

Cabinet Agenda

Members of Cabinet:

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

Date & Time:

Tuesday 26 April 2022 at 4.00pm

Place:

Council Chamber, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, NR7 0DU

Contact:

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PUBLIC ATTENDANCE:

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

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

If a member of the public would like to attend to speak on an agenda item, please email your request to committee.bdc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Thursday 21 April 2022. Please see further guidance on the options for public speaking at page 2 of this agenda.

Rules on Public Speaking

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

committee.bdc@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

AGENDA

1.	To receive declarations of interest under Procedural Rule no 8	5
2.	Apologies for absence	
3.	Minutes of meeting held on 15 March 2022	7
4.	Matters arising therefrom (if any)	
5.	Public Speaking	
	To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.	
	In accordance with the Constitution a period of 3 minutes is allowed per member of the public.	
6.	Representations from Non-Cabinet Members	
	To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.	
	In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.	
7.	Overview and Scrutiny Committee	
	Cabinet will be advised of the views expressed by the Committee at its meeting on 12 April 2022 in relation to items on this Agenda.	
8.	Environmental Excellence Policy Development Panel	
	To receive the Minutes of the meeting held on 14 April 2022.	(87)
9.	Addendum to the 2022-24 Delivery Plan and the use of the Earmarked Reserves Created as a Result of the In-Year Budget Options	18
10.	Proposed Capital Investment in Renewable Energy Infrastructure	37
11.	Ukraine Update Briefing Report	41
12.	Public Sector Equality Duty Annual Report	47

13.	Forward Plan	71
14.	Exclusion of the Press and Public	
	The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.	
15.	Frettenham Depot Redevelopment	75
16.	Microsoft Enterprise Agreement – Contract Award	82
17.	Exempt Cabinet Minute	80

To receive the Exempt Minute of the meeting held on 15 March 2022

Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

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

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

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



CABINET

Minutes of a meeting of Cabinet held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, held on Tuesday 15 March 2022 at 6.00pm.

Cabinet Members Present:	Councillors: S Vincent (Chairman), T Mancini-Boyle (Vice-Chairman), J Copplestone, J Emsell, J Leggett and F Whymark.
Apologies	Councillor: S Lawn
Other Member in Attendance:	Councillor: S Riley
Officers in Attendance:	The Managing Director, Director of Resources, Director of Place, Chief of Staff (Monitoring Officer), Assistant Director of Finance, Assistant Director for Individuals and Families, Assistant Director for Economic Growth, Assistant Director ICT/Digital and Transformation, Housing and Wellbeing Senior Manager, Help Hub and Communities Senior Manager, Revenues Manager, Policy and Partnerships Officer, Project Manager, Internal Consultancy Senior Lead and Democratic Services Officer (LA).

The Leader made the following statement in support of Ukraine:

We are proudly flying the Ukrainian flag in solidarity with the people of Ukraine. We want to send a message loud and strong to the people of Ukraine that our prayers are with them. That they have our support in what is an extremely horrific time for them. That on behalf of Members and Officers of Broadland Council we utterly condemn the unprovoked actions of Russia and premeditated war against the people of Ukraine. We have already seen how the humanitarian cost is dreadful and it is only going to get worse. Broadland District Council stands ready to help Ukrainian refugees wherever we can, working with the UK Government to support its settlement programme. In the meantime, our Team, working in partnership with all the other Norfolk Councils, is making preparations at pace for refugee settlement in Norfolk. Where Broadland residents have asked how to help, we are directing them to make cash donations to agencies such as the Red Cross. As this is seen as the best way to get help to people in this humanitarian crisis.

We have not been able to identify any contracts with Russian owned companies. Should it be established that we do then steps will be taken to break these relationships. We have no investments in Russia or Russian companies that we are aware of and, therefore, we also

encourage others to disinvest from Russia. One of our energy contracts is with TOTAL who have now officially made it known, unlike many companies, that they intend to continue to operate in Russia. Therefore, we are currently seeking an alternative supplier.

We do not and will not provide any support for the Russian war machine, which against all odds the Ukrainian people with amazing tenacity and resolve are withstanding at this point in time.

Long may they continue to resist knowing they have the support of the world behind them.

251 MINUTES

The minutes of the meeting of Cabinet held on 8 February 2022 were agreed as a correct record.

252 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 8 March 2022, as each item was considered.

253 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Cabinet received the Minutes of the meeting of the Panel held on 25 January 2022. The Portfolio Holder for Transformation and Organisational Development advised the meeting that two items considered by the Panel were on today's Cabinet agenda. These were: item 20 – Enforcement Agent Services and item 22 - Single IT Solution for Revenues and Benefits.

254 ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting of the Panel held on 27 January 2022. The Portfolio Holder for Environmental Excellence informed members that the report at minute 27 - Recycling Projects Update and Future Plans, would be brought to the 19 April 2022 meeting of Cabinet.

255 WELLBEING POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting of the Panel held on 2 February 2022. The Portfolio Holder for Housing and Wellbeing advised the meeting that the Panel recommendation at minute 52, in respect of the South Norfolk and Broadland Rough Sleeper Strategy 2022-2025, would be considered at item 14 on today's Cabinet agenda.

256 ECONOMIC SUCCESS POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting of the Committee held on 21 February 2022. The Portfolio Holder for Economic Development informed members that the Bure Valley Railway Future Options Review at minute 69 would be determined by Cabinet at item 21

on today's agenda. The Broadland Country Park report, which was considered by the Panel at minute 68, would be brought to Cabinet for determination in due course.

257 REPORT DELIVERY PLAN 2022-2024

The Assistant Director ICT/Digital and Transformation introduced the report, which proposed that the Council approve 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. If approved, the Plan would commence in April 2022.

The Delivery Plan outlined the proposed programmes and projects under the following four key 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

The Delivery Plan also highlighted 32 delivery measures that were used to track the performance of the Council. Some measures that had been baselined in the last Delivery Plan update had now been set with targets going forward, such as the Customer Satisfaction and Experience measure.

The Leader noted that the Delivery Plan clearly set out the Council's ambitions and the significant number of projects being undertaken over the next two years and he proposed the recommendation in the report.

The Portfolio Holder for Economic Development seconded the proposal and drew members' attention to the support provided for local businesses by the Economic Development Team throughout the pandemic. These included: strong support for the visitor economy and market towns; continuing business support and training and a business mentoring scheme that would start shortly. Members were also asked to note that the Council had a number of tenants ready to move into the Food Innovation Centre, when it was completed in September. In addition the Growth Team were looking at commercial opportunities throughout the area, as well as infrastructure improvements to enable growth.

The Portfolio Holder for Finance noted that the Finance Team was looking to introduce a green bond model, which would enable capital-raising and investment for new and existing projects with environmental benefits. A new Finance IT system was being rolled out shortly and a new Revenues and Benefits IT system would be considered later in this meeting.

The Portfolio Holder for Housing and Wellbeing commended staff on the excellent work being undertaken over the last year, particularly in the Help Hub, which supported residents in times of need and also reached out to support community groups across the

District. In addition the Housing Team were looking at extending temporary accommodation capacity, as well as exploring new ways to support people. For example, the Independent Living Policy, the Serious Illness Grant and the Forget-me-not Grant, for people with dementia. Officers would be liaising with colleagues in other districts to encourage these initiatives to be rolled out across Norfolk. Members were also advised that there were now 44 Mental Health first aiders in the One Team, to support staff.

The Portfolio Holder for Environmental Excellence drew members' attention to the implementation of the new waste services contract from 1 April 2022, which would increase the number of items that could be collected for recycling, such as small electrical products and textiles and from October food waste across the whole District. All residents would be leafleted to inform them of these changes. To enhance and protect the natural environment a tree planting scheme was being introduced. The waste depot was also being improved and more effort was being put into finding the perpetrators of fly-tipping. In addition, following a carbon audit, plans were in place to reduce the Council's carbon emissions.

The Portfolio Holder for Transformation and Organisational Development informed the meeting that the Delivery Plan was moving forward with a number of IT projects that would make better use of the data held by the Council. These included, the Customer Relationship Management System, web chat functions, the expansion of the 365 Office Suite and delivery of phase two of the website.

The Leader advised the members that the Portfolio Holder for Planning, who could not be at today's meeting, had wished to highlight the transformation of the Planning Department and the systems that it was using, which would align with the proposals in the Planning White Paper for greater streamlining and simplification of the planning process. New charges for street naming and monitoring S106 agreements were being introduced to cover the Council's costs, from April 2022. The Council was also working with South Norfolk, Norwich City and the County Council on the delivery of the Greater Norwich Local Plan.

Following a show of hands it was unanimously:

RECOMMENDED TO COUNCIL

To approve the adoption of the Delivery Plan for 2022-24.

Reasons for Decision

The report was a factual account.

258 COVID-19 RECOVERY PLAN 2021 – 2022: PROGRESS REPORT AND FINANCIAL POSITION

The Assistant Director for Individuals and Families introduced the report, which provided a progress update on delivery of the COVID Recovery Plan agreed by Cabinet in June 2021.

Funding for the Recovery Plan had come from two main sources. The first was the Contain Outbreak Management Fund, which had been used for test, trace and contain activity, as well as support to those isolating. The fund was currently either spent or fully committed.

The second source of funding was the un-ringfenced COVID Grant, which had been used for a vast amount of support activity for residents and businesses in the District. This fund had a sizable underspend of £443,732.

The report proposed three options for the reallocation of the un-ringfenced COVID funding. The first was to provide a Community Connector service in urban areas of Broadland not currently covered by the service. The cost of providing this service, over a period from June 2022 until March 2024 was £175,000. The aim of the project was to demonstrate to the GP surgeries in these areas the value of the Community Connector service with the view that after 2024 they would directly commission the service from the Council. It was confirmed that the new service would relate to where the resident lived, not where there surgery was.

The second option was to allocate a further £30,000 to the Broadland Local Hospitality Grant scheme, which had proved a valuable support to businesses in Broadland in a sector that had been badly affected by the pandemic.

The third option was to set aside a budget of £35,000 to improve catering and informal seating facilities at Thorpe Lodge. This was considered an important means of re-engaging staff in their service areas and across the One Team, as more staff came back to the office.

The Leader commended the One Team for their work in supporting vulnerable residents, communities and businesses throughout the pandemic. He noted the funding received and the options proposed for the underspend and he proposed the recommendation in the report.

The Portfolio Holder for Finance seconded the proposal and confirmed that she was pleased to see the proposal to roll out the Community Connectors to the urban areas not currently covered. She also advised members that working with South Norfolk, the Council had procured support through the East of England Local Government Association to promote the Council as a body that was readily accessible to local small and medium enterprises.

The Chairman of the Overview and Scrutiny Committee informed the meeting that he had highlighted the risk that spending the un-ringfenced COVID funding could be followed by a further outbreak of Covid-19, and that members should remain aware of this funding risk.

In answer to a query about the mental health pilot project with the YMCA the Help Hub and Communities Senior Manager informed the meeting that unfortunately the Clinical Commissioning Group (CCG) had decided against funding the project. The Council was continuing supporting customers in the same way as before the pilot was in place, within the resources that were available. The CCG was aware of the value of the service, but there was no timeline for their reconsideration of funding the service at this stage.

Following a show of hands it was, unanimously:

RESOLVED

1. To note the progress made against the COVID recovery plan, endorsed by Cabinet in June 2021; and
2. To agree to the deployment of un-ringfenced COVID grant to fund options presented in section 5.

Reasons for Decision

To continue to provide support and assistance to residents and businesses in the District.

259 SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STRATEGY 2022-2025

The Policy and Partnerships Officer introduced the report, which presented the South Norfolk and Broadland Rough Sleeper Strategy 2022-2025, which linked in with the Council's overarching approach of homelessness prevention and sits alongside the best in class housing offer and the Greater Norwich Homelessness Strategy.

The Strategy was designed to align with the National Rough Sleeper Strategy and was influenced by findings of a review of Council's Rough Sleeper Service.

The Strategy identified four priority areas and strategic objectives:

1. Prevention: Rough sleeping is prevented
2. Intervention: offer the right accommodation and support at the right time. No second night sleeping rough.
3. Recovery: The impact of the service is positive and long-lasting for the customer.
4. Systems: working together to eliminate rough sleeping.

The Portfolio Holder for Housing and Wellbeing commended officers for their work on the Strategy and the approach being taken and proposed the recommendation in the report.

The Chairman of the Overview and Scrutiny Committee advised Cabinet that the Committee had been advised by the Housing and Wellbeing Senior Manager that a new emphasis was to be placed on the prevention of rough sleeping and homelessness by Norfolk and Suffolk Foundation Mental Health Trust. This would be via a new, fully resourced Rehab Team to help people discharged from mental health units into accommodation, with support for them to stay there. This would also have the benefit of freeing up beds in mental health units more quickly. Members would be informed more about this new initiative in due course.

