Broadland Cabinet

Agenda

Members of the Broadland Cabinet

Cllr Shaun Vincent (Chairman)	Policy
Cllr Trudy Mancini-Boyle (Vice-Chair)	Finance
Cllr Jo Copplestone	Economic Development
Cllr Jonathan Emsell	Transformation and Organisational Development
Cllr Judy Leggett	Environmental Excellence
Cllr Fran Whymark	Communities, Housing and Planning

Date & Time:

Tuesday, 18 April 2023 at 6.00 pm

Place:

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

Contact:

James Overy, tel (01603) 430540
Email: committee.bdc@southnorfolkandbroadland.gov.uk
Website: http://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 Thursday, 13 April 2023.

AGENDA

1.	**Declarations of Interest** To receive declarations of Interest from Members (guidance attached).	(Pages 4 - 5)
2.	**Apologies for absence** To report apologies for absence from members.	
3.	**Minutes** To confirm the minutes from the meeting of the Cabinet held on 21 March 2023, and to consider any matters arising.	(Pages 6 - 14)
4.	**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.	
5.	**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.	
6.	**Overview and Scrutiny Committee** Cabinet will be advised of the views expressed by the Committee at its meeting on 11 April 2023 in relation to items on this agenda.	
7.	**Quarter 3 2023/23 Performance Report**	(Pages 15 - 89)
8.	**Broadland Health and Wellbeing Partnership's Health and Wellbeing Strategy**	(Pages 90 - 108)
9.	**Contract Award for Centre Management and Business/Innovation Support at the Broadland Food Innovation Centre**	(Pages 109 - 117)
10.	**Forward Plan**	(Pages 118 - 122)
11.	**Exclusion of the Press and Public**	

To consider whether to pass a resolution under section 100A of the Local Government Act 1972 to exclude the Press and Public from the meeting for the following items of business on the grounds that the consideration of the items is likely to involve the disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Act.

12.	**Contract Award: Public Sector Decarbonisation Scheme**	(Pages 123 - 127)

DECLARATIONS OF INTEREST AT MEETINGS

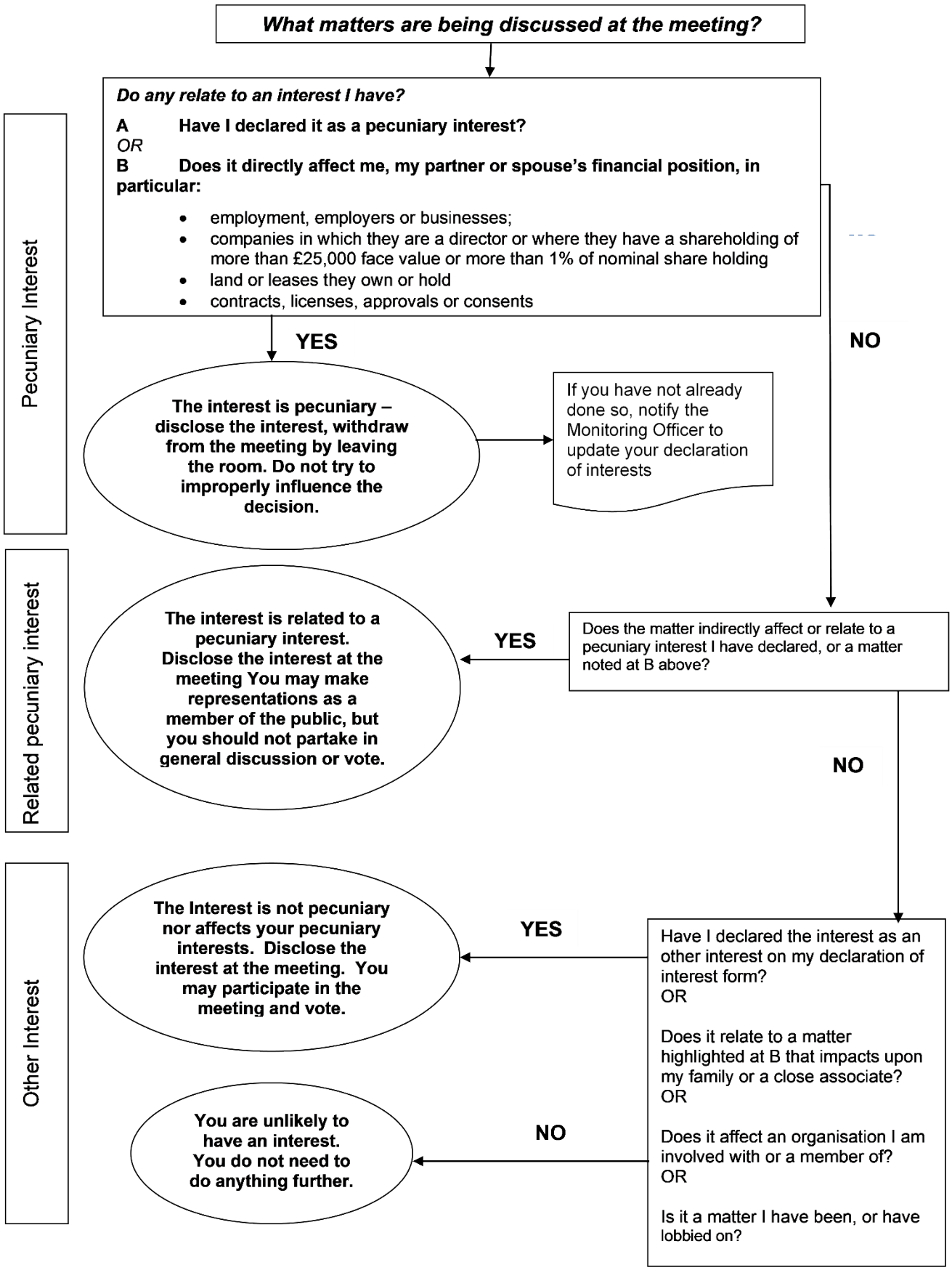
When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda 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.

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.
Does the interest directly: 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 If the answer is "yes" to any of the above, it is likely to be pecuniary. 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.
Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above? 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.
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.
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.

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



BROADLAND CABINET

Minutes of a meeting of the Broadland Cabinet of Broadland District Council, held on Tuesday, 21 March 2023 at 6.00pm.

Committee Members Present:	Councillors: S Vincent (Chairman), T Mancini-Boyle (Vice-Chair), J Copplestone, J Emsell, J Leggett and F Whymark
Officers in Attendance:	The Managing Director (T Holden), the Director for Resources (D Lorimer), the Director for People and Communities (J Sutterby), the Director for Place (P Courtier), the Chief of Staff (Monitoring Officer) (E Hodds), the Assistant Director for Planning (H Mellors) the Assistant Director of Finance (R Fincham), the Assistant Director for Regulatory (N Howard), the Community Safety Interventions Lead (T Munro), the Clean Growth and Sustainability Manager (A Sommazzi) and the Democratic Services Officer (J Overy).

89. MINUTES

The minutes of the meeting held on 7 February 2023 were confirmed as a correct record.

90. COMMUNITIES, HOUSING AND PLANNING POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting of the Panel held on 8 February 2023.

91. ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting of the Panel held on 9 February 2023.

92. PEER CHALLENGE ACTION PLAN PROGRESS

The Chief of Staff introduced the report, which provided an update on the progress made in taking forward the feedback and recommendations from the Peer Challenge Review since November 2022.

Cabinet were reminded that there were eight recommendations made as part of the peer review and that an all-member workshop was held in December 2022

where members had the opportunity to review, discuss and add items to the Action Plan proposed by officers. Appendix 1 to the report set out all eight recommendations, with their Red, Amber and Green project status, to illustrate how they were being progressed.

Following the workshop, a joint informal Working Group made up of members from the Service Improvement and Efficiency Committee and South Norfolk's Commercial Trading and Customer Focus Committee had been convened to review the recommendations in the Action Plan in more depth. Two meetings of the Working Group had now been held and another was scheduled to take place next week. When all of the recommendations had been looked at a report with the findings of the Working Group would be brought to Cabinet.

The Peer Review Team would be returning in late April to assess the progress that the Council had made.

In answer to a query from the Leader regarding progress with recommendation five (Streamline processes and procedures around governance to improve officer capacity, resilience and accountability and take the partnership forward) the Chief of Staff confirmed that the Working Group had looked at this recommendation last week and there had been considerable discussion about how to strengthen collaboration. For example, by holding joint meetings if the same report was going to a Broadland Policy Panel and the equivalent Policy Committee at South Norfolk. Aligning the Work Programmes for ordinary meetings of the Overview and Scrutiny Committee and the South Norfolk Scrutiny Committee had also been suggested. It was also recommended that members from both authorities should meet regularly to reinforce collaborative working between the two Councils. One example of this being taken forward were member training sessions, which would be undertaken jointly following the district elections. It was, therefore, intended that from an early-stage new members would have the chance to meet their counterparts at South Norfolk.

It was confirmed that the Working Group could look at these matters in more depth and also consider how the constitutions could be developed and aligned as part of this process.

In answer to a question about the delivery of the Business Intelligence Programme, the funding of which had been approved by Broadland, but not by South Norfolk, it was confirmed that South Norfolk remained keen to progress the scheme but had requested more clarity about the benefits of the Programme before agreeing to it.

The Director for Resources also informed the meeting that £750,000 had been received from central Government to allow the Council to become a pilot, which would allow some of the work on the Digital Strategy to be taken forward quicker and more extensively. This funding would not be at risk if South Norfolk did not approve funding for the Business Intelligence Programme.

