- Yellow Pedalway extension (Airport to Broadland Northway)

The Committee was advised that the sum to support the delivery of the Long Stratton Bypass was only a small element of the project, as 70 percent was being provided by Government.

The Portfolio Holder for Housing and Wellbeing confirmed that he was pleased to see that a new High School at Rackheath and the Green Loop cycleway had been prioritised for future investment.

Following a show of hands and it was unanimously:

RECOMMENDED TO COUNCIL

To

- a) approve the Draft Five Year Infrastructure Investment Plan 2022-27 (Appendix 5 attached to the signed copy of these minutes);
- b) approve the proposed 2022/23 Annual Growth Programme;
- c) agree the draft legal loan agreement for the draw down of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass and to allocate £350,000 of the Infrastructure Investment Fund (IIF) to the cash reserve; and,
- d) Subject to the agreement of recommendation c), to delegate authority to the Council's Section 151 Officer and Director of Place in consultation with the Leader of the

Council, to finalise the terms and sign the legal loan agreement on behalf of the Council.

Reasons for Decision

To support the provision of infrastructure in the District.

247 ADOPTION OF THE NORFOLK GREEN INFRASTRUCTURE AND RECREATIONAL AVOIDANCE AND MITIGATION (GIRAMS) STRATEGY

The Director for Place introduced the report, which proposed the adoption of the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) and the collections of related obligations from applications for residential development and other relevant development proposals, in accordance with the GIRAMS evidence and Policy three of the Greater Norwich Local Plan and to ensure that the Council continued to meet its legal duty under the Conservation of Habitats and Species Regulations 2017.

It was explained that the Regulations required the Council to mitigate the footprint of visitors and growth and, therefore, it was proposed to introduce a tariff of £185.93 per new dwelling, to build up a fund that could be used for green infrastructure mitigation measures. It was proposed to introduce the tariff on 31 March 2022.

The governance for the distribution, prioritisation and apportionment of the fund was being finalised, but was likely to follow that of the Community Infrastructure Levy model across Greater Norwich. A review of the Strategy would be held within 18 months to inform the delivery of specific mitigation projects.

The Portfolio Holder for Planning informed the meeting that this was a very important Strategy that should be adopted to protect and enhance the green infrastructure in the District.

It was confirmed that the tariff would be countywide and distribution agreed on a countywide basis. The funding could be used to support and enhance existing green infrastructure, as well as new sites to help spread the footfall across recreational space.

Following a show of hands and it was unanimously:

RECOMMENDED TO COUNCIL

To adopt the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation (GIRAMS) Strategy (attached at Appendix 6 to the signed copy of these minutes) and resolves to begin collecting obligations from applications for residential development, and other relevant development proposals in accordance with the following requirements of Policy 3 of the Greater Norwich Local Plan:

All residential development will address the potential visitor pressure, caused by residents of the development that would detrimentally impact on sites protected under the Habitats Regulations Directive through:

- *the payment of a contribution towards the cost of mitigation measures at the protected sites (as determined under the Norfolk Green infrastructure and Recreational Impact Avoidance and Mitigation Strategy plus an allowance for inflation); and,*
- *the provision or enhancement of adequate green infrastructure, either on the development site or nearby, to provide for the informal recreational needs of the residents as an alternative to visiting the protected sites. This will equate to a minimum of 2 hectares per 1,000 population and will reflect Natural England's Accessible Natural Greenspace Standard.*

Reasons for Decision

To meet legislative requirements.

248 FORWARD PLAN

Cabinet noted the Forward Plan.

The Leader noted that there would be a number of additional projects going on the Forward Plan, as a result of the In Year Budget Options proposals.

249 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

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

250 MICROSOFT ENTERPRISE AGREEMENT – CONTRACT AWARD

The Assistant Director ICT/Digital and Transformation introduced the exempt report, which provided details of a procurement exercise to award a new contract for the provision of Microsoft Licence Agreements for Broadland and South Norfolk Councils.

The procurement was delivered in accordance with the agreed timetable and the Councils' Contract Procedure Rules and formal approval to award the contract was sought from Cabinet.

Following a show of hands it was unanimously:

RESOLVED

To appoint the provider for the Microsoft Licence Agreement, for a period of three years.

Reasons for Decision

To award a contract for the provision of IT software.

(The meeting concluded at 7.15pm)

Chairman

DRAFT

In Year Budget Options – Recommendation from Cabinet 8 February 2022

Extract from Cabinet report– Section 3 - Opportunities

3 OPPORTUNITIES

3.1 The in-year additional income, savings and efficiencies, detailed in the section above, 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.

3.2 The following suggestions are therefore put forward for consideration.

Amount	Theme	Projects and Benefits
£685k	Progress Towards Carbon Net Zero	<p>Having undertaken a comprehensive carbon audit of the council's activities it is clear there are opportunities for the council to make significant strides towards being carbon net zero and reducing wastage, including:</p> <ul style="list-style-type: none"> • Electric vehicle charging points in Broadland car parks, making use of available Government grant funding, to future proof and support the tourist economy • The introduction of a staff travel planning tool to enable and encourage staff to reduce their commuting carbon footprint and costs, and to assist as a recruitment brand and offer. • Increased green energy across the Council's estate.
£725k	Accelerating our Growth Agenda	<p>To match the council's ambition around growth requires investment in our capacity and capability to take forward a number of key development projects. This includes:</p> <ul style="list-style-type: none"> • Enhanced Growth delivery and financial capacity for 24 months, to enable major projects to be taken forward at pace, to be replenished by capitalising costs against key projects going forwards • Investment in our capacity to work alongside town and parish partners to make the best use of infrastructure spending • Subject to the outcomes of an ongoing review, increased capacity in our development management function to provide professional advice and management of the high number of large-scale planning applications in the district and take forward a number of other workstreams

Amount	Theme	Projects and Benefits
		<ul style="list-style-type: none"> A reserve dedicated to front funding feasibility (and other advance works) to move forward large capital project work and take advantage of funding opportunities as they arise.
£594k	Supporting our communities	<p>With the council and residents still feeling the aftereffects of the pandemic, the council can look to increase its investment in supporting its communities, including</p> <ul style="list-style-type: none"> Support with those experiencing hardship and to help continue to prevent tenancy breakdown. Investment in our owned temporary and domestic abuse accommodation to improve conditions for residents and the energy efficiency of the buildings Creation of a reserve to look at the expansion of our temporary accommodation estate, to support those in need and reduce our use of hotels and bed and breakfast accommodation, subject to a business case in 22/23 Q2
£22.5k	Our Environment	<p>Ongoing investment in our place and protecting the natural assets of Broadland;</p> <ul style="list-style-type: none"> Investment in our waste reduction and recycling communications using targeted marketing and social media campaigns to help move towards the council's ambitious objective of a 60% of household waste being recycled
£551k	Investing in our talent and pipeline for the One Team	<p>The opportunity created by the in-year efficiencies offers an opportunity to invest in our One Team's capacity to delivery its delivery plan, and its future talent;</p> <ul style="list-style-type: none"> Investing in our programme and project management capacity to accelerate the delivery of key IT infrastructure to enable best in class services Expansion of our successful apprenticeship programme, with a focus on known hard to recruit professions in the organisation.
£2,578k	Total	

3.3 If Cabinet recommends to Council proceed with the above allocations this would result in the creation of new earmarked reserves which will then be drawn on to deliver the projects above.

REVENUE BUDGET AND COUNCIL TAX 2022/23

Report Author:	Rodney Fincham, Assistant Director - Finance t 01508 533982 e rodney.fincham@southnorfolkandbroadland.gov.uk
Portfolio Holder:	Finance
Wards Affected:	All
Purpose of the Report:	This report provides information affecting the Council's revenue budget for 2022/23 in order for the Cabinet to make recommendations to Council on 24 February regarding the Council's budget and council tax for 2022/23.

Recommendations:

- 1 That Cabinet recommends to Council:
 - 1.1 The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
 - 1.2 That the Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £6,165,139 and for Special Expenditure shall be £120,154.
 - 1.3 That the Band D level of Council Tax be £129.91 for General Expenditure and £2.53 for Special Expenditure.
- 2 That Cabinet agrees:
 - 2.1 Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
 - 3.1 The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
 - 3.2 The Medium-Term Financial Strategy projections.

1 SUMMARY

- 1.1 It is the responsibility of the Cabinet to prepare a revenue budget for approval by Council. Based on consideration of the information in this report, Cabinet needs to make recommendations to the Council meeting in February where the council tax, including the element relating to preceptors, will be decided.
- 1.2 This report presents a summary of the Council's draft 2022/23 Revenue Budget and contains details of the proposed fees and charges for 2022/23.
- 1.3 This report is divided into a number of sections that as a whole cover the various elements that need to be considered when setting the Council's budget for the coming year and the council tax for the District.

Section 2	Revenue Budget Requirement 2022/23
Section 3	Local Government Finance Settlement
Section 4	Budget Consultation
Section 5	Fees & Charges
Section 6	Medium Term Financial Strategy
Section 7	Reserves
Section 8	Council Tax
Section 9	Special Expenses
Section 10	Advice of Chief Finance Officer / Section 151 Officer.

2 REVENUE BUDGET REQUIREMENT 2022/23

- 2.1 The proposed revenue budgets and associated Delivery Plan seek to advance the Council's priority areas:
- Growing the Economy
 - Supporting individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively.

- 2.2 The draft budget requirement for 2022/23 is summarised in the following table.

	Pay £'000	Non Pay £'000	Income £'000	Net £'000
Chief of Staff	1,365	1,085	-53	2,397
Resources	2,054	2,505	-318	4,241
Place	2,506	1,630	-2,363	1,773
People & Communities	2,139	21,387	-20,769	2,757
Net Cost of Services	8,064	26,607	-23,503	11,168

- 2.3 A more detailed breakdown is shown in **Appendix A**, and the main changes to the base budget are as shown in **Appendix B**. All spending areas have been reviewed to ensure that there are appropriate budgets for service areas, and these accord with the Delivery Plan.

Staffing Costs

- 2.4 The proposed budget includes provision for a cost of living rise of 2% in 2022/23. It also includes £180,000 for performance related pay. Staff terms and conditions are determined under local pay bargaining arrangements, and negotiations are currently ongoing.
- 2.5 Within the staffing budgets, most areas have either a static establishment, or a small reduction where savings have been generated via the One Team savings programme. The only significant change (as agreed by Cabinet on 6 July 21 – Skills and Training Project report) is that the Council has now increased its vacancy factor from 2% to 3.5% (which is in line with historical experience), and has used this change to fund an increase in the number of apprenticeship posts that it will offer.
- 2.6 Members will also be aware of a number of temporary additional roles to support the Council's Covid response. These are being fully funded from Covid grant monies and do not represent any additional cost to the Council.

Community Infrastructure Levy (CIL)

- 2.7 CIL is not included within the Council's revenue budget as it relates to funding for infrastructure and is accounted for separately to the Council's revenue budget, with the exception of the agreed 5% proportion for administration of the scheme by the Council, which is estimated to be £350,000 in 2022/23 (£150,000 in 2021/22).). However, it is difficult to predict with certainty the level of income from CIL as it depends upon the commencement of the Development.

Joint Working

- 2.8 As a result of the joint working with South Norfolk, the workforce operates as 'one team' supporting two councils. Some staff are still fully charged to one authority (for instance all leisure staff are charged to SNC as only SNC operate leisure centres). However, all joint costs have been split SNC 55% / BDC 45% since 1 January 2020.
- 2.9 In order to monitor the savings from the joint working with Broadland, a Cost and Saving Tracker is maintained, and progress against this is monitored as Measure 1 within the Strategic Performance and Finance Report. All the savings delivered to date have been built into the 2022/23 budgets.

COVID Budgets

- 2.10 Covid continues to have impacts on our residents, businesses and our operations. No new additional Covid budgets have been included for 2022/23. However it is likely that some of the budgets allocated to support our Covid response in the current year will be carried forward as a number of our support programmes will be continuing.

Refuse Services

- 2.11 Within the 2022/23 Budget we have included:
- The cost of the new Strategic Environmental Services Contract. This includes an allowance for use of HVO fuel.
 - The roll out of a forward funded food waste collection service to the whole district funded from the Refuse Vehicle Replacement / Waste Reserve, in advance of any

confirmation of the Government's future strategy and potential new burdens funding (as agreed by Cabinet on 21 December 2021).

- An allowance for MRF processing costs of £620,000. However, given that the agreement is now for a variable gate fee the actual costs will vary from this figure.

3 LOCAL GOVERNMENT FINANCE SETTLEMENT

- 3.1 The Provisional Local Government Finance settlement for 2022/23 was announced on 16th December 2021.
- 3.2 The Final Local Government Financial settlement will be announced in the coming weeks and officers will provide a verbal update to the Cabinet meeting if information is available at that time. It is proposed that any changes from the provisional settlement are managed through reserves, so as not to impact on Council Tax setting and that this is delegated to the s151 Officer.

Grant Figures

- 3.3 The following table shows the key grant figures.

	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
Business Rates Baseline (Note 1)	11,156	11,419	12,411	11,872	11,872	11,872
Business Rate Tariff	-8,471	-8,653	-9,552	-8,996	-8,996	-8,996
Baseline Need	2,685	2,766	2,859	2,876	2,876	2,876
New Homes Bonus	2,066	2,008	2,174	2,318	1,625	1,333
Services Grant (Note 2)						198
Lower Tier Services (Note 3)					366	129
Revenue Support Grant	804	438		30	31	32
Total	5,555	5,512	5,033	5,224	4,898	4,568

Note 1: The Business Rates baseline is the predicted / reference level of Business Rates that the authority is expected to retain. This is different to the actual amount retained which includes a proportion of the growth in business rates.

Note 2: Services Grant is a new one off grant in 22/23.

Note 3: The Lower Tier Services Grant was announced as a one off grant for 21/22, but has been continued into 22/23.

- 3.4 The above table demonstrates the Councils reliance on Business Rates income and new homes bonus.

Business Rates Income

- 3.5 The Norfolk local authorities participated in a business rates retention pool in previous years. Any additional retained growth from pooling was allocated to a Norfolk wide 'Joint Investment Fund' which was used to fund projects across Norfolk.
- 3.6 In 2021/22, due to the risk of a significant drop in Business Rate income due to Covid, no retention pool was formed.
- 3.7 For 2022/23 a business rates retention pool has again been formed. However rather than all gains being allocated to a Norfolk wide 'Joint Investment Fund' this time any gains will be shared between the authorities.

New Homes Bonus Grant

- 3.8 The provisional allocation for 2022/23 is £1,333,360, of which £48,720 relates to the Affordable Homes Premium (174 x £350 x 80%). The New Homes Bonus Grant for 2021/22 was £1,624,543.
- 3.8.1 A small proportion of the New Homes Bonus is passed over to the Broads Authority for new homes built within its area, reflecting their role as the planning authority.
- 3.9 The Government is still due to report back on the consultation it carried out in April 2021, on the future of this housing incentive. The indication is that this change will include moving to a new, more targeted approach which is aligned with other measures around planning performance. A new approach is a risk for this Council within the medium-term financial plan.

Services Grant

- 3.10 The Government is introducing a one-off Services Grant in 2022/23. The Government says that the new grant provides funding to all tiers of local government in recognition of the vital services delivered at every level of local government. It includes funding for local government costs for the increase in employer National Insurance Contributions. The Government intends this to be a one off grant for 2022/23.