Following a show of hands it was unanimously:

RESOLVED

To approve the adoption of the South Norfolk and Broadland Rough Sleeper Strategy 2022-2025.

Reasons for Decision

To meet legislative requirements.

260 APPROVAL OF EXTENSION TO BELAUGH CONSERVATION AREA AND ADOPTION OF CONSERVATION AREA APPRAISAL

The Director for Place introduced the report, which recommended that Council approve and adopt the Belaugh Conservation Area Appraisal and the extension of the Conservation Area boundary.

The Conservation Area had last been re-appraised in 2011. At that time it was recommended that the area should be extended to include the property Piper's Haigh, which fell within the Broadland District Council area.

However, although approved by the Broads Authority the additional extended area was not adopted by Broadland District Council at this time, so the boundary remained legally the same.

The Broads Authority conducted a re-appraisal in 2021 and it was concluded that a single change to the boundary, as initially recommended in 2011, should again be proposed.

It was, therefore, proposed that Cabinet recommends to Council to adopt the Conservation Area appraisal produced by the Broads Authority and approve the extension to the Conservation Area boundary to include the property Piper's Haigh and its associated curtilage land which fell within the Broadland District Council planning area.

Following a show of hands it was unanimously:

RECOMMENDED TO COUNCIL

1. To approve the adoption of the proposed extension of the boundary of Belaugh Conservation Area to include Piper's Haigh and its curtilage; and
2. To approve and adopt the conservation area appraisal for Belaugh Conservation Area.

Reasons for Decision

To designate an area in the District as a Conservation Area.

261 COMMUNITY INFRASTRUCTURE FUND APPLICATION: BRUNDALL PARISH COUNCIL

The Assistant Director Economic Growth presented the report, which sought approval to offer a loan of £231,318.85 to Brundall Parish Council to part fund phase one of the new Brundall Sports Hub, using the Community Infrastructure Loan facility.

Phase one of the project would deliver a new multi-sport floodlit 3G pitch and associated community building. Upon delivery, the new Sports Hub would be capable of hosting various sports clubs, teams and coaching sessions within the community, whilst drawing people into the village.

To facilitate this loan, the earmarked reserve of the Community Infrastructure Fund would need to be increased by £150,000. It was proposed to make this increase permanent to cover existing commitments and the proposed loan to Brundall Parish Council. This would result in the Community Infrastructure Fund increasing to a total value of £650,000.

Members were advised that the structure of the Community Infrastructure Loan Fund meant that there would be very little risk to the Council in making this loan. However, there was also a backstop date of eight years for the loan to be repaid in full, as part of the agreement.

The Portfolio Holder for Economic Development commended the project and proposed the recommendations in the report.

The Leader emphasised the importance of facilitating infrastructure schemes for communities that had resulted from growth in the District.

Following a show of hands it was unanimously:

RECOMMENDED TO COUNCIL

To allocate an additional earmarked reserve of £150,000, to permanently increase the Community Infrastructure Fund loan facility to cover the existing commitments, plus the proposed loan to Brundall Parish Council. This will result in the Community Infrastructure Fund increasing to a total value of £650,000.

RESOLVED

1. To agree to a £231,318.85 loan to Brundall Parish Council for the design and construction of the Brundall Sports Hub;
2. To agree delegated authority to the Director of Place, in consultation with the Section 151 officer and Portfolio Holder of Economic Growth, to review and approve the legal agreement which confirms the loan on behalf of the Council.

Reasons for Decision

To facilitate the delivery of a local infrastructure project.

262 FORWARD PLAN

The Portfolio Holder for Economic Development requested that the Broadland Country Park Masterplan be included on the Forward Plan.

In response, the Assistant Director Economic Growth confirmed that there were a number of existing commitments that needed to be put in place, so that a comprehensive Masterplan could be drafted for Cabinet. The timeframe for this could not currently be determined, but it would be brought to members as soon as possible.

The Recycling Projects Update and Future Plans report considered by the Environmental Excellence Policy Development Panel, which included a recommendation regarding providing 180L residual bins to new properties or as replacement bins, would be added to the Forward Plan for the 19 April 2022 meeting of Cabinet.

263 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.

264 TAVERHAM GP SURGERY AND HEALTH HUB

The Project Leader presented the exempt report, regarding the Taverham GP Surgery and Health Hub.

Officers outlined the background and proposals of the report and drew members' attention to the key aspects. A detailed discussion took place where members of the Cabinet agreed with the proposals in the report.

Following a show of hands it was unanimously

RESOLVED

To approve the recommendations contained in the exempt report.

Reasons for Decision

To facilitate a multi-agency integrated service, that would support clinical, financial, wellbeing and social needs.

265 ENFORCEMENT AGENT SERVICES

The Revenue Manager presented the exempt report, which reviewed the Council's enforcement service. Officers answered further questions on the report in detail. The Portfolio Holder for Finance commended the report to members and thanked officers for their continued work in the service.

Following a show of hands it was unanimously

RESOLVED

To approve recommendations contained in the exempt report.

Reasons for Decision

To enhance the enforcement agent service for residents and the Council.

266 BURE VALLEY RAILWAY FUTURE OPTIONS REVIEW

The Assistant Director of Economic Development presented the exempt report, which outlined the findings from the Bure Valley Railway Future Options review. A considerable discussion took place on various aspects of the report, as detailed in the exempt Minutes.

Following a show of hands it was unanimously

RESOLVED

To approve the recommendations, as amended, in the exempt report.

Reasons for Decision

To review the options for the Bure Valley Railway.

267 SINGLE IT SOLUTION FOR REVENUES AND BENEFITS

The Assistant Director for Individuals and Families introduced the exempt report, which presented a business case for a joint Revenues and Benefits IT solution.

It was explained that moving to a single solution would realise significant financial savings for both Councils in the form of reduced software licensing and annual support costs.

A single solution would also increase resilience across the service and the alignment of working practices, which in turn would improve the overall customer journey offered to residents and businesses.

Following a show of hands it was unanimously

RESOLVED

1. To agree and endorse the Business Case; and

2. To agree to delegate authority to award the contract for a single Revenues & Benefits solution to the Assistant Director of Individuals and Families in consultation with the Portfolio Holder for Finance.

Reasons for Decision

To move to a single IT solution that would realise significant financial savings for both Councils and increase resilience across the service.

268 EXEMPT ECONOMIC SUCCESS POLICY DEVELOPMENT PANEL

Cabinet received the exempt minutes for the meeting held on 21 February 2022.

(The meeting concluded at 7.35 pm)

Chairman

Addendum to the 2022-24 Delivery Plan and the use of the Earmarked Reserves created as a result of the In-Year Budget Options

Report Author(s): Debbie.Lorimer@southnorfolkandbroadland.gov.uk
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Phil.Courtier@southnorfolkandbroadland.gov.uk
Director of Place

Portfolio: Economic Development, Housing and Wellbeing,
Environmental Excellence, Transformation and Organisational
Development, Planning

Ward(s) Affected: All wards

Purpose of the Report:

This report provides members with proposed initiatives relating to the use of the Earmarked Reserves that have been created as a result of the In-Year Budget Options. Where the proposed initiatives are not covered within the existing agreed 2022/24 Delivery Plan, an addendum to that plan is also recommended.

Recommendations:

That Cabinet recommends to Council:

1. To approve the transfer between the earmarked reserves to enable the funding of the 13 initiatives as shown in the table in section 4.1.

2. To approve that the spend within these newly adjusted earmarked reserves be delegated to the appropriate Assistant Director in consultation with their Portfolio Holder.
3. The addendum to the 2022/24 Delivery Plan as shown in Appendix B.

Subject to Council approval of recommendations 1, 2 & 3

Cabinet agrees to:

1. To progress the 13 initiatives detailed in section 3 utilising the £2.578m earmarked reserves (Appendix A). Where business cases are required, as indicated in the tables in section 3, the release of funds is subject to these being agreed by Cabinet in due course.

1. Summary

- 1.1 Following a Cabinet report on 8 February 2022 of In-year Budget Options, it was agreed by Council on the 24 February to create new Earmarked Reserves to support the initiatives previously identified.
- 1.2 This report provides further details on those initiatives which support the following, for Cabinet to consider:
 - Progress towards carbon net zero
 - Accelerating our Growth Agenda
 - Our Environment
 - Supporting our Communities
 - Investing in our talent and pipeline for One Team
- 1.3 Some of these initiatives are already reflected within the agreed 2022/24 Delivery Plan. Where these would be additional initiatives then an addendum to the agreed Delivery Plan is proposed.

2. Background

- 2.1 The financial performance for 2021/22 has been strong.
- 2.2 Additional one off income has been received, and the One Team have identified significant revenue savings and efficiencies.
- 2.3 On 24th February 2022, Council agreed that a series of Earmarked Reserves to be established in the following thematic areas in pursuance of Council objectives and to the aggregate sum of £2.578m.

2.4 The following thematic areas and relating reserves were subsequently created:

Progress towards Carbon Net Zero	£0.685m
Accelerating our Growth Agenda	£0.725m
Supporting our communities	£0.594m
Our Environment	£0.023m
Investment in our talent and pipeline for the One Team	£0.551m

Total £2.578m

3. Opportunities / Initiatives

The following tables provides a summary of the initiative proposed and Appendix A provides additional detail on these initiatives

Earmarked Reserve 1 - Progress towards a carbon net zero £0.685m

Description of initiative	Subject to a Business Case?	Estimated BDC Cost £000	Delivery Plan Ref
1 – Broadland Green Energy projects Such as EVCP, investment in solar panels, solar car ports.	Yes	£822	GE 3 / PE 5
2 - Clean Growth and Sustainability Manager (Joint post – split 45/55)	No – already approved	£58.5	GE8, GE9, O4, O6, O12
Total		£880.5	

Earmarked Reserve 2 - Accelerating our Growth Agenda £0.725m

Description of initiative	Subject to a Business Case?	Estimated BDC Cost £000	Delivery Plan
3 - Three new posts <ul style="list-style-type: none"> Community Infrastructure Officer Growth Delivery Officer Economic Growth Finance Officer (Joint posts – split 45/55)	Yes	£180 (for all 3 posts)	GE8, GE9, O4, O6, O12

4 - Temporary Increase in Development Management capacity (Joint cost split 45/55)	Yes	£45	P 1
5 - Feasibility Study Reserve (BDC projects)	No	£100	GE 8 & GE 9
TOTAL		£325	

Earmarked Reserve 3 - Supporting our Communities £0.594m

Description of initiative	Subject to a Business Case?	Estimated BDC Cost £000	Delivery Plan
6 - Develop a Hardship Support Offer for Broadland residents	No	£100	New SI 9
7 – Improving our Temporary Accommodation	No	£35	New SI 10
8 - Temporary Accommodation capital fund	Yes	£900	New SI 11
TOTAL		£1035	

Earmarked Reserve 4 - Our Environment £0.023m

Description of initiative	Subject to a Business Case?	Estimated BDC Cost £000	Delivery Plan
9 - One off budget for development and delivery of marketing strategy and campaign to improve recycling behaviours (Joint cost split 45/55)	No	£22.5	L1
TOTAL		£22.5	

Earmarked Reserve 5 – Investing in our talent and pipeline for the One Team
£0.551m

Description of initiative	Subject to a Business Case?	Estimated BDC Cost £000	Delivery Plan
10 - CRM (Customer Relationship Management System) Implementation (Joint costs split 45/55)	Yes	£49.5	MT 3
11 – The single image build (Joint cost split 45/55)	No	£27	G 4
12 - Domain Migration (Joint costs split 45/55)	No	£13.5	MT 7
13 - Invest in increasing our Apprentice opportunities in the One Team (Joint cost split 45/55)	No	£225	New MT 21
TOTAL		£315	

4. Movement of Reserves

4.1 The initiatives shown within section 3 require the movement between the earmarked reserves as shown below:

Earmarked Reserve	Original Amount Earmarked £000	Proposals going to Cabinet £000	Movement required £000
Progress towards Carbon Net Zero	£685k	£880.5k	+£195.5
Accelerating our Growth Agenda	£725k	£325k	- £400
Supporting our communities	£594k	£1,035k	+£441
Our Environment	£23k	£22.5k	-£0.50
Investment in our talent and pipeline for the One Team	£551k	£315k	-£236
Total	£2578k	£2578k	

5. Authority to use Reserves

5.1 Council agreed to the establishment of the individual opportunities reserves on 24 February, in order to draw down upon these adjusted reserves a delegation needs to be in place.

It is proposed that Members may wish to agree the delegations as below:

The spend within the earmarked reserves be delegated to the appropriate Assistant Director, as outlined in the table below, in consultation with their Portfolio Holder.