The Managing Director also reassured Cabinet, that if the agreed work on the Business Intelligence Programme was to proceed, the funding arrangements already put in place by Broadland, would be matched by South Norfolk.

Members were advised that the Action Plan would be updated before the Peer Review Team returned to reflect the points made above and in the light of the additional funding received.

The Portfolio Holder for Transformation and Organisational Development informed the meeting that there had been no delay in progressing the project at this stage, although the funding from South Norfolk would be needed to rollout the programme fully.

The Leader noted that they would await a decision on this matter from South Norfolk.

In answer to a query from the Portfolio Holder for Communities, Housing and Planning, the Chief of Staff informed the meeting that the remit of Broadland Policy Panels and South Norfolk's Policy Committees were broadly similar, and the Cabinets at both Councils had oversight of them, albeit in slightly different ways. This would not, however, prevent them from undertaking joint working.

The Portfolio Holder for Economic Development welcomed more interaction with South Norfolk members and noted the very successful joint Business Awards evening that had recently been held.

Following a show of hands, it was unanimously

RESOLVED

To endorse the progress that has been made since the Peer Challenge in 2022.

Reasons for Decision

To progress the recommendations made by the Peer Review Team.

93. GREATER NORWICH FIVE-YEAR INFRASTRUCTURE INVESTMENT PLAN AND ANNUAL GROWTH PROGRAMME

The Assistant Director for Planning introduced the report, which presented the 2023/24 Annual Growth Programme and an updated Greater Norwich Joint Five-Year Infrastructure Investment Plan 2023 to 2028.

Included in the 2023/24 Annual Growth Programme was a 3G pitch in Aylsham, with £250,000 being awarded from Community Infrastructure Levy (CIL) receipts going towards the project.

The report also proposed the introduction of two new categories to the Infrastructure Investment Fund: Match Funding and Major Infrastructure Projects. The introduction of Major Infrastructure Projects would allow projects that could have a longer lead-in time to be eligible for Infrastructure Investment Funding at an earlier stage than had previously been possible. The report also proposed an increase from £2m to £2.5m in the CIL contribution for education, which could be used to repay County Council education borrowing. Members were also asked to agree the drawdown of the full £10m originally agreed to fund the Long

Stratton bypass.

It was clarified that the £4m that was proposed to be allocated to the Infrastructure Investment Fund reserves as Match Funding, was for major projects that required match funding to lever in additional, more substantial amounts of funding from central Government

The Leader noted the number of projects in the District being brought forward in the Five-Year Infrastructure Investment Plan, which showed how well the three Greater Norwich local authorities were working together.

The Leader proposed amending recommendation B to replace the reference to the Portfolio Holder for Communities, Housing and Planning with the Leader, as strategic planning fell under his Portfolio.

In answer to a query from the Portfolio Holder for Environmental Excellence about any risk that major infrastructure projects might be detrimental to smaller projects, the Assistant Director for Planning confirmed that this would allow greater flexibility for major projects to be brought forward in a staged approach. All three authorities determined those projects for inclusion in the Infrastructure Plan, which would ensure that the projects seen as priorities were taken forward.

The Director for Place added that the infrastructure elements of the East Norwich development was an example of a major project that could seek CIL funding at an earlier stage in order to facilitate longer term planning.

The Portfolio Holder for Transformation and Organisational Development noted that the Infrastructure Investment Plan demonstrated that both small projects, such as Harrison's Wood and large projects like Broadland Northway could be brought forward through joint working across Greater Norwich.

Following a show of hands, it was unanimously

RECOMMENDED TO COUNCIL

That it

a) approves of the Draft Five Year Infrastructure Investment Plan 2023-28 and the proposed 2023/24 Annual Growth Programme, including:

    i. the introduction of two new categories to the Infrastructure Investment Fund, Match Funding and Major Infrastructure Projects; and,

    ii. that Education funding allocations from the Infrastructure Investment Fund can be used in whole or in part to repay Norfolk County Council's borrowing, on condition that it is used to support the delivery of a Schools Capital Programme that is ringfenced to the Greater Norwich area, and that annual programme delivery and budget updates are reported to the GNGB; and,

b) agrees to the signing of a deed of variation to the agreement entitled, Partner Drawdown and Borrowing Authorisations, that was originally signed by all

partners on 21st October 2015 and to delegate authority to the Director for Place in consultation with the Leader to finalise and sign any such variation.

Reasons for Decision

To agree to infrastructure projects identified as priorities for delivery across Greater Norwich.

94. NORFOLK RECREATIONAL IMPACT AVOIDANCE AND MITIGATION PROGRAMME GOVERNANCE

The Assistant Director for Planning introduced the report, which sought agreement for the governance structure for the Norfolk Recreational Impact Avoidance and Mitigation Strategy (RAMS).

The RAMS programme would be funded from a contribution from every new dwelling in the county and it was intended that it would deliver the mitigation necessary to avoid adverse impacts from increased recreational pressure on internationally important designated habitat sites that would result from residential development forecast to be delivered in Norfolk until 2038.

The report proposed the establishment of a Joint Member Board to oversee the implementation and delivery of the Norfolk RAMS, the appointment of a Delivery Officer to be hosted by Norfolk County Council and the authorisation for Norfolk County Council to act as the accountable body for the delivery of the RAMS programme.

The Leader proposed amending recommendation two to ensure that Council had the opportunity to ratify the delivery of the RAMS programme. He also proposed amending recommendation three to replace the reference to the Portfolio Holder for Communities, Housing and Planning with the Leader, as strategic planning fell under his Portfolio.

In answer to a question from the Portfolio Holder for Economic Development the Assistant Director for Planning informed members that the original cost per dwelling had been £185.65, but this figure was index linked and was approximately £210 per dwelling. The contribution was the same for all new dwellings in Norfolk.

It was confirmed that the recruitment of the Delivery Officer would be undertaken by Norfolk County Council and the post would be funded from the RAMS programme receipts. The contributions were collected by each planning authority and transferred to Norfolk County Council, as the accountable body for the RAMS programme.

Following a show of hands, it was unanimously

RESOLVED

To

1. Agree for Norfolk County Council to act as the Accountable Body for the Norfolk Recreational Avoidance and Mitigation Strategy (RAMS), to include agreement for RAMS tariff contributions received by Broadland District Council to be transferred to and held by Norfolk County Council in accordance with this responsibility;

2. Agree to establish a Norfolk RAMS Board comprising representative from each of the Norfolk Authorities to set and oversee the delivery of the RAMS programme, subject to ratification by the Council;

and,

3. Delegate authority to the Assistant Director for Planning in consultation with the Leader to finalise any partnership legal agreement and Terms of Reference related to recommendations 1 and 2.

Reasons for decision

To agree an organisational structure to enable the effective and efficient implementation and delivery of the Norfolk Recreational Impact Avoidance and Mitigation Strategy.

95. COUNCIL TAX (2ND HOMES) PREMIUM

The Portfolio Holder for Finance proposed that this item be deferred, as the legislation for the 2nd Homes Premium had not yet passed through parliament and a detailed policy that had yet to be drafted would be required for its implementation.

RESOLVED

That the item be deferred.

96. ADOPTION OF UPDATED REGULATION OF INVESTIGATORY POWERS POLICY

The Assistant Director for Regulatory introduced the report, which sought approval of an updated Regulation of Investigatory Powers Act (RIPA) Policy to ensure that the Council remained compliant with all legislation and statutory guidance and that any of its activities were undertaken lawfully.

For the purposes of RIPA the Assistant Director for Regulatory was the Senior Responsible Officer and the Community Safety Interventions Lead was the RIPA Coordinator, who would train officers in surveillance and appropriate procedures and ensure that the Council's actions were not at variance with the Human Rights Act.

Members were reminded of the Council's responsibility for protecting the public

and community safety and that this might require investigation, surveillance and enforcement. This could involve covert non-intrusive surveillance, such as officer observations, use of social media, camera technology and communications data.

Surveillance would be pre-approved by authorising officers at the Council, who were at senior manager level, to ensure that it was appropriate on a case-by-case basis. Members would be updated on any usage of the relevant powers, via the Strategic Performance Report on a six-monthly basis.

The Assistant Director for Regulatory drew members' attention to paragraph 27.2 of the Policy, which required amendment to replace 'expiry' with 'cancellation' as the Council would not allow authorisations approved by Magistrates to expire.

It was also confirmed that third party contractors acting on the Council's behalf, would be required to abide by the Council's RIPA Policy.

In answer to a query from the Portfolio Holder for Environmental Excellence, the meeting was advised that the RIPA Working Group was an operational officer group, that would report to the Assistant Director for Regulatory for decisions on matters such as training and optimising the delivery of the Policy.

The Portfolio Holder for Environmental Excellence also proposed an additional recommendation to delegate authority to make minor amendments to the Policy to the Assistant Director for Regulatory in consultation with the Portfolio Holder for Environmental Excellence.

It was confirmed that the Council would not use minors for covert surveillance (such as test purchasing of items not for sale to under 18-year-olds). This sort of activity was undertaken by Trading Standards at the County Council, which had its own arrangements and safeguards in place for the safety of young people. However, to give further assurance to Cabinet the Assistant Director for Regulatory confirmed that the section in the Policy (Vulnerable and juvenile Covert Human Intelligence Source) would be amended to either delete the section in its entirety, or to make sure that appropriate safeguards were in place.

