

Cabinet Agenda

Members of Cabinet:

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

Date & Time:

Tuesday 1 November 2022 at 6.00pm

Place:

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

Contact:

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Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

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

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

If a member of the public would like to attend to speak on an agenda item, please email your request to committee.bdc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Thursday 27 October 2022.

AGENDA

1. **To receive declarations of interest under Procedural Rule no 8** **3**
2. **Apologies for absence**
3. **Minutes of meeting held on 20 September 2022** **5**
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 25 October 2022 in relation to items on this Agenda.
8. **Service Improvement and Efficiency Committee Minutes** **11**

To receive the Minutes of the meeting held on 17 October 2022.
9. **First Class Customer Service – Customer Experience, Phase One** **16**
10. **Findings of the Peer Review team** **25**

(Please note this item contains external document which may not be fully accessible)
11. **Frettenham Depot Award of Redevelopment Contract** **63**
12. **Forward Plan** **69**

DECLARATIONS OF INTEREST AT MEETINGS

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

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

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



CABINET

Minutes of a meeting of Cabinet held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, on Tuesday 20 September 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.

**Officers in
Attendance:**

The Managing Director (T Holden), the Director of Place (P Courtier), the Director of Resources (D Lorimer), the Director of People and Communities (J Sutterby), the Chief of Staff and Monitoring Officer (E Hodds), the Assistant Director for Finance (R Fincham), the Assistant Director for Regulatory (N Howard), the Assistant Director for ICT/Digital and Transformation (C Lawrie), the Transformation and Innovation Lead Officer (S Crook), the Environmental Protection Manager (A Grimley) and the Democratic Services Officer (LA).

At the request of the Chairman the Cabinet meeting stood for a minute's silence in memory of Her Majesty the Queen.

35 DECLARATIONS OF INTEREST

No declarations of interest were made.

36 MINUTES

The minutes of the meeting held on the 19 July 2022 were agreed as a correct record and signed by the Chairman.

37 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 20 September 2022, as each item was considered.

38 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Cabinet received the minutes of the meeting of the Committee held on 24 August 2022.

39 ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Cabinet received the minutes of the meeting of the Panel held on 23 June 2022.

40 USING INTELLIGENCE TO ACHIEVE A FIRST-CLASS CUSTOMER SERVICE

The Assistant Director of ICT/Digital and Transformation presented the report, which set out how the Council proposed to use data and intelligence to drive the delivery of the ambitions laid out in the Strategic Plan 2020 – 2024.

She drew members' attention to the three key recommendations in the report, explaining that business intelligence was about seeking to use data to make decisions in the present and to plan for future decision-making rather than making reactive decisions. She further referred Cabinet to the strategic plan priorities and how data intelligence could contribute to achieving these. The availability of business intelligence would enable the Council to profile its customers and target its efforts to predict and prevent issues, ultimately enabling early intervention based on data insight.

The Portfolio Holder for Transformation and Organisational Development welcomed the report, adding that the piece of work would help the Council use data efficiently in the future.

In response to a question on the new data analysis role's recruitment, officers explained that a flexible approach was being taken. The Council would be looking to go out for recruitment for the position, alongside investigating options for in-house training and development where possible. The Managing Director added that the Council currently had several graduate apprentices in post and was actively looking at further opportunities within the organisation.

During discussion, the Portfolio Holder for Environmental Excellence noted the benefits the proposals would have in the waste service and asked if there would be any manual data entry requirements. Officers explained that this would not be a requirement as the data needed would be collected directly from the surrounding systems.

Regarding the project's funding, the Assistant Director of Finance confirmed that the money would be drawn from the Corporate Contingency fund. It was then;

RESOLVED

To Recommend to Council

1. The agreement of funding to establish a Business Intelligence Service as set out in section 4.7 of the report.
2. That funding for 2022/23 is drawn from the corporate contingency
3. That funding for the Business Intelligence Service is built into the base budget from 2023/24

Reason for Decision

The report has set out how the Council proposes to use data and intelligence to drive delivery of our ambitions in our Strategic Plan 2020 – 2024

41 ANNUAL RE-RATIFICATION OF STRATEGY FOR NORFOLK STRATEGIC FLOOD ALLIANCE

Members considered the report of the Assistant Director for Regulatory, which presented the updated Norfolk Strategic Flood Alliance's (NSFA) Strategy for its annual re-ratification. The report also outlined how the Council and wider Alliances were delivering against the Strategy, alongside evaluating further community needs in areas that faced potential threats of flooding.

The Portfolio Holder for Environmental Excellence endorsed the report and noted the progress made since the last Strategy. The Portfolio Holder for Communities, Housing and Planning Policy added that it was important to keep the issue of flooding at the forefront of discussions going forward.

Reference was made to section 3.3 of the report, which detailed a new practical Surface Water Technical Officer post. The post would work within communities to promote and enforce the free-flowing condition of land drains. Cabinet also noted that recruitment for the position would be taking place soon.

During discussion, the Managing Director pointed members of the public to the Council's website for flooding advice and help.

Following a show of hands, it was unanimously;

RESOLVED

To ratify the Norfolk Strategic Flooding Alliance Strategy 2022 as set out in Appendix one, and note the progress made.

Reasons for Decision

There are strong benefits in taking a multi-agency approach through the NSFA and keeping flooding action high on the local, regional and national agenda. Ratifying the NSFA Strategy will for a further year endorse and support the approach being taken.

42 PUBLIC SPACE PROTECTION ORDER - DOG FOULING

The Assistant Director for Regulatory introduced the report which presented the proposed new dog fouling and dog restrictions Public Space Protection Order (PSPO) under the Anti-social Behaviour, Crime & Policing Act 2014. Members were advised that the proposed PSPO if approved, would establish a like-for-like replacement of the existing PSPO, and would run for a period of up to three years.

A formal public consultation was carried out between 6 May 2022 and 17 June 2022, where Town and Parish Councils, Police & Crime Commissioner, Norfolk Highways and the public were all consulted, and no objections to the proposed PSPO were received.

The Portfolio Holder for Environmental Excellence welcomed the report and added that the Broadland community would benefit from the protection order. She referred any Parish or Town Councils who needed additional signage for their areas to the Council's website for further help. Officers confirmed that the Council did have a

limited supply of signage available but would be able to provide further advice to Town and Parish Councils if needed.

After officers clarified further information on the disposal of poo bags, members noted that it was an offence to leave a bag anywhere else than a dedicated bin. Members of the public were encouraged to take any poo bags home with them for disposal if there was not an appropriate bin available.

During discussion, a member queried the exemption list and whether individuals with hearing impairments should be included. Officers confirmed that the exemption would only apply if the individual had an assistance-trained dog, but officers would seek further advice from the appropriate bodies. The Managing Director suggested an amendment to the recommendation to capture the concerns raised and offer a way forward for the PSPO to progress. It was agreed, by Cabinet to add at the end of the recommendation: "*subject to any minor amendments agreed by the Assistant Director for Regulatory and the Portfolio Holder for Environmental Excellence*". This would enable officers to investigate and update the PSPO if required.

Following a question by the Leader regarding the lack of comments received in the consultation, officers reassured members that this was not an issue and the Police had raised no concerns over the proposals.

Following a show of hands, it was then;

RESOLVED

To approve the Public Space Protection Order No.3 as proposed in paragraph 4.5 and Appendix one over the geographical areas identified in Appendix two for a period of three years, subject to any minor amendments agreed by the Assistant Director for Regulatory and the Portfolio Holder for Environmental Excellence.

Reason for Decision

The adoption of the Public Space Protection Order No.3 as proposed will deter dog fouling offences by irresponsible dog owners and enable enforcement under specific legal requirements.

43 ECONOMIC AWARDING OF CONTRACTS IN RELATION TO THE MOBILISATION OF THE HORIZON CENTRE

The Director of Resources introduced the report which sought delegation to award contracts for the mobilisation of the Horizon Centre. Members noted that decisions would need to be made quickly to ensure the works were carried out quickly and for the best price.

Both the Leader and the Deputy Leader of the Council endorsed the report, adding that it was vital for decisions to be made at a pace to allow the two Councils' journeys into the one building to progress efficiently.

The Chairman of the Overview and Scrutiny Committee advised Cabinet that the Committee had proposed an amendment when the item was discussed. He advised Cabinet that the proposed amendment sought to add the Portfolio Holder for Transformation and Organisational Development to the recommendation. The Leader 8

of the Council felt that this amendment was not required, as if he was unavailable to make the decision it would fall to the Deputy Leader of the Council.

The Portfolio Holder for Transformation and Organisational Development agreed with the Leader's comments and added that any contract awarded would need to follow the procurement process. The process itself incorporated appropriate checks for any contract awarded and therefore was an efficient way of progressing the project.

Following a show of hands, it was;

RESOLVED

To delegate to the Director of Resources in consultation with the Leader of the Council to award contracts for the fit out of the Horizon Centre and other contacts, that are over a £100,000, as long as they are within the overall budgets as outlined in section 2 of this report.

Reason for Decision

The delegation to award the higher value contracts will not impede on the project and given the ambitious timeline for occupation it will ensure the Councils deliver the benefits of the move as quickly as possible.

44 FORWARD PLAN

The Portfolio Holder for Environmental Excellence noted that the refresh of the Environmental Strategy had not been included and would need to be added to the first meeting in November. Officers confirmed that the Forward Plan would be updated to include this report.

45 EXCLUSION OF THE PRESS AND PUBLIC RESOLVED

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

46 STRAY DOG COLLECTION

The Assistant Director for Regulation introduced the report which contained details on the proposed stray dog collection contract for Broadland District Council. Members noted that the Council had a legal obligation to provide provisions for stray dog collections.

Cabinet noted further information on financial details contained in the report, alongside past statistics on stray dog collections.

It was confirmed that costs were recovered after a stray dog had recently been returned to its owner. Cabinet noted that there had been a small number of cases where this was not achievable.

In response to a question on the Council's steps on rehoming dogs, the Environmental Protection Manager explained that the Council used a provider to find suitable places

for any dogs needing rehoming.

Following a show of hands, it was unanimously:

RESOLVED

To agree to the recommendations laid out in the exempt report.

Reason for Decision

Appointing the contract will provide a quality service, protect the Council's residents and satisfy the Council's statutory duty for stray dog collection and kennelling.

47 OPTIONS ON PROVISION OF FUTURE FRAUD SERVICE

The Assistant Director of Finance introduced the exempt report which provided options on the future resourcing and delivery of a fraud service for Broadland District Council and South Norfolk Council.

The Portfolio Holder for Finance supported the report adding that the proposals would further improve the Council's fraud provisions.

In response to a query on the duration of the contract, it was confirmed that the contract would be open-ended. Members were reassured that the service would be reviewed over time. It was then;

RESOLVED

To agree to the recommendations laid out in the exempt report.

Reason for Decision

The proposed fraud provision would provide the Council with a full fraud service with expertise and resilience

(The meeting concluded at 6.52pm)

Chairman

SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Minutes of a meeting of the Service Improvement and Efficiency Committee of Broadland District Council, held on Monday 17 October 2022 at 6pm at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich.

Committee Members Present: Councillors: J Thomas (Chairman), S Beadle (sub for Roper), P Bulman, S Catchpole, K Kelly, I Mackie, M Murrell and G Nurden

Cabinet Members Present: Councillors: J Emsell and J Leggett

Officers in Attendance: The Director Place, the Assistant Director ICT/Digital and Transformation, the Food Safety and Licensing Team Manager and the Democratic Services Officer (DM).

8 DECLARATIONS OF INTEREST

No declarations of interest were made.

9 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs: S Holland, S Prutton and D Roper.

10 MINUTES

The minutes of the meeting held on 24 August 2022 were agreed as a correct record and signed by the Chairman.

Minute no: 4 – Collaboration Work Group

Members asked for progress on the Committee's decision to "*defer consideration of the report of the Collaboration Working Group and to request members of the Working Group meet and arrange a meeting with the Leader and Deputy Leader and report back to the Committee*". The Portfolio Holder for Transformation and Organisational Development advised the Committee that the meeting had taken place but as yet nothing had been decided with

regard to the next course of action. Members were keen to hear further on this matter and it was

RESOLVED that a further report be made to the next meeting of the Committee on progress with the Collaboration Working Group report and that members of the Working Group be invited to attend the meeting.