Lower Tier Services Grant

- 3.11 Although this was announced as a one off grant for 21/22, this has been continued into 22/23. However the Government has stated this is again only a 1 year grant.

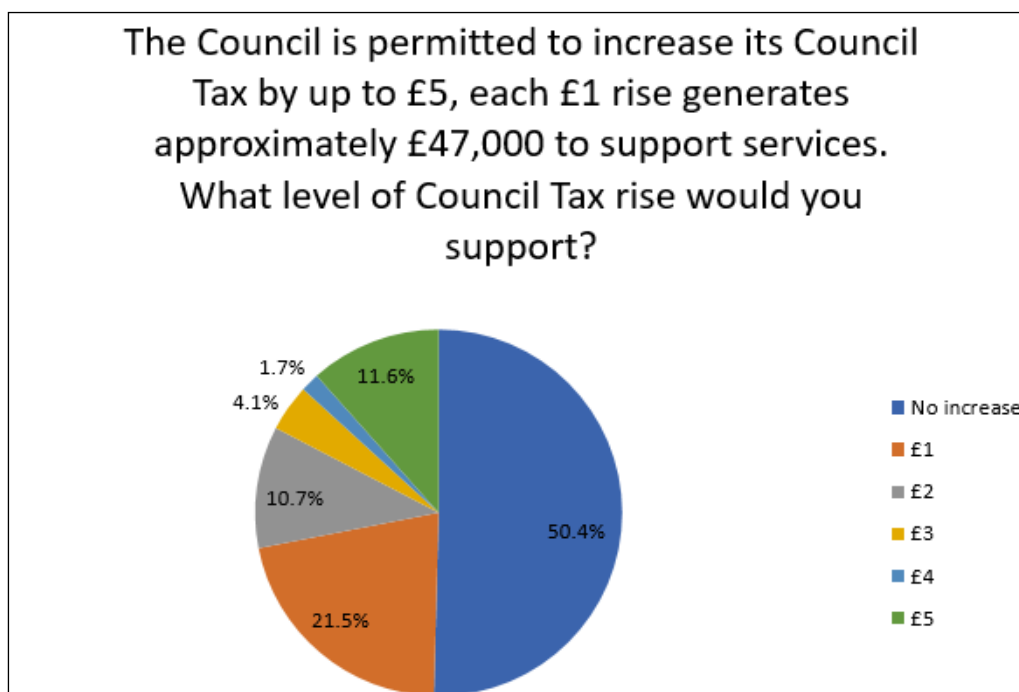
Service Specific Grants

- 3.12 The Council continues to receive Housing Benefit Administration Grant for the administration on Housing Benefit. However, this is reducing over time as the benefit moves over to Universal Credit.
- 3.13 The Council will receive £302,458 in Homeless Prevention Grant in 2022/23 (2021/22 £296,502).

4 BUDGET CONSULTATION

- 4.1 The Council undertook a budget consultation via its website between 9 December 2021 and 17 January 2022. The consultation was promoted on our website and via twitter.
- 4.2 The consultation received 122 responses. Although this is a higher number of responses than in recent years, it still may not be representative of the population.
- 4.3 The key messages from this year's budget consultation exercise are:
- There was 58% support to target resources primarily on those most in need.
 - There was a mixed response to investing in commercial ventures, 45% supported, 44% did not, and 11% did not express a view.
 - There was 54% support for targeting resources to encourage business growth.
 - There was 69% support for charging service uses for discretionary services, as opposed to charging general taxpayers.

4.4 Regarding increasing council tax there was a range of responses as follows:



5 FEES & CHARGES

5.1 It is proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure of 4.9%. Exceptions are detailed below.

Garden Waste Bin Charges

5.2 This year it proposed to freeze all Garden Waste bin charges as follows:

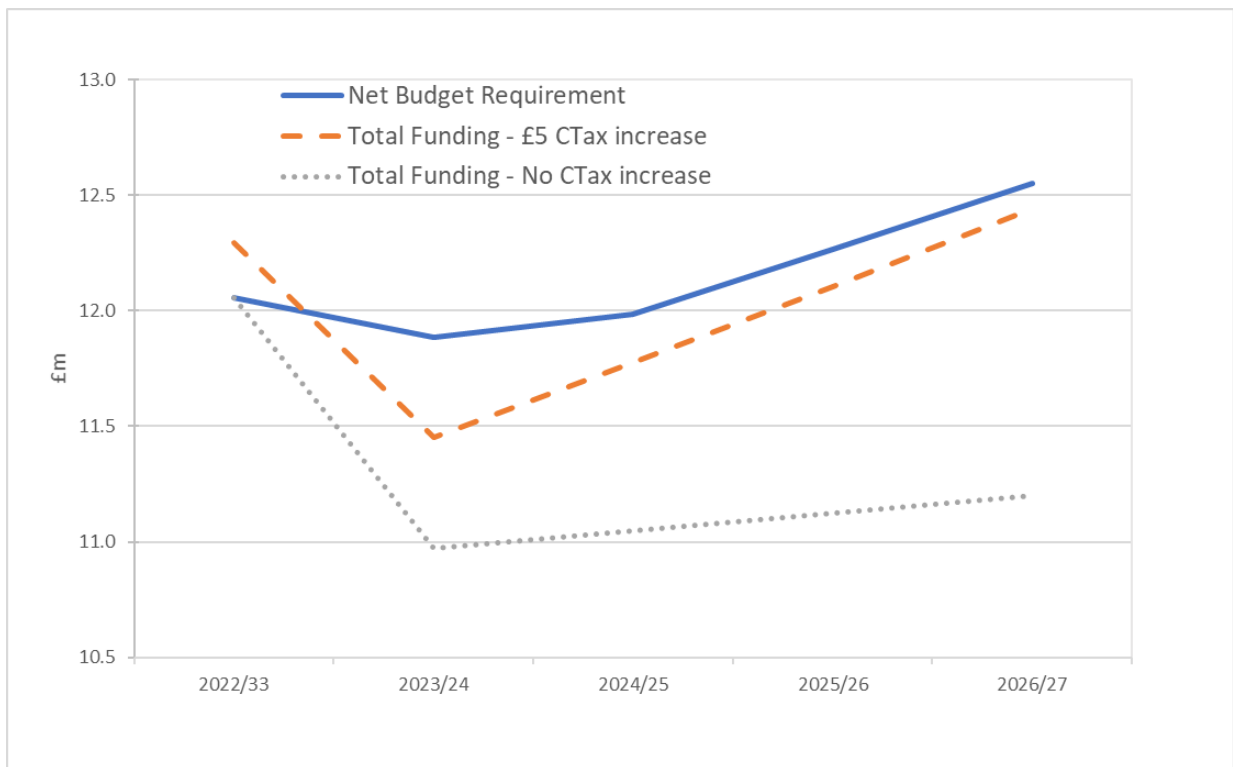
	21/22 charge	22/23 Proposed Charge
Direct Debit customers	£51.00	£51.00
Non-Direct Debit Customer	£58.50	£58.50
Re-joining Fee	£20.00	£20.00

Non-Domestic Rate Court Costs

5.3 During 2021/22, the Council took Court action against a number of business rate debtors for non-payment. The Court judged that it was appropriate to charge a summons fee of £32 and a liability order of £30 – in line with the Council Tax rates. The fee and charge rates have therefore been amended to reflect this. The Council sets the level of costs; however the court have the power to reduce them if they see fit.

6 MEDIUM TERM FINANCIAL STRATEGY

- 6.1 The following graph shows the Council's projected Net Budget Requirement compared to the predicted Total Funding over the next few years.



- 6.2 **Appendix C** provides the Medium-Term Financial Plan (MTFP) figures supporting this graph.
- 6.3 This shows a funding gap developing in 2023/24 of approximately £1m. The primary reason for this is the expected reduction in new homes bonus grant after this year, and the cessation of the one off Government Grants.
- 6.4 The figures in the plan are based on the 2022/23 Local Government Finance Provisional Settlement. Future year funding figures are uncertain due to the Government's ongoing funding review, which is expected to be consulted on in 2022/23 and introduced for 2023/24.
- 6.5 The Council has benefited from growth in Business Rates income. Changes to the Business rates retention scheme are expected in 2023/24. However as yet we do not know what impact these will have on the Council.
- 6.6 Members therefore have a difficult decision regarding whether or not to increase Council Tax this year. Increasing Council Tax protects the Council's income base and helps address the future predicted funding gap. However any increase will be an extra cost to taxpayers.

7 RESERVES

General Revenue Reserve

- 7.1 The impact of the proposed revenue budget on the General Revenue Reserve is shown in the table below:

	With Council Tax Rise £'000	Without Council Tax Rise £'000
Estimated Balance as at 1 April 2022 (Excluding potential underspend in 21/22)	6,382	6,382
Funding Gap (with / Without £5 Council Tax Rise)	237	-
Projected balances as at 31 March 2023	6,619	6,382
Funding Gap (with / Without £5 Council Tax Rise)	-432	-912
Projected balances as at 31 March 2024	6,187	5,470
Funding Gap (with / Without £5 Council Tax Rise)	-208	-937
Projected balances as at 31 March 2025	5,979	4,533

- 7.2 The projected General Fund Balance remains above the recommended minimum level of £1.2m. However, there is a need to address the funding gap over the medium term.
- 7.3 In reality, provided the Council does address the funding gap, then the balance on the General Revenue Reserve is unlikely to fall as shown in the table above.

8 COUNCIL TAX

Taxbase

- 8.1 The tax base for 2022/23 is 47,457 Band D equivalent households. The projected tax base has increased by 1.7% compared to the tax base in 2021/22. This is due to housing growth in the district and officers working to identify new properties as soon as they are taxable.

Council Tax Referendum limit

- 8.2 As a shire district council authority, the Council is allowed to raise its Band D Council Tax by the greater of £5 or 2% without breaching the Council Tax Referendum limit.
- 8.3 Under the Localism Act, local communities have the power to decide if a Council Tax rise is excessive. Any district council that wishes to increase its Council Tax beyond the prescribed limit is required to hold a referendum to seek the approval of the electorate. The process of holding a referendum would have implications on cash flows and investment interest, as well as costing in excess of £150,000.

BDC Council Tax

- 8.4 It is proposed that Broadland Council keeps its Council Tax for a Band D property at £129.91 for 2022/23.
- 8.5 The Council Tax is calculated by taking the total income to be collected (£6,165,139) and dividing this by the Taxbase (47,457).

Norfolk County Council (NCC)

- 8.6 NCC have the option of increasing their Council Tax by 2%, plus an additional 1% Adult Social Care Precept (plus any social care precept rise not used in 21/22). The actual increase is yet to be confirmed.

Police and Crime Panel

- 8.7 The Police and Crime Panel have the option of increasing their Council Tax by £10. The actual increase is yet to be confirmed.

Parishes

- 8.8 At the time of writing, parish precepts for 2022/23 were still being set. A full list of precepts will accompany the Council Tax report to Full Council. Broadland Council has no influence over the level of these precepts.
- 8.9 For 2022/23, the Government has again decided not to apply any thresholds for Council Tax increases set by Parish and Town Councils, which if exceeded would trigger a referendum.
- 8.10 Officers will use the information provided by the preceptors in producing the Council Tax resolution for the Full Council meeting on 24th February.

9 SPECIAL EXPENSES

- 9.1 Where a Parish/Town Council requires this Council to run specific services, then the cost is recouped through the special expense's mechanism. For BDC this only relates to street lighting in Great Witchingham and Hellesdon.
- 9.2 It is proposed to keep the special expense band D charge the same as 21/22.
- 9.3 The Band D charges being proposed are as follows:

	21/22 Band D C Tax	22/23 Band D C Tax
Drayton (Note 1)	£27.89	N/A
Great Witchingham	£20.97	£20.97
Hellesdon	£30.24	£30.24

Note 1: Responsibility for the streetlights in Drayton passes to the parish council on 1st April 22..

10 ADVICE OF THE SECTION 151 OFFICER

- 10.1 The Local Government Act 2003 places two specific requirements on an authority's Section 151 (s151) Officer in determining the Council's budget and Council Tax. Under section 25, the s151 Officer must advise firstly on the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves.
- 10.2 **Appendix D** contains the full advice of the s151 officer on these matters.
- 10.3 In summary the advice is:

BDC

- Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.
- Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

Section 114

- 10.4 The Section 151 Officer is also required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure.
- 10.5 Section 114 notices are rare, and the advice of the Section 151 Officer is that the possibility of such a notice being required at Broadland Council is very remote at the present time.

11 OTHER OPTIONS

- 11.1 Cabinet can propose an alternative revenue budget, capital programme and Council Tax to Council, subject to the advice of the s151 Officer on the prudence and robustness of the budgets.

12 ISSUES AND RISKS

- 12.1 Resource Implications – These budget proposals set out the resource plans for the Council during 2022/23.
- 12.2 There are always a number of unknown variables at the time of setting the budget. Where this is the case, officers have made prudent estimates based on the most up to date information available.
- 12.3 Legal Implications – The Council has a legal duty to set a balanced budget.
- 12.4 Equality Implications – The budget contains reductions in spending without impacting on the level of service that our residents presently receive – for instance as a result of the joint working with South Norfolk Council. There are also increases in fees and charges, with discounts available for some services to residents on low incomes. Officers believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.
- 12.5 Environmental Impact - The budget will allow the Council to deliver its statutory duties in respect of the environment.
- 12.6 Crime and Disorder - The budget will allow the Council to deliver its statutory duties in respect of the community safety.

13 CONCLUSION

- 13.1 The proposed 2022/23 revenue budget is balanced and has no calls on general revenue reserves, subject to the final Government Finance Settlement figures not changing substantially from the provisional figures.
- 13.2 It is proposed that Broadland Council keeps its Council Tax for a Band D property at £129.91 for 2022/23.
- 13.3 Some fees and charges have been increased for service areas and commercial activities.
- 13.4 Over the next few years, the Council needs to find annual savings or additional income in addition to the collaborative savings, primarily because the level of Government funding is expected to continue to decrease in future years.
- 13.5 Increasing Council Tax protects the Council's income base and would help address the future funding gap.
- 13.6 There is increased financial risk while future changes to the funding formula and business rates are still under discussion. The amount of the New Homes Bonus remains a major risk and is to subject to further Government reforms and the successful delivery of enough new homes.

14 RECOMMENDATIONS

- 1 That Cabinet recommends to Council:
 - 1.1 The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
 - 1.2 That the Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £6,165,139 and for Special Expenditure shall be £120,154.
 - 1.3 That the Band D level of Council Tax be £129.91 for General Expenditure and £2.53 for Special Expenditure.
- 2 That Cabinet agrees:
 - 2.1 Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
 - 3.1 The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
 - 3.2 The Medium-Term Financial Strategy projections.