Following a show of hands, it was unanimously

RECOMMENDED TO COUNCIL

1. To approve, with any necessary amendments, the proposed Regulation of Investigatory Powers Policy and Guidance as set out in Appendix 1 and agrees to adopt the Policy; and

2. To delegate authority to make minor amendments to the Policy to the Assistant Director for Regulatory in consultation with the Portfolio Holder for Environmental Excellence.

Reasons for decision

To recommend adoption of an updated RIPA Policy to reflect changes in

legislation and guidance.

97. FORWARD PLAN

The Chief of Staff advised the meeting that the Strategic Performance Report for Quarter Three would be brought to the 18 April 2023 meeting of Cabinet.

Cabinet noted the Forward Plan.

98. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

99. STREET LIGHTING BUSINESS CASE

The Clean Growth and Sustainability Manager introduced the exempt report, which set out a business case for upgrading the remaining Council-owned street and footway lighting to LEDs.

Members were advised that the installation of LEDs would minimise rising energy costs and reduce carbon emissions. The significant savings would result in an estimated payback period of 3.4 years.

The Chairman of the Overview and Scrutiny Committee advised the meeting that the Committee had requested that it be ensured that timers be in place to allow lights to be turned off when not required, but that he had since been advised by the Programme Manager – Economic Growth that a Central Management System would be included in the cost of the project that would allow a range of switching and dimming operations that would future-proof the system.

It was proposed that the recommendation be amended to allow any final details to be agreed by the Assistant Director for Economic Growth in consultation with the Portfolio Holder for Finance.

Following a show of hands it was

RESOLVED

To approve the use of the street lighting capital reserves for the purpose of upgrading all remaining street/footway lighting owned and maintained by Broadland District Council to LEDs, subject to final sign off by the Assistant Director for Economic Growth in consultation with the Portfolio Holder for Finance.

Reasons for decision

To minimise ongoing costs and reduce carbon emissions.

(The meeting concluded at 7.12pm)

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Chairman

Cabinet
18 April 2023

STRATEGIC PERFORMANCE, RISK AND FINANCE REPORT FOR QUARTER 3 2022/23

Report Authors:

Finance:
Rodney Fincham (Assistant Director Finance)
01508 508713
rodney.fincham@southnorfolkandbroadland.gov.uk

Performance:
Sinead Carey (Strategy and Intelligence Manager)
01508 533661
Sinead.carey@southnorfolkandbroadland.gov.uk

Portfolio: Finance / Transformation and Organisational Development

Wards Affected: All

Purpose of the Report:

The purpose of the Strategic Performance, Risk and Finance Report is to provide an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2022/23. This Quarterly Report covers Quarter 3.

Recommendations:

1. To endorse the revenue and capital position for Quarter 3 (variance details in Appendix 1)
2. To endorse the 2022/23 performance for Quarter 3 (detailed in Appendix 2)
3. To endorse the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 3).
4. To agree the proposed amendments to the Delivery Measures for Q1 2023/24 onwards (detailed in Appendix 4)

1. Introduction

1.1. This report provides an overview of the performance of the Council and is aligned to the key outcomes set out in the Council's Delivery Plan for 2022/24. This Quarterly Report covers Quarter 3 and uses an exception-based approach. Where the targets have not met the target and/or where there is declining performance an explanation of performance is provided.

2. Background

2.1. The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, the Council developed an in-year Delivery Plan for 2022/24 which outlines the proposed projects and business as usual activities we would seek to deliver in those years.

2.2. At the heart of the Strategic Plan 2020-2024, is the vision for our place:
'Working together to create the best place for everyone, now and for future generations'

2.3. This vision is underpinned by the Council's strategic priorities:

- Growing the economy
- Supporting individuals and empowering communities
- Protecting and improving the natural and built environment, whilst maximising quality of life
- Moving with the times, working smartly and collaboratively

2.4. The Delivery Plan sets out the key activities to be delivered within the last two years of the Strategic Plan, broken down into service delivery and major projects/programmes of work. There is clear link between the Council's vision and aspirations, detailed in the Strategic Plan, the Council's priorities and projects, and the Strategic Performance, Risk and Finance Reports. To enable the activities to be monitored, the Delivery Plan provides several delivery measures which are reported into Cabinet in Quarter 2 and Quarter 4.

2.5. This report summaries the Council's performance and finance position for Quarter 3 with additional detail set out in the appendices as per below.

Appendix 1 – Finance
Appendix 2 – Performance Report for Quarter 3 2022/23
Appendix 3 – Strategic Risk Register
Appendix 4 – Delivery Measure update

3. Current Position / Findings

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

Financial Summary

3.2. BDC is currently facing a number of inflationary and demand pressures resulting in a number of in year cost pressures. However, these cost pressures are being offset by management action to deliver compensating savings in other areas. Overall, there is a total pressure of £522,000 on the cost of core services. The pressure is however offset by the performance of investment income which is expected to be £676,000 above budget, the positive variance of £156,000 will be transferred into general reserves.

3.3. As at the end of December, BDC is forecasting to spend £14.450m on capital schemes in 2022/23 against a latest budget of £20.784m. Budget slippage of c£6m is forecast to move into 2023/24 mainly relating to Broadland Growth, Renewable energy projects, and waste vehicle replacement schemes due to longer than anticipated lead in times.

3.4. The level of project funding from external sources has significantly increased primarily within the Individuals and Families service. This includes funding to support the Ukraine response, the Health and Wellbeing partnership fund, Mindful towns and villages and the expansion of funding for community connectors and domestic abuse. The additional monies has increased capacity to deliver frontline services but has increased the pressure on support service functions such as HR, Finance and IT which are not directly funded by the grants.

Finance Revenue Dashboard Overview

3.5. The following table provides a summary of the revenue budget position.

	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000
CORE SERVICES					
Chief of Staff	2,395	2,395	1,686	2,441	-46
Finance	2,048	2,027	1,419	1,999	28
Transformation and ICT / Digital	2,144	2,165	1,534	2,149	16
Economic Growth	1,131	1,131	1,135	1,128	3
Regulatory	490	490	344	511	-21
Planning and Business Support	204	204	-197	140	64
Individuals & Families	1,222	1,222	140	1,383	-161
Community Services	1,534	1,534	934	1,939	-405
	11,168	11,168	6,995	11,690	-522
ENERGY REBATE SCHEME					
Discretionary Energy Rebate Scheme			151	151	-151
Transfer from Energy Rebate Reserve			-151	-151	151
OTHER INCOME & EXPEND					
Internal Drainage Board Levy	268	268	270	270	-2
Interest Payable / MRP	4	4	0	0	4
Investment Income	-404	-404	-749	-1,080	676
Council Tax Surplus	-95	-95	0	-95	0
TRANSFERS					
Transfers to / (from) Earmarked Reserves	1,019	1,019		1,019	0
Transfers to / (from) General Reserves	0	0		156	-156

Total to be Funded by Taxpayers and Government Grants	11,960	11,960	6,516	11,960	

3.6. **Chief of Staff** is predicting an adverse variance against budget of £46,000. The reasons for this are primarily as follows:

- The Human Resources overspend is in relation to covering maternity leave and also agency fees for hard to recruit to posts.
- There is also organisational overspend which is outside Human Resource's direct control, but it is key that these areas are progressed so that the organisation does not stop moving forwards.
- There has been an increase in occupational health referrals, all of which are necessary to progress from a wellbeing perspective and enabling our staff to be the best they can be.
- There has been a need to get external investigators for some staff cases, due to the complexity of the issue being reviewed. There is a cohort of staff that are trained internally, and we need to review these to make sure that we have the right people ready to pick up such instances going forwards.
- There has been the need to undertake more specialist job advertising for hard to recruit to posts to ensure that we get the right people in the right posts.
- There is an underspend on the apprentice budget of £36,000, we have created extra posts in this area which is key to being an employer of choice. However, we now need to take a more holistic view of these, making sure that they are in the right service areas, which would help to mitigate the spend on specialist job advertising. We also need to ensure that the timing of advertising these roles is maximised to ensure we get the most number of applications I.e. to coincide with school leaver, university leavers etc.

3.7. **Finance** is predicting a favourable variance against budget of £28,000. The reasons for this are primarily as follows:

- Savings from salary vacancies.
- The receipt of additional NNDR grant.

3.8. **Transformation and ICT / Digital** is predicting a favourable variance against budget of £16,000. The reasons for this are primarily as follows:

- Agency spend on IT staff is high due to difficulties in recruitment but has been more than offset by savings on software, licences and equipment.
- Temporary additional facility costs as we currently own both the Horizon Centre (jointly with SNC) and Thorpe Lodge. Plus loss of partner rental income.

3.9. **Economic Growth** is predicting a favourable variance against budget of £3,000. The reasons for this are primarily as follows:

- Increased energy costs at Carrowbreck and rental /fees & charges income will be lower than budgeted. Efforts to increase income are ongoing. The Business Training programme is still gearing up after Covid so fewer courses are likely to take place than budgeted resulting in lower costs but also lower income.
- Repairs to public conveniences have been £25,000 higher than

anticipated.

- Community asset repairs and fees are forecast to be £21,000 lower than expected.

3.10. **Regulatory** is predicting an adverse variance against budget of £21,000. The reasons for this are primarily as follows:

- The dog warden contract has been retendered and the costs have increased by £5.8k for 22/23.
- Water sampling analysis costs are likely to be higher in 22/23 than budgeted.
- The required use of agency staff in the Environmental Quality team has led to a small pay pressure of £6k.
- Additional salary, mileage and equipment costs for the Licensing team (£34k). These have been partially offset by increased income primarily from private license vehicles (£27k).