11 FIRST CLASS CUSTOMER SERVICE – CUSTOMER EXPERIENCE PHASE ONE

Members considered the report of the Assistant Director of ICT/Digital and Transformation which set out a proposal for initiating a discovery exercise to identify and map out the current end-to-end customer journeys and the associated customer experience at each touchpoint and interaction with the two Councils.

The Assistant Director of ICT/Digital and Transformation pointed out that the recommendations in the report needed to be changed to recommend the proposals to Cabinet. She reminded members that Cabinet had already agreed to earmark £49,500 towards the development of the business case for Customer Relations Management and the report was seeking authority from Cabinet to use these earmarked reserves for the Council's contribution to the £110k cost of the discovery phase. The discovery phase was necessary to fully understand the benefits of customer relations management, and the proposal would involve the engagement of expert consultants to help with this. The ICT and Digital Strategy set out the need to improve and transform the Council's offer through innovative use of technology with a focus on first class customer service and a reduction in the cost of end-to-end service delivery whilst enabling customers to interact in a more efficient way – at a time that suits them using a channel of their choice and automated services when appropriate. The Assistant Director of ICT/Digital and Transformation then highlighted the potential benefits in terms of cost and efficiency savings.

Discussion then took place with the Assistant Director of ICT/Digital and Transformation answering questions from members. She confirmed that the total cost of the proposed discovery phase was £110k across the two councils with Broadland's share of the cost being £49,500. It was suggested and agreed that the second recommendation in the report be amended to more accurately reflect this. She also confirmed that the discovery work undertaken would be a hybrid of internal officer resource working together with consultants with experience in this field in local government.

A number of concerns were raised and comments made about the existing telephone service and difficulties in accessing officers via the telephone. It was feared that some customers were being forced to find alternative means of contacting officers which was not their preferred method of contact as they could not get through on a telephone. . Some members gave examples of these difficulties including those experienced recently by a parish clerk. The Portfolio Holder for Transformation and Organisational Development reported

that the issues experienced by the parish clerk had been raised and was being looked at and the issue of contacting officers would be discussed at the forthcoming Parish/Town Council forum. Members were encouraged to raise any specific areas of concern with officers at the time so that these could be addressed.

Members were keen to ensure that other options for contacting the Council in addition to accessing the website were retained.

The Assistant Director of ICT/Digital and Transformation responded to concerns pointing out that the discovery phase would help to identify and understand customer preferences and needs and help target services where needed most. The telephony system was one channel of contact with the Council and was currently the most frequently used channel. Development of an enhanced on line experience could provide a better alternative option for some customers. More was known about the use of the telephone system now than ever before with data not previously available now being collected. Demand had increased and consideration needed to be given to how to respond to the increase in demand. It was possible that many callers could find what they needed on line at a time to suit them.

In response to a question as to where key performance indicators would be detailed to ensure a measure existed by which the customer experience could be monitored, the Assistant Director of ICT/Digital and Transformation explained that the deliverables would be fully outlined in the business case including strategic measurements, savings and cost benefit analysis. With regard to operational indicators, details of volume and demand would be available but key performance indicators would not form part of the business case – this would be a separate piece of work. Operational data was reviewed by the Corporate Management Leadership Team on a weekly basis and quarterly performance data was available to members as part of the quarterly performance reports. Managers had a live link to telephone data to facilitate management of resources according to demand. A concern was raised that it was difficult to actually understand current performance as no baseline data was available to monitor future performance. The transformation agenda made it very difficult to undertake performance monitoring due to the lack of comparable data. The Assistant Director of ICT/Digital and Transformation responded that the discovery project being proposed would establish the baseline data and form part of the transformation programme to track benefits realised.

A comment was made that there was a need to have regard to the quality of the service and not just a focus on costs and savings.

There was still some concern that the digitalisation of services would result in the loss of the personal touch and would not suit the needs of some residents who preferred a more personal approach. The Assistant Director of ICT/Digital and Transformation reiterated that the aim was to see the right service provided at the right time by the right method. Shifting 80% of demand to an online solution would enable focus to be given to the channels needed to serve the remaining 20%.

In response to questions about the indicative timescales for the delivery of a fully costed business case, the Assistant Director of ICT/Digital and Transformation confirmed she was satisfied with the lead in times and the proposal to submit a full business case to Cabinet in Quarter 4 was realistic.

.RESOLVED to recommend Cabinet to

1. agree to initiate the discovery phase as the first phase towards establishing the current state, the future state and the underpinning technology to inform a fully- costed business case for investment to deliver a First-Class Customer Service.
2. utilise the Broadland District Council's contribution of £49,500 from Earmarked Reserves agreed by Cabinet on 8 February 2022 on consultancy resource to support in the development of a full outline business case.

12 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting 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.

13 LICENSING SERVICE REVIEW

Members considered the exempt report of the Food, Safety and Licensing Team Manager setting out findings of a Licensing service review and proposals for changes to the service structure and capacity, in order to ensure the Council had a robust and sustainable Licensing service which could deliver with assurance against the service aims and the licensing objectives.

The Food, Safety and Licensing Team Manager took members through the report in detail emphasising that the proposals would add no additional growth the base revenue budget as the funding of the proposed structure would be met from licensing fee income. Workloads had increased in the service and remained at a high level, with team resources at a low level when benchmarked with similar neighbouring authorities. This was currently being managed by way of temporary agency staff which was expensive. There was a limited professional licensing workforce available and the Council was keen to continue to train and develop its own licensing professionals. The new structure would support this and maximise staff retention. A recent Internal Audit of the service identified capacity as a key risk with the potential risk of

loss of institutional knowledge. There would be difficulty replacing staff and delivering statutory work or resuming proactive work.

If approved, the resources senior officer structure would enable additional licensing activities to be undertaken to enhance the protection offered to communities, including development of policies for sexual entertainment licensing in the event of such an application being received.

The Food, Safety and Licensing Team Manager then answered questions from members. He explained the reasoning for the proposed allocations on the pay grades of the revised posts and confirmed he was satisfied the timeframes set out in the report for Cabinet authorisation, consultation and implementation were achievable to be effective from 1 April 2023.

In response to a question about apprenticeships, the Food, Safety and Licensing Team Manager confirmed that there were already apprentices within the wider team and that other opportunities to extend this were being explored. He also confirmed that costings for outsourcing the service had not been explored as this was not considered a viable option given the shortage of professional licensing services.

RESOLVED to recommend Cabinet

to agree the Licensing Service Review proposals detailed in the report (at paragraph 4.2 and Appendix 2), to be implemented with effect from 1st April 2023, both for team structure and an increase in establishment of Licensing service staffing to 6.04 FTE (full time equivalent) officer provision, plus 0.6 FTE (1-year temporary staffing).

(The meeting concluded at 7.20pm)

Chairman

First Class Customer Service – Customer Experience Phase One

Report Author(s): Corinne Lawrie
AD ICT/Digital and Transformation
Corinne.lawrie@southnorfolkandbroadland.gov.uk

Portfolio: Transformation and Organisational Development

Ward(s) Affected: All

Purpose of the Report:

This outline business case provides a proposal for initiating a Discovery exercise to identify and map out the current end-to-end Customer Journeys and the associated Customer Experience at each touchpoint and interaction with the two Councils.

Recommendations:

1. To agree to initiate the discovery phase as the first phase towards establishing the current state, the future state and the underpinning technology to inform a fully-costed business case for investment to deliver a First-Class Customer Service.
2. To utilise the £110,000 from Earmarked Reserves agreed by Cabinet on 8th February 2022 with Broadland District Council's contribution of £49,500 to be used on consultancy resource to support in the development of a full outline business case.

1. Summary

- 1.1 The purpose of this report is to outline the need to seek consultancy support to further explore the One Team vision for delivering first-class customer experience from a people, process and technology perspective.
- 1.2 To seek Cabinet approval to initiate the discovery phase to accurately inform what first-class customer service means for the One Team and to deliver a fully costed

business case for the technology solution(s) that underpins the vision for first-class customer service.

2. Background

- 2.1 South Norfolk Council and Broadland District Council's Strategic Plan 2020 – 2024, set out its vision to; *“work together to create the best place for everyone, now and for future generations”*. A key element of achieving this vision is the commitment to *“putting the customer at the heart of everything we do.”*
- 2.2 The ICT and Digital Strategy set out the need to improve and transform our service offering through the innovative use of technology. With a focus on first class customer service and a reduction in the cost of end-to-end service delivery, whilst enabling customers to interact with us in a modern and efficient way.
- 2.3 To achieve a first-class customer service the following strategic guiding principles have been highlighted:
- **Principle 1 - *Right First Time*:** Reduce cost and failure demand by getting it right first time, minimising repeat contact and keeping the customer informed.
 - **Principle 2 - *Every Contact Counts*:** Making connections based on customer data and joining up our service offering to benefit the customer.
 - **Principle 3 – *Delivering an Excellent Customer Service*:** Customers can access our services at a time that suits them, using their channel of choice and receive a consistent customer experience.
 - **Principle 4 – *Grow a ‘Customer-first’ Culture*:** Invest time in understanding customer needs and customer demand. Learning from customer feedback and insight to target services to those that most need them.
 - **Principle 5 – *Organised around customer need*:** Use technology to transform our approach to service delivery, streamlining services and removing obstacles. Thereby enabling the council to provide more tailored/ value added services for those who need them.
- 2.4 In 2021, Methods completed a Key Business Systems Review that recommended that South Norfolk Council and Broadland District Council undertake an exploration exercise to better understand the quantifiable benefits that digital technology could deliver against the First-class customer service principles set out above.
- 2.5 The adoption of digital capabilities and new technologies would enable the One Team to achieve its strategic principles and, the vision set out in the ICT and Digital Strategy through redefining customer journeys, transactions and processes

that will reduce inefficiencies and enable the One Team to achieve an optimised model of customer experience.

- 2.6 To understand the customer experience across the One Team and identify the benefits that could be realised against each strategic principle a discovery phase is required with an estimated total cost of £110,000 with Broadland District Council's total contribution of £49,500.
- 2.7 The discovery exercise will include an analysis and assessment of where and how the customer journey and customer experience can be improved along with a Future-State analysis and construct of what a First-Class Customer Service and Customer Experience should look like from a People, Process and Technology perspective – the sorts of solutions we should consider, and the level of business benefit we can expect to achieve through the implementation and adoption of the proposed solutions.
- 2.8 This Discovery Phase will be Phase 1 of a wider initiative to implement First Class Customer Service and will serve to inform the content of this initiative in terms of the current situation, the opportunity for improvement, the sorts of solutions we should implement, the associated cost and timeframe estimates, and the resulting business.

3. Current position/findings

- 3.1 In 2021, the One Team initiated a Key Business Systems Review with the intention of producing a roadmap for system consolidation that supports the One Team collaboration, namely our Systems Transformation Programme.
- 3.2 The review identified at a high-level some key challenges and shortfalls in the customer experience driven by technological infrastructure and inefficient processes. However, more detailed analysis is needed to better inform the solutions we could implement and the quantifiable benefits that could be realised against the investment needed.
- 3.3 A summary of the findings from the Key Business Systems review are highlighted below:
 - Limited system integration between the councils and different departments within them.
 - Different and inconsistent customer journeys across the two councils and its systems.
 - No central customer record or ability to share customer information across the councils and its services as customer information is currently stored in disparate systems which do not communicate with each other.
 - Large technical debt and multiple ICT workaround fixes that absorbs resource and capacity.
 - Multiple customer records without a master record and unconnected accounts.

- Rolling contracts for multiple systems without market assessments taking place, although this is being addressed through the implementation of consolidated systems.
 - Limited Case Management functionality or the ability for different business areas across each council to work collaboratively.
 - A fragmented customer service operating model, with little resilience against a backdrop of increasing demand.
 - A lack of joined up data, management information or reporting.
- 3.4 Some of the above challenges have been addressed through the success of the System Transformation programme, the consolidation of our line of business systems and introduction of the data and intelligence tools through our PowerBI programme. However, some of these challenges remain.
- 3.5 The focus of our transformation to date has been largely centred on the implementation of technology to meet contractual end dates, alongside internal process tweaks and the alignment of policies and procedures to yield efficient working practices as set out in the collaboration feasibility study.
- 3.6 Transformation has been driven within structural hierarchies; service-by-service or directorate. The recognition that transformation is cross-cutting and spans across organisational boundaries has led to a refocus of the way we group our projects and programmes with the introduction of a thematical approach.
- 3.7 The opportunities presented by the Beyond the Horizon programme has further influenced the need to shift our transformation efforts away from system consolidation and technology implementation towards the way we serve customers and the experience they receive from us through a programme of transformation work called 'First-Class Customer Service'.