Initiatives - Carbon Net Zero	Assistant Director Economic Growth in consultation with the Portfolio Holder for Environmental Excellence. Assistant Director Community Service in consultation with the Portfolio Holder for Environmental Excellence.
Initiatives - Growth	Assistant Director Economic Growth, in consultation with the Portfolio Holder for Economic Development. Assistant Director Planning - in consultation with the Portfolio Holder for Planning
Initiatives – Supporting our Communities	Assistant Director Individuals and Families, in consultation with the Portfolio Holder for Housing and Wellbeing
Initiatives – Our Environment	Assistant Director Community Service, in consultation with the Portfolio Holder for Environmental Excellence
Initiatives - One Team	Assistant Director Transformation and ICT/Digital in consultation with the Portfolio Holder for Transformation and Organisational Development. Chief of Staff, in consultation with the Portfolio Holder for Transformation and Organisational Development.

6. Delivery Plan Addendum

- 6.1 The tables for the proposed initiatives above in section 3 identify if they are already referenced within the existing agreed Delivery Plan. For those initiatives which are additional, an addendum to the Delivery Plan is recommended in Appendix B.

7 Other options

Cabinet may decide not to progress with all or some of these initiatives at this time, and to retain the funds within the earmarked reserves for future use.

8 Issues and risks

- 8.1 **Risks** – These are shown against each initiative being proposed in Appendix A. There are clear plans in place to ensure that the money is spent on time and withing budget to ensure there is no slippage to spend.

- 8.2 **Resource Implications** – There will be resource implications across all in-year initiatives presented. The majority will be managed through the Resource Coordination Group and allocated accordingly with other projects included in the delivery plan.
- 8.3 **Legal Implications** – the individual initiatives will have their own legal implications.
- 8.4 **Equality Implications** – as additional items of expenditure are being proposed (as opposed to reductions) it is very unlikely that there will be any significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.
- 8.5 **Environmental Impact** – depending on the items agreed this report gives the Council the opportunity to improve the environment.
- 8.6 **Environmental Impact** – depending on the items agreed this report gives the Council the opportunity to improve the environment.
- 8.7 **Crime and Disorder** – none

9. Conclusion

- 9.1 The use of the Earmarked Reserves provides an opportunity to accelerate the delivery of the Council's ambition.

10. Recommendations

- 10.1 That Cabinet recommends to Council:

1. To approve the transfer between the earmarked reserves to enable the funding of the 13 initiatives as shown in the table in section 4.1.
2. To approve that the spend within these newly adjusted earmarked reserves be delegated to the appropriate Assistant Director in consultation with their Portfolio Holder.
3. The addendum to the 2022/24 Delivery Plan as shown in Appendix B.

Subject to Council approval of recommendations 1, 2 & 3

Cabinet agrees to:

1. To progress the 13 initiatives detailed in section 3 utilising the £2.578m earmarked reserves (Appendix A). Where business cases are required, as indicated in the tables in section 3, the release of funds is subject to these being agreed by Cabinet in due course

Appendix A

PROGRESS TOWARDS CARBON NET ZERO

1 Broadland Green Energy Project

Explore and implement green energy solutions for council owned assets.

Solutions will be subject to business cases.

Examples of opportunities to explore are; Installing additional solar panels during the build phase of the Broadland Food Innovation Centre, photovoltaic panels on land at the Bure Valley Path, replacement of existing and investment of additional solar provision as part of the redevelopment of the Frettenham Depot, including investigation of battery storage facilities, installation of ground source heating, air source heating or photovoltaic panels.

Providing electric vehicle charging points would also be a visible commitment to improving infrastructure and could help the tourism economy. The transition to Electric Personal Vehicles is inevitable and this would be a further step towards supporting that change.

Costs : £822k

Timeline

12 -18 months

Risks:

Risks will be mitigated through the development of options appraisals through business cases.

2 Clean Growth and Sustainability Manager

This new fixed term post will play a vital role in delivering on the Councils' ambitions to reduce carbon emissions, driving forward the Councils' green agenda and the district as an exemplar as we proactively prepare for the post-carbon economy.

Will lead and manage the delivery of the strategic environmental agenda across the Councils, working across services to generate, support and deliver climate change measures and to monitor progress and achievements. Will encourage and facilitate carbon reduction across all aspects of the Councils' land and buildings, and support and advise on clean energy alternatives.

Investigate options for investing in low carbon energy generation as well as develop funding bids and fully engage with the 'levelling up' agenda to maximise the external funding opportunities available to support the Councils' net zero ambitions.

Costs £58,500

A £130,000 cost for this two-year fixed term post will be split on a 45/55 basis.

Timeline

3 months

Risks:

None.

ACCELERATING OUR GROWTH AGENDA

3 New posts in Economic Growth to support and accelerate growth.

Economic Growth is resource hungry on the wider organisation, as many of the opportunities explored require a quick reaction to circumstance. There has also been an increase in complexity, both financially and practically, as officers explore and implement opportunities for growth.

The following additional posts will allow for greater support, and ultimately faster growth, across the district.

Community Infrastructure Officer

This post will proactively engage with Parish and Town Councils to facilitate the delivery of infrastructure spending. There are significant economic, community and place benefits in accelerating infrastructure delivery in line with growth opportunities. Acting as the Local Planning Authority, Council officers can understand and forecast future CIL receipts of parish and town Councils, based on knowledge of the expected delivery of growth in the area.

Growth Delivery Officer

This post will support and accelerate the ambitious capital programme and aid the delivery of the Council's One Public Estate projects as an example Taverham Hub and other opportunities. As the capital programme continues to grow additional resource is required to meet that ambition, ensuring due diligence, cost management and the flexibility to move faster still.

Economic Growth Focused Finance Officer

This post will provide in house finance resource for the intensive and complex work undertaken by Economic Growth. Reduced demand on finance team could be beneficial to the wider organisation. Internal ownership of complicated financial projects and reporting.

Costs £180k for all 3 posts

A £400,000 cost for the first two years of these additional permanent posts will be split on a 45/55 basis.

Timeline	6 months
Risks:	After the initial two-year contracts, the funding for these posts will be drawn from project programmes, or will conclude, but will not be an increase to the base revenue budget.

4 Temporary Increase in Development Management capacity

The Planning team has experienced high volumes of work evidenced by the combined, increased planning fee and CIL income which is in excess of £750k above budget for BDC/SNC in 21/22.

Furthermore, the Planning team currently faces an unprecedented level of work with a significant year on year increase in the number of planning applications received since 2019/20, including applications for the largest urban extensions the LPA has ever received. For the 11 month period to end of Feb 2022, 4241 applications were received across the OneTeam, an increase of 193 (5%) over the same period the previous year. BDC alone has seen a 19% increase in numbers of applications determined this year. Therefore, to help manage this increased level of work and

<p>provide a high-quality service to our customers it is proposed to increase the capacity of the Development Management Team. This will enable the team to:</p> <ul style="list-style-type: none"> • Efficiently and effectively manage an overall increase in application numbers, including forthcoming major strategic planning applications. • Manage applications following adoption of the GNLP (site allocations) • Progress work on a new settlement(s) • Development Consent Orders • Prepare for biodiversity net gain and ecology impacts (including new Nutrients Neutrality impacts) and changes arising from the Environment Act <p>Given the recent advice received from Natural England on the need to assess impacts on nutrients loading on protected sites (known as Nutrients Neutrality) the immediate focus and resource will be given to addressing these impacts. Resolving this will as quickly as possible will ensure decisions are made expediently.</p>	
<p>Cost £45k</p> <p>£100,000 cost will be split on a 45/55 basis</p>	
Timeline	6 – 9 months
Risks:	There is a big risk that there are no suitable planners available to fill the resource gap as there is national shortage of planners at present. There is a risk that applications will be delayed and take longer to determine.

5 Feasibility Study Reserve	
<p>A reserve dedicated to front funding feasibility (and other advance works) to be able to quickly react to opportunity and to explore capital interventions to support the ambitions of the Council. This feasibility work is necessary to establish a business case, for a given project, and to rigorously apply due diligence at the early stages. The intention would be for any studies funded through this pot to be capitalised and for the reserve to be self-sustaining.</p>	
<p>Cost £100k</p>	
Timeline	Ongoing.
Risks:	As with all feasibility work there is a potential for the cost to be abortive if a project doesn't progress.

SUPPORTING OUR COMMUNITIES

6 Develop a hardship support offer - supporting households to cope with increased costs of living

The consequences of cost-of-living rise and hardship is having a current and will have a longer term effect on our residents, and consequently on our core benefits and homelessness services and duties.

Our focus will be for those who are in hardship which will be defined as those who are unable to:

- meet new fuel bills
- pay rent
- buy food
- run a vehicle to access work / essential services and medical appointments.

The approach, building on the councils existing prevention offer, will seek to use of the funding to;

Crisis Minimisation will involve providing an immediate response to emerging hardship through services like direct funding, fuel relief, temporary accommodation.

Recovery will involve providing advice and support to address presenting need and will be delivered by our debt and welfare advisors, community connectors and housing advice and standards teams. This could involve support for budgeting, wellbeing and mental health, and energy efficiency.

Crisis prevention will take the form of two work strands, reducing cost and increasing income. We can support families to reduce costs through improving energy efficiency of the home, providing proactive budgeting advice, reducing food waste and supporting residents to access services online.

This approach will use existing resources and funding streams where possible but will be supplemented as necessary by £100K additional funding, with the ability to carry any underspend forwards into new financial year/s . During this period, the One Team will also seek to identify additional external funding streams to support our approach.

Costs £100k Hardship Support

Risks:

Minimal risk to underspend

7 Improving our Temporary Accommodation

Our temporary accommodation will be upgraded in the following work strands:

- Reducing carbon footprint - window/heating/solar panels
- Security and safety – CCTV, fire prevention etc.
- Furniture and fittings

The scoping and agreement of all these strands has already been completed and agreed. Except for reducing carbon footprint activity, all strands can be completed without delay once agreement has been obtained from Cabinet.

Windows and heating systems have been quoted for and will only need installing, suggesting approximately an 8–12-week lead in time. Solar panels need to source, and planning permission investigated.

Costs £35k

Timeline	<p>We have sourced quotes for windows, heating and will have a lead in time of approx. five months after approval and so will be installed no later than September 2022.</p> <p>Solar panels -we are working on quotes, and we may require planning permission. Aim to have installed by December 2022</p> <p>Furniture and fittings. All quotes agreed and will be installed no later than September 2022.</p>
Risks:	Minimal risk to underspend

8 Temporary Accommodation Capital Fund

As part of our planning for temporary accommodation we will be completing a business case in June to explore how we can improve our current offer. Currently we own two properties and lease a number of others. The aim of this review is to assess whether by purchasing more of our own temporary accommodation, we can not only reduce our costs but at the same time improve support to our more vulnerable residents.

Cost £900k

Timeline	A business case will be completed by June 2022, if approved then accommodation will be purchased as it becomes available.
Risks:	This will be detailed in the business case

OUR ENVIRONMENT

9 Improving Recycling Behaviours

The engagement of consultants to assist with the development of a targeted communication strategy and infographics to influence and nudge resident behaviour to reduce contamination and increase levels of recycling to assist in meeting the Council's 60% target by 2025. The Council's current recycling rate is at 49.6 %.

The initiative would also seek to build upon the previous Behavioural Change project undertaken by Jump on an estate in Sprowston in Broadland, which unfortunately wasn't fully completed due to Covid 19.

Evidence from WRAP (the Government's advisers on waste strategy) of the results achieved from initiatives undertaken in other local authorities clearly demonstrates that continual communications is the most effective means of reducing contamination and increasing recycling rates, where the introduction of major changes such as introducing smaller sized bins or moving to three weekly collections is not an option.

While the initiative will be delivered across both councils, specific actions will also be developed for each district to reflect and target specific issues that may exist in specific locations. The recycling team will work closely with Veolia on the development of a joint Recycling Improvement Strategy, which will set out a range of measures, including initiatives to be funded through the Veolia funded Environmental Fund.