3.11. **Planning and Business Support** is predicting a favourable variance against budget of £64,000. The reasons for this are primarily as follows:

- Additional CIL income of £289k is anticipated (£639k compared to budget of £350k).
- Pay savings due to vacancies as a number of posts have been difficult to fill.
- Street Naming/House Numbering income is unlikely to reach the predicted levels.
- The likely reduction to planning income as a result of Nutrient Neutrality has now been estimated, with a carry forward of current income into financial year 23/24.
- Any reduction in Land charges income will be covered by utilising HM Land Registry transition payments.

3.12. **Individuals & Families** is predicting an adverse variance of £161,000 to budget.

- The Cost of living crisis continues to cause concern with a forecast overspend on temporary accommodation, homelessness is overspent by £112K and there is a shortfall of £77k in temporary accommodation hostel income.
- Housing standards Disabilities Facilities Grant has received higher than forecasted additional IHAT income of £54k.
- Tots to Teens and Broadly Active income is lower than anticipated (£22k), still recovering from the impact of Covid.

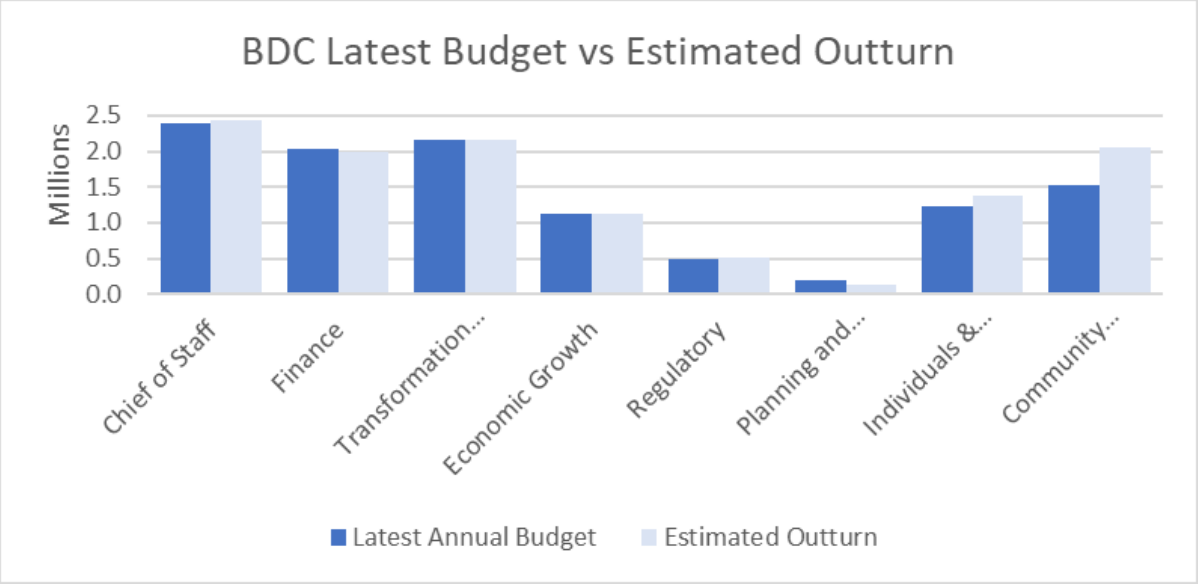
3.13. **Community Services** is predicting an adverse variance against budget of £405,000. The reasons for this are primarily as follows:

- +£350k (worst case - £300k best case) Increases to the costs of fuel and labour since the contract was awarded in September 2021 mean that the contract price via the True-Up mechanism will increase beyond the budgeted inflationary pressure. However, officers are in detailed negotiations to limit any increases and identify cost efficiencies. This figure is therefore still subject to change.

- +£20k Following a procurement exercise there has been a 43% increase in the cost of processing of garden waste, however, the increase has been reduced due to the dry summer leading to a reduction in tonnage of garden waste.
- +£114k. The lower garden waste tonnage has led to a reduction in garden waste recycling credits received but will be off set by increased food waste recycling credits following the October expansion of the service.
- +£88k Less demand for garden waste bins has resulted in reduced income.
- £-144k A lower than expected tonnage of dry recycling has resulted in lower processing costs through the Materail Recycling Facility.
- Expected, but not included in the forecast: -£123k. The expected rebate back from the Norfolk Materials Recycling facility for the period Oct 2021 to March 2022 is £123k and will be accounted for in the 22/23 year but put into reserves. The rebate for 2022/23 operational year will not be known until April 2023 and this will be accounted for against the 2023/24 financial year.

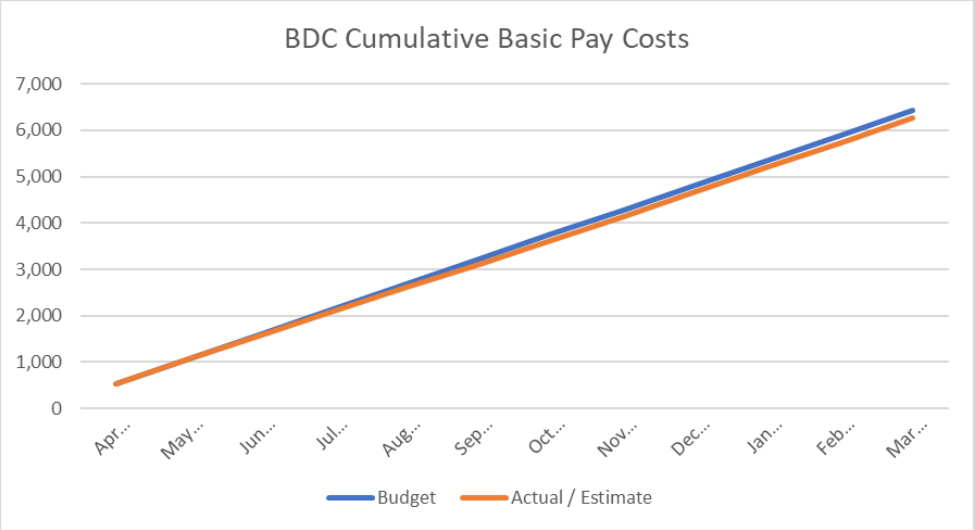
3.14. **Investment Income Interest is received on external cash investments.** The budget was set at a conservative £403,700. Recent increases in interest rates and high levels of cash balances means that we are now expecting to receive £1,080,000, giving a favourable variance of £676,300

3.15. The estimated outturn position is shown graphically below.



Salary & Agency Expenditure

3.16. A significant proportion of the overall Council budget is staffing costs. The following table therefore shows the BDC basic pay to date (plus projection for the rest of the year) compared to the budget.



Nb: These figures exclude salary costs fully funded from grants.

3.17. This is showing that we are likely to have an underspend on basic pay costs.

3.18. However, we are currently employing a number of agency staff to cover vacancies. The cost of which are expected to more than offset the saving in basic pay costs.

Additional Budgets

3.19. Various additional budgets have been approved as shown in the table below. Reserves will be held and transferred at year end to fund / match actual spend.

Lead Officer	Project	Update	Revenue Approved Amt £'000	Capital Approved Amt £'000
	Opportunity Projects (Cabinet Feb 22)			
AD: Economic Growth	Net Zero - Broadland Green Energy projects Such as EVCP, investment in solar panels, solar car ports.			822
AD: Community Services	Environment / Net Zero - One off budget for development and delivery of marketing strategy and campaign to improve recycling behaviours (Joint cost split 55/45)	£17k has been spent to the purchase and roll-out of the Recollect App. The remainder will be used to fund WRAP to undertake an audit of the Council's current recycling communication materials,	23	
Director of Place	Net Zero - Clean Growth and Sustainability Manager (Joint post – split 45/55)	Have appointed to this post on a 2 year contract from June 22.	59	
AD: Economic Growth	Three new posts (split 45/55) · Growth Delivery Officer · Community Infrastructure Officer · Economic Growth Finance Officer	Community Infrastructure and Finance Officer now in post. Currently recruiting Growth Delivery officer.	180	
AD: Planning	Growth - Temporary Increase in Development Management capacity (Joint cost split 45/55)	Used for Haydon Tree Consultants and agency staff whilst vacant posts are being filled, and to catch up with high volumes of work.	45	
AD: Economic Growth	Growth - Feasibility Study Reserve (BDC projects)		100	
AD: Individuals and Families	Communities - Develop a Hardship Support Offer for residents	Likely to be fully spend by end of year. Extra resources are in place to support to enable additional help for residents who are in financial hardship.	100	
AD: Individuals and Families	Communities - Improving our Temporary Accommodation			35
AD: Individuals and Families	Communities - Temporary Accommodation capital fund			900
AD: Transformation and ICT/Digital	One Team - CRM (Customer Relationship Management System) Implementation (Joint costs split 45/55)	Currently being procured work likely to start in May 23. Hence will not need to draw down this money until 23/24.	50	

Lead Officer	Project	Update	Revenue Approved Amt £'000	Capital Approved Amt £'000
AD: Transformation and ICT/Digital	One Team - The single image build (Joint cost split 45/55)	Technical approach changed and requires Office 365 project to be fully complete (due March 2023) before single image change is made. Hence will not need to draw down this money until 23/24.	27	
AD: Transformation and ICT/Digital	One Team - Domain Migration (Joint costs split 45/55)	Project is near completion and majority of spend has happened.	14	
Director: People and Communities	One Team - Invest in increasing our Apprentice opportunities in the One Team (Joint cost split 45/55)	We continue to invest in our apprenticeship programme, and this funding will be used to cover costs over the next few years as some schemes are multi year apprenticeships.	225	
	Totals		821	1,757
	21/22 Underspends In Reserves (Cabinet 14 June 22)			
AD: Transformation and ICT/Digital	IT & Digital Salaries and Consultancy	Been able to contain costs within the main IT budget. Requesting this is carried forward to cover extra costs in future years.	80	
AD: Community Services	Waste Depot Improvement works	To be allocated to cover the major works to the depot.	133	

Business Rates Income / NDR Pooling

3.20. The Norfolk local authorities participated in a business rates retention pool in previous years. Any additional retained growth from pooling was allocated to a Norfolk wide 'Joint Investment Fund' which was used to fund projects across Norfolk.