4 The First-Class Customer Service Portfolio

- 4.1 The First-Class Customer Service portfolio positions technology as an enabler and sets out to maximise the efficiency of our One Team collaboration by transforming our core services to the end goal of delivering first-class customer service. **Appendix One** sets out the detail on the structure of this portfolio and its three associated programmes of work.
- 4.2 Without this key shift in focus customers will continue to find the process of engaging with departments or services ineffective, fragmented, and unsatisfying, ultimately hampering how customers feel about their interactions with the One Team.
- 4.3 The need to deliver a first-class customer experience is coupled with the backdrop of ever-increasing demand and rapidly changing customer expectations all contributing to the need to do things differently and continue to deliver more within existing resources.

- 4.4 Currently our customer contact routes are limited, and our demand is serviced via our higher cost channels such as, phone.

Average cost per transaction by channel				
Source	Face-to-Face	Telephone	Post	Online
PWC Report	£10.54	£3.39	£12.10	£0.80

- 4.5 A first-class customer service can achieve smooth, collaborative management of customers, can accurately channel and predict demand for services to ensure that customer requests are promptly dealt with in a way that reduces failure demand, removes pressure on back-office departments and reduces cost.

5 Potential Benefits

- 5.1 The benefits of delivering a first-class customer service relate to real cost and efficiency savings, notably:

- Improved Customer choice and access through the provision of additional contact channels e.g., online portal, chat, etc. which do not always require costly human intervention. For example, Durham County Council has seen the number of customer requests being made online soar since the GovService launch. This dramatic shift in contact channel has already identified over **£250,000 in annual savings**, a figure that continues to grow over time.
- Replaces poor working practices that waste time, improving efficiency and enabling more value-added work to be completed. For example, North West Leicestershire Council created time efficiency savings through integrating online forms of **1,641 working hours** equivalent to **226 working days**.
- Increase customer satisfaction, customer experience and service quality through the introduction of automated workflows, robotic processes and a reduction in failure demand. For example, Wrexham Borough Council adopted a CRM and looked at provide timely reminders to residents about their bin collection days. This has resulted in:
 - **48% reduction** in missed bin calls
 - **27% reduction** in contaminated recycling bins
 - **8hr job** that is now fully automated without human intervention.
- Could enable a reduction in the number of siloed software applications.
- Targeted marketing campaigns around services, events, business and tourism to build levels of engagement and yield improved marketing success by enabling us to better understand and segment our customers.
- Better communication and knowledge sharing between services and departments.

6 The Approach – Discovery Phase

- 6.1 The discovery phase is designed to better understand the current customer offering across services, document the current landscape as well as the future state of customer experience and outline the technological solutions that could deliver it.
- 6.2 The discovery phase and analysis will take approximately 6-8 weeks, this is looking at as-is processes to identify current state and where potential efficiencies could be achieved through the digitalisation of end-to-end customer journeys and the technological solutions that underpin it.
- 6.3 It is recommended that this discovery phase is undertaken to better understand costs, benefits and implications with a view to building a full business case for a customer solution(s) that deliver against our strategic principles. An outline of the proposed approach is detailed in the table below.

Activity	Description
Current State Analysis	Identify and define required roles and responsibilities, Access workforce and highlight resourcing gaps, Cost analysis and options appraisal to fill gaps
Service Process Catalogue	Engage wider business to understand business processes, develop 'as-is' service process catalogue, Initiate Service Design
Evaluation and Procurement	Assessment of current market, Alignment of option against requirements, Initial recommendations. Finalise SNBC requirements and take to market, assist with assessments and interviews, assist in final decision making
Configuration (install / set)	Mobilise, define, agree key components and standards. Create relevant templates to expedite delivery and ensure consistency of build and configuration
Total	£85,000 - £110,000

- 6.4 It should be noted that this discovery phase will not deliver a digital customer experience solution, but a suggested programme of work, costs and benefits to inform a full business case to seek approval for the required investment for the recommended technical solution to inform the delivery of first-class customer service.

7 Indicative Timescales

- 7.1 Outlined in the table below are some indicative timescales associated with the delivery of a fully costed business case. These timescales are indicative and will be influenced by capacity within teams to support the discovery phase analysis alongside other in-flight projects, procurement process and supplier lead in time.

Activity	Indicative Timescales
Cabinet agreement to proceed to discovery phase	Q3
Procurement starts	Q3
Contract award	Q4
Discovery phase initiated	Q4
Discovery phase completed	Q4
Full Business Case to Cabinet	Q4

8 Procurement

- 8.1 The most appropriate procurement route will be followed to allow for the work to be completed.

9 Proposed action

- 9.1 It is proposed that South Norfolk and Broadland District Council initiate the discovery phase to inform the vision of first-class customer service and the proposed technological solutions and programme of work that could deliver it.

10 Other options

- 10.1 **Option 1 - Do Nothing:** Cabinet could choose not to initiate the discovery phase to inform our approach to first-class customer service. Continue with current disparate line of business systems and fragmented customer journey. This option would preserve the current technology architecture and customer experience and see IT services continue to build bespoke point-to-point solutions for the integration of applications, using middleware or process automation tools where point-to-point integration is not available.

Pros	Cons
Tried and tested approach	Relies on limited in-house resource
Some in-house resource already skilled	High technical skill level required
No additional capital or revenue investment needed	Does not provide workflow and SLA management around customer interactions
	Is not providing a consistent and improved customer experience
	Does not move the Councils forward on delivery of their digital and IT strategy.
	Incurs continuation of technical debt with increased risk and cost from managing increased demand.

11. Issues and risks

- 11.1 The full business case may present an inviable position of investment or may not be approved. There will remain value from the completion of Phase 1 discovery work that has been completed in helping the One Team to understand customer demand, make small scale improvements and drive our customer services target operating model.
- 11.2 A CRM solution may not be the recommended solution after analysis.
- 11.3 As part of the discovery phase there may be wider recommendations that will need considering under the First-Class Customer Service programme which may require further investment.
- 11.4 **Resource Implications** – Although the discovery phase is likely to be light touch, timing to engage the organisation in this work is critical and will need to be assessed against the wider programmes and projects already underway such as, Beyond the Horizon and the IT Fundamentals work as to not overburden teams with the volume of change.
- 11.5 **Legal Implications** – using a procurement framework for this evaluation and appointment ensure compliance with public contract regulations.
- 11.6 **Equality Implications** – None. This is not delivery or implementation.
- 11.7 **Environmental Impact** – None
- 11.8 **Crime and Disorder** – None

12 Conclusion

- 12.1 The need to transform our customer experience solution was identified in the Key Business Systems review and the ICT and Digital strategy. An improved customer experience is a key contributor to our strategic objectives.
- 12.2 An improved customer experience is thought to have the potential to deliver efficiencies and contribute towards our One Team collaboration objectives. This is the first stage in supporting us to fully understand what a first-class customer service means for the One Team and the options for delivering it. Include here your reasons for the recommendations.

13 Recommendations

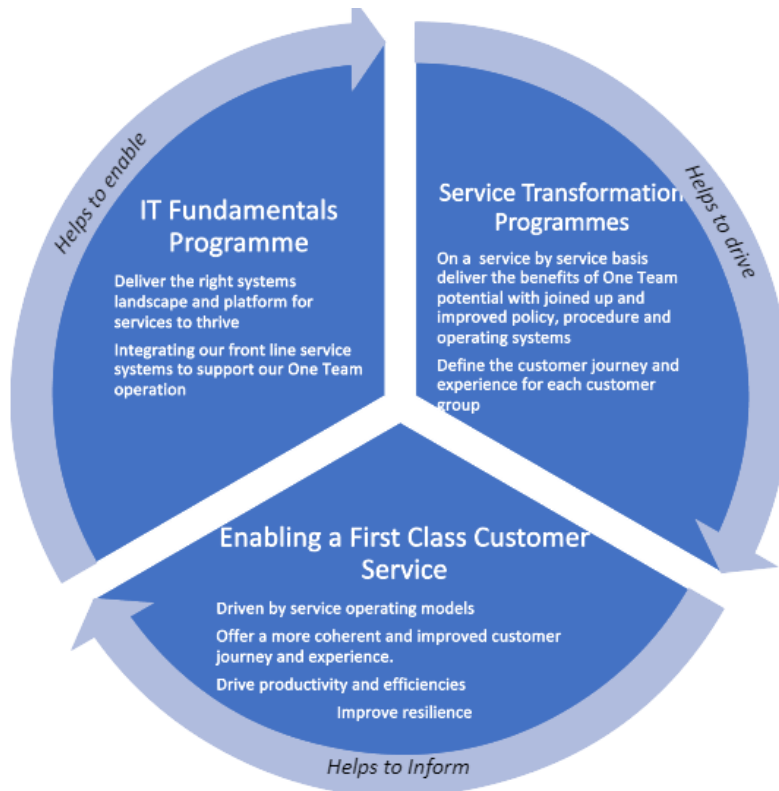
- 13.1 To agree to initiate the discovery phase as the first phase towards establishing the current state, the future state and the underpinning technology to inform a fully-costed business case for investment to deliver a First-Class Customer Service.
- 13.2 To utilise the £110,000 from Earmarked Reserves agreed by Cabinet on 8th February 2022 with Broadland District Council's contribution of £49,500 to be used on consultancy resource to support in the development of a full outline business case.

Background papers

None

Appendix One

The diagram below illustrates the programmes that contribute to the First-Class Customer Service portfolio.



Peer Review Feedback and Action Plan Report

Report Author(s): Emma Hodds
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Portfolio: Policy

Ward(s) Affected: All

Purpose of the Report:

The purpose of this report is to provide background to the context and purpose of South Norfolk and Broadland Councils' Peer Challenge and to outline the Peer Teams' key findings as represented in their Feedback Report, a proposed plan of action based on their recommendations, and the next steps.

Recommendations:

1. For Cabinet to approve the publishing of the Peer Review Report
2. For Cabinet to adopt the Peer Review Action Plan

1. Summary

- 1.1 South Norfolk and Broadland District Councils recently invited the Local Government Association (LGA) to hold a Peer Challenge between the 11th and 15th of July 2022. Following receipt of the Peer Team's report (see Appendices 1.1) to keep in line with the Local Government Association's Corporate Peer Challenge Guidance South Norfolk and Broadland District Councils have six weeks to publish the report and an action plan based on the proposed recommendations.

2. Background

- 2.1 The Peer Challenge involved a small team of Local Government Peers (Members and Officers) spending time with the Councils and with key partners to observe and engage with the work we do and to identify good practices and key areas for development.
- 2.2 The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

- 1) Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Are the councils delivering effectively on their priorities?
- 2) Organisational and place leadership** - Do the councils provide effective local leadership? Are there good relationships with partner organisations and local communities?
- 3) Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
- 4) Financial planning and management** - Do the councils have a grip on their current financial position? Do the councils have a strategy and a plan to address financial challenges?
- 5) Capacity for improvement** - Are the organisations able to support delivery of local priorities? Do the councils have the capacity to improve?

In addition to these questions, SNDC and BDC asked the peer team to provide feedback on:

- 6) The joint partnership** - Are South Norfolk and Broadland Council's heading in the right direction? Is the partnership delivering against priorities? What opportunities are there to go further?

3. Current position/findings

- 3.1 The key findings of the Peer Teams Report are as follows

Local Priorities and Outcomes

- The peer team praised the work being done with town and parish councils, especially through the town and parish councils forum, though questioned the capacity of smaller councils to participate due to the time requirements on their clerks.
- The peer team was impressed with the work done during the COVID-19 pandemic across organisational boundaries, especially through the Help Hub.
- The team highlighted that the councils have some of the highest performing results in the country with tax collection rates being spotlighted.

Organisational and Place Leadership

- Focus was given to the planning teams' work on nutrient neutrality, with partners naming the councils as regional leaders in their response to the crisis.
- The work being done at the Broadland Food Innovation Centre and with the Agri-food sector generally was praised however, there were concerns over the future of the Local Enterprise Partnership.
- Given the phenomenal work being done by the Help Hub, the peer team following the advice of external partners would welcome the Hub expanding to cover mental health elements.
- The peer team felt that the great being done by the two councils should be better highlighted both externally and internally as we are unselling our achievements.