Cost £22,500

(Total cost £50,000 split 45/55)

Timeline	<p>Phase 1: Develop a consultant's brief working with WRAP and drawing on best practice from other authorities, with report back to EEP June 2022.</p> <p>Phase 2: Procurement of consultants – 2 months</p> <p>Phase 3: Targeted communications/ behavioural change campaign in two specific locations and development of collection of marketing materials for on-going use.</p> <p>Phase 4: Evaluation and analysis of impact of initiative.</p>
Risks:	Resident apathy and changes in Government legislation

INVESTING IN OUR TALENT AND PIPELINE FOR ONE TEAM

10 Customer Relationship Management System

In July 2021, South Norfolk Council and Broadland District Council approved the ICT and Digital Strategy setting out four key principles to achieving our digital vision:

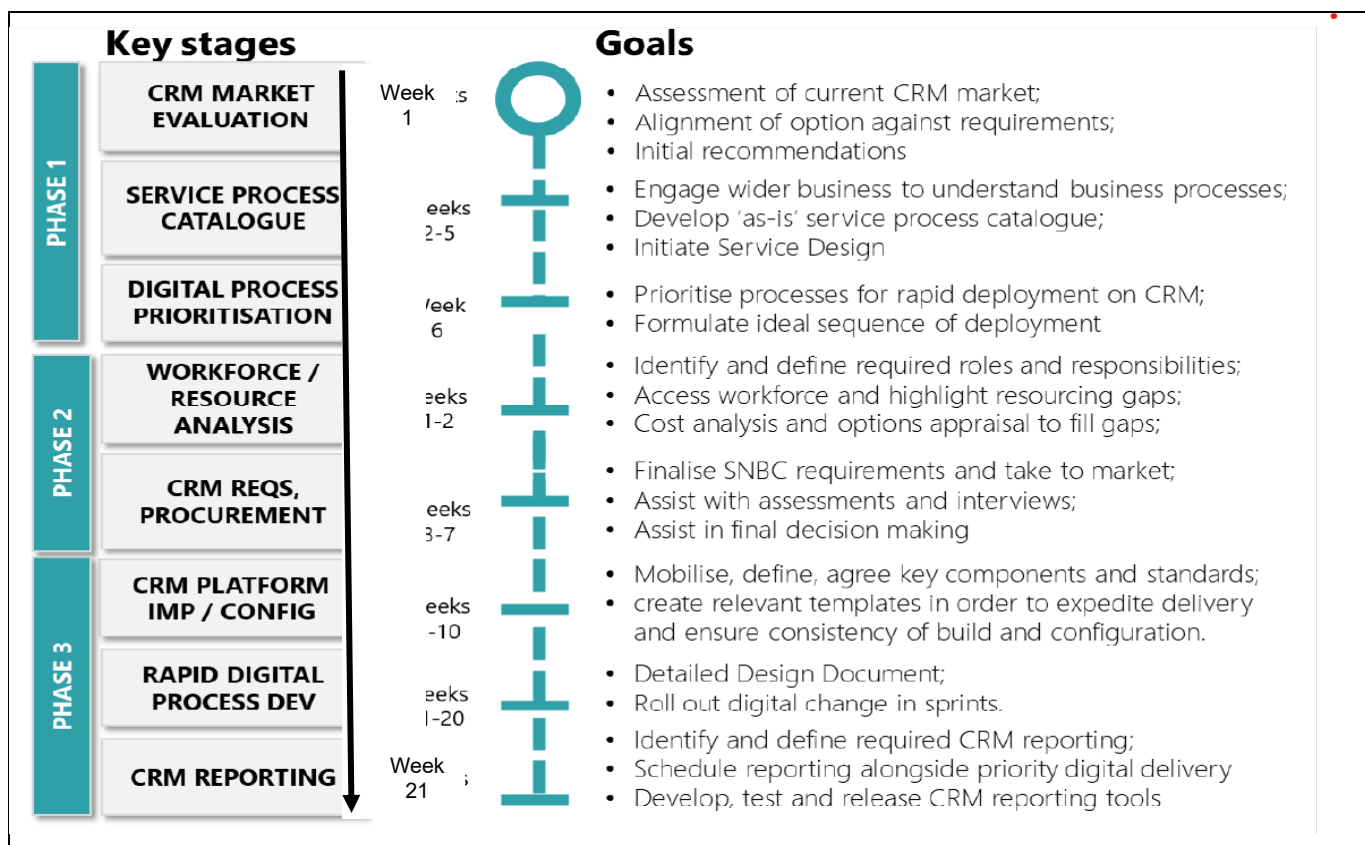
- Digital First - true end-to-end digital services that make the lives of our customers easier, improve customer services and enable customers to interact with us in a modern and efficient way,
- Digital Working - use digital services to allow more flexible, collaborative ways of working
- Data-driven Digital - secure and resilient ways to collect, collate and use data to create business intelligence and drive efficiencies
- Digital Capabilities - the right tools and technologies to deliver real value.

The Strategy recommended the implementation of a Customer Relationship Management (CRM) system to support our 'Digital First' and 'Digital Working' principles.

It's widely known that a CRM can deliver the following benefits:

- Better knowledge of customers using a single customer account
- Efficient communication through customisable and varied communication methods
- Improved customer experience and satisfaction through effective and timely communication on updates and reminders on transactional services
- Efficient working practices and processes through the introduction of workflows and automation of processes
- Reduction in the use of multiple and duplicate software applications as multiple functions can be performed within the CRM.

We are currently working with Methods to produce a full-detailed business case to assess the viability of a CRM and the quantifiable benefits it could bring the One Team. The CRM implementation would take a phased and agile approach to delivery. The deliverables of each phase are set out in image 1.0. below.



Costs

A breakdown of estimated total costs for full CRM implementation can be seen in Table 1.0 below with the majority of spend in Year 1.

Activity	Year 1 est. cost	Year 2 est. cost
Phase 1	£50,000 - £60,000	
Phase 2	£20,000 - £30,000	
Configuration ONLY	£15,000 - £20,000	
Rapid Digital Process Development	£400,000 *50 digital processes (£35,000 – £40,000 per sprint *5-10 processes per sprint)	
CRM Reporting	£40,000 - £50,000	
Resourcing	£122,000 *based on a partnership delivery	The ongoing resourcing model is dependent on the support model that we choose to pursue. Detailed options to this will be outlined in the next business case and therefore, the total cost is likely to be higher
Licensing costs	£105,600.00	£105,600.00/year
Estimated Total Cost	£787,600.00	£105,600.00

Cabinet is asked to consider using only some of the in-year surplus to support phase 1, phase 2 and the configuration phase of this project as outlined below:

Total cost: £110,000

SNC@55%: £60,500

BDC@45%: £49,500

Subject to business case: Yes

Timeline	Timescales for Business Case	
	Business case sign-off - CMLT	May '22
	Business case sign-off - CTCF	June '22
	Business case sign-off - SIEC	June '22
	Business case sign-off - Overview and Scrutiny	July '22
	Business case sign-off - South Norfolk Cabinet	July '22
	Business case sign-off – Broadland District Council	July '22
Risks	The business case is likely to outline costs that are higher than the indicative costs outlined here due to further decisions that will need to be made around delivery and ongoing support and maintenance.	

11 The Single Image Build

Laptop imaging is an overview of the software and settings in an installation file that when consistent, allows for effective and efficient deployment and setup of new and replacement laptops.

The current laptop imagery process is inconsistent with two sets of builds, based on different policies, different systems, two different deployment software programs, high levels of manual intervention and applied across two locations: Thorpe Lodge & South Norfolk House.

Undertaking a single image build will allow for a consistent build process that will increase the customer experience as the time to prepare and replace laptops will reduce, the amount of manual intervention lessens. We also anticipated a small saving from the consolidation of two separate software programs to one.

Most importantly, the use of a single image will allow for shared knowledge across the IT and Digital Team supporting the One Team ethos.

Total cost: £60,000

SNC@55%: £33,000

BDC@45%: £27,000

Subject to business case: No

Timeline	The cost is estimated on a 6-month completion timescale with a 2-person effort
Risks:	The delivery of this project is dependent on the delivery timescale of O365 phase 2.

12 Domain Migration

Following the successful completion of the new joint website (southnorfolkandbroadland.gov.uk), Government Digital Services require the two old domains; Southnorfolk.gov.uk and Broadland.gov.uk to be decommissioned within 12 months of the new domain being live; this takes us to December 2022.

As the two old domain names have been vital to marketing material and a key identifier of the two Councils it is anticipated that a vast amount of printed marketing and communications materials and system templates will need replacing.

An audit to understand the volumes of material that will need replacing and associated costs is underway and expected to be completed by April 2022 to further inform costs.

The benefits sought from undertaking this Domain Migration project are: support and promote our collaboration giving us a consistent digital presence, build trust in the collaboration by having a single point of reference in our digital space, improve customer journeys through more effective search engine results as old domains become decommissioned and the reduction of technical support to administer separate domains.

Costs

There is no existing project budget to draw on for the completion of this project.

Total cost: £30,000

SNC@55%: £16,500

BDC@45%: £13,500

Subject to business case: No

Timeline	Audit complete	April 2022
	Domain extension where required	May 2022
	Domains decommissioned – project complete	December 2022*subject to Audit results
Risks:	Government Digital Services may require us to decommission our domains earlier than December 2022.	

13 Apprenticeships – Further Investment in the One Team Talent Pipeline

Following a successful relaunch of our apprenticeship scheme in 2021, the One Team now has approximately 21 apprentices in situ. This has meant a full and extended utilisation of our apprenticeship levy. Critically, the relaunch allowed the One Team to ensure that existing and enhanced investment in apprentices are in the areas of our One Team in which we have an ongoing requirement for core skills or difficulty to recruit. 16 2.31 This scheme therefore represents an opportunity for additional investment in the future of our talent, as well as providing career opportunities for our younger residents as part of our wider skills programme.

Costs £225k (45% of total cost £500k)

Delivery Programme - Projects for 2022 – 2024 (BDC ADDENDUM)



**Supporting individuals and
empowering communities**

Our long term ambitions:

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

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
SI 9	(Both) Develop a Hardship Support Fund			Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families
SI 10	(Both) Improving our Temporary Accommodation			Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families
SI 11	Temporary Accommodation Capital Fund			Cabinet Member for Housing and Wellbeing (BDC)	AD Individuals and Families & Senior Housing and Wellbeing Manager



Moving with the times, working smartly and collaboratively

Our long term ambitions:

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

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
MT 21	(Both) Invest in increasing our Apprentice opportunities			Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Finance and Resources (SNC)	AD Chief of Staff

Projects for 2022-24 which will help us get there:

Proposed Capital Investment in Renewable Energy Infrastructure

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Portfolio: Economic Development, Environmental Excellence

Ward(s) Affected: All

Purpose of the Report:

The purpose of this report is for Cabinet to recommend to Council the inclusion of £1m to enable capital investment in renewable energy projects and/or associated infrastructure in the Capital Programme for 2022/23.

Recommendations:

1. To recommend that Council agrees the inclusion of £1m to enable capital investment in renewable energy projects and/or associated infrastructure in the Capital Programme for 2022/23

1 SUMMARY

- 1.1 The Council has a growing ambition to make a significant contribution to the 'green' agenda and this includes delivery, facilitation and investment in renewable energy projects. To enable this Council to resource its ambition it is proposed to include £1m in the 22/23 capital budget.
- 1.2 At the time of writing this report a project has not been secured to invest this money into. However, constructive discussions are currently taking place with the New Anglia Local Enterprise Partnership (NALEP) which would enable investment in the infrastructure required to connect a proposed solar park near the Food Enterprise Park (FEP) to the businesses on the FEP.

2 BACKGROUND

- 2.1 Formally agreed by Council on 30th July 2020, the Council's Environmental Strategy set out areas of specific interest and concern, together with the Council's own commitments and aspiration for communities to take action.
- 2.2 In July 2021 Council agreed to create a £750,000 Environmental Projects reserve. This demonstrates an ongoing commitment from Members to deliver the Environmental Strategy, decarbonisation of its own activities, as well as a desire to explore options for further sustainable energy projects across the district to make Broadland District Council a leading local authority in this agenda. The proposal to include a further £1m in the capital programme reinforces the Council's plans.
- 2.3 A potential recipient of this investment opportunity is the FEP. The FEP has been a flagship development for Broadland District Council, and it has been a clear example of positive intervention by this Council to deliver growth and employment opportunities in the agri-tech sector. It is anticipated that the vast majority of energy used by businesses on the FEP will be sourced from renewable sources and to this end a solar park is proposed in the vicinity of the FEP. The solar park will be delivered by a private company: PACE, but the infrastructure to connect it to the FEP site is to be installed by Food Enterprise Park Ltd.
- 2.4 To help fund the connecting infrastructure Food Enterprise Park Ltd is seeking a loan of £2m and it is proposed that this will in effect be split 50/50 between the LEP and Broadland District Council. As a consequence the £1m to be included in the capital programme could be directed to this loan facility. However, as stated in para 1.2 this has not been secured and therefore, if this proposal comes to fruition, it will be subject to a separate Council decision.
- 2.5 Members are also advised that opportunities to raise a Green Bond are being explored. If this is progressed it could potentially raise £1m which could be used to 'substitute' the loan from the capital programme referred to above. This would also

be subject to a separate Council decision and if agreed the Green Bond would mean that the £1m could be returned to the Council's funds for investment in alternative opportunities identified in the future.

3 CURRENT POSITION

- 3.1 At this point in time Members are simply being asked to include a further £1m in the 22/23 capital programme for renewable energy projects and/or associated infrastructure. The loan and green bond opportunities described in this report are primarily included for information purposes to help inform Members of the type of project this money is likely to be directed to in the future.