APPENDIX A: REVENUE BUDGET REQUIREMENT 2022/23

	FTE	Pay £'000	Non Pay £'000	Income £'000	Net £'000	Prior Yr FTE	Apprentice Adjust	21/22 Budget £'000
Chief of Staff								
Executive Team	3.6	359	4	0	363	4.1	-0.45	373
Chief of Staff	5.8	276	171	-18	429	6.1	-0.45	414
Governance	6.9	301	624	-33	892	7.0		924
Human Resources	4.5	191	286	-2	475	5.4	-0.90	543
Apprentices (now centralised)	11.7	238	0	0	238		4.95	
	32.5	1,365	1,085	-53	2,397	22.5	3.15	2,254
Resources								
Corporate Costs (inc pension sum)		225	1,123	-2	1,346			1,262
Finance & Procurement	9.2	360	74	0	434	10.4	-0.45	452
Council Tax & NNDR	16.7	515	57	-249	323	15.9		333
ICT & Digital	11.2	570	778	0	1,348	12.1	-0.90	1,369
Transformation	5.1	225	9	0	234	5.6		276
Customer Services	2.6	40	0	0	40	2.3		55
Facilities	4.6	119	464	-67	516	4.6		615
	49.3	2,054	2,505	-318	4,241	50.8	-1.35	4,362
Place								
Economic Growth	11.7	501	1,146	-516	1,131	11.1	-0.45	1,005
Community & Envir Protection	8.1	392	82	-46	428	7.3		374
Food, Safety & Licensing	5.3	223	30	-186	67	5.4		99
Planning	26.0	1,057	282	-1,395	-56	26.4		191
Building Control		0	38	0	38			38
Business Support	12.6	333	52	-220	165	11.7	-0.45	144
	63.6	2,506	1,630	-2,363	1,773	61.9	-0.90	1,851
People & Communities								
Communities and Early Help	11.5	430	176	-118	488	11.8	-0.90	579
Housing Standards & Ind Living	9.2	374	27	-100	301	11.1		289
Housing Benefit Payments			15,000	-15,060	-60			-60
Housing and Benefits	27.5	942	1,095	-1,544	493	27.9		454
Waste Services	10.1	393	5,089	-3,947	1,535	9.9		2,772
	58.3	2,139	21,387	-20,769	2,757	60.7	-0.90	4,034
Cost of Services								
	203.7	8,064	26,607	-23,503	11,168	195.9	0.00	12,501
Precept - Internal Drainage Board					268			260
Interest Payable					4			9
Investment Income					-404			-355
Council Tax Deficit / (Surplus) (Offset by Covid Grant 21/22)					-95			-295
Transfer to Refuse Vehicle Replacement / Waste Reserve					630			0
Transfer to / (from) Street Lighting R&R Fund					98			113
Transfer to / (from) Bridge Reserve.					20			20
Transfer to Future Accommodation Requirement Reserve.					271			0
Transfer to / (from) General Fund Balance					0			-16
					11,960			12,237
Funded by								
Council Tax - District Element (no rise in C Tax in 22/23)					6,165			6,062
Council Tax - Special Expenses (Drayton taking back streetlights)					120			170
NNDR (Business Rates) - Baseline Income					2,876			2,876
NNDR (Business Rates) - Retained Growth					1,107			1,107
New Homes Bonus					1,333			1,625
Services Grant					198			0
Lower Tier Services Grant					129			366
RSG / Other Government Grants					32			31
					11,960			12,237

APPENDIX B: BUDGET MOVEMENTS

The main changes to the base budget are as shown in the table below.

	£'000	£'000
Base Budget 2021/22		12,501
Inflationary Cost Pressures		9
Inflationary Increases in Fees & Charges		-12
Salary Related Changes		
Pay inflation (21/22 extra 0.5% and 22/23 2%) / Reward & Recognition	254	
1.25% rise in Employers National Insurance Contributions	49	
Net change in salary costs	-59	
Increase in pension payment for pension deficit £692k to £712k	20	264
Cost Pressures		
Increase in external audit fees	10	
FIC Budgets included (cost in initial years until lettings are taken up)	112	
Payment to Norfolk Parking Partnership Enforcement (never budgeted)	10	
Community & Environmental Protection	4	
Planning – Increasing Environment and Ecology costs	18	154
Reductions in Income		
Contribution to Economic Growth team ends	38	
Planning – Neighbourhood plans (Only expecting 2 payments in 22/23)	60	
Housing Benefit Lower income from HB overpayments, as move to UC	83	181
Savings		
Executive Team	-14	
Chief of staff	-3	
Governance	-40	
HR	-27	
Corporate Costs	-8	
Finance & Procurement	-7	
Council Tax & NNDR	-10	
ICT & Digital	-18	
Transformation - Reduction of one internal consultancy post	-18	
Transformation	-22	
Facilities – Includes catering saving	-78	
Economic Growth	-41	
Car Parks & Public Conveniences	-9	
Community Assets	-31	
Community & Environmental Projection	-2	
Food, Safety & Licensing	-2	
Business Support	-1	
Communities and Early Help	-31	
Housing Standards & Independent Living	-1	
Housing and Benefits – Internal consultancy officer	-22	
Housing and Benefits	-20	
Waste – New Contract £630k, which will be set aside in reserve	-630	
Waste – Clinical waste	-69	
Waste – MRF	-262	
Waste – Retendering	-125	-1,491

	£'000	£'000
Growth in Income		
Chief of staff	-2	
Governance	-1	
HR	-2	
Facilities	-1	
Community & Environmental Projection	-1	
Licensing – Private hire vehicle licensing £57k to £76k, in line with 20/21	-19	
Planning – Cil income estimate increased from £150k to £350k	-200	
Community Development – Contributions £21k to £64k, in line with 20/21	-37	
Housing Standards & Independent Living	-13	
Housing and Benefits	-4	
Waste – Increase in garden waste subscribers to 35,000	-158	-438
Base Budget 2022/23		11,168

APPENDIX C: MEDIUM TERM FINANCIAL PLAN (MTFP)

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Base Net Expenditure	11,168	11,168	11,212	11,256	11,481
<u>Recurring Adjustments:</u>					
Inflationary Pressures		223	224	225	230
Collaboration Savings		-200	-200		
Increase in pension contribution		20	20		
Base Net Expenditure for following year	11,168	11,212	11,256	11,481	11,711
<u>Non Recurring Adjustments</u>					
Internal Drainage Board Precept	268	273	279	284	290
Investment Income - General	-400	-350	-300	-250	-200
Transfers to / (from) Earmarked Reserves	1,019	748	748	748	748
Net Budget Requirement	12,055	11,883	11,983	12,264	12,549

Funded by					
Council Tax - District Element (No increase)	6,165	6,239	6,314	6,390	6,466
Council Tax - Special Expenses	120	120	120	120	120
Council Tax - (Deficit) / Surplus	95	0	0	0	0
NNDR (Business Rates)	3,983	3,983	3,983	3,983	3,983
New Homes Bonus - Legacy Payments	542				
New Homes Bonus - New Scheme	792	500	500	500	500
Other Government Grants	359	129	129	129	129
Total Funding - Without £5 Council Tax Increase	12,055	10,971	11,046	11,122	11,198
Total Funding - With £5 Council Tax Increase	12,293	11,451	11,775	12,105	12,443

Funding Gap / (Annual Surplus) - No CTAX increase	0	912	937	1,142	1,351
Funding Gap / (Annual Surplus) - £5 CTAX increase	-237	432	208	158	106

Council Tax Calculation - No Council Tax Increase					
Council Taxbase (Homes)	47,457	48,026	48,603	49,186	49,776
Council Tax	129.91	129.91	129.91	129.91	129.91
	6,165	6,239	6,314	6,390	6,466

Council Tax Calculation - £5 Council Tax Increase					
Council Taxbase (Homes)	47,457	48,026	48,603	49,186	49,776
Council Tax (including parish element)	134.91	139.91	144.91	149.91	154.91
	6,402	6,719	7,043	7,373	7,711

APPENDIX D: ADVICE OF THE s151 OFFICER

The advice of the s151 officer on the robustness of the estimates included in the budget, and on the adequacy of the financial reserves is as follows.

1 Robustness of Estimates

- 1.1 The budget estimates have been produced on a prudent basis, with an emphasis on identifying the existing cost pressures the Council faces and a realistic level of savings and efficiencies. The budget has been constructed so that all known costs are budgeted for, and income budgets are based on realistic projections. The budget is therefore constructed on a prudent basis.
- 1.2 There are however a number of significant potential risks in the robustness of the estimates as follows:
 - There is likely to be an ongoing impact due to Covid. Monies have been set aside however there is a risk that these could be insufficient.
 - The expected changes to the formula for council funding and changes to the business rates retention scheme is a source of major uncertainty at the present time, as the impact of any changes could have a variety of impacts. While best estimates have been made, the impact of these changes on the council's funding remains unclear.
 - There is an assumption that the Council is able to collect the level of Council Tax planned. The Council has consistently performed well in this area. As Universal Credit is rolled out, the Council is working to ensure that it can manage any resultant customer debt issues.
 - The Council depends on a number of contractors, suppliers and partners to deliver services. The use of partners is important as a delivery model for certain services, and there is a risk that some of these either contract their activities or cease to exist altogether. There could be cost implications that arise should this occur. Where it appears likely that this may happen with particular organisations, then the Council will take appropriate contingency measures to mitigate the impact.
 - There is a risk that the economy stalls and growth is not as assumed in the Medium-Term Financial Strategy. If this were to occur, it would impact on the level of income received by the Council through its fees and charges as well as income from business rates retention. There would also be an impact on the demand on the services provided by the Council such as increasing homelessness and benefit claimants. This in turn would lead to an increase in the savings required in future years.
 - Budget estimates have been prepared on a cautious basis, limiting costs and growth where possible and ensuring income expected to be received, both through fees and charges and grant streams are at a level officers are confident can be delivered. There is a risk that this will be overly sensitive.
- 1.3 Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.

2 Adequacy of Reserves

- 2.1 As s151 officer I am also required to report on the adequacy of reserves.
- 2.2 Section 26 of the Local Government Act 2003 gives the Secretary of State power to fix a minimum level of reserves for which an authority must provide in setting its budget. The Secretary of State has the view that section 26 would only be used "...in which an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty."
- 2.3 The level of reserves is predicted to remain at the level required to finance the medium-term financial strategy. The plans in the Capital Programme include using earmarked reserves to fund an element of the capital programme over the next five years.
- 2.4 The projected level of the main General Fund reserve held by the Council at 31st March 2023 is £6.4m (excluding any 2021/22 surplus). This level of reserves provides sufficient flexibility should any of the assumptions made in this budget prove too optimistic.
- 2.5 Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

Recommendation from Cabinet 8 February 2022 – Capital Strategy and Capital Programme

Appendix A Capital Strategy

1 Purpose

- 1.1 The purpose of this Capital Strategy is to outline the Council's approach to capital investment, and how the Council ensures that capital investment is prudent, affordable and directed to the Council's Corporate Priorities.
- 1.2 The Capital Strategy is a partner document to the Medium-Term Financial Plan (MTFP), the Broadland and South Norfolk – "Our Plan" 2020-2024, the ICT Strategy, the Commercialisation Strategy, the Council's Delivery Plan, the Council's Budget (Revenue and Capital), the Treasury Management Policy and the Annual Investment Strategy.

2 Vision for the District

- 2.1 This strategy seeks to deliver our vision for the district as set out in the Broadland and South Norfolk – "Our Plan" 2020-2024. Our ambitions are:
 - 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.

3 Definition of Capital Expenditure

- 3.1 Capital expenditure is defined in Section 16 of SI 2003/3146 as:
 - Expenditure that results in the acquisition, construction or enhancement of fixed assets (tangible and intangible)
 - Expenditure fulfilling one of the definitions specified in regulations made under the Local Government Act 2003
 - Expenditure which has been directed to be treated as capital by the Secretary of State (for example, grants made to third parties for the purpose of capital expenditure).

4 Requirement for a Capital Strategy

- 4.1 The Local Government Act 2003 requires local authorities to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Prudential Code "requires local authorities to have regard to wider management processes (option appraisal, asset management planning, strategic planning and achievability) in accordance with good professional practice".

- 4.2 As part of the Prudential Code authorities are required to produce a capital strategy and are also required to estimate their capital expenditure over the next three financial years, which will form a part of the budget setting process each year.
- 4.3 The capital strategy helps address the strategic long-term purpose of investment and therefore stretches for many years.
- 4.4 The strategy provides the starting point for the capital programme and a framework for the effective use of the Council's resources and will influence the direction of treasury management. The Prudential Code permits the Council to determine the appropriate level of capital investment to deliver quality public services, subject to affordability.

5 Priorities

- 5.1 This Capital Strategy focuses investment to deliver the Council's corporate priorities, while also contributing to the Council's financial sustainability by supporting opportunities to develop more efficient service delivery and to generate additional income.
- 5.2 The current capital expenditure priorities are set out in the Capital Programme.
- 5.3 This strategy is a living document which evolves over time to incorporate ongoing capital liabilities which will need to be met in the future alongside other investment decisions. In order to determine future liabilities, the Council will need to commission condition surveys for Council assets. The Capital Strategy will also need to be developed in line with the asset management plan. The Capital Strategy is a corporate document and requires a cross-Council approach to be effective.

6 Capital Assets

- 6.1 The main council buildings are likely to present the greatest ongoing capital liability for the Council over the next 20 years.
- 6.2 In addition to these assets, capital expenditure will need to be incurred on the upgrade of IT equipment and improvements to the IT Infrastructure.

7 Capital Financing

- 7.1 The Council can finance its capital programme from various sources as follows:
- Revenue.
 - Revenue Reserves
 - Capital Receipts from asset disposals
 - Grants
 - Tax Increment Financing (TIF).
 - Private Finance Initiative/Public Private Partnership
 - CIL
 - Borrowing.

- 7.2 Over the next few years, the total amount of investments and cash will fall as cash is spent on the capital programme and earmarked reserves are spent.
- 7.3 The proposed total resources available to finance the current capital programme going forward from 2022/23 and slippage from 2021/22 will be in the region of £21.8 million as set out below:

Resources	£million
Capital Receipts	3.7
Grants	5.3
Revenue Reserves	12.8
Borrowing Requirement	0
Total	21.8

- 7.4 The use of reserves means that the Council's cash is projected to reduce in the short term. This reduction means that further capital expenditure in this period would need to be funded from generating additional resources or external borrowing.

8 Borrowing

- 8.1 Under the Prudential Code, Councils determine how much they will borrow as long as any borrowing is affordable and prudent, thus clearly linking the financing of capital with the Treasury Management Strategy and the revenue budget.
- 8.2 The consequence of the funding position is that the Council may be required to borrow to finance any additional capital expenditure in the coming period. However, any borrowing must be affordable in line with the requirements of the prudential code.
- 8.3 Under the Prudential Code, Councils are not permitted to borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any commercial investments will be within the District and are primarily intended to deliver economic and housing regeneration and growth.
- 8.4 The need to borrow is not based on our levels of investment balances/reserves but on the Council's capital financing requirement (CFR).
- 8.5 The total amount of debt that the Council can take on needs to be affordable. Affordability will be kept under review as part of the Treasury Management Strategy and when setting revenue and capital budgets It will reflect the need for prudence along with the risk appetite of the Council.
- 8.6 There are many sources of borrowing available to the Council and it is likely that the Council will utilise a mix of these to spread the risk around loan maturities and future interest rates. Sources include:
- Public Works Loan Board (PWLb)
 - Borrowing from other local authorities

- Borrowing via the Municipal Bonds Agency (MBA)
- Borrowing from institutions such as the European Investment Bank and directly from commercial banks
- Borrowing from the money markets
- Local Authority stock issues and bills
- Commercial paper
- Structured Finance.