Governance and Culture

- The peer team highlighted that the scrutiny function at Broadland is currently diluted as meeting a week before Cabinet means no substantial changes can be made.
- The peer team highlighted the number of council meetings within the governance process between panels, overview and scrutiny, cabinet, and full council which creates a demand on officer time that could be remedied via a streamlined process and alignment of portfolios.
- The peer team raised concern over the lack of active joint working groups between South Norfolk and Broadland Councils and suggested setting up to discuss and develop the joint partnership's vision and ambition.
- The peer team highlighted member behaviour as a key concern, having been told of junior officers being shielded from key meetings.

Financial Planning and Management

- The peer team praised the two councils' financial outlook but questioned, given the expected pressures on finance due to inflation and the rising cost of living whether increased stress testing or reserves may be warranted.

Capacity for Improvement

- The peer team praised the councils for appointing a clean growth and sustainability manager and welcomed efforts to further embed the environmental strategy into the councils programme of work.

The Joint Partnership

- The peer team heard from the councils' partners that South Norfolk and Broadland are both seen as place and systems leaders across Norfolk

- Following the largely successful realisation of the feasibility report from 2018 the peer team questioned whether it would be time to reset objectives with a new outcome-based vision for the partnership.

3.2 Based on their findings the key recommendations put forward by the Peer Team in their Report are as follows

- **Recommendation 1** - Better celebrate your innovation and best practice initiatives – you are underselling your achievements and role as place leaders.
- **Recommendation 2** - Clarify member and officer roles and responsibilities across both councils and create a culture of trust, mutual respect, confront poor behaviour and encourage challenge.
- **Recommendation 3** - Establish a clear outcome based joint vision for the partnership – political relationships are undermining the aspiration. Members from both councils need to be on board, standing together to promote the benefits you are achieving.
- **Recommendation 4** - Review the office accommodation move project - listen to the specialists, agree a realistic timeline and milestones and then communicate.
- **Recommendation 5** - Streamline processes and procedures around governance to improve officer capacity, resilience and accountability and take the partnership forward.
- **Recommendation 6** - Strengthen corporate oversight of project and programme management, performance management and transformation portfolios – empower managers
- **Recommendation 7** - Review, refresh, refine and stress test the Medium-Term Financial Strategy (MFTS) at the start of the budget process.
- **Recommendation 8** - Remember the power of consistent and timely communication.

For further detail on the findings of the Peer Team see appendices 1.1

4. Proposed action

- 4.1 Based on the findings of the Peer Team and their recommendations it is proposed that the Peer Team's Report laid out in appendices 1.1 is published and that the Action Plan laid out in appendices 1.2 is adopted.

5. Other options

- 5.1 Cabinet could choose not to adopt the Action Plan, however, this would risk not resolving the issues put forward by the Peer team potentially leading to further negative feedback in their subsequent report on their return in 6 months' time, the recommendations of the Peer Team are also key to the continued success and development of the collaboration.

6. Issues and risks

- 6.1 **Resource Implications** – N/A

- 6.2 **Legal Implications** – N/A
- 6.3 **Equality Implications** – N/A
- 6.4 **Environmental Impact** – N/A
- 6.5 **Crime and Disorder** – N/A
- 6.6 **Risks** – N/A

7. Conclusion

- 7.1 In conclusion to comply with the LGA's guidance the councils must publish the Peer Challenge Report and associated Action Plan within 6 weeks, in doing so and in working on the recommendations proposed by the peer team the two councils will help to resolve the issues highlighted and best place themselves for the challenges of the future.

8. Recommendations

- 8.1 For Cabinet to approve the publishing of the Peer Review Report
- 8.2 For Cabinet to adopt the Peer Review Action Plan

Background papers

None.

Appendices

1.1 Local Government Association Peer Challenge Report

1.2 Peer Challenge Action Plan


LGA Corporate Peer Challenge

Broadland and South Norfolk District Councils

11 – 15 July 2022

Feedback report





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2. Key recommendations	8
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1. Executive summary

It is a positive time to live, work and visit Broadland and South Norfolk. Situated in the heart of Norfolk covering 1460 square kilometres and home to 123,400 households, Broadland District Council (BDC) and South Norfolk District Council (SNC) are demonstrating what can be achieved through the power of collaboration.

Following a feasibility study in 2018 the two councils set upon the journey of creating one officer team to support the delivery of services across both BDC and SNC.

Under the guidance of a new managing director and senior team, a full staff restructure across the two councils was achieved within 12 months, even a global pandemic didn't derail the plans. It was evident the "One Team" is now fully embedded with many staff unaware of what came before.

There is clearly huge ambition for place across Broadland and South Norfolk. The "One Team" approach offers significant added value to regional, sub regional and district strategic working to further economic growth. For example, working with the Greater Norwich Growth Board (GNGB) to secure investments, Greater Norwich Development Partnership (GNDP) to deliver a Greater Norwich local Plan (GNLP) and a Greater Norwich Economic Strategy (GNES) attracting funding through the New Anglia Local Enterprise Partnership (NALEP) and developing relationships with businesses, developers, investors and anchor institutions, the councils are unlocking housing and employment growth and leveraging in funding.

BDC and SNC are place leaders, delivering outcomes that shape rather than follow the market, the Food Enterprise Park (FEP), Broadland Food Innovation Centre (BFIC), and Ella May Barnes laboratories and workspace at Norwich Research Park showcase just some of the innovation. This is in a context where many interventions deliver a successful commercial return for the council, which given the extensive evidence of commercial failure rates for innovation and enterprise is a significant achievement across multiple sectors.

The Help Hub is another best practice example of strategic working to improve collaborative operational service delivery across organisations for the benefit of residents which the councils should celebrate more. Bringing together a network of partners and services including the police, health, housing, benefits, voluntary sector, primary care networks and more to provide a bespoke "one stop shop" of support

and advice to individuals or families in their times of need. Peers recommend the councils celebrate the innovation and best practice being delivered to avoid underselling the achievements being made and the staff and members involved in delivering them.

The councils are working at pace to deliver an ambitious transformation programme following a full staff restructure across the two councils. The programme and project management approach has been evolving and now sets out the plan under themed portfolios. The structure beneath this is still to be finalised along with resources and capacity. Staff across the one team have been trained in project management and work within services to deliver projects. Peers recommend BDC and SNC now strengthen the corporate oversight of project and programme management and empower managers to embed the approach corporately and ensure that adequate resources and capacity are in place to deliver. At the same time the councils need to further embed the new performance management framework and make better use of business intelligence to drive improvement and provide consistency across the services.

One of the biggest portfolio themes “Beyond the Horizon” involves projects to facilitate the two councils moving into a single building at the Broadland Business Park. Although there is a clear desire from the Managing Director and leaders of both BDC and SNC to move out of the current accommodation by the end of 2022, the peer team is concerned that the communication and planning for the move lacks clarity, is still evolving and requires clear political direction.

The move will have greater impacts on some members and officers than others, with implications for IT staff who need to decommission buildings, ensure the new building is fit for purpose and deliver a programme of work to oversee the design, interior build and fit out of the new building. Peers have flagged how challenging the ambitious timetable may be to deliver and heard of many obstacles still to be overcome. The peer team recommend that both councils take a short pause to ensure that specialist officers working on the project are listened to, their views are taken on board and aligned to a realistic timescale with key milestones and deliverables. They then need to consistently communicate to all staff and members to dispel any myths and create certainty.

The need for more consistent communications was a theme picked up by peers during their visit. Appreciating it was a very busy time with lots of messages being landed and a peer team happy to listen, it was important what was heard, was triangulated. Staff and members are excited about the changes ahead but there does appear to be “noise in the system” with regard to the messages being relayed and there is a risk that changes are happening so fast that not everyone is keeping up.

Confusion over flexible/hybrid working arrangements - peers heard multiple different views on what had been communicated, what different teams were enforcing and what the future requirements would be having moved to the one office. Dates for the move, whether it was a double move or not, when systems were being aligned and what the new transformation programme looked like were all issues raised. Officers told peers there was no shortage of communications, but it didn’t always feel like the right information. Peers recommend the councils remember the power of consistent and timely communication with quality over quantity.

Both councils are financially sound with reasonable reserves and manageable budget gaps. Investments in wholly owned companies are delivering healthy levels of commercial income and there are robust budget setting and budget monitoring procedures. However, given the increasingly challenging and uncertain economic situation - rising inflation, rising interest rates, fuel and energy costs, cost of living pressures on households, increasing pressure on pay, nutrient neutrality, recruitment and retention - the 2023/24 budget process will be more challenging than any in recent years.

Peers recommend the councils stress test the underlying assumptions (interest rates, inflation, collection rates, pay uplifts, interest repayments from councils’ owned companies etc) and model different scenarios to inform the Medium-Term Financial Strategy (MTFS) and the associated Medium-Term Financial Plan (MFTP). The planned MFTS and MFTP refresh around July/September at the start of the detailed budget process will also inform that detailed budget process and enable a one year and medium-term approach to be undertaken, for example helping to ensure an understanding of the cumulative longer-term impacts of decisions such as approach to setting council tax rates.


Streamlining the governance arrangements within each council and across the joint

partnership to bring them more in line with each other and enable greater efficiency, challenge and timely decision making were recommended. There are many examples where reports are going through multiple meetings of cabinet, overview and scrutiny, panels, committees and council before either being approved or having to complete the loop of meetings again. This process is draining capacity and affecting resilience in both organisations and risks impacting on your ambitions and priorities if decisions are not made at the pace required. Consider replacing panels (BDC) and policy committees (SNC) with an enhanced scrutiny function to help improve officer capacity, resilience and accountability whilst enabling councillors to maximise their ability to effectively contribute to decision making and scrutiny.

With regard to the joint partnership, it is performing well against its objectives and delivering the expected savings. Moving forward peers recommend the councils establish a clear, outcomes-based, vision for the partnership which takes it to the next level, beyond the feasibility study. Building on the excellent progress made to date and using the move to a single building as a catalyst to create the next chapter. The creation of an overarching joint committee, to match the already formed but not used joint scrutiny committee would provide the space and governance needed for members to have discussions that relate to both councils and consider the art of the possible.

An outcomes-based joint vision is critical to the success of both councils' economic aspirations. Despite the evidence of a strong track record of delivery, there is a concern that future opportunities for growth will be limited in scale if the joint working across the Greater Norfolk's officer teams is not supported by equal political collaboration in the form of effective governance for shared priorities across organisations. Achieving long term economic goals such as the Cambridge to Norwich Tech Corridor will be more viable if the leaders of BDC and SNC could be seen standing together at strategic partnership fora. For the future of the partnership, peers encourage members to set aside differences and work together for the benefit of residents, businesses and partners.

Both councils would benefit from creating a culture where challenge is encouraged, trust and mutual respect is absolute and poor behaviour is called out. Peers received reports of poor behaviour between members and officers, members and members and officers and officers. They heard of examples where junior staff were being



shielded from member meetings to avoid uncomfortable or upsetting situations, officers blaming other officers and members challenging and discrediting professional officer advice. This is unacceptable and is impacting on morale and resilience. Peers recommend clarifying roles and responsibilities to support this. Both BDC and SNC have so much to be proud of and celebrate – make officers feel valued, attract and retain the brightest and best and let your ambitious, innovative and bold reputation speak for itself.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the councils:

2.1. Recommendation 1

Better celebrate your innovation and best practice initiatives – you are underselling your achievements and role as place leaders.

2.2. Recommendation 2

Urgently clarify member and officer roles and responsibilities across both councils and create a culture of trust, mutual respect, confront poor behaviour and encourage challenge.

2.3. Recommendation 3

Establish a clear outcome based joint vision for the partnership – political relationships are undermining the aspiration. Members from both councils need to be on board, standing together to promote the benefits you are achieving.

2.4. Recommendation 4

Review the office accommodation move project - listen to the specialists, agree a realistic timeline and milestones and then communicate.

2.5. Recommendation 5

Streamline processes and procedures around governance to improve officer capacity, resilience and accountability and take the partnership forward.

2.6. Recommendation 6

Strengthen corporate oversight of project and programme management, performance management and transformation portfolios – empower managers.

2.7. Recommendation 7

Review, refresh, refine and stress test the Medium-Term Financial Strategy (MFTS) at the start of the budget process.