4 PROPOSED ACTION

- 4.1 Based on the current position above, it is proposed to commit a further £1m from the Council's reserves for the delivery of environmental projects, notably renewable energy projects and/or associated infrastructure.
- 4.2 It is also proposed that discussions will be progressed to secure an investment opportunity for renewable energy infrastructure at the FEP and opportunities for a Green Bond will be explored further, but both these matters will be the subject of separate decisions by Council.

5 OTHER OPTIONS

- 5.1 That Cabinet decide not to recommend to Council that it commits £1m as proposed in this report.

6. ISSUES AND RISKS

- 6.1 **Resource Implications** – An additional £1m to be added to the Environmental Projects Reserve
- 6.2 **Legal Implications** – No specific legal implications have been identified.
- 6.3 **Equality Implications** – No equality implications have been identified.
- 6.4 **Environmental Impact** – The use of funding to support delivery of a renewable energy project will have a positive environmental impact. No adverse impacts have been identified.
- 6.5 **Crime and Disorder** – No crime and disorder implications have been identified.
- 6.6 **Risks** – No other risks have been identified.

7 CONCLUSION

- 7.1 The commitment of £1m from the Council's reserves, for the delivery of environmental projects, notably renewable energy projects and/or associated infrastructure, would enable investment in the infrastructure required to connect a proposed large scale solar park to the businesses on the FEP, and reinforce the Council's ambition to a be leading local authority in the sustainable energy agenda.

8 RECOMMENDATIONS

- 8.1 That Cabinet recommends to Council
- To agree the inclusion of £1m to enable capital investment in renewable energy projects and/or associated infrastructure in the Capital Programme for 2022/23

Ukraine Update Briefing Report

Report Author(s): Jamie Sutterby
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Portfolio: Housing and Wellbeing

Ward(s) Affected: All

Purpose of the Report:

The paper is intended to achieve the following:

- Outline the context of the ongoing work to support Ukrainians
- Explain the government schemes
- Explain Broadland's offer
- Present key statistics so far
- Funding and requests
- Identify significant risks

Recommendations:

1. To acknowledge arrangements put in place.
2. To agree delegation to director of People and Communities, in consultation for the portfolio holder for Housing and Wellbeing to utilise any devolved funding to support Ukrainians.

1. SUMMARY

- 1.1 This paper is intended to provide an overview of the ongoing work to prepare for the arrival of Ukrainian refugees. It offers an explanation of government schemes, the key statistics so far, the One Team's offer, the known costs and requests, and identified risks so far.

2. CONTEXT

- 2.1 On 24th February 2022 Russia launched an attack on Ukraine. There are now an estimated 4.2 million refugees that have left Ukraine for neighbouring countries. A further 6.5 million are thought to be displaced within Ukraine (as of 07/04/22)¹.
- 2.2 29,200 Visas have been issued through the family visa scheme and the Homes for Ukraine scheme by 31st March 2022 out of 65,000 applications².
- 2.3 The situation for supporting Ukrainian families is fast moving and will likely change over the next few weeks as this situation develops.
- 2.4 The One Team are working with all other local government agencies to put in place the right offer and leading on elements which are close to our communities.

3. GOVERNMENT SCHEMES

3.1 The Ukraine Family Scheme

- On Friday 4th March 2022, the UK launched this scheme.
- It allows applicants to join family members or extend their stay in the UK.
- Those granted under the scheme will be granted a visa that lasts three years.

¹ BBC, 07/04/22. Available at: <https://www.bbc.co.uk/news/world-60555472>.

² BBC, 07/04/22. Available at: <https://www.bbc.co.uk/news/world-60555472>.

3.2 Homes for Ukraine Scheme

- This scheme will allow Ukrainians without family links to the UK to come to the country.
- British individuals, charities, groups and businesses sponsoring Ukrainian refugees under this scheme will be able to nominate a named individual or a family to stay with them rent-free, or in another property, for at least six months.
- This is a two phased scheme as detailed below, however there are currently no details of phase two at the time of writing.

- **PHASE 1:** Named person- individual sponsor.

Those who know or have links to the beneficiary they are offering a home to (live from 18th March). There will not be a single route to matching and both the sponsor and beneficiary could use a number of channels to find a match.

- **PHASE 2:** Named persons- group sponsor.

Will allow for larger organisations and community groups to sponsor multiple beneficiaries. It does require a lead sponsor, however confirmation of accommodation being available will be required before beneficiaries are admitted to the UK.

4. BROADLAND COUNCIL'S OFFER

4.1 Broadland's two main roles have been identified as:

- Ensuring people living in our districts are living in safe and secure accommodation.
- To reduce the risk of housing placement failure for the family and to prevent demand on our already overloaded housing system.

4.2 The following table details the specific workstreams Broadland are carrying out:

Housing checks	<p>The Housing Standards team has put together an evolving questionnaire for property inspections and established a procedure for passes and failures. The results are then uploaded onto the Norfolk Vulnerability Hub. Two visits to the sponsor's house are being undertaken:</p> <ul style="list-style-type: none">• 1st visit: initial housing checks are being carried out before the Ukrainian family arrives to ensure the
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	<p>property is safe and to advise on any issues around concerns with the sponsor family, spatial location, and any other concerns.</p> <ul style="list-style-type: none"> • 2nd visit: a welfare check once the family is in situ to ensure the family have arrived and check any welfare issues out. • After these visits the £350 payment will be triggered, this will be paid by district authorities.
Accommodation	The housing team are undertaking ongoing work as part of Norfolk to secure accommodation units to provide space for families who need immediate accommodation.
Council Tax	On 1 st April 2022 it was confirmed that the Government is taking steps to protect the council tax status of sponsors under the 'Homes for Ukraine' scheme. There will be no loss of exemption where a household hosts a person who has secured a visa under the Homes for Ukraine scheme.
Employment offer	Investigations around what the employment offer will be are underway. Choices and Work4All programmes will be utilised to help support working age Ukrainians into work. Childcare provision is also being investigated as the vast majority of Ukrainians expected are mothers with children.
Welcome Centres	<p>Welcome Centres are being set up in each district to support the integration of Ukrainians. Wymondham Library and Diss Corn Hall are being used as these are where the families will be situated. These will run weekly, and more will be put in place if necessary. This is a multi-agency approach, and the Help Hub will be supporting these events.</p> <p>The core library offer:</p> <ul style="list-style-type: none"> • Laptop pick up and digital support • ESOL signposting and interpretation support • Safeguarding posters- in Ukrainian • Childcare and Schools sign up • Story sacks • Free Wifi and public PC access • Toiletry and cleaning products to go • Covid testing packs • Vaccination bus • Family/wellbeing activity (mindfulness colouring) • Cup of tea • Ukrainian speaking volunteer

5. KEY STATISTICS SO FAR

5.1 An overview of key statistics will be presented during the meeting as the fast nature of this work means that anything written in this report would be out of date.

6. FUNDING

6.1 Funding has been allocated by government at £10,500 per refugee that arrives. Areas where funding is required are Temporary Accommodation costs, Housing Officer resource, Community support resource, costs of supporting successful hosting, and seed funding. County Council have proposed funding allocations based on an estimated amount of refugees where cost is set aside for:

- An additional housing officer at each Council
- A community support officer at each Council
- Grant pot per Council to support successful and sustainable hosting
- Funding to support successful and local VCSE
- Central funding held for draw down of temporary housing costs.

6.2 Once this funding arrives, delegation to director of People and Communities, in consultation for the portfolio holder for Housing and Wellbeing would enable it to be utilised quickly and efficiently to support Ukrainians.

7. IDENTIFIED RISKS

7.1 Placement breakdown

Placement breakdowns once the Ukrainian family are in situ would firstly have hugely negative impacts on the family, but also risks putting pressure on an already pressured housing system. To avoid this, visits are being undertaken before the family arrive with a housing officer and a welfare officer to be clear on expectations, answer concerns, and check suitability. Furthermore, temporary accommodation options are being made available.

7.2 Safeguarding

The safeguarding of the Ukrainian families presents a significant risk, this could be in a number of ways, including where host families intentionally or unintentionally abuse their power where they are permitted to ask for a reasonable sum of money towards food and other costs. To mitigate against this, Norfolk County Council will undertake DBS checks, and visits by Broadland Housing officers and Welfare officers will ensure the hosts and houses are suitable.

7.3 Placement refusal

In the case of a very small minority of properties that have failed initial housing checks, the sponsors are worked with to see if the problems can be solved to avoid the Ukrainians having to find a new sponsor household.

7.4 Resource Implications – Outlined in section 6 titled Funding.

7.5 Legal Implications – no implications.

7.6 Equality Implications – The Ukrainians arriving will be new members of the community, and work is being done to allow them to integrate effectively and quickly. They will also be entitled to the same health care and education and support getting into these will be offered.

7.7 Environmental Impact – no implications.

7.8 Crime and Disorder – Officers are working closely with constabulary colleagues to prevent adverse behaviours towards Ukrainians in the community and vice versa. Any community disorder will be closely monitored and effectively managed.

7.9 Risks – Significant risks outlined above.

8. Recommendations

1. To acknowledge arrangements put in place.
2. To agree delegation to director of People and Communities, in consultation with the portfolio holder for Housing and Wellbeing to utilise any devolved funding to support Ukrainians.

Public Sector Equality Duty Annual Report

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Portfolio: Transformation and Organisational Development

Ward(s) Affected: All

Purpose of the Report:

To summarise the progress made by Broadland District Council and South Norfolk Council during 2021-22 in complying with their duty under the Public Sector Equality Duty, as required by the Equality Act 2010.

Recommendation:

Cabinet is asked to approve the joint Public Sector Equality Duty Annual Report, as attached at Appendix A.

1. Summary

- 1.1 The Equality Act 2010 requires public bodies to publish an annual report demonstrating how they have complied with the Public Sector Equality Duty. It is proposed that the report at Appendix A be published in order to fulfil that duty and enable service users, staff, the Equality and Human Rights Commission, regulators, and other interested parties to assess the equality performance of Broadland and South Norfolk Councils.

2. Background

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

3. Current position/findings

- 3.1 Since 2019, Broadland and South Norfolk Councils have reported jointly on their shared equality work.
- 3.2 The report at Appendix A highlights just some of the activities and work which has been undertaken by the Councils during 2021-22, detailing how this meets our requirement to comply with the Public Sector Equality Duty.
- 3.3 In 2021, Cabinet requested that some statistics and figures for services such as disabled facilities grants, home visits, help hub contacts, postal/proxy voters etc be added to the future reports to provide some context. Where available, these have been included within the Report.
- 3.4 Members will note that much of this work would have been undertaken even if the Councils were not required to comply with the Duty, which demonstrates how the importance of diversity, inclusivity and equalities are at the heart of all we do as Local Authorities.

4. Proposed action

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

5. Other options

- 5.1 Cabinet may wish to take another course of action, keeping in mind the requirements of the Public Sector Equality Duty as detailed in paragraph 1.1.

6. Issues and risks

- 6.1 **Resource Implications** – There are no resource implications associated with the publication of this report.
- 6.2 **Legal Implications** – If the appended report is not published, the Council will be in breach of its statutory duties under the Equality Act 2010.
- 6.3 **Equality Implications** – The publication of this annual report is a key mechanism through which the Council can fulfil its accountability to its residents, demonstrating that equality issues are taken seriously and evidencing the progress that has been made. Should this report not be published, as well as not meeting statutory duties, it could have the effect of undermining the importance of equalities to the community.
- 6.4 **Environmental Impact** – There are no environmental impacts associated with the publication of this report.
- 6.5 **Crime and Disorder** – There are no impacts to crime and disorder associated with the publication of this report.
- 6.6 **Risks** – If statutory duties are not met, action could be taken against the Council by the Equality and Human Rights Commission with legal, financial and reputational risks for the Council.

7. Conclusion

- 7.1 The report details the Council's successful work in demonstrating compliance with our Public Sector Equality Duty.
- 7.2 Publication of the appended report will not only fulfil our duty but also celebrate the examples of good work undertaken by the Councils.

8. Recommendation

Cabinet is asked to approve the joint Public Sector Equality Duty Annual Report, as attached at Appendix A.

Background papers

None

Equalities at Broadland District Council and South Norfolk Council



Public Sector Equality Duty Annual Report 2021/22

The Public Sector Equality Duty

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

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

There are **nine** protected characteristics contained within the Act;

- **age**
- **disability**
- **gender reassignment**
- **pregnancy & maternity**
- **race**
- **religion or belief**
- **sex**
- **sexual orientation**
- **marriage & civil partnership** (only relevant to Aim 1 - eliminating discrimination)

To ensure transparency of this duty, the Equality Act 2010 (Specific Duties) Regulations 2011 requires public authorities to publish information to demonstrate their compliance with the general equality duty. This report should pay particular reference to employees and people affected by the policies and practices of the Councils, who share one or more of the above protected characteristics. In addition to treating people fairly, justly and with respect, our duty is to find ways to support those who are disadvantaged or excluded, promote inclusion and celebrate diversity.