8.7 HM Treasury issued new guidance regarding PWLB lending on 12 August 2021. The effect of this guidance is that PWLB borrowing can only be taken out to support service delivery, housing, economic regeneration, preventative action, and treasury management. It includes a definition of investment assets bought primarily for yield, which the PWLB will not support. Additionally, under the Prudential Framework local authorities cannot borrow or invest for speculative purposes. The government and CIPFA are clear that borrowing to invest for yield is not permitted under the Prudential Framework. BDC has no such projects in its Capital Programme.

8.8 The purpose of this Capital Strategy is to outline the Council's approach to capital investment, and how the Council ensures that capital investment is prudent, affordable and directed to the Council's Corporate Priorities.

9 Priorities for the Capital Programme / Option Appraisal

9.1 The need for capital investment is driven by a number of factors both internal and external to the council. The diagram below illustrates a number of these.



- 9.2 Within the funding constraints outlined above, it is necessary to set clear priorities for capital expenditure. All expenditure proposals require a clear business case to justify the expenditure. The policy on capitalisation is included in the Council's annual accounts. Capital expenditure is authorised by Cabinet and Full Council through the budget setting process and monitored on a quarterly basis through reports to Cabinet.
- 9.3 Potential proposals should be assessed in line with the Council priorities. The table below highlights capital expenditure that is already planned or could be undertaken to meet the Council's 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
Contribution to Food Hub Project	Disabled Facilities Grants	Development/Purchase of Low Cost/Affordable Housing	Delivering the ICT Strategy and Systems Transformation
Property Development	Warm Homes Grants	Investment in Refuse Services	Improvements to the Council's operational buildings
Strategic Economic Developments to boost growth	Green Homes Grants	Wheeled Bin Purchases	Works to office accommodation
	Enabling greater access for all across the district – accessible public conveniences	Street Lighting Replacement Programme	

10 Partnerships

- 10.1 Partnership working is certain to continue and is likely to assume greater significance given the state of public finances so this strategy needs to ensure that any capital requirements identified through partnership work can be considered alongside other bids for capital funds.
- 10.2 Broadland District Council's collaborative working with South Norfolk District Council is likely to create a wide number of opportunities to work jointly on capital projects that will benefit both authorities. If the expectation is that the nature of the projects are large scale, significant capital expenditure is likely. Managers of capital projects should be encouraged to adopt or at least make reference to this Capital Strategy, affirming that the project(s) are in line with current priorities and vision moving forward

- 10.3 The Council is a member of the Greater Norwich Growth Board (GNGB). Expenditure, both capital and revenue, is directed by the Greater Norwich Business Plan, reviewed and updated annually by the Board and supports the delivery of growth over the GNGB area which comprises Broadland, Norwich and South Norfolk Councils, Norfolk County Council and the Local Enterprise Partnership.

11 Equalities

- 11.1 Capital projects must give consideration to the Equalities Act 2010.
- 11.2 Promoting equality and diversity is vital for tackling discrimination and social exclusion.

12 Risk Management

- 12.1 As part of the project business case, capital projects should be risk assessed. Any mitigation actions should be included in the project business case. With diversity of partnership working, including joint venture working as described above, local authorities' assessment of risk management becomes increasingly important.
- 12.2 The main financial risk is associated with actual performance against expected. Excessive costs incurred due to unforeseen circumstances and project slippage can lead to increased pressure on future year's budgets. This can be mitigated by having robust business cases and monitoring through the life of the project.
- 12.3 The risk around borrowing is managed by use of Prudential Indicators that are calculated annually as part of the budget setting process and revisited at each year's actual outturn and a decision on how much the council can afford to borrow.

13 Advice of the Section 151 Officer

- 13.1 The Section 151 Officer is specifically required to report on the deliverability, affordability and risks associated with the capital strategy.
- 13.2 Deliverability is underpinned through the embedding of capital expenditure within the business planning process and use of specialist advice where required, for example, in assessing the plans to deliver commercial property investments.
- 13.3 The prudential indicator of net financing costs to net revenue income stream from taxation and central government provides a view of financial sustainability. This is set out in the Treasury Management Strategy elsewhere on this agenda.
- 13.4 The key risks in this strategy are as follows:
- **Economic** – Changes in the economy could mean that investments undertaken in line with the strategy do not deliver the anticipated benefits or returns. Prudent assumptions have been made on the level of returns that can be expected.

- **Timing** – Delays incurred during the implementation phase of particular projects could impact on the returns in the short term. Effective project management and monitoring is undertaken to mitigate this risk.
- **Interest Rates** – It has been assumed that interest rates will stay at their current low levels. The exact timing of any borrowing will determine the exact interest rates on external debt incurred as part of this strategy. The interest rate outlook is kept under review so that the strategy can be changed should rises in interest rates become probable.
- **Government Policy** – The strategy is aimed to deliver quality services and to improve the sustainability of the Council. Should government policy change in a way that prevents parts of the strategy being implemented, increases its cost or reduces the expected benefits, then the strategy would need to be revised.

14 Conclusion

- 14.1 This Capital Strategy represents a prudent and affordable approach to investment in the Council's assets to support service delivery and to contribute to the Council's financial sustainability over the next five years

Appendix B Capital Programme

Capital Programme - Scheme	Provisional Projects - i.e. those requiring a business case and/or Member approval to progress	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Total 2022-27 £
Broadland Growth							
Broadland Growth Financing	Y	3,000,000	4,000,000				7,000,000
Resources							
IT - Annual Replacement Programme		200,000	200,000	200,000	200,000	200,000	1,000,000
IT - Members IT refresh		47,000					47,000
IT - System Replacement Programme		225,000	225,000	225,000	225,000	225,000	1,125,000
IT - WIFI		180,000					180,000
IT - Remote Working Solution		45,000	135,000				180,000
Thorpe Lodge Works		421,751	272,770	132,534	70,312	41,632	938,999
Place							
Street Lighting		34,800	35,300	38,300	38,300	38,300	185,000
Bure Valley Railway		90,000	90,000	90,000	30,000	30,000	330,000
Food Hub Project		513,012					513,012
Contingency for Food Enterprise Zone		420,000					420,000
Travellers Sites	Y	300,000					300,000
Buildings at Risk / Historic Buildings Grants		15,000	15,000	15,000	15,000	15,000	75,000
People & Communities							
Disabled Facilities Grants		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Minor Improvement Grants		30,000	30,000	30,000	30,000	30,000	150,000
Changing Places (Disabled Public Conveniences)	Y	20,000					20,000
Temporary Accommodation - Security Improvements		9,000					9,000
Waste Vehicles				943,045	61,523	186,421	1,190,989
Waste Depot	Y	2,465,369					2,465,369
Bins - Domestic Waste		90,000	90,000	90,000	90,000	90,000	450,000
Bins - Recycling (Brown)		35,000	35,000	35,000	35,000	35,000	175,000
Food Waste Caddies		30,000					30,000
		9,170,932	6,128,070	2,798,879	1,795,135	1,891,353	21,784,369

Capital Programme - Financing		Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Total 2022-27 £
Grants		1,300,000	1,000,000	1,000,000	1,000,000	1,000,000	5,300,000
Revenue Reserves		6,360,181	4,988,070	1,011,345	129,823	254,721	12,744,140
Capital Receipts		1,510,751	140,000	787,534	665,312	636,632	3,740,229
Borrowing		-	-	-	-	-	-
		9,170,932	6,128,070	2,798,879	1,795,135	1,891,353	21,784,369

**Treasury Management Strategy Statement 2022/23 - Recommendation from
Cabinet 8 April 2022**

Appendices 1-7 from Cabinet report

Appendix 1: Treasury Management Policy Statement

The Council adopts the CIPFA definition of treasury management namely:

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Council regards the successful identification, monitoring, and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.

The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

The Council’s primary objective in relation to investments is the security of capital. The liquidity or accessibility of the Authority’s investments followed by the yield earned on investments remain important, but are secondary and tertiary considerations respectively.

The Council’s borrowing will be affordable, sustainable, and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken, and the type of borrowing should allow the Council transparency and control over its debt.

Where the Council has made commercial investments in property, in wholly owned companies or in joint ventures, the performance of these investments will be monitored and reported in line with the overall Treasury Management policy.

The Council, in making investments through its treasury management function, supports the ethos of socially responsible investments. We will actively seek to communicate this support to those institutions we invest in as well as those we are considering investing in by:

- encouraging those institutions to adopt and publicise policies on socially responsible investments;
- requesting those institutions to apply council deposits in a socially responsible manner.

Appendix 2: Annual Investment Strategy

1. The Annual Investment Strategy sets out the Authority's:
 - Investment Approach
 - Investment Risk Management Policy
 - Creditworthiness Policy
 - Other Investment Limits
 - Investment Risk Benchmarking.

Investment Approach

2. Cash investments will be made with reference to the core balance and cash flow requirements, and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
3. Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow and to fund the Council's capital programme, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.
4. For its cash flow generated balances, the Council will seek to utilise instant access and notice accounts, money market funds and short-dated deposits, (overnight to 364 days), in order to benefit from the compounding of interest.
5. If there is a risk that the Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable. Conversely, if the risk is that Bank Rate is likely to fall significantly within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment Risk Management Policy

6. The Council's Investment Risk Management Policy has regard to the following:
 - DLUHC's Guidance on Local Government Investments ("the Guidance")
 - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the Code")
 - CIPFA Treasury Management Guidance Notes.
7. As set out in the Treasury Management Policy Statement, the Council's investment priorities will be security first, portfolio liquidity second and then yield (return).
8. The above guidance from the DLUHC and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means:
 - Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term

and long-term ratings.

- Other information: Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to monitor market pricings such as “credit default swaps” and overlay that information on top of the credit ratings.
 - Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
 - This authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists under the categories of ‘specified’ and ‘non-specified’ investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
 - **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 12.
 - **Transaction limits** are set for each type of investment.
 - This authority will set a limit for the amount of its investments which are invested for longer than 365 days.
 - Investments will only be placed with counterparties from countries with a specified minimum sovereign rating.
 - This authority has engaged external consultants, to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
 - All investments will be denominated in sterling.
9. This authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

10. As a result of the change in accounting standards for 2020/21 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Department for Levelling UP, Housing and Communities, [DLUHC], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1.4.18.)

Creditworthiness Policy

11. The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
 - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
12. The Section 151 Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
13. Credit rating information is supplied by our treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are provided to officers almost immediately after they occur, and this information is considered before dealing. For instance, a negative rating Watch applying to counterparty at the minimum Council criteria may be suspended from use, with all others being reviewed in light of market conditions.
14. The criteria for providing a pool of high-quality investment counterparties, (both specified and non-specified investments) is:
- Banks 1 - good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign Long-Term rating of AA, matching the UK's rating.and have, as a minimum, the following Fitch, Moody's and Standard & Poor's credit ratings (where rated):

	Fitch	Moody's	Standard & Poor's
Short Term	F1	P1	A-1
Long Term	A-	A3	A-

- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations. This bank can be included provided it continues to be part nationalised or it meets the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested. The Council's provider of banking services is Barclays Bank PLC.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies. The Council will use all societies which meet the ratings for banks outlined above
- Money Market Funds (MMFs) CNAV (consistent net asset value) – AAA
- Money Market Funds (MMFs) LVNAV (low volatility net asset value) – AAA
- Money Market Funds (MMFs) VNAV (variable net asset value) – AAA
- UK Government (including gilts, Treasury Bills and the Debt Management Account Deposit Facility (DMADF))
- Local authorities, parish councils etc subject to due diligence
- Housing associations subject to due diligence
- The Authority may also invest cash with other organisations, for example by making loans to small businesses. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment, on the specific advice of the Authority's treasury management adviser and on the provision of appropriate security, e.g. through a charge on assets.

15. *Use of additional information other than credit ratings.* Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment opportunities.

External Fund Managers

16. £11.465m of the Council's funds are externally managed on a pooled basis by Payden & Rygel (£3.131m) and Ninety One (£8.334m). The Council fully appreciates the importance of monitoring the activity and resultant performance of the funds. In order to aid this assessment, the Council is provided with regular reporting from its fund managers, including monthly statements and quarterly commentaries. In addition to formal reports, the Council has named fund manager representatives who are available for consultation and advice as and when required.

Time and monetary limits applying to investments

17. The criteria for specified and non-specified investments are detailed in TMP1. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long Term Rating (or equivalent)	Money Limit	Time Limit
Banks 1 higher quality	AA-	£12.5m	2 years
Banks 1 medium quality	A	£10m	18 months
Banks 1 lower quality	A-	£7.5m	1 year
Banks 2 – part nationalised	N/A	£12.5m	2 years
Limit 3 category – Council's banker (not meeting Banks 1)	N/A	£12.5m	6 months
Other institutions limit	-	£5m	1 year
DMADF (debt management account deposit facility)	UK sovereign rating	unlimited	2 years
Local authorities	N/A	£7.5m	2 years
Housing associations higher quality	AA	£10m	2 years
Housing associations medium quality	A	£7.5m	1 year
Housing associations lower quality	A-	£5m	1 year
	Fund rating	Money Limit	Time Limit
Money Market Funds CNAV (constant net asset value)	AAA	£10m	liquid
Money Market Funds LVNAV (low volatility net asset value)	AAA	£10m	liquid
Money Market Funds VNAV (variable net asset value)	AAA	£10m	liquid

Other Investment Limits

18. Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.
- a) **Country limit.**
The Council has determined that it will only use approved counterparties from countries with a **minimum sovereign credit rating of AA** from Fitch (or equivalent).
- b) **Other limits.**
In addition:
- no more than £5 million of total cash will be placed with any non-UK country at any time;
 - limits in place above will apply to a group of companies;
 - sector limits will be monitored regularly for appropriateness.

Investment Risk Benchmarking

19. In order to ensure security, the Council will use appropriate benchmarks. These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position

and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report. The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.1% (1 in 1000) historic risk of default when compared to the whole portfolio.
- This benchmark is an average risk of default measure and would not constitute an expectation of loss against a particular investment.

20. Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £0m
- Liquid short-term deposits of at least £4m available with a week's notice.

21. Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7-day LIBID rate. LINK, the Council's treasury advisors have stated that they will maintain continuity by providing clients with LIBID investment benchmark rates on the current basis with a view to communicating with clients when full financial market agreement is reached on how to replace LIBOR (the LIBID rate is derived from LIBOR). This is likely to be an iteration of the overnight SONIA rate.

Appendix 3: Treasury Management Practice (TMP1) Credit and Counterparty Risk Management

1. Treasury Management Practices set out the manner in which the Council will seek to achieve the Treasury Management policies and objectives, and prescribe how it will manage and control those activities.
2. This TMP covers Credit and Counterparty Risk Management.

Guidance

3. DLUHC issued Investment Guidance in 2018, and this forms the structure of the Council's policy below.
4. The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective, the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council has adopted the Code and applies its principles to all investment activity. In accordance with the Code, the Section 151 Officer has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

Annual Investment Strategy

5. The key requirements of both the Code and the investment guidance are to set an Annual Investment Strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:
 - The strategy guidelines for choosing and placing investments, particularly non-specified investments.
 - The principles to be used to determine the maximum periods for which funds can be committed.
 - Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
 - Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.
6. The investment policy proposed for the Council is:

Specified Investments

7. These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

- The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
- Supranational bonds of less than one year's duration.
- A local authority, housing association, parish council or community council.
- Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
- A body that is considered to be of a high credit quality (such as a bank or building society). For category 5 this covers bodies with a minimum Short-Term rating of A- (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies.

8. Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are set out in the report in Appendix 2 para. 15.