2.8. Recommendation 8

Remember the power of consistent and timely communication.

3. Summary of the peer challenge approach

3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Lead Peer – Yvonne Rees, Chief Executive – Cherwell District Council
- Member Peer – Ian Hudspeth (Conservative), Former Leader – Oxfordshire County Council
- Officer Peer – Terry Collier, Deputy Chief Executive and Chief Finance Officer, Spelthorne Borough Council
- Officer Peer – Dan Gascoyne, Deputy Chief Executive – Colchester Borough Council
- Officer Peer – David Shepherd, Strategic Director for Growth and Regeneration – Kirklees Council
- LGA Peer Challenge Manager - Kirsty Human
- LGA Project Support Officer – Daniella Howell

3.2. Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Are the councils delivering effectively on their priorities?
2. **Organisational and place leadership** - Do the councils provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?

4. **Financial planning and management** - Do the councils have a grip on their current financial position? Do the councils have a strategy and a plan to address financial challenges?
5. **Capacity for improvement** - Are the organisations able to support delivery of local priorities? Do the councils have the capacity to improve?

In addition to these questions, BDC and SNC asked the peer team to provide feedback on:

6. **The joint partnership** - Are Broadland and South Norfolk Council's heading in the right direction? Is the partnership delivering against priorities? What opportunities are there to go further?

3.3. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the councils and the challenges they are facing. The team then spent five days onsite in Broadland and South Norfolk councils, during which they:

- Gathered information and views from more than 65 meetings, and a tour of both districts in addition to further research and reading.
- Spoke to around 225 people including a range of council staff together with councillors and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and councillors.

4. Feedback

4.1. Local priorities and outcomes

In February 2020 the two councils formally agreed a joint strategic plan “[Our Plan](#)” setting out their vision and ambitions jointly and autonomously. This was a key ambition of the partnership feasibility study and engaged members from both councils in developing strategic priorities for the next four-year period. Officers and members recognise and understand the vision and priorities, how their work helps to deliver them and how they support the partnership.

In April 2022, a two-year delivery plan commenced, outlining the specific projects and activities that will be delivered to achieve the ambitions set out within “Our Plan”.

Despite the impacts of the pandemic, through conversations and oversight of performance reports, it was clear to peers that the councils have managed to deliver on a number of priorities. A redesign of the community hub model was achieved, involving more partners and further empowering communities. Building work continued on the Broadland Food Innovation Centre (BFIC), Broadland Country Park was opened to the public, St Giles Park development at Cringleford was awarded an accelerated construction grant and leisure facilities in South Norfolk reopened in line with COVID measures to support communities through the recovery phase. These and many more are achievements to be proud of and celebrated.

Although there are regular reporting mechanisms, the new planning and performance management framework needs to be further embedded. There are plans to make better use of business intelligence (BI) and enhance mechanisms to access BI. This capability needs to use data intelligence and evidence-based reporting to drive improvement and make linkages across multiple service areas, systems and synergies between the two councils. priorities and ambitions to ensure the councils are investing in the right areas. Peers encourage you to include partners in this approach.

As the approach to transformation, project, programme and portfolio management is agreed and finalised, it will be necessary to align these with the two-year delivery plan in order to avoid duplication, to clearly identify interdependencies and to effectively manage resources. Given the pace of change and delivery, ensuring the Medium-Term Financial Strategies (MTFS's) and Medium-Term Financial Plans

(MTFPs) are aligned with the vision and priorities is also business critical.

Further developing and embedding the use of Equality Impact Assessments (EqIAs) to improve and mitigate issues arising out of new projects and programmes is also an important area for consideration. The implications for staff with the office relocation is one example where they can add significant value.

Both [BDC](#) and [SNC](#) are delivering well against national performance measures. Council tax collection rates are the amongst the very highest compared to other councils in the Cifpa comparison group and both councils are low spending on housing, planning and environmental services.

The “One team” came together to deliver throughout COVID19 with minimal service disruption. There was a positive approach to redeployment, with officers switching roles to litter picking, stewarding, supporting the Help Hub, collecting waste and working with partner organisations including the NHS, public health and the county council. Relationships and connections at the hyperlocal level during this time have been harnessed and continue to support residents primarily through the help hub.

There is active engagement with circa 200 town and parish councils through the Town and Parish Forum which meets for two hours every month. There are opportunities for agenda items to be proposed by members and this is encouraged. The forum is broadly supported but engagement with the smaller parishes can be problematic, as two hours can be a large part of their contracts for part time clerks. The peer team would however encourage town and parish councils to prioritise attendance at these meetings. District councillors and officers also regularly attend individual town and parish meetings to listen and discuss specific areas of interest.

The councils’ new Pride in Place programme will see the government’s levelling up objectives delivered through locally driven and co-produced services. BDC and SNC have committed their support to this by appointing a Pride in Place delivery manager to work with parishes, towns, residents and voluntary groups to shape and deliver local solutions to local problems. The scope of work includes but is not restricted to, community infrastructure, community leadership and prevention and the local environment. Peers witnessed the parish and town councils support of this and are confident it will deliver substantial benefits to communities when rolled out.

Peers heard of plans to establish a [customer panel](#) across the two councils to

“enable our customers to share their views on how we can best provide and improve our services. It will also help us shape future services”. Whilst challenging, it will be important to attract a diverse pool of people to the panel to strengthen the understanding of community needs, consult on new/revised policies, gather informed views on the budget (which will be particularly important given the greater financial challenges ahead) and reach underrepresented groups.

Both councils have adopted Environmental Strategies outlining the regulatory, planning and service specific activities and actions that can help to achieve carbon neutrality. Recognising the importance of this work, additional capacity has been created to strengthen the ambitions, support further collaborative working with the Norfolk Climate Change Partnership and set out the roadmap for decarbonisation. There are innovative projects happening across the councils including the introduction of green bonds, tree planting, move to Hydrotreated Vegetable Oil (HVO) fuel, community energy projects and renewable energy projects including the use of green hydrogen. Bringing together all this good practice into a single strategy detailing the opportunities and aspirations with smart targets will bring the councils in line with others across Norfolk and ensure you are not underselling yourselves.

4.2. Organisational and place leadership

There is clearly huge ambition for place across Broadland and South Norfolk. The “One Team” offers significant added value to regional, sub regional and district strategic working to further economic growth. Examples of policy development ([Greater Norwich local Plan](#) - GNLP), strategy production (Greater Norwich Economic Strategy - GNES) and aligned delivery arrangements ([New Anglia LEP](#) business support) are evident, resulting in substantial financial benefits (Collaboration on the GNLP resulted in a shared £40 million+) and unlocking housing and employment growth. Projects including the [Food Enterprise Park](#) (FEP), [Broadland Food Innovation Centre](#) (BFIC), [vertical farm](#) and [Ella May Barnes](#) demonstrate innovation and mature partner relationships. Peers strongly recommend the councils celebrate this innovation and best practice.

BDC and SNC can be considered place leaders in the economic sphere on the evidence of their achievements reviewed by the peer team. The GNES for growth is well placed to deliver additionality to what the market would deliver on its own. The

councils deliver outcomes that shape rather than follow the market. This is in a context where many interventions deliver a successful commercial return. Given the extensive evidence of commercial failure rates for innovation and enterprise this is a significant achievement across multiple sectors.

Despite the evidence of a strong track record of delivery, there is a concern that future opportunities for growth will be limited in scale if the joint working across Norfolk's officer teams is not supported by equal political collaboration in the form of effective governance for shared priorities across organisations. The Greater Norwich Partnership and New Anglia Local Enterprise Partnership are at a critical juncture. Both organisations need to provide leadership for economic strategy, infrastructure planning and business growth. The current absence of agreed and effective longer term governance arrangements is an area for attention across the LEP area for all partners, as prolonged uncertainty will likely result in reduced confidence from partners and investors as well as diverted resources from BDC and SNC to provide work around solutions. Achieving long term economic goals such as the Cambridge to Norwich Tech Corridor will be more viable if the leaders of BDC and SNC are seen standing stand together at strategic partnership fora.

Peers heard "If a strategy has been approved by SNDC it is less likely to be approved by BDC." This political disconnect is impacting on both councils' reputation.

There have been examples which resulted in two separate planning applications to the different Local Planning Authorities (LPAs) where there could have been one lead authority. Having a lead LPA could reduce the investment risk to businesses. The business community were frustrated by elected members in both councils, as they were perceived as the reason for duplication of planning risk. In other areas, LPAs agree which authority will administer a planning application that spans both jurisdictions - SNDC and BDC should adopt this model going forward.

The officer team at BDC and SNC are well respected across a range of partners (including health, police, housing providers, business and voluntary services) who recognise the professional capability and positive determination of teams working to deliver economic growth outcomes across both councils - helping others realise their ambition to deliver benefits for residents and businesses.

- Planning services are credited for their leadership of the vexing issue of

nutrient neutrality, helping investment partners retain their confidence and focus collective efforts on developing and delivering solutions, demonstrating high levels of self-determination and resilience. *“They are the only councils in the region who have pro-actively responded to the nutrient neutrality issue.”*

- Housing associations trust they will receive timely and accurate services for planning applications and building control services.
- The Chamber of Commerce recognises the councils as leaders for business engagement and support services to businesses
- Business partners felt supported and listened to by the councils during the pandemic, with proactive responses to the challenges faced.
- Regulatory services have maintained the respect and confidence of businesses across the districts through the transition period to “One Team.”
- There was a feeling more progress could be made to deliver joint outcomes if there were more trust between the councils and the community and voluntary sector.

The nutrient neutrality issue is a significant risk that undermines the local plan if not appropriately addressed. Work is in hand, but this needs to be flagged as a significant risk to development, business rate and council tax income, and risk to future council company pipeline and income streams and future economic growth in the absence of a long-term solution.

The [Help Hub](#) is a best practice example of strategic working to improve operational service delivery across organisations for the benefit of residents which the councils should celebrate more. Providing a network of resources that work together to support an individual or family. Further improvements are anticipated by partners when the move to the New Horizons building is completed – it will be more efficient for the Police. Health partners were very complimentary about the work with primary care networks. Regulatory services work with a range of front-line partners to deliver the community safety hub and link with the help hub, sharing intelligence and resources to provide seamless and responsive services across a range of issues. Innovative approaches to managing Anti-Social Behaviour (ASB) were evidenced, particularly regarding young people and efforts to reduce the risk of harm resulting

from their behaviour. There is a view from partners that developing the Help Hub into other areas, for example, Norwich and broadening partners to include mental health would be worth exploring.

Collaboration is positively encouraged with a view to shaping services and the delivery of outcomes, as well as increasing capacity to complement the council officer resource. The Food Enterprise Park is a good example of innovation enabled by the Greater Norwich Partnership and delivered by BDC and SNC. The University of East Anglia is engaged in business growth from a strategic as well delivery perspective – providing thought leadership to the BFIC.

The Broadland Food Innovation Centre demonstrates how four levers of growth are being employed in one pioneering project.

- Delivered in collaboration by partners sharing the same vision, for smart taxation (designated Enterprise Zone).
- Building the workforce of the future with local training providers, colleges and University of East Anglia.
- Delivering huge public investment to kickstart a revolution in food production (vertical farming).
- Potentially locating a cluster of new market sector food production to outcompete the world.

Peers heard “Managed relationships, sharing information and pursuing a common goal underpins the successful partnership working.”

Whilst many services have received support for investment in staff resource to help meet existing demand pressures this is too often of a temporary nature. Given the long-term nature of the capacity requirements and the income generated, a more definite commitment would be of benefit, particularly where business cases support this investment. Ambition at pace can have negative consequences so peers urge the Corporate Management Leadership Team (CMLT) to carve out time for the top team to pause, reflect and strategically plan – building resilience and appreciation too.

Peers heard general feedback of a need to communicate better on service delivery across the directorates. The councils are underselling achievements. Requests for

innovation in communications, such as “a day in the life of ...” at the staff briefings for example, to better understand the work of colleagues and teams across the council. This was a view expressed externally too. The website and external communications provide platforms for both BDC and SNC to showcase all the excellent best practice peers saw and were told about – stand proud and promote yourselves regionally and nationally.