3.21. In 2021/22, due to the risk of a significant drop in Business Rate income due to Covid, no retention pool was formed.

3.22. In 2022/23 a business rates retention pool was again formed. However rather than all gains being allocated to a Norfolk wide 'Joint Investment Fund' this time any gains will be shared between the authorities.
As yet we do now know what this pool dividend (if any) will be for 22/23.

Finance Revenue – Coping with In Year Volatility

3.23 Within the budgets there are 2 areas of significant volatility as detailed below.

	Actual 21/22	Budget 22/23	Estimated Outturn 22/23
CIL income	-417	-350	-639
Recycling Gate fee charges	435	620	432

Note: CIL income can only be used to cover our costs of administrating CIL.

3.24 To manage this volatility it is suggested that at the year end, if there is a favourable on these budgets these should be transferred to an Earmarked Reserve as a contingency to cover future potential adverse variances.

Finance Capital Dashboard Overview

3.25 The following table provides a summary of the capital position.

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
Supporting Individuals - Housing							
Broadland Growth Developments	Debbie Lorimer	3,000	-	3,000	-	-	Will not be spent in 22/23, lead in time to purchase any sites that come forward. To be reprofiled in future years capital programme.
Travellers Sites	Helen Mellors	300	-	300	-	-	Original site not available - further options are being investigated
Temporary Accommodation Security Improvements	Mike Pursehouse	9	-	9	-	-	
Supporting Individuals - Health and Leisure							
Disabled Facilities Grants	Kevin Philcox	1,000	535	1,535	1,098	1,400	Latest estimate £1.4m, but could exceed this if further commitments are realised
Minor Improvement Grants	Kevin Philcox	30	-	30	4	4	Underspend for 22/23, no further grant expenditure anticipated.
Improvements in the Public Realm							
Street Lighting	Matthew Yates	35	218	253	-	-	Programme for LED bulb replacement of all streetlights in Gt Witchingham and Hellesdon planned - expenditure now likely 23/24
Car Park Improvements	David Disney	-	50	50	15	65	Aylsham Car Park due to be resurfaced this autumn/ winter
Bure Valley Railway (Fencing)	Michael Horton	-	188	188	294	294	Project complete
Bure Valley Railway (Bridges)	Michael Horton	90	-	90	70	79	Adam and Eve Bridge Repairs complete (£38k). Additional expenditure on low bridge.

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
Public Conveniences	Gary Howard	-	50	50	38	-	
Changing Places (Disabled Public Conveniences)	Graham Peers	20	10	30	20	30	Project underway - site at Dinosaur Park, first invoice paid. Additional £10k budget in place for increased material costs.
Historic Buildings Grants/Buildings at Risk	Chris Bennett	15	21	36	10	18	Further projects will be confirmed and committed before 31/03/23
Protecting the Environment							
Green Homes Grants (Fully Externally Funded)	Karen Strandoo	-	-	-	2,508	2,508	Externally funded, matched by grant income - total includes £2m grant repayment - this will be funded by grants received in advance held for project.
Warm Homes Fund Grants (Fully Externally Funded)	Karen Strandoo	-	-	-	88	88	Externally funded, matched by grant income
Social Housing Decarbonisation Grants (Fully Externally Funded)	Karen Strandoo	-	-	-	8	8	Externally funded, matched by grant income
Renewable Energy Projects and/or Associated Infrastructure	Annie Sommazzi	-	1,000	1,000	-	-	Project on hold, awaiting details of new process under discussion to implement the scheme.
Investment in the Economy							
Broadland Food Innovation Centre	Emily Larter	933	2,152	3,085	3,107	3,107	Expenditure matched by grant funding
Our Own Needs							
Horizon Centre - Purchase	Debbie Lorimer	-	4,403	4,403	3,795	4,403	The full budget has been committed with the contract let. Costs for the Horizon works will be paid or accrued for in total where complete at 31st March, with the remainder of costs being paid in April which will be covered by budget slippage into 23/24.

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
Horizon Centre - Works/Fit Out	Debbie Lorimer	422	-247	175	-	175	The full budget has been committed with the contract let. Costs will be paid or accrued for in total where complete at 31st March , with the remainder of costs on external works and the annexe being paid in 23/24 which will be covered by budget slippage.
Thorpe Lodge - Disposal	Debbie Lorimer	-	-	-	-	35	Estimated cost of marketing & advertising fees
IT - Server and PC Replacement Programme	Manny Gomes	200	-	200	37	200	This is to cover BAU replacement programme plus budget for completion of the O365 project. Infrastructure costs to be covered from C/F money from 21/22.
IT - Infrastructure	Angela Schug	-	-	-	98	-	As per comments above
IT - Members IT refresh	Manny Gomes	47	-	47	12	47	Spend YTD for the trial devices. Devices for main roll out to be available for May 23 so may slip into new financial year.
IT - Transformation Projects	Angela Schug	225	514	739	82	164	Planning and Democratic Services system due to complete by Mar 23. Revs and Bens system reprofiled to 23/24.
IT - WIFI -Horizon Centre	Angela Schug	180	-	180	-	180	Anticipate fully spent
IT - Remote Working Solution	Angela Schug	45	135	180	-	180	Approval for requirement bring forward the 23/24 budget of £135k to facilitate completion of the project by 31/03/23 agreed at 05/12/22 Cabinet meeting.
Waste Vehicles/Depot	Simon Phelan	2,465	2,389	4,854	1,077	1,077	Vehicles procured; depot refurbishment included food

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
							waste rollout costs to be slipped into 23/24. Additional £200k contingency approved at 15th Dec Council
Waste Bins - Domestic Waste	Pete Leggett	90	-	90	89	100	Property growth and price of oil (major component in manufacture of plastic).
Waste Bins - Recycling	Pete Leggett	35	-	35	79	60	Property growth and price of oil (major component in manufacture of plastic).
Food Waste Caddies	Pete Leggett	30	160	190	171	221	Better understanding of the costs associated with Food waste roll out, plus property growth and price of oil (a major component in manufacture of plastic).
Opportunities Funding - Temporary Accommodation	Richard Dunsire	-	35	35	6	7	Latest confirmed committed total.
TOTAL		**9,171**	**11,613**	**20,784**	**12,738**	**14,450**	

Performance Dashboard Overview

3.26. This report includes Delivery Measures which are used to assess performance against the Councils Delivery Plan throughout the year. 27 measures are reported during quarters 2 and 3 and a further 4 annual measures are reported in quarter 4. At the end of December 2022, the measures were rated using two methods. Performance against target is assessed as green for meeting or exceeding the target, amber when the target has not been met but within the set tolerance and red when performance has dipped below an unacceptable level and remedial action is required. Secondly, performance is assessed as to whether the performance is improving or declining based on looking at previous quarterly or yearly results. The latter gives an indication to whether light touch monitoring is required.

Performance Against Target

Green	**17**
Amber	**9**
Red	**1**

Direction of Travel

Improving ↑	12
Static ↔	2
Declining ↓	13

Performance exceptions

3.27. <u>Off target Measures: close monitoring</u>

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
Staff retention (Measure reference 5)	8.1% (cumulative)	14.09% (cumulative)	90% retention or 10% turnover	**Red**	↓

Measure Owner: Emma Hodds **Portfolio Holder:** Cllr Jonathan Emsell

- **Description of the performance this quarter**: The cumulative total turnover figure is 14.09% for the financial year to Q3. There has been an increase in the turnover in Q3 of 5.99%, whereas turnover in Q2 was 4%.
- **Potential Implications:** It is recognised that in some cases, employees may be feel more comfortable and open giving feedback to someone who is not their line manager. Therefore, all employees will also be given the opportunity to have a face-to-face or virtual exit interview appointment with a member of the HR Team to encourage better quality, honest feedback.
- **Action to be taken:** A “Deep Dive” exercise is also being carried out on areas of high turnover so allow us to understand a true picture of team cultures and why people are leaving and focus support in areas where turnover is greater. An extensive review has been undertaken of exit interviews to improve the amount and quality of the data to enable trends to be identified and remedial action taken to improve retention rates. The new process will be rolled out across the organisation in Q4 and will be completely electronic and mobile accessible

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
Customer satisfaction (Measure reference 2)	53.25% (cumulative)	52.97% (cumulative)	55%	**Amber**	↓

Measure Owner: Corinne Lawrie **Portfolio Holder**: Cllr Jonathan Emsell

- **Description of the performance this quarter**: In Q3, we received 627 responses through our customer satisfaction surveys across our two main communication channels; telephone (311 responses) and online (316 responses). On our overall satisfaction, we have narrowly missed our target of 55%. When looking at satisfaction ratings of communication channels independently our telephony channel has performed above target (57%) whilst the online channel continues to show lower levels of customer satisfaction in relation to "online help" and "on-time delivery and resolution".
- **Potential Implications:** If the service levels provided via online channels do not meet customer expectations and online information is not easily accessible demand could increase through alternative channels. We could also see an increase in service specific complaints.
- **Action to be taken:** Customer Experience and Insight Lead to continue to provide monthly customer satisfaction data to service managers and Assistant Directors for action. Service managers to review this monthly and implement required improvements. If action is taken, we should expect to see an increase in satisfaction ratings in Q1 2023. Customer Experience and Insight Lead will attempt to map dissatisfied customers against the reason for their phone call to establish whether their dissatisfaction is due to the outcome of the phone call or the service they have received. The First-Class Customer Service programme is currently in its scoping phase and could greatly improve customer service provision through investment in digital transformation initiatives.