Non-specified investments

9. These are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below.
10. Non-specified investments would include any sterling investments with:

	Non-Specified Investment Category	Limit (£)
a.	Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. The value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.	£5 million
b.	The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.	£12.5 million
c.	Any bank or building society that has a minimum long-term credit rating of A-, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	£10 to £12.5 million depending on the institution
d.	Any non-rated subsidiary of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to the same criteria as for the parent company and assurance on the robustness of the group structure.	As per parent company, but total limit not to be exceeded

	Non-Specified Investment Category	Limit (£)
e.	Share capital in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will not be invested in corporate bodies. See note 1 below.	£20 million
f.	Loan capital in a body corporate. See note 1 below.	£30 million
g.	Bond funds. See note 1 below.	
h.	Property funds – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using.	

Note. This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

Within categories b and c, and in accordance with the Code, the Council has developed additional criteria to set the overall amount of monies which will be invested in these bodies.

[The Monitoring of Investment Counterparties](#)

11. The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly).
12. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest.
13. Any counterparty failing to meet the criteria will be removed from the list immediately by the Section 151 Officer, and new counterparties which meet the criteria will be added to the list.

Approved Countries for Investments

14. This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link credit worthiness service.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- France

AA-

- Belgium
- U.K.

15. The following countries, although they meet the minimum required sovereign rating, are not approved for investment. Qatar has been added to this list for 22/23, subsequently no new investments will be placed with Qatar counterparties.

AA

- Abu Dhabi (UAE)

AA-

- Hong Kong
- Qatar

Appendix 4: Treasury Management Scheme of Delegation

The following Treasury Management Scheme of Delegation shall apply.

Full Council

The following matters are the responsibility of Full Council:

- Approval of annual strategy.
- Approval of / amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices.
- Budget consideration and approval.
- Approval of the division of responsibilities.

Cabinet

The following matters are delegated to Cabinet:

- Reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- Receiving and reviewing reports on treasury management policies, practices and activities.
- Receiving and reviewing regular monitoring reports and making recommendations to the responsible body.
- Approving the selection of external service providers and agreeing terms of appointment.
- Receiving and reviewing regular monitoring reports and acting on recommendations.

s151 (responsible) officer

The following matters are delegated to the Council's s151 Officer:

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- Submitting regular treasury management policy reports.
- Submitting budgets and budget variations.
- Receiving and reviewing management information reports.
- Reviewing the performance of the treasury management function.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit, and liaising with external audit.
- Recommending the appointment of external service providers.
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe of at least 20 years.
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long

term and provides value for money.

- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority.
- Ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources.
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority.
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above.
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following:
 - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios.
 - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments.
 - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making.
 - Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken.
 - Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

Appendix 5: Prudential Indicators

Prudential Indicator for Affordability 1 - Capital expenditure

1. This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

	Estimated Outturn 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000
Total Capital Expenditure	18,039	9,171	6,128	2,299	1,795	1,891

Prudential Indicator for Affordability 2 – Financing Cost to Net Revenue Stream

2. This prudential indicator calculates the ratio of financing costs to net revenue stream. Financing costs are broadly defined as the net of the return on investments and other financial assets, against the payments made on debt and similar financial liabilities.
3. This is a measure of the authority's ability to meet any debt payments from its revenue. An increasing positive figure indicates an increasing inability to meet such payments.

	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27
Financing Cost	-399,700	-403,700	-407,700	-411,800	-415,900
Net Revenue Stream	11,785,000	11,784,000	11,882,000	12,161,000	12,444,000
Ratio of Financing Costs to Net Revenue Stream	-3.39%	-3.43%	-3.43%	-3.39%	-3.34%

Prudential Indicator for Affordability 3 – Capital Financing Requirement

4. The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.
5. The table below summarises capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

	Estimated Outturn 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000
Total Capital Expenditure	18,039	9,171	6,128	2,799	1,795	1,891
Capital receipts	-854	-1,511	-140	-788	-665	-636
Capital grants	-12,201	-1,300	-1,000	-1,000	-1,000	-1,000
Revenue	-4,984	-6,360	-4,988	-1,011	-130	-255
Net financing need for the year (borrowing required)	0	0	0	0	0	0

Prudential Indicator for Affordability 4 – External Debt

6. The **authorised limit** for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
7. The **operational boundary**. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

	Estimate 2020/21 £'000	Estimate 2022/23 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000
Total CFR	0	0	0	0	0	0
External Borrowing	0	0	0	0	0	0
Total Debt	0	0	0	0	0	0
Authorised Limit	3,000	3,000	3,000	3,000	3,000	3,000
Operational Boundary	5,000	5,000	5,000	5,000	5,000	5,000

8. Full Council should be advised at the earliest opportunity if the Operational Boundary is exceeded. The Authorised Limit must not be exceeded without formal agreement in advance by Council.

Prudential Indicator for Prudence 1 – Gross Debt and the Capital Financing Requirement

9. Within the range of prudential indicators, there are a number of key indicators to ensure that the Council operates its activities within well-defined limits.
10. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.
11. The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting that the Council has not anticipated the need to undertake any external or internal borrowing for the duration of the projected period.

	Estimate 2020/21 £'000	Estimate 2022/23 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000
External Debt at 1 April	0	0	0	0	0	0
Expected change in External Debt	0	0	0	0	0	0
Actual gross external debt at 31 March	0	0	0	0	0	0
The Capital Financing Requirement	0	0	0	0	0	0
(Under)/over borrowing	0	0	0	0	0	0

12. The S151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Prudential Indicator for Prudence 2- Maturity structure of borrowing

13. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

	Lower Limit (Cumulative)	Upper Limit (Cumulative)
Under 12 months	0%	50%
12 months to 2 years	0%	80%
2 years to 5 years	0%	90%
5 years to 10 years	0%	95%
10 years and above	0%	100%

14. If the authority decides to take up long-term debt to finance a major capital project in the future, it will discuss the matter with its treasury advisors to determine the best option in terms of repayment pattern, term and whether fixed or variable rates would be more efficient.

Prudential Indicator for Prudence 3 – Principal sums invested for longer than 365 days

15. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

	Estimate 2020/21 £'000	Estimate 2022/23 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
Principal sums invested for longer than 365 days	5,000	5,000	5,000	5,000	5,000

Appendix 6: MRP Statement

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) and Guidance on Minimum Revenue Provision (MRP) requires full Council to approve a statement of its MRP policy in respect of the forthcoming financial year, indicating which of the four options set out in the Guidance are to be followed in the financial year:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

The Council has adopted Option 3 as its policy.

This means MRP will be based on the estimated life of the assets, in accordance with the regulations. This option provides for a reduction in the borrowing need over approximately the asset's life.

MRP in respect of leases brought on balance sheet under the IFRS-based Local Authority Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

With the exception of overdrafts for working capital purposes, the cash advances will be used by the companies to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. If the Council borrows to fund these loans, the Capital Financing Requirement (CFR) will increase by the amount of loans advanced and once loans are repaid to the Authority the CFR will reduce accordingly.

As the Authority is satisfied that the companies will make repayments over the life of the capital programme, we do not deem it necessary to set aside MRP for repayment of this debt. However, if there is a doubt about the companies' ability to repay the loans, we will start to provide MRP over the life of the loans.

MRP Overpayments

Any MRP charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31 March 2022 the total VRP overpayments were £0.

Appendix 7: Prospects for Interest Rates

The Council has appointed Link Asset Services as its treasury advisor and this appendix provides their advice on a number of treasury related matters.

Interest Rates

The following table gives Link's central view on interest rates.

Link provided the following forecasts on 20.12.21. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View 20.12.21														
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10	1.10	1.10	1.10	1.10
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20	1.20	1.20	1.20	1.20
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30

Additional notes by Link on this forecast table: -

- *LIBOR and LIBID rates will cease from the end of 2021. Work is currently progressing to replace LIBOR with a rate based on SONIA (Sterling Overnight Index Average). In the meantime, our forecasts are based on expected average earnings by local authorities for 3 to 12 months.*
- *Our forecasts for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short term cash at any one point in time.*

Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021.

As shown in the forecast table above, the forecast for Bank Rate now includes four increases, one in December 2021 to 0.25%, then quarter 2 of 2022 to 0.50%, quarter 1 of 2023 to 0.75%, quarter 1 of 2024 to 1.00% and, finally, one in quarter 1 of 2025 to 1.25%.

Gilt yields / PWLB rates

Since the start of 2021, we have seen a lot of volatility in gilt yields, and hence PWLB rates. As the interest forecast table for PWLB certainty rates above shows, there is forecast to be a steady, but slow, rise in both Bank Rate and gilt yields during the forecast period to March 2025, though there will doubtless be a lot of unpredictable volatility during this forecast period.

While monetary policy in the UK will have a major impact on gilt yields, there is also a need to consider the potential impact that rising treasury yields in America could have on our gilt yields. As an average since 2011, there has been a 75% correlation between movements in US 10-year treasury yields and UK 10-year gilt yields. This is a significant upward risk exposure to our forecasts for longer term PWLB rates. However, gilt yields and treasury yields do not always move in unison.

There are also possible downside risks from the huge sums of cash that the UK populace have saved during the pandemic; when savings accounts earn little interest, it is likely that some of this cash mountain could end up being invested in bonds and so push up demand for bonds and support their prices i.e., this would help to keep their yields down. How this will interplay with the Bank of England eventually getting round to not reinvesting maturing gilts and then later selling gilts, will be interesting to monitor.

As the US financial markets are, by far, the biggest financial markets in the world, any upward trend in treasury yields will invariably impact and influence financial markets in other countries. Inflationary pressures and erosion of surplus economic capacity look much stronger in the US compared to those in the UK, which would suggest that Fed rate increases eventually needed to suppress inflation, are likely to be faster and stronger than Bank Rate increases in the UK. This is likely to put upward pressure on treasury yields which could then spill over into putting upward pressure on UK gilt yields.

The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within the forecasting period, despite the major challenges that are looming up, and that there are no major ructions in international relations, especially between the US and Russia, China / North Korea and Iran, which have a major impact on international trade and world GDP growth.

Investment and Borrowing Rates

Investment returns are expected to improve in 2022/23. However, while markets are pricing in a series of Bank Rate hikes, actual economic circumstances may see the MPC fall short of these elevated expectations.

Borrowing interest rates fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England and still remain at historically low levels. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years.

On 25.11.20, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates which had been increased by 100 bps in October 2019. The standard and certainty margins were reduced by 100 bps but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three-year capital programme. The current margins over gilt yields are as follows:

- PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
- PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
- Local Infrastructure Rate is gilt plus 60bps (G+60bps)

Creditworthiness

Significant levels of downgrades to short- and long-term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, as economies are beginning to reopen, there have been some instances of previous lowering of Outlooks being reversed.




CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards at the end of March / early April 2020 due to the heightened market uncertainty and ensuing liquidity crisis that affected financial markets, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

Council Tax Assistance Scheme – Recommendation from Cabinet 8
February 2022

APPENDIX 1

CTA Consultation Items and Results

Proposal 1: To remove the family premium for any new Council Tax Assistance Claims				
Detail				
<p>When calculating an award of Housing Benefit (HB) and Council Tax Assistance, a customer responsible for at least one child is given a family premium when deciding how much money they need to live on.</p> <p>From April 2016 the family premium was removed from new claims for Housing Benefit. In order to align with the change in HB, the Council is proposing to remove the family premium from new CTA claim assessments from April 2022 for working age claimants.</p>				
Reason for Proposal				
<p>To align the Council Tax Assistance Scheme with the Housing Benefit Regulations on this issue</p> <p>The change will be for new claims only, so no household who is currently in receipt of CTA will see a reduction due to this change.</p> <p>An estimation based on the current financial year shows this is likely to affect approximately twenty five claims, which equates to 1% of total new claims</p>				
Consultation results				
			Response Percent	Response Total
1	Yes		40.00%	10
2	No		32.00%	8
3	Don't know		28.00%	7
4	Other (please specify):		0.00%	0

**Proposal 2:
To Increase the non-dependant deduction to £5 for all non-dependants**

Detail

A non-dependant is someone who normally lives with a customer, who is not the customer's partner or a child they receive Child Benefit for.

A weekly deduction is made from the customer's liability for Council Tax for each non-dependant. The amount of deduction depends upon the age and income of the non-dependant.

The Council is proposing to change non-dependant deductions in line with Universal Credit's approach so that the same flat rate deduction is taken for each non-dependant.

The non-dependant's income will not make a difference; however claimants who are currently exempt from having a non-dependant deduction will continue to have this exemption

Reason for Proposal

The non-dependant deduction has not been increased since 2016




By implementing a non-dependant deduction for all provides simplicity for customers. It also prevents re-billing if the non-dependants circumstances change

To adopt the principle laid in the Universal Credit Regulations of standardising deductions for other adults residing in a claimant's household

To streamline administration of the Scheme

Non-dependant charges encourages them to contribute to the household normally through work

Consultation Results

			Response Percent	Response Total
1	Yes		56.00%	14
2	No		20.00%	5
3	Don't know		24.00%	6
4	Other (please specify):		0.00%	0

Proposal 3: To increase the maximum Council Tax Assistance to 84%





Detail

The current CTA scheme is based on 83% of a customer's maximum Council Tax Liability. The proposal is to increase this to 84%

Reason for Proposal

This will result in all customers receiving a slight increase in their Council Tax Assistance awards.

Consultation Results

			Response Percent	Response Total
1	Yes		76.00%	19
2	No		4.00%	1
3	Don't know		8.00%	2
4	Other (please specify):		12.00%	3

Proposal 4: To introduce earnings disregards for claimants who are in receipt of Universal Credit.

Detail

For Universal Credit customers, the current CTA Scheme uses the income details that have been determined by the Department of Works and Pensions to assess how much CTA a customer is entitled to. Currently no Earnings Disregards are applied to this income as part of the CTA calculation





The proposal is to apply the appropriate Earnings Disregard to the income, in line with other customers who are earnings.

Reason for Proposal

To ensure fairness for all working customers

Currently, earnings disregards are only applied to customers who are not in receipt of Universal Credit. By introducing this we will be treating all working customers the same and eradicating any unfairness for those who are in receipt of Universal Credit.

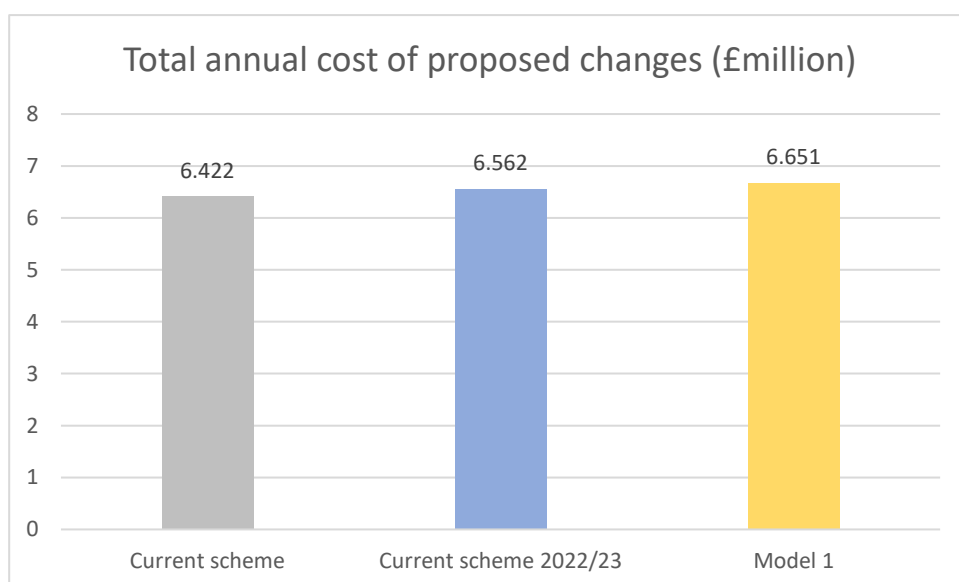
Consultation Results

			Response Percent	Response Total
1	Yes		72.00%	18
2	No		8.00%	2
3	Don't know		16.00%	4
4	Other (please specify):		4.00%	1

APPENDIX 2

Modelling Results

The impact of the above proposed changes will be minimal on the overall cost of the Council Tax Assistance Scheme.