4.3. Governance and culture

Peers recommend the governance arrangements within each council and the joint partnership need streamlining and using best practice from other councils in shared partnerships bringing more in line with each other to enable greater transparency, challenge and timely decision making. There were many examples where reports were going through multiple meetings of cabinet, overview and scrutiny, panels, committees and council before either being approved or having to complete the loop of meetings again. This process is draining capacity and affecting resilience in both organisations and risks impacting on your ambitions and priorities if decisions are not made at the pace required.

Scrutiny at BDC is being diluted by the many cabinet groups and is unable to effect change due to it meeting the week before cabinet. Peers strongly suggest the councils consider replacing panels (BDC) and policy committees (SNC) with an enhanced scrutiny function to help improve officer capacity, resilience and accountability. This will also strengthen the role of back benchers and ensure there is a balanced approach to pre-and post-decision scrutiny and a focus on policy development.

With regard to the joint partnership, there is no one forum for discussion to take place. Peers heard of a joint BDC and SNC scrutiny committee, which had never met. In contrast there was a joint accommodation working group set up to oversee the issues, options and benefits of a shared office. This model should be elevated to create an overarching joint committee, creating space to develop, progress and monitor the joint partnerships vision and ambitions. This would also enable the joint scrutiny committee to meet and discuss issues impacting on both councils rather than the setting up of separate member working groups for example the BDC collaboration working group.

It was encouraging to hear that the constitutions of both councils are being reviewed and updated following best practice. Ensure everyone is working to the right version and consider a review of delegated powers to again support the speed of decision making. Further consideration of aligning portfolios across BDC and SNC would also support streamlined processes and create capacity whilst maintaining sovereignty.

The councils would benefit from creating a culture where challenge is more readily encouraged, trust and mutual respect is absolute and poor behaviour is called out. Peers witnessed and heard of poor behaviour between members and officers, members and members and officers and officers. They heard of examples where junior staff were being shielded from member meetings to avoid uncomfortable and sometimes upsetting scenes, officers blaming other officers and members challenging and discrediting professional officer advice. This is unacceptable and is impacting on morale and resilience. It is critical to address this, to make officers feel valued, attract and retain the best staff and maintain your reputation.

Neither council has inhouse legal expertise (this includes the roles of Monitoring Officer and Deputy). Legal support is outsourced with a different organisation for each Authority. Peers recognise that this practice is replicated in other authorities but suggest the provision of some inhouse qualified resource would strengthen the monitoring officer function. It would also help to set the tone for expected behaviour, preventing a negative culture from setting in and becoming normalised.

Both councils have set up wholly owned companies (Big Sky Group and Broadland Growth Limited) to deliver growth and housing projects. The governance arrangements are strong, with experienced directors and staff appointed to direct and oversee operations. Transparency could be further improved by communicating performance, business plans and annual reports to a broader membership group. The Councils are moving in this direction, but it needs to be fully embedded and transparent.

The CMLT and members recognised a few years ago an issue with too many outstanding audit recommendations. This was addressed through making Assistant Directors accountable for them which led to a reduction in volumes and improvements to the process.

The external auditors recognised the Audit Committee at SNC was more effective in

its oversight of financial reporting, internal controls and risk, with a good approach to support and challenge. There is an opportunity for the Audit Committee at BDC to develop and learn from that at SNC. Both councils' Audit Committees will need to progress the recruitment and appointment of lay members in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) requirement.

Peers recommend the corporate ownership of all the project, programme and portfolio management is strengthened, consistent messaging is communicated and clear performance management and reporting mechanisms are applied and owned across the organisation. This will support good governance of the approach, ensure everyone knows their roles and responsibilities and managers are empowered.

Risk management processes have evolved with corporate risk policies approved in 2020 and risk registers put in place. Operational risks to the delivery plan are managed within directorates. Strategic risks are managed through the strategic risk register with regular reporting arrangements to CMLT and members. It is impossible to predict the future but do ensure the strategic risk register is a live document and incorporates the big risks identified within your transformation programme, for example those associated with your office accommodation move, including the sale of current offices and third-party logistics.

Officers are very committed and dedicated to deliver the best services for residents, communities and businesses. At all levels, staff have insights as to how processes and integration can be improved further and use their initiative to drive improvement. The one team approach is embedded, accelerated by the cross-cutting impacts of responding to COVID-19 – it will be further consolidated by the move to one office location. However, there was a sense some staff felt undervalued, particularly in light of pay and rewards which as a result of HMRC regulations had left lower paid staff unable to meet minimum requirements for some employee benefits, for example the car lease scheme.

During the two-year pay negotiations there was a breakdown in relationship with the trade union. Given the pace and scale of change for staff, the impending move to one office and the impacts this will have across the workforce, not forgetting flexible/hybrid working arrangements, peers urge the councils to rebuild this.

A clarification of roles and responsibilities particularly at the director and assistant

director level would strengthen the empowerment of middle managers. Peers considered the current membership of CMLT to be too large, with too much operational discussion and less time for strategic leadership planning. Consideration should be given to creating a structure which enables assistant directors to meet as a collective to discuss operational and cross cutting issues, which can be reported into the managing director and directors for strategic decision making. This would empower assistant directors, create a solid peer to peer learning environment and break down the perception *“not in the room, not in the loop.”*

Staff reported there was a lot of communication in the organisation but not necessarily providing the right information or messages. Multiple emails a day, optional what's app messages from the managing director, updates on the intranet, monthly staff briefings, one to ones and team meetings were all referenced. As was mixed messaging around flexible working and the office move. Fewer but more targeted communications would be welcomed and knowing more about their colleagues is important. Suggestions such as a day in the life of... and other members of CMLT fronting the monthly briefings were made. Staff also didn't want shielding from the bad news and wanted more honesty about when things weren't going to plan, for example, perceptions around staff retention and the negotiations over the waste contract. A greater ownership of communications across all managers with CMLT reinforcing support to the communications team is required to avoid the noise in the system created through inconsistency of message.

4.4. Financial planning and management

Both councils are in a healthy financial position with reasonable levels of reserves (BNC 53 per cent of net revenue budget and SNC 49 per cent of net revenue budget) although a significant proportion (42 percent for BNC and 55 per cent for SNC) is already committed to funding future capital programmes. However, given the external financial challenges and risks, the councils may wish to keep their general fund reserves under review to ensure they maintain robust general contingency funds.

Budget gaps are manageable (BNC £0.9m by 2026/7 and SNC £1.1m by 2026/7.) Both councils largest funding source as a percentage of its resource base is council tax, which means they are reliant on council tax base growth (increased housing numbers) and setting maximum council tax increases if budget gaps are to be

avoided. Peers confirmed there is a pro-active approach to economic growth, increasing council tax and business rates tax bases but advise considering very carefully the medium/longer term impacts on tax bases of council tax freezes across the two councils.

The nutrient neutrality issue is a significant risk to growth/economic development, housing development and increases to the council tax/business rate tax base which needs evaluation in terms of its short-medium and long-term impacts on both councils' financial position. The issue could impact on the projected timeline assumptions around company loan repayments to SNC

There are substantial capital programmes in place (BDC investing £21.8m up to 2026/7 and SNC investing £85.6m up to 2026/7.) Capital planning has been volatile with both councils consistently reporting an underspend/slippage on capital and profiling of spend could be improved. Whilst it is important that the capital strategy sets out the council's ambitions, this needs to be tempered with a more realistic view on delivery. There are future capital programme impacts which will need to be evaluated including the need for a carbon management plan and specifically for SNC, options for addressing Diss leisure centre which is coming towards the end of its useful economic life and the depot.

SNC has invested significant financial sums (approximately £36m) in Big Sky Group, a wholly owned vehicle for housing development. The council is not providing for principal repayments for loans to the company. There is ongoing debate over this issue and DLUHC has consulted on this matter in the past year. There is therefore a risk that a change in the guidance could produce future liabilities. BDC has invested in Broadland Growth Limited, a joint venture company delivering sustainable and affordable housing developments and is performing reasonably well commercially although there is no current pipeline of projects. Big Sky has a high rate of developer return and is performing very well commercially, generating reasonable (although in the MFTP shown as reducing over the MFTP period) income contributions for South Norfolk with useful margins on company interest payment flows, although those margins are reducing (as Public Works Loans Board rates rise) and will need to be carefully managed.

There has been a fairly smooth transition to one finance team and the

implementation of a common IT platform will support the move to increased business intelligence. There are robust budget setting and budget monitoring procedures, with the Finance Officers supported by the two Finance Portfolio Holders have done a considerable amount of work to tighten up monitoring, and both councils have managed well during the Covid-19 pandemic, although SNC had reduced income on leisure facilities (and responded sensibly in putting in place a three-year projected recovery plan). Strategic financial planning is mature and supported by robust analysis. Just ensure there is future sufficient capacity to cope with meeting the statement of accounts and auditors' deadlines.

The Section 151 officer is highly respected by both councillors and colleagues and financially able portfolio holders and leaders are aware of the financial issues facing the councils. Officers working with portfolio holders have continued to drive a downward pressure on revenue budgets, whilst delivering an ambitious delivery programme. In-year head room has been generated through the transformation programme and not taking anticipated savings until they are realised, thus creating in year-head room for further transformation projects intended to reduce future revenue requirements.

BDC and SNC have developed a mature and beneficial use of Community Infrastructure Levy (CIL) to forward fund schemes in towns and parishes and more recently GNP projects. The majority of CIL collected from Broadland, South Norfolk and Norwich City Councils is pooled into the Greater Norwich Infrastructure Investment Fund (IIF). This fund is used to support a list of infrastructure projects, known as the Growth Programme, which have been approved annually by the Greater Norwich Growth Board. Town and parish councils receive 15% of CIL funds raised from development within their town or parish (depending upon the number of dwellings in the parish). With a further 10% given to those councils with an adopted neighbourhood plan in place at the time of the relevant planning permission being granted.

Given the increasingly challenging and uncertain economic situation - rising inflation, rising interest rates, fuel and energy costs, cost of living pressures on households, increasing pressure on pay, recruitment and retention - the 2023/24 budget process will be more challenging. There will also be significant construction related inflation pressures on the capital programme.

Peers recommend the councils stress test the underlying assumptions (interest rates, inflation, collection rates, interest repayments from companies etc) and model different scenarios across the MFTS's and associated MFTP's. Undertaking an MFTS and MFTP review and refresh around July/September at the start of the detailed budget process - will inform that budget process and enable both a one year and medium-term approach to be undertaken.

4.5. Capacity for improvement

An internal consultancy resource was created through the One Team restructure by having a "no redundancies policy" as the two council teams came together as one. This has created additional capacity which although redirected during the pandemic, is slowly being used to support services with transformational change.

The National Graduate Development Programme (NGDP) and approach to apprenticeships across both councils is outstanding and well established. It provides excellent development opportunities and significant organisational capacity. Staff feel well supported within teams and through their single point of contact. There is personal help for job opportunities and they enjoy coming together as a cohort to learn from each other.

There is a high degree of trust and autonomy placed on quite junior staff and peers just questioned whether in some cases the challenges might be a little overwhelming and may need reviewing, particularly where work enters the political arena where it was noted junior officers are currently shielded from poor member behaviour.

There is a well-functioning staff consultation forum with a broad membership taken from across both councils. It meets monthly as a sounding board to discuss policy development, events, change projects and more. It creates a two-way communication channel through the organisations and feels listened too. It could benefit from a forward plan, to ensure there is time for representatives to consult with their teams and there was a feeling some issues have been tabled too late in the process for them to have much influence, for example the office move. Peers felt there could be a greater role for this forum going forward and suggest it is reviewed to see where improvements could be made.

The councils have been working hard to deliver a joint transformation programme.

The Spark transformation programme was relaunched in the autumn of 2021 and focussed on projects and programmes within the confines of organisational structures. Allocating resources across programmes was difficult to assess so a resources coordination group was established to better plan the alignment of resources and delivery. A new Portfolio approach has since superseded and is in the process of being agreed and rolled out. Peers recommend this refreshed approach needs to be rapidly finalised and owned corporately before being communicated across the one team to reduce confusion.

The corporate peer challenge took place at a time of significant change for the councils. Communications around the office move were beginning to take place but it was clear to peers there is still a lot of uncertainty around the timescales for fitting out the new building, putting in place ICT infrastructure, selling the old buildings and how best to move into the new one. Peers recommend a short pause to ensure that specialist officers working on the project are listened to, their views taken on board and aligned to a realistic timescale with key milestones and deliverables, then consistently communicated to all staff and members to dispel any myths and create certainty.