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
Percentage of household waste recycled (Measure reference 27)	49.5% (average)	n/a	2% Increase	**Amber**	↓

Measure Owner: Simon Phelan **Portfolio Holder**: Cllr Judy Leggett

- **Description of the performance this quarter:** The total recycling rate in Q2 was 47.1% which is a decrease of 4.5% from the 51.6% recorded in Q1 2022/23. This decrease is almost entirely due to seasonal variation impacting the amount of garden waste collected, which was exacerbated by the dry summer. However, further analysis of the data shows that the dry recycling rate showed a positive increase of 2.4% whilst the composting rate (food and garden waste) decreased by 6.9%.
- **Potential Implications:** Impact on overall year-end recycling rate and the amount of income received from recycling credits.
- **Action to be taken:** The launch of the ReCollect App that includes information on recycling and the recruitment of a Strategic Recycling Officer is currently underway who will add extra capacity and support to driving an increase in the recycling rate. Officers are also in the process of engaging technical support, following a recent audit by WRAP, to develop a range of measures and communications aimed at driving behavioural change.

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
Number of confirmed incidents of fly tipping (Measure reference 32)	228 (average)	493 (average)	No more than 500	**Amber**	↓

Measure Owner: Simon Phelan **Portfolio Holder**: Cllr Judy Leggett

- **Description of the performance this quarter:** Number of confirmed incidents of fly tipping has increased considerably from Q2 (104) to Q3 (265).
- **Potential Implications:** We have recently been made aware by Veolia that due to a technical problem when extracting the data from our MIS, the previous figures reported have been understated.
- **Action to be taken:** Further explanation as to the extent of the issue with the reporting of the data to be provided. Previous quarterly figures to be updated with accurate data when available.

3.28. Off target measure: light touch monitoring

These measures did not meet their target by minimal amounts and light touch monitoring is in place.

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1)	£964,000	£1,436,250	£1,940,000	**Amber**	↓
Staff satisfaction (Measure reference 3)	67% (cumulative)	67% (cumulative)	Continual improvement	**Amber**	↔
External funding to support growth (Measure reference 14)	£0	£1,776,455	Significant investment	**Amber**	↓
Percentage of food businesses with food hygiene ratings of rated 4 (Good) and 5 (Very Good) (Measure reference 25)	97% (average)	97% (average)	98%	**Amber**	↔
Tonnage by household of garden waste being recycled (Measure reference 28)	5931t (cumulative)	8424t (cumulative)	Increase in tonnage	**Amber**	↓
The number of litter picks / clean up initiatives supported (Measure reference 31)	12 (cumulative)	13 (cumulative)	30	**Amber**	↑

On target measures

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
Staff absence levels – working days lost to short term sickness per FTE (Measure reference 4)	2.12 days (cumulative)	3.27 days (cumulative)	4.5 days	**Green**	↓
Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6)	3.2% (average)	3.1% (average)	2.4%	**Green**	↓
Collection rate of Council Tax (Measure reference 7)	55.47% (cumulative)	82.49% (cumulative)	98%	**Green**	↓
Collection of Business Rates (Measure reference 8)	59.41% (cumulative)	84.99% (cumulative)	98%	Green	↑

Percentage of vacant retail space in market towns (Measure reference 12)	6.56%	7.14%	Less than 8%	Green	↓
Number of vulnerable residents supported by our discretionary prevention services (Measure reference 15)	2,470 (cumulative)	3,660 (cumulative)	2,000	Green	↑
Number of residents supported to live independently (Measure reference 18)	419 (cumulative)	640 (cumulative)	700	Green	↑
Delivery of housing standards enforcement (Measure reference 19)	37 (cumulative)	58 (cumulative)	75	Green	↓
Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 20)	91% (average)	90% (average)	80%	Green	↓
Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 21)	5 (average)	4 (average)	7	Green	↑
Number of affordable homes delivered (including help to buy) (Measure reference 22)	167 (cumulative)	361 (cumulative)	95	Green	↑
Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 24)	85% (average)	89% (average)	80%	Green	↑
Percentage of planning decisions made within statutory timescales - householders (Measure reference 24)	85% (average)	89% (average)	80%	Green	↑
Percentage of planning decisions made within statutory timescales - majors (Measure reference 24)	92% (average)	94% (average)	80%	Green	↑
Household food waste recycled (Measure reference 26)	1121t (cumulative)	2166t (cumulative)	Increase	Green	↑
KGs of residual waste collected per household (Measure reference 29)	211t (cumulative)	n/a	Decrease	Green	↑
Number of verified missed bins for all waste per 100,000 collections (Measure reference 30)	17 (average)	25 (average)	30	Green	↓

3.29 Following a regular review of the Councils Delivery Measures by the Corporate Leadership Team (CLT), a number of changes to the measures are proposed, to ensure that we continue to maintain a good oversight of the performance of the Council. Appendix 4 provides an overview of the amendments being proposed. If agreed, it is proposed that the amended measures will be reported upon to Cabinet in the new financial year of 2023/24.

Strategic Risk Dashboard

3.30 During Q3 22/23, the CLT have reviewed and updated the Strategic Risk Register (SRR) to ensure we are managing the risks effectively and that we are taking the right action to prevent the risk from escalating and ultimately reduce the risk where possible. As part of reviewing the register, CLT take into consideration:

- Whether risks are still relevant
- Any emergent risks which have been identified
- Whether the likelihood and impact of risks has changed
- Whether controls which are in place are still effective

3.30. Since last reporting on the SRR:

- 0 new strategic risks have been identified
- 1 strategic risk has been removed or de-escalated from the register: BDCGE1 – Regulatory function has been de-escalated to the Place Directorate Risk Register
- 2 strategic risks have had their risk scores reduced:
  BDCP1 – Nutrients Neutrality as progress has been made on the mitigating strategy
  BDCP2 – Gypsy and traveller sites as progress towards consultation is being made.
- 2 further strategic risks have been merged into 1 risk:
  BDCS12 Ukrainian refugees and BDCS14 Cost of living have both been combined into BDCS13 – Housing stock as all the measures are in regard to the demand on housing services.

3.31. The below heatmap provides an overview of the current risk register with the risks which are being managed at a strategic level. A full version of the Strategic Risk Register can be found in appendix 3, alongside a summary of the key changes to the risks since the last committee meeting.

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Significant	Severe
5	Expected					
4	Highly Likely				BDCP1 – Nutrients Neutrality Impacts (risk score reduced) BDCM4 - One Team Capacity and Capability (no change)	
3	Likely			BDCM3 – Collaborative Working (no change)	BDCM2 – Reform and Devolution (no change)	BDCM5 – Cyber attack (no change) BDCS13 – Housing stock (no change)
2	Not Likely					BDCM1 – Financial (no change) BDCP2 - Gypsy/Traveller site identification (risk score reduced)
1	Rare					

3. Proposed action

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

5. Other options

5.1 None applicable to this report.

6. Issues and risks

6.1. **Resource Implications** – the finance section of this report provided an overview of the finance resource implications for this quarter.
6.2. **Legal Implications** – no implications.
6.3. **Equality Implications** – no implications.
6.4. **Environmental Impact** – no implications.
6.5. **Crime and Disorder** – no implications.
6.6. **Risks** – Operational risks to the delivery of our Delivery Plan are managed within directorates. The organisation is currently developing a strategic risk register where strategic risks will be managed.