The Act requires local authorities to provide a service which is equally accessible to all their customers and a workforce which promotes diversity and equality. The benefits of a diverse workforce go beyond political correctness. Bringing in people with different backgrounds and perspectives can lead to better decision-making, greater innovation, higher engagement in the workplace, and can bring fresh ideas. It may also improve an organisation's reputation and make it easier to attract top talent. Companies that embrace diversity and inclusion report higher engagement, lower turnover, and increased income.

Equality considerations should be at the centre of policy formation and not merely a tick box exercise. Decision-makers should be aware of their obligations in order to comply with the Act, ensuring that mechanisms are in place so that relevant equality impacts can be taken into consideration along with other factors when they come to make their decision. There is a requirement for due regard to be given to removing or minimising disadvantages suffered by people due to their protected characteristics and sometimes this might entail treating a disadvantaged group more favourably than others. However, there will be times that, after consideration, decisions may be made which do not meet all equality issues and, in these cases, there should be a well-documented trail to demonstrate that issues have been raised and given due regard to ensure that compliance with the Act has been achieved.

This report demonstrates just some of the ways in which Broadland District Council and South Norfolk Council have complied with their Public Sector Equality Duty during 2021/22.

How we complied with the Act during 2021/22

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

For our residents:

Help Hubs

During the last year, the Councils, via the Help Hubs have worked hard to maintain effective collaboration between partners to ensure that those who are most vulnerable, and likely to be victimised, have the benefit of a multiagency partnership to share information and support.

Examples of where we have made a difference:

- *A resident living in one of our Districts is gay and a recovering drug addict. They have physical and mental health issues. The resident is very vulnerable and isolated. This resident came to our attention as they telephoned the Hub threatening suicide. The resident has been cuckooed numerous times and has been targeted by a group of drug dealers. Since contacting the Hub, they have received continuous support from our Connectors which has included the sourcing of support for mental health issues, and ensuring they are clothed and have food. The Connector also worked with the housing team to secure some alternative accommodation to ensure the safety of this resident.*
- *Via our Connector service, support is being offered to an Asian resident in our area. There were concerns raised that they were experiencing domestic abuse from their partner. The Connector is exploring support services for both the resident and their child. They are also working with the Housing team to secure alternative living arrangements.*
- *An elderly resident in our area, contacted the Help Hub and stated that she was experiencing issues with her adult son and that she wanted help with moving house. One of our Community Connectors ascertained that the resident was experiencing financial abuse from her son who was controlling her finances and being very intimidating. The Connector worked with the Operational Partnership Team (OPT) and carried out several joint visits. The Help Hub funded lock changes and replaced windows to secure the property, and also provided funding for CCTV. The Connector referred to the Norfolk Assistance Scheme (NAS) and obtained funding for carpets.*
- *A young, single mother was suffering from anxiety and depression that did not seem to be responding to medication. She stated that her life was full of problems that she could not resolve and was worried she may lose her home. The Connector was able to identify that she was a victim of domestic abuse (physical and financial) from a non-resident ex- partner. She was referred to the Haven Project for support. The Connector arranged, through the Council's Benefits Team, to clear her rent arrears, arising from financial exploitation by the ex- partner. They also arranged, through the Council's Housing Team, for her to be rehoused in a location unknown to the ex- partner and linked her with a local peer support group to increase her confidence and chance for socialisation in her new location.*

These examples demonstrate that isolation, abuse, and lack of confidence can affect people with protected characteristics and can often be barriers to fulfilling potential and seeking assistance to overcome discrimination and harassment. The help hub's strength is helping people to help themselves, as well as working closely with partners to ensure information and support is shared and coordinated.

Equality Impact Assessments

The Councils provide many different services for Broadland and South Norfolk residents – from housing to planning and from community work to the care of people using the services of the help hubs. Indirect discrimination can occur when a policy or procedure is put in place which applies to everybody but puts those who have a protected characteristic at a disadvantage. Therefore, when we plan and develop policies and services, or propose changes to services, we consider it essential that due regard is given to whether there are any potential negative impacts upon individuals and/or groups of people with protected characteristics. Risk and Equality Impact Assessments are undertaken by officers and their findings are documented and reported to enable decision-makers to take any issues into account as part of the decision-making process.

During 2021, the Councils reviewed their new Council Tax Allowance Schemes. A consultant assessed the Schemes and, after officers had undertaken a full Equality Impact Assessment for each of the Councils, it was agreed that there were no impact or adjustments needed for Broadland. The South Norfolk Scheme included differing levels of maximum Council Tax Allowance so officers considered how they could resolve the issue of parity within the Scheme. Several options were considered but ruled out as they would be costly, resulting in a negative impact upon other services provided by the Authorities.

The other option considered was for the Councils to lower the maximum level of Council Tax Allowance from 100% to 84% for lone parents with children under 5, but this would result in their average award decreasing by 16.5% compared to the current scheme in 2022/23. It was calculated that this would adversely affect approximately 650 lone parent households and it was noted that most lone parents, with children under five, were female. However, in order to mitigate this negative impact, it was proposed to disregard child maintenance payments for all claims and, to utilise the discretionary pot for those affected customers who did not receive any child maintenance but were experiencing financial hardship.

This example demonstrates that, when developing and changing their policies, the Councils are dedicated to giving due regard to removing or minimising disadvantages suffered by people, due to their protected characteristics.

Safeguarding

The Councils, through their members and staff, are the eyes and ears within our communities, at all times. We are aware that the impact of Covid-19 has been felt most by our more vulnerable residents. We are trained to spot signs and raise any concerns about any safeguarding issues where an individual may be at risk. Any concerns raised are dealt with by our Safeguarding Officers who make the appropriate investigations, involving our partner organisations, as necessary. One example of where our Officers have taken action where an elderly resident was suffering financial abuse is as follows:

At her son's request, Mrs R, an older woman, sold her property, gave her son the profits and moved in with him. Eight months later, the son said the house was too crowded and converted a shed next to the house and moved his mum into the 'granny annex'. After a year, the son said they could no longer afford the house and moved to a smaller one with no space for his mother. Mrs R consequently contacted the Council for advice. As a result, the Council worked with partners through a legal process where the son was forced to give his mother a lump sum, which enabled her to move out of his home and into sheltered housing.

Leisure Centres

In late 2021, South Norfolk Council was contacted by a group regarding problems experienced by some of their members who had learning difficulties. This was due to the decision by the Council that, like many other retail and hospitality businesses through the pandemic, to only accept contactless payments. The reasons for this decision were to protect the public and staff, restrict the spread of the virus, and to give leisure centre users every confidence that they would be using COVID-safe facilities. This guidance had been endorsed by leisure sector specialists in health and safety, and widely used by the leisure sector.

However, the Council had been aware that this practice created issues for some of its users who, due to a protected characteristic such as disability due to mental capacity, might be unable to access a bank account. After assessing and balancing the risks, it was decided that the leisure centres would revert to accepting cash payments but would still take every opportunity to encourage users to use cashless payment methods where possible.

This example demonstrates that the Council takes its obligations under the Equality Act very seriously when balancing the diverse needs of its residents and strives to ensure that discrimination is eliminated.

For our staff:

Bullying and Harassment

The Councils are committed to creating a work environment free from bullying and harassment, where everyone is treated with dignity and respect. In this vein the Councils do not tolerate discrimination, harassment or victimisation within its premises, by anyone associated or employed by the Councils, or by anyone pursuing prospective employment of the Councils.

Grievance

The Councils' grievance policy allows for all employees to have the right to raise a problem, complaint, or concern in relation to any workplace matter. The Councils will investigate and provide a fair, timely and transparent outcome for any instances of discrimination, harassment or victimisation, and these types of complaints are taken extremely seriously. The policy ensures clarity and equality for both employees and managers and requires that any special measures, along with reasonable adjustments, will be considered to ensure equality of access to the process for staff who possess one or more of the protected characteristics, as detailed in the Act.

Conduct

The Councils are committed to promoting equality and fairness amongst members of staff. In addition, employees must treat all members of the local community, councillors, suppliers, customers and residents with due regard to fairness, trust and integrity, creating a positive working environment in which to operate. The Councils ensure that understanding is promoted, with education on key areas a priority in preventing prejudice and forming positive relations between individuals and groups.

Staff and Member Training

The Councils have sourced and provided online, mandatory training courses via Skill Gate to ensure all staff and elected members have a good understanding of equality, diversity and inclusion, and are made aware of their duty under the Equalities Act. These modules are: 'The Importance of Equality, Diversity and Inclusion', 'Modern Day Slavery', and 'Unconscious Bias'.

Transgender Policy

We are strongly committed to equal opportunity, eliminating discrimination, promoting good relations, and valuing diversity through fair treatment in all aspects of the Councils' activities. The Transgender Policy aims to ensure that everyone is treated with equal dignity, fairness and respect, regardless of their gender identity. Our aim is to ensure the safety, comfort and integration of transgender or gender non-conforming employees whilst promoting equal opportunities. As part of the Councils' overall commitment to equality of opportunity, we are fully committed to promoting a supportive and harmonious working and service provision environment where every employee and member of the community is treated with respect and dignity. Our aim is to create an environment in which all employees and members of the public feel equally valued and welcome in accordance with the Gender Recognition act (2004).

New and expectant mothers

In order to ensure the health and wellbeing of new and expectant mothers, the Councils ensure that risk assessments are undertaken, in partnership with the pregnant employee, to assess and manage risks and identify suitable modifications and alterations to work activities and patterns. Since 2020, these have included the consideration of COVID-19 and the risks associated with this disease. Government guidance is followed, and risks are assessed appropriately, in line with this guidance.

Disability Confident Scheme

South Norfolk and Broadland District Councils have been awarded the Disability Confident standard. The Councils committed to working with the Job Centre and the Department of Work and Pensions to support and promote people who identify as disabled in the workplace. This commitment includes:

- ensuring our recruitment processes are free from discrimination and available through a range of channels;
- making job advertisements accessible which includes providing information in accessible formats, if required;
- offering interviews to those candidates who have a disability and meet the essential criteria for the role, as detailed in the job description; and
- making reasonable adjustments as required.

To read more about our aims under the scheme, please view the following link:

[Disability Confident scheme.](#)

Domestic Abuse Champions

South Norfolk and Broadland District Councils have several Domestic Abuse Champions across the One Team. These staff are available for anyone who needs to discuss any issues in confidence and/or access the help they may need. Staff can also, of course, access assistance through the Help Hub if they do not wish to speak to a Champion.

Staff Consultation Forum and UNISON Representation

The Councils operate a Staff Consultation Forum where employees can bring their views to the attention of management. The Staff Negotiation Forum is comprised of staff with representatives from UNISON and the management team. Membership of the group is diverse, and its representation encompasses staff who possess a variety of the nine protected characteristics, which ensures all staff are represented.

2. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

For our residents:

Help Hubs

The Help Hub is a service which is accessible to all through a variety of channels, meeting a diversity of needs appropriate to each individual. The aims of the Hub are to improve wellbeing, reduce and prevent crises and empower people to help themselves and their communities. It consists of a network of local resources that work together to support an individual or family. Organisations, including domestic abuse services, the Police, the NHS, Children's Services, the voluntary sector, and the Councils' teams are able to share information and work together to avoid duplication and provide holistic support. The diagram below demonstrates the many different needs of our customers and how the Hub can provide a joined-up solution to individuals who may require help from several services. This takes away the pressure on residents to attempt to navigate through the various providers, which can be difficult for anyone but, in particular, our more vulnerable residents who may be older or who have a disability.



During the year, we commissioned 'New Routes', a local charity supporting immigrant populations, to undertake a year's work in spreading the message around the support the Hub can offer amongst hard-to-reach ethnic groups. This has been successful and has resulted in referrals from these groups that we have not previously seen.

During the period covered by this report, there have been 3000 referrals to our Community Connectors. Our data shows that 25% of these referrals have been for people over the age of 65, 65% have been for women, and 72% have been for people who have a long-term illness or disability.

Housing Standards

The Councils' Housing Standards Team provides services which particularly benefit those who are elderly or disabled and to a lesser extent, residents who possess other characteristics as the elderly and disabled are more likely to need physical adaptations, and the BAME community in general are more likely to be in lower income roles, renting and in poorer quality accommodation, and more likely to be discriminated against.

The Councils continue to undertake proactive work around Houses in Multiple Occupation (HMOs). Throughout COVID-19 a number of unlicensed HMOs were identified which were proactively targeted. A proactive HMO project is currently in progress to identify HMOs and licence those which are required to be licensed and take enforcement action against unlicensed properties, where necessary. By requiring licences, we are ensuring that properties meet the standards required by law and we can ensure that people from poorer communities receive the same level of protection and support as those from wealthier communities.

Warm Homes

The Councils also have a comprehensive Warm Homes procedure. This assists residents with advice and financial packages to upgrade the thermal capacity of their properties, reducing bills and increasing internal temperatures. A large part of delivery affects vulnerable residents often elderly with associated health conditions.