There was a similar message around the expectations for hybrid working. Peers heard multiple different views on what had been communicated, what different teams were enforcing and what the future requirements would be having moved to the one office. Peers heard an approach to reviewing job roles was in progress and was supporting the development of a flexible working policy. Peers recommend that a clearer approach is taken - engaging with staff about what the situation is, providing greater consistency of messaging and trying to be as flexible as possible given the difficulties in the current climate of recruiting and retaining staff – it is an employee market.

Extensive plans are in place for systems alignment which will support transformation when delivered. There is still a capacity issue though and ICT and corporate services requirements need to be better understood, valued and factored into all projects and programmes at an earlier stage in the process to ensure delivery within timescales. Although time consuming to implement, a more widespread IT business partner approach could support collaborative development of solutions to meet business need and allocation of resources accordingly.

The pace of change is impressive but at the same time taking a toll on staff. It is beginning to impact on staff resilience as they rush from one project to the next whilst also delivering the business as usual. Peers heard the phrase, *“we are laying the tracks whilst the train is moving.”* Even during the pandemic, BDC and SNC continued to deliver in parallel with the emergency response - take time to celebrate all that you have achieved. Recognise the stresses in the one team, take on board the results of the recent staff survey when analysed and put in place an action plan whilst continuing to encourage the take up of wellbeing support to those in need.

BDC and SNC have shown they are committed to tackling the climate agenda by adding capacity in the form of a clean growth and sustainability manager. The next step in the journey is to unite the environmental strategy with a strategy for achieving decarbonisation and net zero and setting out how the councils will make positive changes and support communities to do likewise. This work requires a corporate approach and will need embedding across all service areas with the support of CMLT and leaders.

4.6. The Joint partnership

The 2018 feasibility study outlined a number of benefits to collaborative working:

- A stronger voice for both councils regionally and nationally.
- Increased growth and delivery at pace of infrastructure to ensure benefits to residents, communities and businesses.
- Greater financial stability for the two authorities, helping to balance the councils' budgets and closing the growing funding gap.
- Opportunities to provide services and initiatives jointly, that would not otherwise be able to provide.
- Increased investment and access to new funding opportunities to benefit residents and businesses in the area.
- A joint complementary offer to businesses and key business sectors across both districts.
- Greater choice for residents in terms of housing supply in order to meet their housing needs.

- Ability to retain and attract the most talented staff.

Significant progress is being and has been made in all areas including being on track to achieve (subject to successful completion of Beyond the Horizon) £8.6m cumulative savings across both councils over five years and aligning many processes, systems, policies and procedures. Achieving a full staff restructure across the two councils within 18 months of the feasibility study, during a pandemic was nothing short of miraculous and work you should be very proud of. There was a clear recognition from all staff that the 'One Team' model has now been successfully delivered and embedded. Reinforcing this message is now unnecessary – many staff don't know what existed two years ago.

The Councils' collaboration is based on a clear understanding of two separate councils with a single one team of officers supporting them. Whilst it is clear that the one team for the officers is embedded, further work is required to deal with the relationship between the councils and in particular, some members of each council who are less supportive of the collaboration. The collaboration and partnership ethos does not extend to councillors and fractures between members at BDC and SNDC were clear for peers to see. Many members expressed their positivity at moving into one building and the opportunities this could generate. Whilst others expressed dissatisfaction with the joint partnership. There was resistance to aligning too much from some and frustration from others that more wasn't being done to realise further benefits of the partnership. There was hope from officers and members that moving into one building could improve relationships and provide more informal opportunities for members from both councils to get to know each other regardless of political differences. For the future of the partnership, peers encourage members to set aside differences and work together for the benefit of residents, businesses and partners.

Officers have developed excellent relationships with key system partners to enable collaboration and delivery of key priorities to benefit residents across both councils. The economic and growth ambition is well documented as is the work with health, police, businesses, VCS, housing and development partners and more. Peers heard that they support partners, drive change, lead the way and take others with them across the joint partnership. You are known as place and system leaders across Norfolk.

Moving forward peers recommend the councils establish a clear, outcomes-based, vision for the partnership which takes it to the next level, beyond the feasibility study. Building on the excellent progress made to date and using the move to one building as a catalyst to create the next chapter. Ensure everyone knows the direction you are travelling in and how and when you plan to get there.

Ensuring the IT roadmap is communicated and implemented is crucial to enable the One Team to function efficiently. It is leading to an internal customer reputational issue. Peers heard frustration from staff and members who are unable to work as efficiently as they would like due to non-alignment of systems across the two councils. They also heard of capacity and competing demand issues within the IT service which need addressing, prioritising and factored into realistic timeframes which can then be communicated with services.

Such issues are partly due to the ambition BDC and SNC have for the partnership, which is admirable, but this needs to be tempered by ensuring there is the capacity to deliver and that timely communications make clear the roles everyone has to play. There is a real risk the councils could lose credibility and at the current pace of change, fail to bring staff, members and partners on the journey.

There are opportunities for the BDC and SNC partnership to go further and with other partners. Peers heard from health partners that expanding the help hub to include mental health services would be welcomed, as would growing the model into other districts within Norfolk. Building on and increasing shared services with neighbouring councils was also discussed with peers. There are also further opportunities to review and expand services between BDC and SNC. Wellbeing, leisure and waste services consistently came up in conversations with peers and whilst we know work has been done to explore some of these, it may take a fundamental review of political ideology on service delivery to fully understand the costs and benefits to the partnership and residents.

Externally peers heard that political relationships may inhibit the councils' ambitions for strategic influence and limit the benefits from further collaborative working. Partners and stakeholders want to see a united front from leaders and members across BDC and SNC. Peers recommend reviewing and streamlining your governance arrangements to ensure there is space to come together to talk about

shared ambitions and define the direction of travel to give confidence to many that you are a solid partnership with whom to do business. You should be proud of what you have achieved, stand together, celebrate the successes and put residents needs at the heart of your decisions on future collaborations.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month progress review meeting. This will be a short, facilitated session which creates space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Rachel Litherland, Principal Adviser for the East of England, is the main contact between your authority and the Local Government Association. Rachel is available to discuss any further support the council requires.

Rachel.Litherland@local.gov.uk, tel. 07795 076834

Peer Challenge 2022 – Action Plan

Recommendation	Action	Owner	Timescales
Recommendation 1 - Better celebrate your innovation and best practice initiatives – you are underselling your achievements and role as place leaders.	1. As part of our Communications Strategy, explore mechanisms to raise the profile of the Councils and the work we are doing on a local, regional and national scale (e.g. case studies) (see C1 in Delivery Plan 22-24)	Chief of Staff (Emma Hodds)	October 2022 - March 2023
	2. Explore opportunities for displaying the work we are doing and our achievements to residents (see C1 in Delivery Plan 22-24)	Chief of Staff (Emma Hodds)	October 2022 - March 2023
Recommendation 2 - Clarify member and officer roles and responsibilities across both councils and create a culture of trust, mutual respect, confront poor behaviour and encourage challenge.	1. Review the work of the staff consultation forum and explore opportunities for further engagement	Chief of Staff (Emma Hodds)	October 2022 – December 2022
	2. As part of the Beyond the Horizon Programme of work, refresh our values and behaviours (for both staff and members) and our ways of working by: (a) conducting a review of member/officer protocol, (b) establishing a series of training sessions for chairman and vice chairman for effective chairing of meetings, (c) organising regular member/officer events, (d) re-instigating regular group leader meetings, (e) setting up a peer-to-peer senior managers network and meetings	Chief of Staff (Emma Hodds)	Currently underway, timeline to be confirmed once move arrangements are finalised
		Chief of Staff (Emma Hodds)	Already underway with final end date of March 2023
		CMLT Collectively	December 2022

Peer Challenge 2022 – Action Plan

Recommendation	Action	Owner	Timescales
	3. Review and alignment of our Constitutions (see MT15 in Delivery Plan 22-24)		
	4. As part of the existing CMLT development workshops: <ul style="list-style-type: none"> - Complete the work on re-defining roles and responsibilities within the Councils with a specific focus on Directors, Assistant Directors and Senior Managers - Complete the work to implement 'theme' based strategic priorities for Directors 	Chief of Staff (Emma Hodds) Chief of Staff (Emma Hodds)	March 2023 Already underway, with implementation date of May 2023
	5. Review options and opportunities with legal provision for both Councils, both in-house and external	CMLT collectively	Ongoing but expect a review in December 2022
	6. Review of members Code of Conduct – aligning the Code and process for dealing with alleged breach of Code (see A1 of Delivery Plan 22 – 24)		
	7. Implement the team action plans as a result of the latest staff survey		

Peer Challenge 2022 – Action Plan

Recommendation	Action	Owner	Timescales
Recommendation 3 - Establish a clear outcome based joint vision for the partnership – political relationships are undermining the aspiration. Members from both councils need to be on board, standing together to promote the benefits you are achieving.	1. As part of our Communications Strategy, explore opportunities for sharing outcomes of our collaboration and benefits to date	Chief of Staff (Emma Hodds)	October 2022 - March 2023
Recommendation 4 - Review the office accommodation move project - listen to the specialists, agree a realistic timeline and milestones and then communicate.	<p><i>The Peer Team came at a time where the office accommodation move has only recently been agreed, therefore the project plan was still in development. This project is large scale and the timeline need to remain agile in order to respond to the changing needs as we move through the project.</i></p> <ol style="list-style-type: none"> 1. Continue to engage with both Members and Staff from across the two Councils to ensure buy-in and understanding of next steps and timelines for the office move 2. Implement the Beyond the Horizon Programme of work, remaining agile to the changing environment 	Director of Resources (Debbie Lorimer)	Currently underway – March 2023
Recommendation 5 - Streamline processes and procedures around governance to improve officer capacity, resilience and	1. Complete an internal review of our Risk Management Governance approach and processes and review of our Policies	AD ICT/Digital & Transformation (Corinne Lawrie) & Chief of Staff (Emma Hodds)	October 2022 – December 2022

Peer Challenge 2022 – Action Plan

Recommendation	Action	Owner	Timescales
accountability and take the partnership forward.	2. Working with Members, review options for streamlining and improving the policy/panel and scrutiny structures, utilising best practice and learning from others	Chief of Staff (Emma Hodds)	March 2023
	3. Working with Members, review options for introducing joint forums for the two Councils (formal and informal) to take the partnership forward	Chief of Staff (Emma Hodds)	March 2023
Recommendation 6 - Strengthen corporate oversight of project and programme management, performance management and transformation portfolios – empower managers.	1. Implementation of the Programme Portfolio approach and Project Management Office (PMO) approach, including communications and engagement with the wider organisation to enable a strengthened project/programme approach and culture	AD ICT/Digital & Transformation (Corinne Lawrie)	March 2023 and then ongoing
	2. Deliver the Business Intelligence Programme of work (see MT17 in Delivery Plan 22-24) to enable greater oversight of performance and data		April 2024
Recommendation 7 - Review, refresh, refine and stress test the Medium-Term Financial Strategy (MFTS) at the start of the budget process.	1. When presenting the MFTS in the future, more scenario planning / stress testing of MTFS / budgets will be undertaken.	AD Finance (Rodney Fincham)	Ongoing
	2. Continue to review levels of reserves across both Councils budgets on a regular basis.		Ongoing

Peer Challenge 2022 – Action Plan

Recommendation	Action	Owner	Timescales
	3. Continue to consider the medium/long term impacts on tax bases of council tax freezes on both Councils.		As part of budget setting processes
Recommendation 8 - Remember the power of consistent and timely communication.	1. Implement the business partner (BP) model for Communications and Marketing Team, ensuring that service areas invite relevant BP to DMT. Thus enabling timely and consistent communication as the team are then part of the Directorate.	Chief of Staff (Emma Hodds) / All Directors and Executive Assistants	December 2022
	2. Ensure that the as part of the delivery planning process the Communications and Marketing Team are involved at key stages to ensure awareness of key deliverables and key work required.	Chief of Staff (Emma Hodds) / Directors	October 2022 – December 2022

Frettenham Depot - Award of Redevelopment Contract

Report Author(s): Simon Phelan
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Portfolio: Environmental Excellence

Ward(s) Affected: Frettenham

Purpose of the Report:

The report sets out the work undertaken by Veolia on behalf of the Council for the redevelopment works at the Frettenham depot and seeks approval from Cabinet for the approval of the required capital funding to permit Veolia to proceed with awarding the tender for the works to the preferred tenderer.