7. Conclusion

7.1. The report has provided an overview of the position of the Council for performance and finance for Q3 2022/23.

8. Recommendations

1. Cabinet to endorse the revenue and capital position for Quarter 3 (variance details in Appendix 1)
2. To endorse the 2022/23 performance for Quarter 3 (detailed in Appendix 2)
3. To endorse the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 3)
4. To agree the proposed amendments to the Delivery Measures for Q1 2023/24 onwards (detailed in Appendix 4)

Appendix 1 – Variances

Chief of Staff	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Executive Team	361	361	272	361	0	
Chief of Staff	40	40	32	40	0	
Governance	847	847	603	847	0	
Electoral Services	45	45	-62	45	0	
Marketing & Comms	329	329	188	329	0	Increased cost of producing magazines offset by efficiencies in other areas
Internal Audit	59	59	51	59	0	
Human Resources	475	475	416	557	-82	Pressure on pay costs due to maternity cover and agency fees for hard to recruit areas. Pressure across the organisation in the areas of occupational health referrals, external investigations and advertising for specialist roles.
Apprentices	238	238	186	202	36	Currently an underspend due to vacancies and additional grant, a holistic review is planned of how we arrange the apprentice scheme.
	2,395	2,395	1,686	2,441	-46	

Finance	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Corporate Costs	1,290	1,269	548	1,269	0	
Finance & Procurement	434	434	372	434	0	
Council Tax	380	380	472	362	18	Savings from salary vacancies.
NNDR	-55	-55	28	-65	10	Additional NNDR grant
	2,048	2,027	1,419	1,999	28	

Transformation and ICT / Digital	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
IT & Digital	1,349	1,349	874	1,301	48	Staffing overspend of £37k due to reliance on agency (recruitment problems.) Offset by saving on software, licenses and equipment £75k.
Transformation & Strategy	234	234	170	222	12	Staffing vacancies
Customer Services	45	66	49	66	0	
Facilities	517	517	442	561	-44	Extra costs associated with the move to the Horizon Centre.
	2,144	2,165	1,534	2,149	16	

Economic Growth	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Economic Growth	561	561	594	554	7	Carrowbreck rental and fees & charges income will be lower than budgeted by £11k. Efforts to increase income are ongoing. Electricity costs are forecast to be £8k more than the budget. The Business Training programme still gearing up after Covid so fewer courses are likely to take place than budgeted resulting in lower costs but also lower income. Enterprise grants and start up grants have now been superceded by Business Builder grants which are funded by the Norfolk Strategic Fund this should mean a saving of £20k.
Property	112	112	158	112	0	
Car Parking and Public Conveniences	123	123	110	148	-25	Repairs have been required at Coltishall, Ranworth, Reedham and Salhouse public conveniences.
Community Assets	334	334	273	313	21	Not all of the budget will be required for minor bridge repairs and consultants fees for the Bure Valley Railway and Marriotts Way.
	1,131	1,131	1,135	1,128	3	

Regulatory	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Community & Environmental Protection	423	423	343	437	-14	The dog warden contract was renewed in October. Costs will increase by approximately £5.8k for 22/23. Additional agency staff costs have been incurred within the Environmental Quality team.
Food Safety & Licensing	67	67	2	74	-7	Additional salary, mileage and equipment costs for the Licensing team (£34k) necessarily incurred to meet Covid-related impacts on service demands and delivery. These have been partially offset by increased income primarily from private license vehicles (£27k).
	490	490	344	511	-21	0

Planning and Business Support	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Planning	0	0	-339	-64	64	Additional CIL income of £289k is anticipated (£639k compared to budget of £350k). Street Naming/House Numbering income is unlikely to reach the predicted levels and further spend on street name plates will be needed. Salary savings are expected within the Planning Policy team due to vacancies. Lower examination, referenda and partnership costs are offset by lower income as no Neighbourhood Plan income is expected this year. A reduction in planning income due to Nutrient Neutrality has noew been estimated, with delays in planning carrying forward income into 23/24. The reduction to income has been partially offset by Planning Performance Agreement income.
Building Control	38	38	29	38	0	
Business Support	165	165	113	165	0	
	204	204	-197	140	64	

Individuals & Families	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Communities & Help Hub	428	428	255	450	-22	Broadly Active Fee Income and Tots 2 Teens income still lower than expected.
Communities & Help Hub - EXT	0	0	-561	0	0	Includes Broadland Connectors, Household Support fund, Mindful Towns and Homes for Ukraine, where funding is received ahead of expenditure. Balances rolled into next year.
Communities & Help Hub - JUB	0	0	29	0	0	Jubilee Costs as agreed by Members.
Housing Standards & Independent Living	361	361	189	311	50	Higher than expected income from iHat fees, due to catching up the DFG Backlog. Some salary has been charged to the MEES project. Additional Handy Person costs, offset by additional Handy Person Income. Savings in establishment costs due to staff vacancies Policy and Partnerships: small Salary saving of 5.4K due to Vacancies and Secondments
Housing Standards & Independent Living - EXT	0	0	-59	0	0	Warm Homes Grants, waiting well, and the MEES Project
Housing Benefit Payments	-90	-90	-201	-90	0	
Benefits & Housing	523	523	560	712	-189	The Cost-of-living crisis continues to apply pressure to our community and therefore the service. **Benefits and Housing Team**: Expected Additional Pay Costs of 19.1 K, and non pay costs of 51.2K are offset by additional income of 74.5K. **Homelessness**: the Cost of TA is the area of significant overspend. This has been reduced by an allocation of £127K from the remaining COVID Grant, however cost of TA is still overspent by £160K. This has been offset by an additional grant of £47K from DLUHC, resulting in forecast overspend of £112K **Hostels:** Income is anticipated as 77K less than budget. Council tax costs were 4K higher due to additional properties.
Benefits & Housing - EXT	0	0	-73	0	0	Projects including Domestic Abuse, Accommodation for Ex-Offenders and Next steps
	1,222	1,222	140	1,383	-161	

Community Services	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Waste Management	240	240	159	227	13	Saving due to Vacancies
Recyclable Waste	-2,575	-612	-801	-655	-50	**Garden waste** tonnage has reduced due to the dry summer, and the disposal cost rose by 43% from mid-September. Therefore, this has resulted in additional disposal costs of **£20K.** Reduced recycling credits of **£114K**. Further to this, there was a reduction in the number of bins, which has resulted in fees being £ **88K** less than budget. **Food Waste**: The roll out of the service to a further 30K households, is expected to increase the disposal costs by 18K, and increase the recycling credits by 35K. However, the cost of the additional bin liners is expected to be £20K, resulting in an additional cost of 3K **Dry Recycling**: In terms of disposal costs, there has been a lower tonnage than last year, and a lower processing price, at this point in time, resulting in a saving of £184K**,** but the lower tonnage has also resulted in lower recycling credits, so reducing income by £60K, resulting in an overall saving of £124K. Further in year savings of £20k, due to delayed programmes results in total savings **of £144k.** In addition, a Rebate and Profit share is expected from MRF disposal, totalling **£123K,** but has not been included in the forecast.
Street Scene	-55	472	337	476	-4	Additional disposal costs and reduced income from commercial litter and dog waste bins
Waste	3,924	1,434	1,239	1,831	-363	Waste contract "True up costs" circa-**£350k** (worst case scenario - £300k lowest risk). Increases to the costs of fuel and labour since the contract was submitted in Sep 2021 mean that the contract price could increase in the order of 11.5%. However, officers are in detailed negotiations to limit any increases and identify cost savings. This figure is therefore still subject to change. Income from RHI and Feed-in-tariff at Frettenham depot of £21K have been received, and cost savings of 15K from the depot, as now included in lease. Additional disposal costs from Residual waste disposal of £18k
	1,534	1,534	934	1,879	-405	0

Broadland District Council
Community at heart

Appendix 2

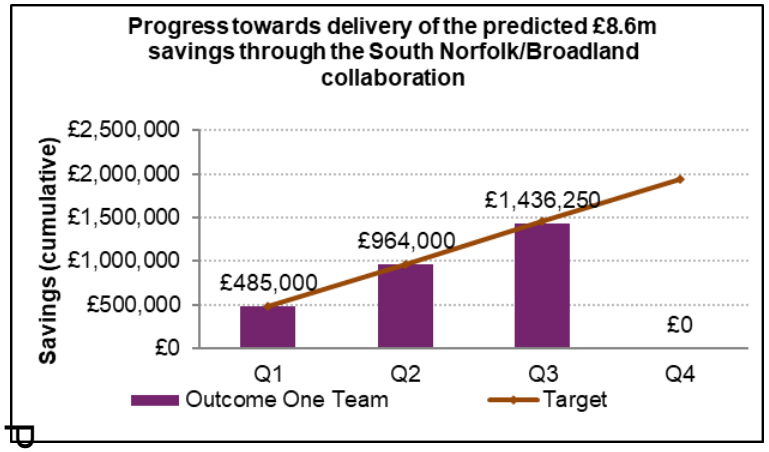
Broadland District Council – Delivery Measure Performance for Quarter 3 2022/23

Appendix 2 provides a detailed overview of the performance of the Council against its Delivery Plan.

A

Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration

(Measure reference 1)



COMMENTS

Portfolio holder: Cllr Trudi Mancini-Boyle
Measure Owner: Rodney Fincham
Description of the performance this quarter

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

The current five-year saving forecast for the collaboration is £8.274m, this saving is split 45/55 (BDC/SNC).The figure net of one officer team transitional costs is £7.009m - One Team transitional costs were charged to the relevant Council.

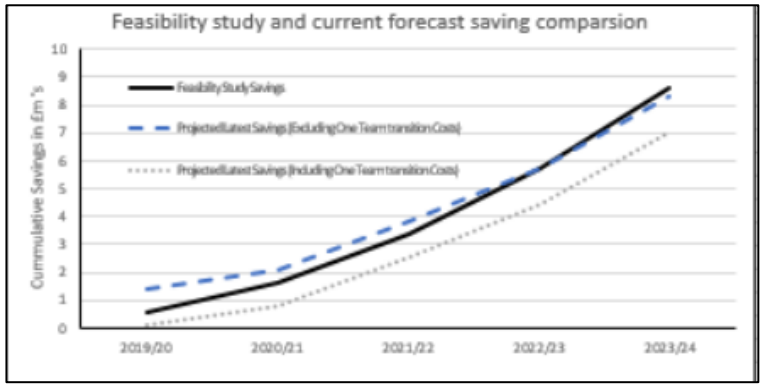
Some of the one officer team savings have been delayed, due to the impact of the Covid-19 pandemic. However, we are still on track to deliver annual savings of over £2.6m a year by year 5.

Potential implications No implications this quarter.
Action to be taken No actions to be taken this quarter.