As an example of the work undertaken: Mr X, who was in his late 70s, lived in a rural location. His house had solid walls and outdated electric room heaters. The property had an EPC of G and therefore was extremely expensive to run and beyond his income. The low temperature inside his property resulted in regular colds and respiratory issues. Upon a warm homes review, it was established that he was eligible for a fully funded central heating system and external wall insulation. As a result, his EPC was raised to a D, his property is now warm, and he has savings of over £1000 on his heating bills. His quality and longevity of life has improved enormously as a result of the intervention.

Disabled Facilities Grants Scheme

Another role of the Housing Standards Team is administering disabled facilities grants and other discretionary grant assistance which focus predominantly on helping residents, who are older and have physical or mental disabilities, to remain independent in their own homes. We proactively seek out those who are in need and work with partner organisations. Since 1 April 2021, the Councils have supported 745 residents, providing 203 Disabled Facilities Grants, 322 handy person scheme visits, 113 low level grants and 82 additional grants. A total of 359 grants have also been approved.

One example this year is as follows: We became aware of a man with a long-term neurological condition, which affected his mobility, vision, balance, and a mental health condition. He was unable to move around his home and bathe safely. There was also a high level of clutter and combustibles throughout the kitchen, living room and bedroom and the fire alarm failed to work. A Disabled Facilities Grant was awarded to provide a bathroom adaptation and safety equipment, including a shower chair, toilet frame, raised toilet seat, perching stool and armchair. A Mental Health Grant was used to clear, clean, and remove items from the property to enable contractors to safely access and undertake adaptation work and enable the resident to move safely around his home. Additional storage facilities were provided to encourage ongoing clearance and decluttering. The handyperson scheme was used to replace the faulty fire alarm.

Elections

It is essential that all residents are able to exercise their democratic right to vote in elections and the Councils make every effort to ensure people with difficulties and/or protected characteristics are able to do so. There are currently 111,278 voters in South Norfolk and 103,345 in Broadland. Postal and proxy votes enable people to have their say without attending a polling station on voting day. The 2021 elections took place during the pandemic and the Councils promoted the use of postal votes to enable people to vote without needing to put themselves at risk. This was particularly important for older residents and those who were more vulnerable. There are currently 20,951 people in South Norfolk who have a postal vote and 137 who vote by proxy. In Broadland, there are 19,732 people who have a postal vote and 44 who vote by proxy. We do, however, recognise that many people have other reasons for choosing to vote in this manner rather than because of age or disability.

The Returning Officer has provided alternative formats for some election documents on request. These have included large-scale forms, letters and electronic poll cards to meet the specific needs of the individual. Elections staff have made special arrangements with care homes to ensure residents are registered and are given the option of a postal vote, if desired. During election time, polling station staff have received training on how to assist people with disabilities and any other person who requires help. Staff have also made adjustments for candidate briefings to make sure they are accessible to people who are unable to attend in the usual manner, due to their protected characteristics.

At polling stations, Returning Officers are required to provide a 'tactile voting device' which can be attached to a ballot paper in order to assist blind or partially sighted voters to mark their ballot paper. Whilst these devices are helpful, some voters feel that it does not allow them to vote unaided and the Government has been legally challenged to implement changes. We note that measures in the forthcoming Elections Bill will include a requirement that a wider range of support for voters with disabilities be considered and we look forward to seeing what measures will be put in place to ensure polling stations are accessible for people with a wider range of disabilities and other protected characteristics.

In 2021, the PCC/NCC and Parish Elections took place, and the Councils were given the opportunity to work with the Cabinet Office and the RNIB in an exercise to test some equipment, in a small number of polling stations, to aid the blind and partially sighted to vote independently. This involved saving an audio file of ballot papers to a memory stick which could then be played and listened to by the voter via a sonic device and used in conjunction with the TVD. Feedback showed that, although the audio equipment was welcomed by some voters it did not allow for complete independence as the assistance of staff was still required to change the memory stick for each ballot paper. Feedback from the exercise was given to the RNIB and Department for Levelling Up, to help inform future changes.

The Returning Officer and his staff will continue to work with others including the Cabinet Office, Electoral Commission and RNIB to endeavour to offer solutions that work for all to advance equality of opportunity for people with disabilities.

Covid-19

The pandemic has affected everyone but, in particular, has had a huge impact on our elderly and disabled residents. The Councils' Covid Support Advisers have undertaken 22,500 doorstep visits to support residents required to self-isolate. The Help Hub has organised more than 40 voluntary groups undertaking over 4000 shopping trips and home visits during the pandemic, many of which are still in operation.

Accessibility of Website

Since 23 September 2018 it has been a legal requirement for public sector bodies to provide accessible digital content to both internal and external customers and employees. Statistics show that around 20% of people have some form of disability, such as vision or hearing problems, cognitive difficulties, dyslexia, ADHD, motor difficulties etc, and a further 20% are older people. In addition, customers may have temporary illnesses or disabilities, such as a broken arm which could make typing or scrolling through a website more difficult.

The Councils work hard to ensure that content on their websites meet with this requirement to remove disadvantages impacting on people with a disability. Bespoke training has been developed and delivered to staff. This included a demonstration of how a screen reader interpreted our own website, to make staff aware of the challenges faced by customers who need to use technical aids to navigate and read digital content. There are dedicated officers within the Councils who provide technical assistance to staff who send communications and update the website, and we have ensured that all staff complete a digital accessibility training course, via Skill Gate, to help ensure that our services are equally accessible to all our residents and customers.

Community Connectors

Our Community Connectors work hard to ensure that residents with any of the protected characteristics can enjoy the same quality of life as those who do not. They work with other partners to ensure that residents receive the support and assistance most suitable for their needs. This decreases the stress for the resident as they do not need to go back and forth between different organisations in order to deal with their separate issues. One example of the many times that Community Connectors have made a difference during 2021/22 is:

- *Through the Connector service, a South African resident, who had no access to public funds, has been supported in finding suitable housing after it was discovered they were living in unsuitable conditions. They had been left with long-term disabilities after being seriously ill in hospital for several months, and they needed equipment. The Connectors worked with Adult Social Services to provide support in sourcing this equipment so that the resident was able to enjoy a better quality of life.*
- *A lady in her late 70s had been feeling increasingly low since her husband's death last year. She suffered from arthritis which impaired her mobility, she had difficulty in socialising, and she struggled financially. The Connector was able to link her with a local voluntary befriending scheme to visit her at home and provide telephone support. They also made a referral to the Integrated Housing Adaptions Team who were able to install aids and assistive technology in her home making self-care easier and ensured that she had access to a pendant alarm through Contact Care, increasing her confidence at home. In addition, they identified that she was entitled to Attendance Allowance and successfully made a claim, ensuring that she was £70.00 a week better off. She can now afford a taxi three times a week to visit an old friend who lives at the other end of the town.*

For our staff:

Equal Opportunities

The Councils are committed to ensure equal opportunities exist on properties owned by the Councils or by anyone associated or under employ of the Councils, or by anyone pursuing prospective employ of the Councils.

The Councils have various employee-based schemes, aimed at instilling a culture of equality and equal opportunities for individuals who share, or do not share, a protected characteristic. These include:

- Dementia Friends. The Councils are registered with Dementia Friends which provides external resources and support for employees wishing to have more information, or who have friends or family affected by dementia. Many of the Councils' staff have undertaken training to become Dementia Friends;
- Kickstart youth employment scheme. The Kickstart scheme provides funding for job placements specifically aimed at individuals aged 16- 24 on Universal Credit, who are at risk of long-term unemployment. This helps to ensure that job and employability support is available to help the individuals find work going forwards;
- Flexible working policy. The Councils' flexible working policy is aimed at helping staff find the right balance between their professional and personal lives. This policy promotes equality and wellbeing amongst our employees, preventing personal circumstances from obstructing their professional careers;
- Maternity and paternity policies. The Councils' Maternity/Paternity Policies provide an opportunity for parents to take time away from work and return to their roles at the end of the period of leave;
- HEAR domestic abuse campaign. The Councils have signed up to the HEARpledge which helps victims of domestic abuse. The Councils have employees who are registered as domestic abuse champions and are able to provide confidential support and advice to employees seeking help;
- Mental Health and Wellbeing Policy to support employees and a Wellbeing and Mental Health Strategy and Action Plan. The Councils have also developed a policy to refer employees who are absent due to mental health to occupational health for support from day one and have created a discussion form to promote conversations on mental health and wellbeing as part of the formal 'return to work', discussion; and
- Menopause Policy and Menopause Champions. Many useful resources are available for managers and staff to upskill and learn more about menopause to ensure that women are able to continue to enjoy the same opportunities when they are dealing with the many symptoms which can occur when in menopause.

Mental Health Awareness and Support

A person is considered to have a disability under the Equality Act 2010 if they have a physical or mental impairment which has a substantial long-term adverse effect on their ability to carry out normal day-to-day activities and can include depressive and anxiety-related impairments. One in four people will experience a mental health problem of some kind each year in England, whilst one in six people report experiencing a common mental health problem (like anxiety and depression) in any given week in England.

The workplace is no exception to this, the Councils employ over 750 staff in the One Team. Based on the above statistics, 188 of our members of staff will experience a mental health problem of some kind this year, whilst 125 members of our staff will experience a common mental health problem (like anxiety or depression) each week. The Councils are committed to helping our members of staff to live a happier healthier life both professionally and personally.

During 2021, with the continued practise of working from home, the Councils looked into the staff rate of sickness absence for the One Team and found some worrying statistics. During 2020, mental health related absence accounted for 45% of all sickness absence amongst staff and this figure was continuing to rise throughout 2021. In response, the Councils decided that an Organisation-wide campaign should be initiated to set up support groups, engage with employees, reduce stigma, provide resources, and work alongside partnered organisations all aimed to help our employees thrive. Many resources were made available to staff, including online webinars with professionals, one-one wellbeing discussions, drop-in sessions, and private discussions with trained mental health first aiders, the Employee Assistance Programme (detailed later in this report), a wellbeing app, an A-Z of wellbeing resources on Connect, a calendar of wellbeing events and regular wellbeing discussions during all-staff briefings.

The impact of campaign has been very positive. Throughout the year, the Councils have undertaken wellbeing surveys for all staff in order to gauge how the initiatives have worked and where improvements have been needed.

At the start of the pandemic, the One Team had only been in place for a short time and managers were just beginning to get to know their staff. The initiatives included ongoing wellbeing training for managers in order for them to be able to engage and support their new staff who were experiencing many issues with needing to work from home. The Councils developed one-to-one discussion forms to assist managers in bringing up sensitive issues and giving them the necessary skills to offer wellbeing support and/or signposting their staff to where further help could be accessed.

In July 2021, the staff wellbeing survey analysed 352 responses from staff and concluded that *90% of individuals felt thoroughly / moderately supported by their line manager*. This was an increase of 22% on the results gathered at the end of 2020. It was further concluded that *80% of individuals felt their manager encouraged them to look after their health and wellbeing* and *57% of individuals felt that senior management encouraged them to look after their health and wellbeing*. This averaged 69% of *individuals who felt that their manager and senior management encourage them to look after their health and wellbeing*, demonstrating an increase of 8% on the data attained at the end of 2020.

Analysis of the data, received from the 352 responders, showed that there was a good split in the types of support being sought by staff in the One Team:



Employee Assistance Programme (EAP)

The Councils have an active partnership with Care First, who provide an employee assistance programme and wellbeing app for all staff. Employee Assistance Programme (EAP) offers advice and support for employees for many of life's challenges. It supports our employees' total wellbeing and battles the stigma around mental health in the workplace by giving employees safe spaces to talk, and resources for reducing stress. When it comes to wellbeing, it's all-too-easy to focus on the physical side – the coughs, colds, and broken arms that we can see in others. However, mental health should be also a major cause of concern as over 13 million working days are lost every year to stress. Stress, depression, and anxiety are believed to trigger 70% of doctor visits and 85% of serious illnesses. The EAP gives people the support they need, and helps to create a culture that cares, providing support, guidance and advice.

During 2021/22, there has been an increase in the number of staff reaching out for help via the employee assistance programme. Over 70 contacts have been made by staff this year compared to less than 25 during 2020/21. We attribute this sharp uptake in figures to the promotions of the service throughout broadcast messages and all-staff briefings, and a decrease in the stigma of mental health together with the regular reinforcement of a strong message from management to reassure people that 'it is okay to ask for help'.