Recommendations:

Cabinet to agree to:

- 1) Approve the release of the capital funding required for Veolia to proceed with awarding the Contract to Bidder A.
- 2) Allocate £400,000 from the Opportunities Project – Net Zero Reserve to fund the enhanced renewables as part of the depot redevelopment.
- 3) Recommend to Council that the approved Capital Budget for Waste Vehicles /Depot is increased by £275,561 to £2,740,930 – giving a total budget allocation of £3,140,930 for the depot redevelopment.

1. Summary

- 1.1 This report sets out the outcome of the tender exercise completed by Veolia on behalf of the Council for the redevelopment of the Council owned Frettenham refuse depot.

2. Background

- 2.1 The Council owns the refuse depot site at Frettenham and the site has been leased to Veolia for over 30 years. During that time, Veolia have carried out routine maintenance as per the full repairing lease, but very little has been spent on the development of the sites facilities. Under the old lease the Council was responsible for meeting the costs of major refurbishments and improvements to the depot. . The current workshop is now no longer fit for purpose due to the height of the doors, the majority of the building are past their useful life with very poor energy efficiency and there is limited space for staff welfare facilities. Veolia have carried out some basic refurbishment of the offices and have recently sited portacabin offices on the car park to provide additional space.
- 2.2 At the end of the last contract a full condition survey of the site was undertaken and following the redevelopment of the site a new condition survey will be undertaken upon which the new lease will be based.
- 2.3 Back in 2019 it was agreed that the depot would require some investment to make it fit for purpose for the next 20+ years. To understand the levels and costs of the works required a development appraisal of the depot was commissioned from an independent company SLR who proposed three different redevelopment options for the site, ranging from complete redevelopment to a short-term fix of the existing infrastructure, with costs updated in 2021 by Currie and Brown ranging from £1.38m to £4.01m.
- 2.4 Within the recent retendering of Strategic Environmental Services all bidders were asked to comment on what work they considered was required at the depot to make fit for operational purpose and how they could help to manage the re-development of the depot and what assistance the bidders could offer the Council. Bidders estimated that the works required would cost between £1.9 - £2.5 m depending upon the level of the works undertaken.
- 2.5 A report was presented to Cabinet in April 2022 where the following recommendations were approved:
- To waive the Council's Contract Procedure Rules to allow a direct contract award to Veolia for the project management of the redevelopment of the Council's Frettenham depot.
 - That a further report be presented to Cabinet for the approval of the funding for the redevelopment of the Frettenham Depot following the outcome of the tender process.

3. Current position/findings

- 3.1 Since the indicative costs as set out in paragraph 2.4 were submitted, there has been considerable cost inflation particularly in concrete and steel, both of which form a substantial element of the proposed works to be undertaken.
- 3.2 Three tenders for a fixed price design and build contract were received with all bids meeting the requirements of the contract:
- £ 2,791,938 + 12.5% contingency - Contractor A
£ 2,813,911 + 12.5% contingency - Contractor B
£ 2,807,101 + 12.5% contingency - Contractor C
- 3.3 The contingency would only be utilised for unforeseen costs, such as ground conditions, contamination or significant adjustments to the specification and would require agreement of the Council before it could be committed.
- 3.4 To assess and ensure that the tenders received represented value for money, the Council have commissioned Currie and Brown (Asset management and construction consultancy) to undertake an independent assessment of the tender pack and provide an estimate of the cost of the works based on current market conditions. They estimated the maximum price for a RIBA Stage 4 Technical Design scheme should be £5,235,955 including the contingency.
- 3.5 The costs of the tenders received include £400k of enhanced renewables which includes the following:
- A heat recovery and ventilation system
Air source heat pump
Workshop Ceiling Heating, included low voltage lighting
80 PV to the main building roof area including 6 No. EV charging points.
96 PV on south and east facing parking bays Including 10 No. EV Charge points.
A rainwater collection system
40 PVs on top of the lorry parking bays
- 3.6 The exact number of PV's to be installed will be dependent upon planning permission, but the contract specifies that a minimum of 69kWp of electricity will need to be generated.
- 3.7 These enhancements will greatly improve the carbon footprint of the Depot and help the Council meet its target to reach carbon zero by 2030. The solar panels will generate enough electricity for the site to initially be self-sufficient, up to the point when a number of the RCV's maybe switched to electric and will yield a carbon reduction of approximately 30,000 CO2 kg/year. There will also be a reduction in CO2 through not needing to tanker foul water off site due to the installation of a foul water biodigester, however these savings are not quantifiable at this stage.

- 3.8 It is estimated that the financial payback on these enhancements will be approximately seven years, circa £60,000 per year, through reduced costs and Veolia paying the Council for the electricity being generated by the solar panels.
- 3.9 In terms of future-proofing of the depot the Council is working with Veolia's Environmental consultancy team to investigate the best options for the future transition of the fleet (whether that be electrification, hydrogen or biofuels - or likely a mix of technologies). This will include some initial recommendations for charging infrastructure and whether an upgrade to the existing electrical supply will be required to ensure that the site is future proofed. While the planned depot upgrade is taking place cable ducts etc will be laid to avoid future costs of digging up the ground, but the current electrical supply is not being upgraded as the estimated costs would be in the order of £500K and it is still not clear whether this would be needed in future.
- 3.10 Veolia have also confirmed that due to the way the works will be managed they will not need to relocate during the redevelopment, which will save the Council circa £49,000 through not having to meet contractual relocation costs.

4.0 Proposed way forward

- 4.1 Based on the position above, Veolia are proposing that they are given approval to award the contract to Bidder A and the Cabinet approve the Capital spend for this.
- 4.1 A summary of the timescales for the work following award are as follows:

2023

January	- Planning approval
January	- Review/discharge any pre commencement conditions
February	- Complete pre-construction site surveys (WAC, Plate, Stats)
March	- Formally appoint principal contractor and principal designer
March	- Issue Pre-Construction Information Pack & Construction phase plan
May	- Begin construction
November	- Site handover

5. Other options

- 5.1 The bidders tendered for the new waste contract on the basis that the Council would provide a depot for the contractor to operate from, be that the existing depot or a new depot. If members choose not to approve the funding required to allow Veolia to award the redevelopment contract, the other potential options would be as follows:
- 5.2 Leave the depot as-is, however, it is accepted that it is not fit for purpose and there is also a risk that the contract will out-grow the current layout within the lifetime of the current contract, with all the planned growth across the district. This would lead to the need to either upgrade the site or alternatively build a new depot at an alternative location at considerably greater cost.

6. Issues and risks

- 6.1 **Resource Implications** – The total cost of the re-development is £2,791,938 plus a 12.5% contingency of £348,992, giving a total cost exposure of £3,140,930.

There is £2,465,369 remaining from £5.7m budget which was approved for the cost of new vehicles and improvements to the depot, meaning there is a potential shortfall of £675,561.50.

The Council have approved £822k funding for green energy projects as part the in-year opportunities funding, so there would be an option for some of this funding to be reallocated to meet the additional £400k of enhanced renewables planned as part of the redevelopment.

	£
Remaining Current Capital Budget	2,465,369
Enhanced renewables work to be funded from the £822k Opportunities Project – Net Zero Reserve	400,000
Shortfall	275,561
Total requirement £2,791,938.30 plus a 12.5% contingency	3,140,930

Alternatively, the Council could work with Veolia to undertake cost re-engineering to reduce the specification and, therefore, the costs.

- 6.2 **Legal Implications** – A previous Cabinet report gave the approval to waiver the Councils contract procedure rules. Once the redevelopment works have been completed Veolia will enter into a full repairing lease for the remaining period of the contract.
- 6.3 **Equality Implications** – Not applicable. Any equalities issues associated with the redevelopment of the depot will be managed by Veolia.
- 6.4 **Environmental Impact** – The development is being enhanced with £400,000 worth of environmental improvements and the works will also be constructed to a BREEAM excellent equivalent standard.

A contamination survey of the site is currently being commissioned to ascertain the extent of any possible contamination on site, but as much of the waste from the demolition will be recycled on site and not moved off site this should limit the need for any remediation works.

- 6.5 **Crime and Disorder** – N/A

- 6.6 **Risks** – There are always risks associated with working with contractors, however, Veolia have appointed a national contractor who is experienced in this area of work. Veolia's experienced team will project manage the build, and the Council will oversee this works too.

7. Conclusion

- 7.1 It is recommended that approval is given to authorise Veolia to award the contract to Bidder A. This tender met all the requirements of the tender and has been independently verified as representing value for money.

8. Recommendations

Cabinet to agree to: Cabinet to agree to:

- (1) Approve the release of the capital funding required for Veolia to proceed with awarding the Contract to Bidder A.
- (2) Allocate £400,000 from the Opportunities Project – Net Zero Reserve to fund the enhanced renewables as part of the depot redevelopment.
- (3) Recommend to Council that the approved Capital Budget for Waste Vehicle/Depot is increased by £275,561 to £2,740,930 – giving a total budget allocation of £3,140,930 for the depot redevelopment.



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
Judy Leggett – Environmental Excellence
Fran Whymark – Communities, Housing and Planning

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
CRM Business Case	Cabinet	1 November 2022		Corinne Lawrie Assistant Director ICT/Digital	Public
Frettenham Depot Award of Redevelopment Contract	Cabinet	1 November 2022	Key Decision	Jamie Sutterby Director of People and Communities	Public
Findings of the Peer Review Team	Cabinet	1 November 2022		Sinead Carey Strategy and Intelligence Manager	Public
Support the Cost of Living	Cabinet	29 November 2022		Mike Pursehouse Assistant Director Individuals and Families	Public
Investment in Renewable Energy Infrastructure	Cabinet	29 November 2022	Key Decision	Phil Courtier Director of Place	Private Report will include commercially sensitive information
Broadland Electric Vehicle Charging Point delivery	Cabinet	29 November 2022		Annie Sommazzi Clean Growth and Sustainability Manager	Public
Review of the Environmental Strategy and Delivery Plan	Cabinet	29 November 2022		Annie Sommazzi Clean Growth And Sustainability Manager	Public

Report subject	Decision making body	Date of Decision	Key Decision ?	Contact officer	Decision to be taken in Public or Private
Bure Valley Path Bridges Repair and Maintenance Contract	Cabinet	29 November 2022	Key Decision	Michael Horton Community Assets Manager	Private Report will include commercially sensitive information
Licensing Fees and Charges Review	Cabinet	29 November 2022	Key Decision	Nick Howard Assistant Director of Regulatory	Public
Licensing Services Review	Cabinet	29 November 2022	Key Decision	Nick Howard Assistant Director of Regulatory	Private Report will include commercially sensitive information
Food Safety Service Review	Cabinet	29 November 2022	Key Decision	Nick Howard Assistant Director of Regulatory	Private Report will include commercially sensitive information
Q2 2022/23 Performance Report	Cabinet	29 November 2022		Sinead Carey / Helen Hall Strategy and Intelligence Manager and Strategy and Data Officer	Public
Rural England Prosperity Fund	Cabinet	29 November 2022	Key Decision	Nina Cunningham Strategic Growth Projects Manager	Public

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Best in Class Housing Phase 2 Development – Temporary Accommodation	Cabinet	29 November 2022	Key Decision	Richard Dunsire Housing and Wellbeing Senior Manager	Public
Health and Wellbeing Strategy	Cabinet	10 January 2023		Mike Pursehouse Assistant Director Individuals and Families	Public
Digital Mail Solution	Cabinet	7 February 2023	Key Decision	Craig Moore Internal Consultancy Team Officer	Private Report will include commercially sensitive information
Greater Norwich 5-year Infrastructure Investment Plan	Cabinet	7 February 2023	Key Decision	Paul Harris Place Shaping Manager	Public
Revenue Budget and Council Tax Budget 23/24	Cabinet	7 February 2023	Key Decision	Rodney Fincham Assistant Director Finance	Public
Treasury Management Strategy Statement 23/24	Cabinet	7 February 2023	Key Decision	Rodney Fincham Assistant Director Finance	Public
Capital Strategy and Capital Programme 23/24 to 27/28	Cabinet	7 February 2023	Key Decision	Rodney Fincham Assistant Director Finance	Public
Broadland Country Park Business Plan	Cabinet	21 March 2023		Michael Horton Community Assets Manager	Public

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