Maintaining the current scheme into the next financial year will see an increase in cost of £140,000. This is due to the annual uprating of the amounts used to calculate the scheme, and the projected increase in Council Tax charges.

If the proposed changes were adopted, this would incur an increase of a further £89,069, however the table below shows the actual cost to the Council would only be £7,125

This cost is to correct the existing disparity of how working customer's earnings are treated in the calculation.

Actual cost to the Council of the proposed changes

Current Scheme Cost (2022/23)	Modelling Cost	Difference	Actual cost of the changes to Council
£6,562,000	£6,651,069	-£89,069	-£7,125

Although the modelling shows that the proposed change attracts an increase in overall spend of £89,069, the actual cost to the Council is only £7,125.

This is 8% of the overall cost as the Council collects on behalf of precepting authorities

This cost increase is primarily due to the introduction of Earnings Disregards for customers in receipt of Universal Credit.

Average CTA award based on model

The model shows that the change on the average CTA award is minimal, with an overall average increase of £0.36 a week. This breakdown shows the increase in the overall cost of the scheme is due to the changes made to the assessment of claims for those customers who working and are in receipt of Universal Credit.

Group	Model - Average Household support	Comparison to current scheme	
	£/week	Change (£/week)	Change (%)
All Working Age	£18.20	£0.65	3.68%
UC	£18.17	£1.40	8.33%
Legacy Benefits	£18.23	-£0.25	-1.37%
Pension Age	£23.11	£0.00	0%
Total	£20.03	£0.36	1.78%

DECISIONS ON APPLICATIONS – 1 December 2021

App'n No	Location	Description of Development	Decision
20211482	The Old Apple Store, Woodbastwick Road, Ranworth, NR13 6HS	Demolition of existing building and replacement with dwelling	Approved subject to conditions
20211316	54 Freeland Close, Taverham, NR8 6XR	Single storey side extension	Delegated authority to Approve subject to conditions

DECISIONS ON APPLICATIONS – 5 January 2022

App'n No	Location	Description of Development	Decision
20211717	Land at Dawson's Lane, Blofield, NR13 4SB	Details for condition 3 of 20202164 - (3) verification report for surface water drainage	DEFERRED
20210727	Cranleigh House, South Walsham Road, Upton, N13 3ES	1. Subdivision of existing dwelling and annexe to create two dwellings. 2. Alterations to existing vehicular access. 3. Erection of garage.	APPROVED subject to conditions
20211098	60 School Road, Frettenham, NR12 7LL	Erection of Side and Rear Extension with Accommodation within Loft and Consisting of the Construction of a Verandah and Balcony	APPROVED subject to conditions
20211316	54 Freeland Close, Taverham, NR8 6XR	Single storey side extension	REFUSED
20211898	Orchard Farm, Hindolveston Road, Guestwick, NR20 5QW	Change of use of land from agricultural to allow for a single glamping pod with a new access onto the highway (Revised Proposal)	APPROVED subject to conditions

DECISIONS ON APPLICATIONS – 26 January 2022

App'n No	Location	Description of Development	Decision
20211249 & 20211288	Land north of The Street, Cawston	Ground mounted solar farm including associated infrastructure	20211249 APPROVED subject to conditions 20211288 APPROVED subject to conditions
20200077	Field South of Heathlands, Woodbastwick Road, Blofield, NR13 4QH	Erection of 4 No Dwellings & Associated Works (Reserved Matters Appearance, Scale, Layout & landscaping) including surface water drainage. Discharge of Condition 7 Phasing of application 20161588	DEFERRED prior to Committee Meeting
20211287	Land at Oakhill, Brundall, NR13 5AQ	Erection of 4 dwellings	REFUSED
20201627	Land at Rectory Road, Coltishall, NR12 7HR	Residential Development 30 dwellings, new vehicular accesses and open space	APPROVED subject to conditions
20201611	Former Lingwood First School, Chapel Road, Lingwood, NR13 4PB	Reserved matters application with full details of appearance, landscaping, layout and scale of development for 22 residential units together with associated highway works from outline application 20190278	APPROVED subject to conditions



LICENSING AND REGULATORY COMMITTEE

Minutes of a meeting of the Licensing and Regulatory Committee of Broadland District Council, held at the Council offices on Wednesday 2 February 2022 at 9:30 am.

Committee Members Present: Councillors: D King (Chairman), S Catchpole and S Prutton

Officers in Attendance: The Licensing Team Leader (S Harris), the Licensing and Enforcement Officer (C Norman) for minute nos: 31 and 34 and the Democratic Services Officer (D Matthews)

Others in Attendance: Mr D Lowens – Solicitor NPLaw (the Committee's legal advisor)

The applicants in respect of each of the cases at minute nos: 31-34 below

27 DECLARATIONS OF INTEREST

None made.

28 APOLOGIES FOR ABSENCE

None made.

29 MINUTES

The non-exempt minutes of the meetings held on 23 June, 9 November and 17 November 2021 were confirmed as a correct record and signed by the Chairman.

30 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraphs 1, 3 and 7 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

31 LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS ACT) 1976 PRIVATE HIRE VEHICLE DRIVER LICENSING

The Committee considered an application for a private hire vehicle driver licence as detailed in the exempt appendix to the signed copy of these minutes. After due consideration, it was

RESOLVED:

To issue the Private Hire Vehicle Driver's licence but attach a written warning as to future conduct, with a further warning that should the driver be subject to any conviction (regardless of what sentence is imposed including a suspended sentence, fine, absolute or conditional discharge, Community Service Order, Probation Order, Restraining Order, disqualification of driving licence or imposition of penalty points), or any Binding Over Order or the acceptance of a Caution, during the period of the licence, they will be called before the Committee with a view to reviewing the licence and taking any appropriate legal action.

32 LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS ACT) 1976 PRIVATE HIRE VEHICLE DRIVER LICENSING

The Committee considered an application for a private hire vehicle driver licence as detailed in the exempt appendix to the signed copy of these minutes. After due consideration, it was

RESOLVED:

To issue the Private Hire Vehicle Driver's licence for a restricted period of 18 months and attach a written warning as to future conduct, with a further warning that should the driver be subject to any conviction (regardless of what sentence is imposed including a suspended sentence, fine, absolute or conditional discharge, Community Service Order, Probation Order, Restraining Order, disqualification of driving licence or imposition of penalty points), or any Binding Over Order or the acceptance of a Caution, during the period of the licence, they will be called before the Committee with a view to reviewing the licence and taking any appropriate legal action.

Licensing and Regulatory Committee

[The meeting adjourned at 11:15am and reconvened at 1.00pm with those listed above in attendance (with the exception of the Licensing and Enforcement Officer.)]

33 LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS ACT) 1976 PRIVATE HIRE VEHICLE DRIVER LICENSING

The Committee considered an application for a private hire vehicle driver licence as detailed in the exempt appendix to the signed copy of these minutes. After due consideration, it was

RESOLVED:

To issue the Private Hire Vehicle Driver's licence subject to the Council's Standard Licence Conditions.

34 LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS ACT) 1976 PRIVATE HIRE VEHICLE DRIVER LICENSING

The Committee considered an application for a private hire vehicle driver licence as detailed in the exempt appendix to the signed copy of these minutes. After due consideration, it was

RESOLVED:

Issue the Private Hire Vehicle Driver's licence for a restricted period of 6 months and attach a written warning as to future conduct, with a further warning that should the driver be subject to any conviction (regardless of what sentence is imposed including a suspended sentence, fine, absolute or conditional discharge, Community Service Order, Probation Order, Restraining Order, disqualification of driving licence or imposition of penalty points), or any Binding Over Order or the acceptance of a Caution, during the period of the licence, they will be called before the Committee with a view to reviewing the licence and taking any appropriate legal action.

35 MINUTES

The exempt minutes of the meetings held on 23 June and 9 November 2021 were confirmed as a correct record and signed by the Chairman.

(The meeting concluded at 3.00pm)

Chairman

COUNCIL TAX RESOLUTION 2022/23

Report Author(s): Rodney Fincham, Assistant Director - Finance
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e rodney.fincham@southnorfolkandbroadland.gov.uk

Portfolio Holder: Finance

Ward(s) Affected: All wards

Purpose of the Report: This report takes the recommended 2022/23 budget from Cabinet, together with information from the various precepting bodies to produce the appropriate recommendations for setting the council tax for the area, which the Council is required to agree at this meeting.

Recommendations:

Council is Recommended to resolve:

- (1) That the Council Tax Base for 2022/23 be noted.
- (2) The sums that have been calculated for 2022/23 in accordance with Sections 31 to 36 of the Local Government Finance Act.
- (3) That the County and Police precepts be noted.
- (4) The Council Tax for 2022/23.
- (5) That the Council's basic amount of Council Tax for 2022/23 is not excessive.

1 Budget Position

- 1.1 The Cabinet meeting in February considered the financial position of the Authority for 2022/23 and future years, and recommended to this Council meeting the budget for 2022/23. The Cabinet report and the information in that report must be used to underpin any decisions taken at this meeting.
- 1.2 Members attention is drawn to Section 10 of the Cabinet report which contains the advice of the Chief Financial Officer¹ in respect of the budget as required under the Local Government Act 2003.

¹ For Broadland DC this officer is the Assistant Director Finance.

- 1.3 Since that meeting information has been received from the major precepting bodies so that the Council is now in the position to agree the total 2022/23 council tax for the area.

Nb: The Norfolk County Council budget will not be formally approved by their full Council until 21st Feb 2022. In the unlikely event that the NCC figures change, an amended Council Tax Resolution Report will be issued.

- 1.4 The 2022/23 budget for Broadland DC recommended by the Cabinet translates into a district council tax of £129.91 for a Band D property, which represents no change compared to 2021/22.
- 1.5 In areas where the Council accepts responsibility for street lighting maintenance, these costs are treated as a Special Expense. The total estimate of Special Expenses amounts to £120,154 in 2022/23. The average special expense tax rate in 2022/23 is set at £2.53. This level of income will be sufficient to cover current levels of maintenance and build a reserve to fund a replacement programme.
- 1.6 To this figure is added the cost of parish precepts and the major preceptors.
- 1.7 The following table consolidates the overall council tax position for 2022/23.

	21/22 Band D £	22/23 Band D £	Change
Norfolk County Council	1,472.94	1,516.95	2.99%
Police & Crime Commissioner	278.01	288.00	3.59%
Total Preceptors	1,750.95	1,804.95	
Broadland District Council	129.91	129.91	0.00%
Special Expenses	3.64	2.53	-30.49%
Total District Element	133.55	132.44	
Parishes (Average)	84.53	89.70	6.12%
Total Band D Council Tax	1,969.03	2,027.10	2.95%

Note: It is the Total District Element that is capped at £5.

- 1.8 Members are reminded of the Local Government and Finance Act 1992, which prohibits any Member who has not paid for at least two months his/her Council Tax when it becomes due, from voting on setting the budget and making of the Council Tax and related calculations.
- 1.9 The setting of the council tax is the conclusion of the process by which the Council aligns its plans to further its corporate aims with the prudent and sustainable use of resources.

2 Issues and Risks

- 2.1 **Resource implications** – the report summarises the key aspects regarding the statutory obligations of the authority in setting its council tax.
- 2.2 **Legal implications** – the authority has to adhere to the Local Government Finance Act as described in the various sections of the report.

Recommendations

- 1 That it be noted that the following amounts for 2022/23 have been determined under delegated authority and in accordance with regulations made under the local Government Finance Act 1992:
- a) **£47,457** being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax Base for the year.
 - b) The amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amount of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items (i.e. Parish precepts) relate, as shown in **Appendix A**.
- 2 That the Council calculates the following amounts for 2022/23 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government Finance Act 1992 (as amended by the Localism Act 2011):
- a) **£40,177,624** being the aggregate expenditure which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act (including the General Fund, Special Expenses and Parish Precepts).
 - b) **£29,635,282** being the aggregate income which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act.
 - c) **£10,542,342** as its council tax requirement for the year including Special Expenses and Parish Precepts being the amount by which the aggregate expenditure at 2(a) above exceeds the aggregate income at 2(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act.
 - d) **£222.15** as the basic amount of its Council Tax for the year, being the council tax requirement at 2(c), divided by the Council Tax Base for the year (£47,457) at 1(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act.
 - e) **£4,377,203** being the aggregate amount of all special items referred to in Section 34(1) of the Act (i.e. Parish Precepts and street lighting special expenses).
 - f) **£129.91** as the basic amount of its Council Tax for dwellings in its area, excluding Special Expenses and Parish Precepts, being the amount at 2(d) above less the result given by dividing the amount at 2(e) above by the amount at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act.
 - g) The amounts given by adding to the amount at 2(f) above the amounts of the special items for the relevant Parish divided in each case by the Council Tax Base for the Parish at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in each Parish is as set out in **Appendix B**.

h) The amounts given by multiplying the basic amounts for each Parish 2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 3 That it be noted that for the year 2022/23 the main precepting authorities have stated the following amounts in precepts issued to the Council, in accordance with s40 of the Local Government Finance Act 1992.

Band	Norfolk County Council £	Police & Crime Commissioner £	Total Preceptors £
A	1,011.30	192.00	1,203.30
B	1,179.85	224.00	1,403.85
C	1,348.40	256.00	1,604.40
D	1,516.95	288.00	1,804.95
E	1,854.05	352.00	2,206.05
F	2,191.15	416.00	2,607.15
G	2,528.25	480.00	3,008.25
H	3,033.90	576.00	3,609.90

- 4 That, having calculated the aggregate in each case of the amounts of the District's and preceptors requirements, in accordance with s30(2) of the Local Government Finance Act 1992, **hereby sets** amounts of the council tax for the year 2022/23 for each category of dwelling as follows.

Band	District & Parishes Council Tax £	Total Preceptors £	Total 2022/23 Council Tax £
A	148.10	1,203.30	1,351.40
B	172.78	1,403.85	1,576.63
C	197.47	1,604.40	1,801.87
D	222.15	1,804.95	2,027.10
E	271.52	2,206.05	2,477.57
F	320.88	2,607.15	2,928.03
G	370.25	3,008.25	3,378.50
H	444.30	3,609.90	4,054.20

The council tax for each category of dwelling by parish is as set out in **Appendix C**.

- 5 Determine that the Council's basic amount of Council Tax (including special expenses) for 2021/22 is not excessive, in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992, and thus there is no need to hold a Council Tax referendum.