3. Foster good relations between people who share a relevant protected characteristic and those who do not share it.

For our residents:

Help Hub

The Help Hub continues to assist and support people with protected characteristics who have difficulties in integrating with others. One example where the Help Hub provided such support is as follows:

- *We received a request to support a transgender woman who had recently re-identified her gender. She was having difficulties at work and was struggling with maintaining integration into the local community. Our Connector Team supported her with confidence-building, provided her with practical advice and introduced her to a support network through Norfolk LGBT+. The resident now feels more confident and is building her social networks.*

Support for Community Groups

Over the past year, the Councils have supported over 287 community groups including six different community transport schemes. All of the community groups, to which we provide funding, commit themselves to be inclusive but don't necessarily draw specific attention to this to avoid alienating groups or individuals. There are 38 Mutual Aid Groups set up across the two Districts. They formed a vital lifeline during the pandemic to ensure those who needed food, medication etc. were supported to remain at home. This has had the knock-on effect of providing a vital support service to disabled residents and those who struggle to travel with ease.

New Community Groups

Since the conclusion of lock down at least 26 new community groups have been set up across the Districts. These include:

- *A community kitchen set up by Hethersett Hearts for isolated older residents. Participants are collected by volunteer drivers and are provided with a hot meal and social activity;*
- *Dopeamine Shred – a initiative to promote good mental health and help address social anxiety through snowboarding; and*
- *An Autistic Spectrum Disorder/Attention Deficit Hyperactivity Disorder Support group in Diss that offers support and advice to parents alongside a place for their children to socialise.*

Mental Health Support Groups

The Councils continue to support the three mental health peer support groups set up in the previous year, while working actively to expand this network in two more market towns. The community connectors are working closely with both the community mental health teams and the wellbeing service to ensure that those whose mental health difficulties can be addressed through societal interventions are readily availed of the social prescribing service.

Norwich Pride 2021

The Councils continued their active support of Pride during 2021. In addition to several events for staff, as detailed later in this report, in July 2021, an LGBT+ Awareness presentation was provided by the Norfolk LGBT+ Project: norfolklgbtproject.org.uk

The aim of the presentation was to make staff more aware of LGBT+ issues, which helps us to provide improved services, foster good relationships between people, and appreciate, understand, and embrace the diverse needs of our customers.

The Impact of COVID-19

It is disappointing that many of the usual planned community activities and events, which would have celebrated diversity and fostered good relationships within the community during 2021 and 2022, had to be cancelled due to COVID-19. We remain optimistic that these events and more will be able to take place during this next year now that restrictions have been lifted.

For our staff:

Staff Supporting Staff - In-house Mental Health First Aiders

In our 2020/21 report, we documented the need for employees to speak directly to friends and colleagues who understood each other's issues and could offer support. It is felt that providing help in-house, fosters good relationships between people who share the protected characteristic of mental health disability and those who do not and also raises the awareness of mental health throughout the organisations, without stigma.

During 2021 and into 2022, our consort of trained mental health first aiders has grown, and we now have a team of 60. This team is diverse, spanning all levels throughout the organisation and includes HR and Trade Union representatives to ensure we are actively engaging with all facets of the Organisation. The group meets monthly and new ideas are discussed, resources and best practices are shared, and guest speakers attend to deliver and inform on key messages and services. During 2021-2022, guest speakers have included the Partnership Coordinator and a councillor from Norfolk and Waveney Mind, the Project Lead on the Broadland County Park Green Spaces Project, and a volunteer from the Samaritans Mental Health Service.

Staff are able to identify Mental Health First Aider from their lanyards, from posters around the buildings and also from information documented on the staff intranet. The Mental Health First Aider Team also delivered frequent, regular support drop-in sessions for members of staff during May-December 2021 for staff who were working at home. Employees could log in virtually and receive help, advice, or just have a non-work chat which proved invaluable to some staff who were struggling to cope or who lived alone during lockdown. The Team has received very positive feedback, especially from individuals returning to the office after a long period of absence.

Promotion of Equalities Events

The Councils have advertised and promoted many varied events to the One Team, via broadcast messages, emails and on Connect, encouraging staff to get involved with activities which promote and raise the awareness of equalities issues. During 2021/22, these have included:

- Norfolk and Waveney Mind- Walk the Districts Challenge 2021 – Walking to Prevent Suicide Relay;
- Stress Awareness Month seminars - May 2021 – Managing Pain and Improving your Posture When Working from Home, Building Resilience Introduction, Health and Wellbeing for Women, and Health and Wellbeing for Men;
- Global Accessibility Awareness Day webinars;
- World Menopause Day seminar and resources; and
- World Mental Health Day – October 2021.

Norwich Pride 2021

The Councils continued their annual support of Norwich Pride Week with a number of activities, before the Virtual Pride event took place on 31 July 2021. Several events, both online and in person, were arranged and all staff were strongly encouraged to get involved.

- On 26 July 2021, the Pride flags at both South Norfolk House and Thorpe Lodge were raised. This was followed by a 'bring your own picnic' at each location in the grounds as a mark of support for the event and to raise awareness and discussion amongst staff;
- A virtual 'rainbow cake-bake' allowed staff working remotely to take part in a fun activity to raise the profile of Pride Week, with pictures of the cakes being showcased on Connect;
- On 27 July 2021, the LGBT+ Representative for the Yare Valley Branch of UNISON hosted a remote UNISON Open House drop-in session which allowed staff to join him for a chat in a friendly and safe environment; and
- On 29 July 2021, an LGBT+ Awareness presentation was provided by the Norfolk LGBT+ Project <https://norfolklgbtproject.org.uk>. The aim of the presentation was to make staff more aware of LGBT+ issues, and, as detailed earlier in this report, helps us to grow our understanding of the diverse needs of our customers.

Forward Plan

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

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

What is a Key Decision?

Key Decisions are those that are likely:

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

Why might a decision be made in private?

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

Members of the Cabinet:

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

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

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Addendum to the 2022/24 Delivery Plan and the Use of Earmarked Reserves Created as a Result of the In-Year Budget Options	Cabinet	26 April 2022	Key Decision	Debbie Lorimer Director of Resources	Public
Ukraine Update Briefing Report	Cabinet	26 April 2022		Jamie Sutterby Director of People and Communities	Public
Microsoft Enterprise Agreement - Retrospective Award of Contract	Cabinet	26 April 2022	Key Decision	Corinne Lawrie Assistant Director ICT/Digital and Transformation	Private Report will include commercially sensitive information
Business Case for Frettenham Depot	Cabinet	26 April 2022	Key Decision	Simon Phelan Assistant Director Community Services	Private Report will include commercially sensitive information
Equality Annual Report	Cabinet	26 April 2022		Sue White Senior Governance and Deputy Monitoring Officer	Public
Proposed Capital Investment in Renewable Energy Infrastructure	Cabinet Council	26 April 26 May 2022	Key Decision	Phil Courtier Director of Place	Public

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Outcome of the Accommodation Review	Cabinet Council	12 May 2022 12 May 2022	Key Decision	Debbie Lorimer Director Resources	Private The appendices of the report will include commercially sensitive information
City Deal Borrowing and Greater Norwich Strategic Investment Fund	Cabinet	14 June 2022	Key Decision	Phil Courtier Director of Place	Private Report will include commercially sensitive information
Plumstead Road East T Junction	Cabinet	14 June 2022	Key Decision	Emily Larter, Growth Delivery Manager	Private Report will include commercially sensitive information
£150 Energy Rate Rebate Scheme	Cabinet	14 June 2022		Mike Pursehouse Assistant Director Individuals and Families	Public
Food Safety Services Commercialisation Options	Cabinet	14 June 2022		Nick Howard Assistant Director Regulatory	Public
Licensing Services Commercialisation Options	Cabinet	14 June 2022		Nick Howard Assistant Director Regulatory	Public
Quarter 4 Performance Risk and Finance	Cabinet	14 June 2022		Sinead Carey Strategy and Programme Manager	Public

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Options for Ongoing Management of Public Toilets in Broadland	Cabinet	19 July 2022	Key Decision	Michael Horton Community Assets Manager	Public
Regulatory Enforcement Policy	Cabinet	19 July 2022	Key Decision	Nick Howard Assistant Director Regulatory	Public
Housing Development Strategy	Cabinet	27 September 2022	Key Decision	Helen Skoyles Housing Development and Enabling Manager	Public

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

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

Pages 75 to 85 are not
available to the public
because the information is
confidential as it includes
exempt information about
the financial or business
affairs of a person

CABINET

Tuesday 26 April 2022

Final Papers

Item	Details	Page No
8	Environmental Excellence Policy Development Panel To receive the minutes of the meeting held on 14 April 2022	87

ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Minutes of a meeting of the Environment Excellence Policy Development Panel of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Thursday 14 April 2022 at 6.00pm.

Committee Members Present: Councillors: K S Kelly (Chairman), N J Brennan, D J Britcher, A D Crotch, J Davis, N J Harpley, K E Lawrence, S M Prutton and J M Ward

Cabinet Member Present: Councillor: J Leggett

Officers in Attendance: The Assistant Director Community Services (S Phelan), the Housing Standards Service Manager (K Philcox), the War Homes Programme Manager (K Strandoo) and the Democratic Services Officer (DM)

29 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J F Fisher and G K Nurden.

30 MINUTES

The minutes of the meeting held on 27 January 2022 were confirmed as a correct record and signed by the Chairman.

Arising from the minutes, the Assistant Director Community Services updated members on the following:

- Electrical, battery and textile collection service – this weekly collection service had been launched on 1 April 2022 and 110 small electrical items, 5 bins of batteries and 2 large containers of textiles had been collected.
- The food waste service would be rolled out across the whole district in October 2022 with publicity starting in August. Food waste bags were now fully compostable.
- Work had started on a joint project with other councils to explore the possibility of a coffee pod collection service.

- Discussions were ongoing with Veolia and DEFRA regarding the new duties likely to be placed on local authorities. A decision had been taken to push back the provision of 180ltr bins to new households pending the outcome of the new legislation.
- Quarterly recycling rates – the latest recycling rate was approximately 54%.

31 WARM HOMES PROGRAMME – UPDATE

Members considered the report of the Warm Homes Programme Manager which gave an overview of activities and outputs delivered by the Norfolk Warm Homes Programme working in partnership with Norfolk Authorities, Clarion Housing and Saffron Housing Trust and provided an outline of future projects for the coming year. The Warm Homes Programme Manager took members through the report. She drew attention to the funding provided by National Grid which had enabled grants for first time heating for the private sector and social housing but had also enabled a package of wrap-around support to be developed which had been very successful in providing additional help and advice and had led to the establishment of a network of contacts. This funding stream had seen over £4m invested in central heating; the scheme would finish at the end of May.

A subsequent funding application had been successful in securing government funds to deliver insulation and renewable heating systems with a focus on improving the energy efficiency of homes, reducing fuel poverty and reducing carbon emissions. The scheme was aimed at low income households with low energy performance ratings. Members noted the delivery outcomes to date of the latest funding scheme. Looking ahead, the recently awarded further government funding under the Sustainable Warmth Completion Scheme would be delivered over the coming year to target those most in need.

The Chairman congratulated officers on the work undertaken. In response to questions, officers confirmed that the limited availability of installers had caused issues but that a procurement exercise had been undertaken to increase the supply of suitably qualified installers. The government were aware of the issues and were exploring options to resolve this, including working with the Local Enterprise Partnerships (LEPs) to upskill and increase the number of local regional companies certified to deliver government grant schemes. The LEPs were also establishing regional procurement frameworks.

In response to a question regarding the extent of the issue of fuel poverty in the district, officers confirmed that it was difficult to fully understand the extent of the problem but circa 6500 households were likely to be in fuel poverty. It was unclear how many of these households were rented accommodation and there was a need to capture landlords as well as home owners. The government funding schemes to date had seen up to 45 homes in Broadland improved which meant there was still much work to be done. There would also be a need to be mindful that the installation of new low energy renewable heating units could lead to higher running costs which needed to be addressed with occupants.

A question was raised as to how people became aware of the funding available and officers commented that social media was increasingly being used to reach out to residents. Connections with other agencies and housing stock data also helped the council to proactively approach suitable households.

Officers confirmed that the type of insulation installed as part of the grant schemes was fibre based, non-flammable and regulations ensured that the insulation installed allowed for the building to breath.

In answer to a question as to what help was available to people in difficulty because of the cost of existing central heating, officers confirmed that there was currently little help available other than the government's current Energy Bills Rebate providing £200 discount on energy bills to be paid back over the next five years and a £150 non repayable council tax rebate. The team were receiving an increase in calls from residents concerned about their rising energy bills and the Warm Homes website was being updated with energy saving advice and information about where to seek further financial support. Reference was made to the particular issue facing those fleeing domestic abuse who were already in hardship. Officers commented that the Council was, via the help hub, looking to develop a hardship package of support to reach vulnerable people.

The Portfolio Holder congratulated the team on its work and asked for a further update in 6 months' time.

RESOLVED

To note and support the ongoing activities of the Norfolk Warm Homes Programme with the aim of supporting residents living in fuel poverty through grant assisted improvements to increase thermal efficiency and provide renewable heating solutions to homes.

(The meeting concluded at 6:40pm)

Chairman