Background Papers

Cabinet Budget Report 8 February 2022

Appendix A: Council Tax Base

	Tax Base		Tax Base
Acle	1,028.0	Heydon	50.0
Attlebridge	61.0	Honingham	151.0
Aylsham	2,697.0	Horsford	1,701.0
Beeston	13.0	Horsham & Newton St.Faiths	625.0
Beighton	180.0	Horstead with Stanninghall	385.0
Belaugh	53.0	Lingwood & Burlingham	888.0
Blickling	49.0	Marsham	228.0
Blofield	1,571.0	Morton on the Hill	36.0
Booton	60.0	Old Catton	2,302.0
Brampton	74.0	Oulton	84.0
Brandiston	36.0	Postwick with Witton	181.0
Brundall	1,696.0	Rackheath	770.0
Burgh & Tuttington	150.0	Reedham	441.0
Buxton with Lamas	585.0	Reepham	956.0
Cantley	251.0	Ringland	87.0
Cawston	529.0	Salhouse	605.0
Coltishall	596.0	Salle	40.0
Crostwick	23.0	South Walsham	337.0
Drayton	1,890.0	Spixworth	1,255.0
Felthorpe	266.0	Sprowston	5,902.0
Foulsham	343.0	Stratton Strawless	201.0
Freethorpe	329.0	Strumpshaw	283.0
Frettenham	274.0	Swannington (See note)	169.0
Great & Little Plumstead	1,414.0	Taverham	3,576.0
Great Witchingham	237.0	Thelmeithorpe	33.0
Guestwick	53.0	Thorpe St Andrew	5,164.0
Hainford	377.0	Upton with Fishley	259.0
Halvergate	217.0	Weston Longville	139.0
Haverlingland	102.0	Woodbastwick	166.0
Hellesdon	3,809.0	Wood Dalling	92.0
Hemblington	155.0	Wroxham	799.0
Hevingham	434.0	Total	47,457.0

Note:- The Council covers the parishes of Swannington, Alderford, and Little Witchingham.

Appendix B: Parish Band D Amounts

	Precept	Parish Band D	Special Expenses Band D	District, Parish & Special Band D
	£	£	£	£
Acle	123,360.00	120.00		249.91
Attlebridge	120.00	1.97		131.88
Aylsham	421,120.00	156.14		286.05
Beeston St. Andrew	0.00	0.00		129.91
Beighton	7,134.00	39.63		169.54
Belaugh	0.00	0.00		129.91
Blickling	1,000.00	20.41		150.32
Blofield	97,500.00	62.06		191.97
Booton	550.00	9.17		139.08
Brampton	4,590.00	62.03		191.94
Brandiston	550.00	15.28		145.19
Brundall	137,750.00	81.22		211.13
Burgh & Tuttington	3,756.00	25.04		154.95
Buxton with Lamas	30,740.00	52.55		182.46
Cantley	10,750.00	42.83		172.74
Cawston	31,200.00	58.98		188.89
Coltishall	46,844.00	78.60		208.51
Crostwick	0.00	0.00		129.91
Drayton	186,990.00	98.94		228.85
Felthorpe	12,483.00	46.93		176.84
Foulsham	10,500.00	30.61		160.52
Freethorpe	15,799.00	48.02		177.93
Frettenham	8,590.00	31.35		161.26
Great & Little Plumstead	49,101.00	34.72		164.63
Great Witchingham	16,102.00	67.94	20.97	218.82
Guestwick	350.00	6.60		136.51
Hainford	12,232.00	32.45		162.36
Halvergate	9,020.00	41.57		171.48
Haveringland	450.00	4.41		134.32
Hellesdon	552,939.00	145.17	30.24	305.32
Hemblington	3,500.00	22.58		152.49
Hevingham	15,000.00	34.56		164.47

	Precept	Parish Band D	Special Expenses Band D	District, Parish & Special Band D
	£	£	£	£
Heydon	4,000.00	80.00		209.91
Honingham	9,330.00	61.79		191.70
Horsford	78,886.00	46.38		176.29
Horsham & Newton St.Faiths	26,500.00	42.40		172.31
Horstead with Stanninghall	32,500.00	84.42		214.33
Lingwood & Burlingham	28,308.00	31.88		161.79
Marsham	11,062.00	48.52		178.43
Morton on the Hill	470.00	13.06		142.97
Old Catton	252,254.00	109.58		239.49
Oulton	3,200.00	38.10		168.01
Postwick with Witton	10,000.00	55.25		185.16
Rackheath	50,105.00	65.07		194.98
Reedham	21,668.00	49.13		179.04
Reepham	82,825.00	86.64		216.55
Ringland	8,127.00	93.41		223.32
Salhouse	29,700.00	49.09		179.00
Salle	0.00	0.00		129.91
South Walsham	22,031.00	65.37		195.28
Spixworth	88,000.00	70.12		200.03
Sprowston	743,973.00	126.05		255.96
Stratton Strawless	6,000.00	29.85		159.76
Strumpshaw	10,520.00	37.17		167.08
Swannington (See note)	6,000.00	35.50		165.41
Taverham	311,207.00	87.03		216.94
Themelthorpe	0.00	0.00		129.91
Thorpe St Andrew	534,569.00	103.52		233.43
Upton with Fishley	9,389.00	36.25		166.16
Weston Longville	7,328.00	52.72		182.63
Woodbastwick	3,300.00	19.88		149.79
Wood Dalling	1,888.00	20.52		150.43
Wroxham	53,889.00	67.45		197.36

Note :- The Council covers the parishes of Swannington, Alderford, and Little Witchingham.

Appendix C: The Council Tax for Each Category of Dwelling by Parish

	A £	B £	C £	D £	E £	F £	G £	H £
Acle	1,369.91	1,598.22	1,826.54	2,054.86	2,511.50	2,968.13	3,424.77	4,109.72
Attlebridge	1,291.22	1,506.42	1,721.63	1,936.83	2,367.24	2,797.64	3,228.05	3,873.66
Aylsham	1,394.00	1,626.33	1,858.67	2,091.00	2,555.67	3,020.33	3,485.00	4,182.00
Beeston St. Andrew	1,289.91	1,504.89	1,719.88	1,934.86	2,364.83	2,794.80	3,224.77	3,869.72
Beighton	1,316.33	1,535.71	1,755.10	1,974.49	2,413.27	2,852.04	3,290.82	3,948.98
Belaugh	1,289.91	1,504.89	1,719.88	1,934.86	2,364.83	2,794.80	3,224.77	3,869.72
Blickling	1,303.51	1,520.77	1,738.02	1,955.27	2,389.77	2,824.28	3,258.78	3,910.54
Blofield	1,331.28	1,553.16	1,775.04	1,996.92	2,440.68	2,884.44	3,328.20	3,993.84
Booton	1,296.02	1,512.02	1,728.03	1,944.03	2,376.04	2,808.04	3,240.05	3,888.06
Brampton	1,331.26	1,553.14	1,775.01	1,996.89	2,440.64	2,884.40	3,328.15	3,993.78
Brandiston	1,300.09	1,516.78	1,733.46	1,950.14	2,383.50	2,816.87	3,250.23	3,900.28
Brundall	1,344.05	1,568.06	1,792.07	2,016.08	2,464.10	2,912.12	3,360.13	4,032.16
Burgh & Tuttington	1,306.60	1,524.37	1,742.13	1,959.90	2,395.43	2,830.97	3,266.50	3,919.80
Buxton with Lamas	1,324.94	1,545.76	1,766.59	1,987.41	2,429.06	2,870.70	3,312.35	3,974.82
Cantley	1,318.46	1,538.20	1,757.95	1,977.69	2,417.18	2,856.66	3,296.15	3,955.38
Cawston	1,329.23	1,550.76	1,772.30	1,993.84	2,436.92	2,879.99	3,323.07	3,987.68
Coltishall	1,342.31	1,566.02	1,789.74	2,013.46	2,460.90	2,908.33	3,355.77	4,026.92
Crostwick	1,289.91	1,504.89	1,719.88	1,934.86	2,364.83	2,794.80	3,224.77	3,869.72
Drayton	1,355.87	1,581.84	1,807.82	2,033.80	2,485.76	2,937.71	3,389.67	4,067.60
Felthorpe	1,321.19	1,541.39	1,761.59	1,981.79	2,422.19	2,862.59	3,302.98	3,963.58
Foulsham	1,310.31	1,528.70	1,747.08	1,965.47	2,402.24	2,839.01	3,275.78	3,930.94
Freethorpe	1,321.92	1,542.24	1,762.56	1,982.88	2,423.52	2,864.16	3,304.80	3,965.76
Frettenham	1,310.81	1,529.27	1,747.74	1,966.21	2,403.15	2,840.08	3,277.02	3,932.42
Great & Little Plumstead	1,313.05	1,531.90	1,750.74	1,969.58	2,407.26	2,844.95	3,282.63	3,939.16
Great Witchingham	1,349.18	1,574.04	1,798.91	2,023.77	2,473.50	2,923.22	3,372.95	4,047.54
Guestwick	1,294.31	1,510.02	1,725.74	1,941.46	2,372.90	2,804.33	3,235.77	3,882.92
Hainford	1,311.54	1,530.13	1,748.72	1,967.31	2,404.49	2,841.67	3,278.85	3,934.62
Halvergate	1,317.62	1,537.22	1,756.83	1,976.43	2,415.64	2,854.84	3,294.05	3,952.86
Haveringland	1,292.85	1,508.32	1,723.80	1,939.27	2,370.22	2,801.17	3,232.12	3,878.54
Hellesdon	1,406.85	1,641.32	1,875.80	2,110.27	2,579.22	3,048.17	3,517.12	4,220.54
Hemblington	1,304.96	1,522.45	1,739.95	1,957.44	2,392.43	2,827.41	3,262.40	3,914.88
Hevingham	1,312.95	1,531.77	1,750.60	1,969.42	2,407.07	2,844.72	3,282.37	3,938.84
Heydon	1,343.24	1,567.11	1,790.99	2,014.86	2,462.61	2,910.35	3,358.10	4,029.72
Honingham	1,331.10	1,552.95	1,774.80	1,996.65	2,440.35	2,884.05	3,327.75	3,993.30
Horsford	1,320.83	1,540.96	1,761.10	1,981.24	2,421.52	2,861.79	3,302.07	3,962.48
Horsham & Newton St.Faiths	1,318.17	1,537.87	1,757.56	1,977.26	2,416.65	2,856.04	3,295.43	3,954.52
Horstead with Stanninghall	1,346.19	1,570.55	1,794.92	2,019.28	2,468.01	2,916.74	3,365.47	4,038.56
Lingwood & Burlingham	1,311.16	1,529.69	1,748.21	1,966.74	2,403.79	2,840.85	3,277.90	3,933.48
Marsham	1,322.25	1,542.63	1,763.00	1,983.38	2,424.13	2,864.88	3,305.63	3,966.76
Morton on the Hill	1,298.61	1,515.05	1,731.48	1,947.92	2,380.79	2,813.66	3,246.53	3,895.84
Old Catton	1,362.96	1,590.12	1,817.28	2,044.44	2,498.76	2,953.08	3,407.40	4,088.88
Oulton	1,315.31	1,534.52	1,753.74	1,972.96	2,411.40	2,849.83	3,288.27	3,945.92
Postwick with Witton	1,326.74	1,547.86	1,768.99	1,990.11	2,432.36	2,874.60	3,316.85	3,980.22
Rackheath	1,333.29	1,555.50	1,777.72	1,999.93	2,444.36	2,888.79	3,333.22	3,999.86
Reedham	1,322.66	1,543.10	1,763.55	1,983.99	2,424.88	2,865.76	3,306.65	3,967.98
Reepham	1,347.67	1,572.28	1,796.89	2,021.50	2,470.72	2,919.94	3,369.17	4,043.00
Ringland	1,352.18	1,577.54	1,802.91	2,028.27	2,479.00	2,929.72	3,380.45	4,056.54
Salhouse	1,322.63	1,543.07	1,763.51	1,983.95	2,424.83	2,865.71	3,306.58	3,967.90
Salle	1,289.91	1,504.89	1,719.88	1,934.86	2,364.83	2,794.80	3,224.77	3,869.72
South Walsham	1,333.49	1,555.73	1,777.98	2,000.23	2,444.73	2,889.22	3,333.72	4,000.46
Spixworth	1,336.65	1,559.43	1,782.20	2,004.98	2,450.53	2,896.08	3,341.63	4,009.96
Sprowston	1,373.94	1,602.93	1,831.92	2,060.91	2,518.89	2,976.87	3,434.85	4,121.82
Stratton Strawless	1,309.81	1,528.11	1,746.41	1,964.71	2,401.31	2,837.91	3,274.52	3,929.42
Strumpshaw	1,314.69	1,533.80	1,752.92	1,972.03	2,410.26	2,848.49	3,286.72	3,944.06
Swannington (See note)	1,313.57	1,532.50	1,751.43	1,970.36	2,408.22	2,846.08	3,283.93	3,940.72
Taverham	1,347.93	1,572.58	1,797.24	2,021.89	2,471.20	2,920.51	3,369.82	4,043.78
Themelthorpe	1,289.91	1,504.89	1,719.88	1,934.86	2,364.83	2,794.80	3,224.77	3,869.72
Thorpe St Andrew	1,358.92	1,585.41	1,811.89	2,038.38	2,491.35	2,944.33	3,397.30	4,076.76
Upton with Fishley	1,314.07	1,533.09	1,752.10	1,971.11	2,409.13	2,847.16	3,285.18	3,942.22
Weston Longville	1,325.05	1,545.90	1,766.74	1,987.58	2,429.26	2,870.95	3,312.63	3,975.16
Woodbastwick	1,303.16	1,520.35	1,737.55	1,954.74	2,389.13	2,823.51	3,257.90	3,909.48
Wood Dalling	1,303.59	1,520.85	1,738.12	1,955.38	2,389.91	2,824.44	3,258.97	3,910.76
Wroxham	1,334.87	1,557.35	1,779.83	2,002.31	2,447.27	2,892.23	3,337.18	4,004.62

Note :- The Parish Council covers the parishes of Swannington, Alderford, and Little Witchingham.

Opting into the National Scheme for External Auditor Appointments

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Portfolio: Finance and Resources

Ward(s) Affected: All

Purpose of the Report:

This report sets out proposals for appointing the external auditor to the Council for the accounts for the five-year period from 2023/24.

Recommendation

That the Council accepts Public Sector Audit Appointments' invitation to opt into the sector-led option for the appointment of external auditors to principal local government and police bodies for five financial years from 1 April 2023.

1 Background

- 1.1 The current auditor appointment arrangements cover the period up to and including the audit of the 2022/23 accounts. The Council opted into the 'appointing person' national auditor appointment arrangements established by Public Sector Audit Appointments (PSAA) for the period covering the accounts for 2018/19 to 2022/23. Under this arrangement EY were appointed as our external auditors.
- 1.2 PSAA is now undertaking a procurement for the next appointing period, covering audits for 2023/24 to 2027/28.

- 1.3 During Autumn 2021 all local government bodies need to make a decision about their external audit arrangements from 2023/24. They have options to arrange their own procurement and make the appointment themselves or in conjunction with other bodies, or they can join and take advantage of the national collective scheme administered by PSAA.
- 1.4 There are currently only nine accredited audit firms able to carry out local authority external audits. These are
- BDO LLP
 - Cardens Accountants LLP
 - Deloitte LLP
 - Ernst & Young LLP
 - Grant Thornton UK LLP
 - KPMG LLP
 - Mazars LLP
 - PricewaterhouseCoopers LLP
 - Azets Audit Services Limited.

2 Proposed Action

- 2.1 It is suggested that the sector-wide procurement conducted by PSAA will produce better outcomes and will be less burdensome for the Council than a procurement undertaken locally because:
- collective procurement reduces costs for the sector and for individual authorities compared to a multiplicity of smaller local procurements;
 - if it does not use the national appointment arrangements, the Council will need to establish its own auditor panel with an independent chair and independent members to oversee a local auditor procurement and ongoing management of an audit contract;
 - it is the best opportunity to secure the appointment of a qualified, registered auditor - there are only nine accredited local audit firms, and a local procurement would be drawing from the same limited supply of auditor resources as PSAA's national procurement; and
 - supporting the sector-led body offers the best way of ensuring there is a continuing and sustainable public audit market into the medium and long term.
- 1.5 The LGA's view is that the national framework remains the best option for councils; see **Appendix A** for a copy of the letter they sent to authorities all on this matter.

3 Other Options

- 3.1 As mentioned above, the Council does have the option to arrange its own procurement and make the appointment themselves or in conjunction with other bodies.
- 3.2 The possibility of undertaking a joint external audit procurement for the Norfolk authorities has been discussed by the s151 officers. There is no appetite for doing this, as most authorities are minded to join the PSAA process to benefit from economies of scale. S151 officers are also concerned about whether a local procurement would be able to secure a qualified, registered auditor given the nine accredited firms would most likely be focusing on the national procurements.

4 Next Steps

- 4.1 If the Council wishes to take advantage of the national auditor appointment arrangements, it is required under the local audit regulations to make the decision at full Council.
- 4.2 The opt-in period starts on 22 September 2021 and closes on 11 March 2022. To opt into the national scheme from 2023/24, the Council needs to return a completed opt-in document to PSAA by 11 March 2022.

5 Issues and Risks

- 5.1 **Resource Implications** – The proposal to join the PSAA procurement is considered to have the least resource requirement on the Council, and is considered most likely to deliver a value for money contractor.
- 5.2 **Legal Implications** – The Council is required to appoint an external auditor.
- 5.3 **Equality Implications** – None
- 5.4 **Environmental Impact** – None
- 5.5 **Crime and Disorder** – None
- 5.6 **Risks** – The public sector external audit market is currently failing to deliver timely audits, and the current fee levels are lower than audit firms state are necessary. There is therefore a risk that fee levels will increase significantly and / or the number of firms bidding for this work will decrease.

6 Recommendation

That the Council accepts Public Sector Audit Appointments' invitation to opt into the sector-led option for the appointment of external auditors to principal local government and police bodies for five financial years from 1 April 2023

Background papers

None

Appendix A: Letter from LGA

From the Chairman of the Association
Cllr James Jamieson



**To: Mayors/Leaders/Chief Executives/Chief Finance
Officers of English Principal Councils**
23 September 2021

Retender of External Audit Contracts

I am writing because your council must shortly make a decision whether to opt into the national arrangement for the procurement of external audit or procure external audit for itself, and to set out the LGA's view on that decision.

In most councils this matter will be considered first in detail by the Audit Committee. You will therefore no doubt wish to pass on a copy of this letter and the more detailed attachment to the colleague who chairs the relevant committee.

Legislation requires a resolution of Full Council if a local authority wishes to opt into the national arrangement. The practical deadline for this decision is 11th March 2022. As this is a decision for the Full Council, I wanted to ensure that you had sight of the letter that has been sent to audit and finance colleagues and that you are aware of the crucial issues to be considered.

The way external audit has operated over the last couple of years has been extremely disappointing. This has led to many audits being delayed and dozens of audits remain uncompleted from 2019/20. Dealing with these issues is not a quick or easy fix.

Nevertheless, the LGA's view is that the national framework remains the best option for councils. There are many reasons for favouring the national arrangements and we think those reasons have become more compelling since 2016/17 when councils were last asked to make this choice.

We believe that in a suppliers' market it is imperative that councils act together to have the best chance of influencing the market and for nationally coordinated efforts to improve the supply side of the market to be effective.

The information attached goes into more detail about the background to this decision. My officers will be happy to answer any questions you may have. Please contact Alan Finch (alan.finch@local.gov.uk) if you have any issues you would like to raise.

Yours sincerely

Cllr James Jamieson
Chairman

RETENDER OF EXTERNAL AUDIT CONTRACTS

Information from the LGA for those charged with governance

The process for retendering for external audit in local authorities in England, for contracts due to start from 2023/24, is now underway and shortly the council will need to decide whether to procure its own external auditor or opt into the national procurement framework.

Legislation requires a resolution of Full Council if a local authority wishes to opt into the national arrangement. The deadline for this decision is the 11th March 2022. If the council doesn't make such a decision, the legislation assumes that the council will procure its own external audit, with all the extra work and administration that comes with it.

The national framework remains the best option councils can choose. There are many reasons for favouring the national arrangements and we think those reasons have become more compelling since 2016/17 when councils were last asked to make this choice.

The way external audit has operated over the last couple of years has been extremely disappointing. A lack of capacity in the audit market has been exacerbated by increased requirements placed on external auditors by the audit regulator. There is also a limited number of firms in the market and too few qualified auditors employed by those firms. This has led to a situation where many audits have been delayed and dozens of audit opinions remain outstanding from 2019/20 and 2020/21. Auditors have also been asking for additional fees to pay for extra work.

As the client in the contract, a council has little influence over what it is procuring. The nature and scope of the audit is determined by codes of practice and guidance and the regulation of the audit market is undertaken by a third party, currently the Financial Reporting Council. Essentially councils find themselves operating in what amounts to a suppliers' market and the client's interest is at risk of being ignored unless we act together.

Everyone, even existing suppliers, agrees that the supply side of the market needs to be expanded, which includes encouraging bids from challenger firms. Public Sector Audit Appointments Ltd (PSAA), the body nominated by the Government to run the national arrangements, has suggested various ways this could be done, but these initiatives are much more likely to be successful if a large number councils sign up to the national scheme.

It is therefore vital that councils coordinate their efforts to ensure that the client voice is heard loud and clear. The best way of doing this across the country is to sign up to the national arrangement.

To summarise, the same arguments apply as at the time of the last procurement:

- A council procuring its own auditor or procuring through a joint arrangement means setting up an Audit Panel with an independent chair to oversee the procurement and running of the contract.

- The procurement process is an administrative burden on council staff already struggling for capacity. Contract management is an ongoing burden.
- Procuring through the appointing person (PSAA) makes it easier for councils to demonstrate independence of process.
- Procuring for yourself provides no obvious benefits:
 - The service being procured is defined by statute and by accounting and auditing codes
 - Possible suppliers are limited to the small pool of registered firms with accredited Key Audit Partners (KAP)
 - Since the last procurement it is now more obvious than ever that we are in a 'suppliers' market' in which the audit firms hold most of the levers.
- PSAA has now built up considerable expertise and has been working hard to address the issue that have arisen with the contracts over the last couple of years:
 - PSAA has the experience of the first national contract. The Government's selection of PSAA as the appointing person for a second cycle reflects MHCLG's confidence in them as an organisation.
 - PSAA has commissioned high quality research to understand the nature of the audit market.
 - It has worked very closely with MHCLG to enable the government to consult on changes to the fees setting arrangements to deal better with variations at national and local level, hopefully resulting in more flexible and appropriate Regulations later this year.

Councils need to consider their options, we have therefore attached a list of Frequently Asked Questions relating to this issue which we hope will be useful to you in reaching this important decision.

When the LGA set up PSAA in 2015, we did so with the interests of the local government sector in mind. We continue to believe that the national arrangement is the best way for councils to influence a particularly difficult market.

If you have any questions on these issues please contact Alan Finch, Principal Adviser (Finance) (alan.finch@local.gov.uk).

PROCUREMENT OF EXTERNAL AUDIT from financial year 2023/24

FREQUENTLY ASKED QUESTIONS

“Were prices set too low in the current contract?”

It is clear that firms did submit bids that reflected what seemed at the time to be very stable market conditions. Unfortunately, a series of financial collapses in the private sector have since created a very different climate and resulted in a whole series of new regulatory pressures. It is very likely that firms thought they could make savings as a result of the new timetable, essentially finishing the accounts audits by the end of July each year. Of course, that is not what has happened.

The Government opened up the market principally on the argument that costs would reduce, and views were mixed in the sector when the first contract was being let. Some councils wanted more savings and some were worried about reduced standards.

“Has the current contract helped cause these issues?”

Since the current contract is based around the Code of Audit Practice and the local government accounting code, this is unlikely. The first year of the new contract coincided with the introduction of new standards and with the emergence of some difficult audit issues such as the [McCloud judgement](#) (a legal case which affected the valuation of pension liabilities). The second year was affected by COVID-19. This laid bare the lack of capacity in the supplier side of the market and led to considerable delays. It is hard to see how the contract could have pre-empted this, but now we are clearer about the level of uncertainty in the system, the next contract can adjust for it.

“If we let our own contract, could we have more influence over auditors?”

No. The auditors are required to be independent and are bound by the Codes and need to deliver to them in line with the regulator’s expectations or face action under the regulatory framework.

As far as delays in audits is concerned, auditors are required to allocate resources according to risk and councils that procure for themselves will find themselves in the same queue as those within the national arrangement.

“If we let our own contract, can we get the auditors to prioritise our audit over others?”

Very unlikely. Auditors are running at full capacity and have to deploy resources according to their assessment of audit risks in accordance with professional standards. It is very unlikely that auditors could give preference to some clients rather than others even if they wanted to.

“Didn’t we used to get more from our auditors?”

Yes we did. For example, auditors were often prepared to provide training to audit committees on a pro-bono basis. The fact that they used to be with us for most of the year meant officers could develop professional working relationships with auditors and they understood us better, within the boundaries required of their independent status. Auditors no longer have the capacity to do extra work and the light shone on audit independence in other sectors of the economy has reinforced the rules on the way auditors and councils work together.

“Under the national framework we have had to negotiate our own fee variations. Will that continue to be the case?”

Unfortunately, virtually all councils have had to engage in discussions with auditors about fee variations linked to new regulatory requirements and, of course, the challenges of COVID-19. PSAA has worked hard with MHCLG to enable the recent consultation on changes to the fee setting regime, and the resulting regulatory change will bring scope for more issues to be settled at a national level in future.

“Can we band together in joint procurements to get most of the benefits of not going it alone?”

We understand that this is lawful. However, joint procurement partners would not be part of PSAA’s efforts on behalf of the sector to increase the number of firms competing in the market, which will therefore be less likely to succeed.

At best, joint procurement spreads the pain of procuring over a larger number of councils and at worst it introduces a new layer of bureaucracy, because someone is going to have to take the lead and bring all the members of the consortium along. It’s not altogether clear to us why a joint procurement would be better than the national contract, especially as the consortium would then have to manage the contract throughout its life (for example, the implications of changes of audit scope).

24 February 2022

MONITORING OFFICER REPORT

Report Author(s): Emma Hodds, Monitoring Officer
emma.hodds@southnorfolkandbroadland.gov.uk
01508 533791

Portfolio: Leader

Ward(s) Affected: All

Purpose of the Report: The purpose of this report is to appoint Councillor Richard Potter as a member of the Economic Success Panel.

Recommendations:

That Council agree:

To appoint Councillor Richard Potter to the current vacancy on the Economic Success Panel.

1. SUMMARY

- 1.1 The purpose of this report is to appoint Councillor Richard Potter as a member of the Economic Success Panel.

2. APPOINTMENTS TO COMMITTEE

- 2.1 At the December Council meeting, a number of changes were made to the allocation of committee seats and appointments to committees.
- 2.2 Unfortunately, a vacancy on the Economic Success Panel was overlooked so there currently remains a vacancy for a conservative seat on the panel.

- 2.3 The Leader has proposed to appoint Councillor Richard Potter to fill this vacancy.

3. ISSUES AND RISKS

- 3.1 **Resource Implications** – not applicable to this report.
- 3.2 **Legal Implications** – the recommendations contained within this report ensure that the Council remains compliant with legislation.
- 3.3 **Equality Implications** – not applicable to this report.
- 3.4 **Environmental Impact** – not applicable to this report.
- 3.5 **Crime and Disorder**- not applicable to this report.
- 3.6 **Risks** – not applicable to this report.

4. CONCLUSION

- 4.1 This report seeks to appoint Councillor Richard Potter as a member of the Economic Success Panel.

5. RECOMMENDATIONS

That Council agree:

To appoint Councillor Richard Potter to the current vacancy on the Economic Success Panel.

OUTSIDE ORGANISATIONS - FEEDBACK FROM REPRESENTATIVES

Report Author: Emma Hodds
Chief of Staff, Monitoring Officer
01508 533791
ehodds@southnorfolkandbroadland.gov.uk

Portfolio: Leader (Policy)

Wards Affected: All

Purpose of the Report:

The purpose of this report is to receive feedback from members on their representation on outside bodies.

Recommendation:

To note the report

Cllr J Leggett - Norfolk Waste Partnership Meeting 2 December 2021

Communications Plan

2022 – 'Recycle right' focus on contamination

'Reuse don't buy new in 2022'

Myth busting e.g. explaining where recycled waste goes, what you can and cannot take to recycling centres

Links to National campaigns

MRF

Documentation is being updated

Memorandum Of Understanding for 2027 is being drafted.

Clinical Sharps

The new arrangements for bins in pharmacies are working well. Broadland DC will have savings on current budget. More publicity about these arrangements is required. Information can be found on our website.

Environment Act

The results of the consultation should be known in early 2022.

Compositional analysis

Phase 1 of the compositional analysis is complete. Phase 2 will take place in May 2022 and the report will be received in July 2022.

Fly Tipping

Different approaches were discussed, and more information was requested for our next meeting. Looking at 'Keep Britain Tidy' resources and successful campaigns in areas outside Norfolk.

Norfolk County Council

Report that Waste volume is up by around 11%. There was an update on improvement plans for some recycling centres and the opening of reuse shops.

Reducing carbon

The use of Hydrotreated Vegetable Oil fuel, retrofitted and electric vehicles were discussed.

Next meeting 22 February 2022

Cllr J Copplestone – Broads Internal Drainage Board Meeting 24 January 2022

Councillors Nurden & Kelly and I attended the virtual meeting of the Broads IDB on 24th January, which was chaired by Robin Buxton.

The Board asked members to consider a drainage rate/levy rise to stakeholders (including constituent councils) of 5.6%, this was based on an inflation rate @ 31st October 2021 of 6%. I felt this unfair as the ONS reported a CPI 5.4% inflation increase in the 12 months up to December, so I proposed a 5% increase which was seconded by Cllr. Toye of NNDC. Councillors were outvoted on this amendment 11 to 15, and the rate rise was instated at 5.6% after much debate. James Chapman (a local landowner) questioned the efficiency of operations of the Board which was noted.

CEO Phil Camamile asked for a Carbon Audit of the IDB to be added to the performance review as per the Environment Act 2021, I asked if this could be baselined and reported to the Board on a six-monthly basis to reflect progress.

Following the Governments review last March to remove the entitlement for the IDB's to use rebated fuel (Red Diesel) and with the anticipated increase in cost of changing to White Diesel, ADA requested HM Treasury to clarify the situation. HM Treasury replied clarifying that 'IDBs using their direct workforce and management work on land used for agriculture (working under the expectation that such activity on this land will at least in part be for the benefit of agricultural activity).' This is a positive response and further clarification is being requested.