RISKS

The identification of savings becomes increasing difficult over time, once the transformation of our processes, procedures and the way we work has been carried out.

CONTEXT

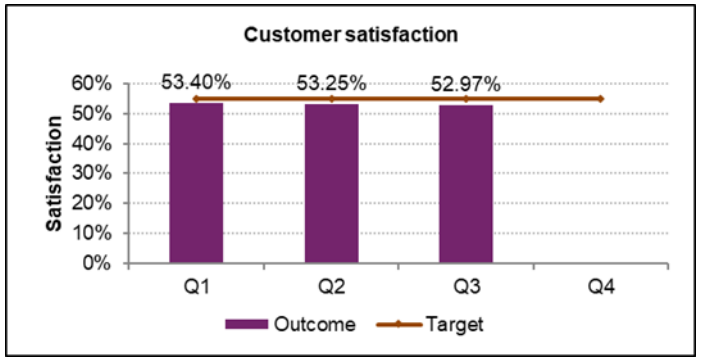


The table below shows the cumulative breakdown of the savings forecast by area.

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Senior Management	571	1,088	1,605	2,121	2,638
One Joint Officer Team	884	2,454	3,579	4,818	6,693
Contracts / Procurement	0	0	80	240	405
ICT Infrastructure Costs	0	-1,394	-1,394	-1,394	-1,394
Transition Costs	-69	-69	-69	-69	-69
	1,385	**2,079**	**3,802**	**5,717**	**8,274**
One Team transition costs	-1,265	-1,265	-1,265	-1,265	-1,265
	120	**814**	**2,537**	**4,452**	**7,009**

A

Customer satisfaction (Measure reference 2)



End Success Target: **55%**

COMMENTS

Portfolio holder: Cllr Jonathan Emsell **Measure Owner:** Corinne Lawrie

Description of the performance this quarter

This measure focuses on overall satisfaction of our communication channels as part of our programme of work to improve the customer experience. This measure is the further split into satisfaction per communication channel; telephone and online. In Q3, we received a total of 627 responses (311 phone, 316 online) a significant increase on the previous quarter due to the introduction of a survey on our contact centre phone lines.

Potential implications

We are performing under our target of customer satisfaction on our online survey. We could therefore see demand increase through alternative channels if customers cannot find the information they seek through our website. This could also increase complaints for service areas.

Action to be taken

Customer Experience and Insight Lead to continue to provide monthly customer satisfaction data to service managers and Ads for their review and action. Service managers to review this on a monthly basis and implement required improvements. If action is taken, we should expect to see an increase in satisfaction ratings in Q4 2022/Q1 2023. In Q4 Customer Experience and Insight Lead to attempt to map dissatisfied customers against the reason for their phone call to establish whether their dissatisfaction is due to the outcome of the phone call or the service they have received. Further insight to be provided in Q4. Service areas with higher abandonment rates to work alongside the Customer Experience and Insight Lead to continue to action improvement plans to reduce these in Q4.

RISKS

None

CONTEXT

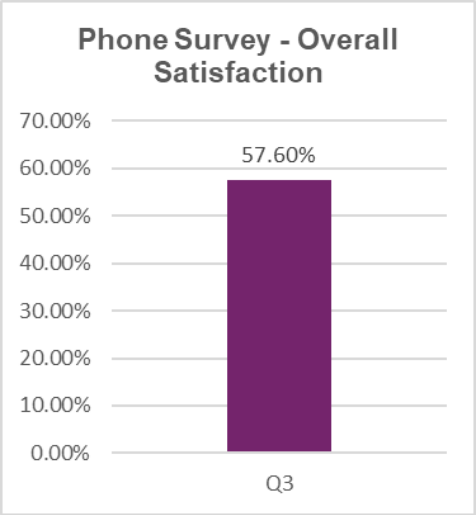
Telephone Customer Satisfaction Survey

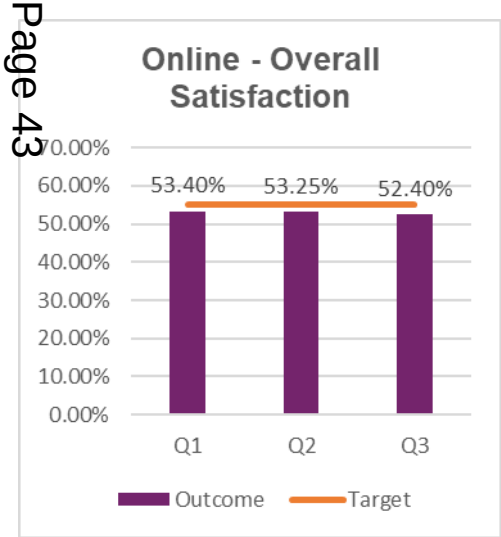
In Q3, we went live with our customer satisfaction survey on our contact centre lines therefore, Q3 only data is provided.

- Aside from October, we have performed above our target of 55% with a Q3 result of 57.6%.
- 163 customers out of 311 gave us an overall satisfaction rating of “satisfied”.

Online Survey

- In Q3 we have performed under our target of 55% with a result of 52.4%.





- 163 customers out of 316 respondents gave us an overall satisfaction rating of “satisfied”. A decrease when compared to Q3 of 2021. In Q3 2021 customers were more satisfied with our “on time delivery/resolution” than in Q3 2022. In Q3 2022, customers have become more dissatisfied with “our online website help”.
- We need to review the information we are providing through our online channels to ensure customers can access the information they require and to understand customer expectations in transacting on our website.

Dissatisfied Customers

The highest volume of dissatisfied customers indicated dissatisfaction with the following service areas:

- Council Tax
- Waste and Recycling

Satisfied Customers

Across both surveys, we saw the most satisfied customers in the following service areas:

- Benefits
- Council Tax
- Waste and Recycling

Abandonment Rates – Telephones Phones

- The average abandonment rate on our Contact Centre lines continues to remain low in Q3 (7%). We have greatly improved performance on our contact centre lines in terms of abandonment percentages. Previously (February to July) we were seeing an average of about 13%. Continued intervention proves valuable as abandonment rates have been consistently falling since July 2022.
- The average abandonment rate on our Call Queue lines in Q3 was 12%. The call queues with the highest abandonment rates for the quarter were seen in Planning.

G

Staff satisfaction (Measure reference 3)

Year End Success Target: Continual Improvement

COMMENTS

Portfolio holder: Cllr Jonathan Emsell **Measure Owner:** Emma Hodds

Description of the performance this quarter

The annual measure is aimed at looking at the progress towards our ambition to be an employer of choice. The staff survey in June 2022 resulted in a 66% completion rate across the organisation, with a 67% total engagement score, based on average scores over the 40 questions asked. 67% indicates a good level of engagement across the workforce and we will continue to ensure these levels are not only maintained by increased.

It was very encouraging to see the top four positive responses across the teams related to line managers:

- I am able to talk to my manager about any concerns I have
- My manager is fair
- I know what my manager expects of me
- I have a high trust relationship with my line manager

Potential implications

Areas with a lower satisfaction score covered areas including pay, retention of staff, workloads and trust in the more senior managers.

Action to be taken

To address these issues, action plans in every team across the organisation have been developed with managers and their teams, to identify issues and suggest solutions for improvements to all areas, but with a particular focus on the lowest scoring areas. The employee engagement model is around continuous feedback from employees, this survey is the baseline from which the future engagement surveys will be evaluated and regular Pulse surveys will also be undertaken to evaluate hot topics, such as the upcoming move to the Horizon building.

RISKS

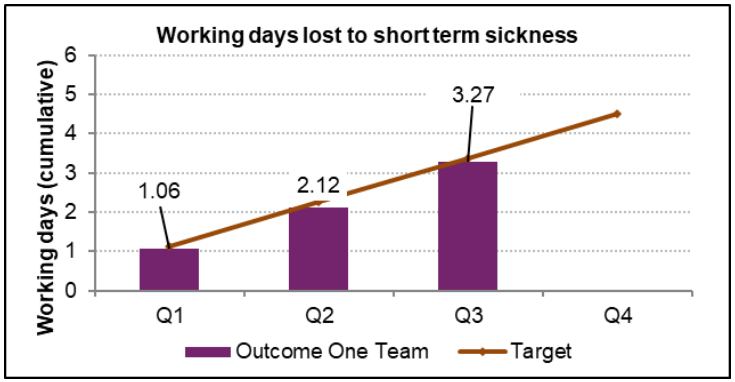
Inequality of accessibility for staff to online platforms, which will be actively mitigated with the survey being accessible on many devices and different formats e.g. paper for colleagues who do not have access to a computer, thus encouraging a better take up going forwards.

CONTEXT

In 2020 the organisation had a lower than 60% response rate to the staff survey, therefore it is encouraging to see response rates improved. We expect to see this rise further next year as result of the action plans and pulse survey engagement. The next staff satisfaction survey will take place in June 2023.

G

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



Year End Success Target: 4.5 days

COMMENTS

Portfolio holder: Cllr Jonathan Emsell **Measure Owner:** Emma Hodds

Description of the performance this quarter

For Q3, staff short term absence rates sit at 1.15 working days lost per FTE, with a cumulative number of 3.27 working days lost to the end of Q3. This falls slightly within the One Team providing a green status. In comparison, long term sickness figures are lower at 0.95 working days lost per FTE for Q3, with a cumulative total of 3.16 at the end of Q3.

Potential implications

It is worth highlighting that an increase in sickness rates over the Winter months of October, November and December is not unusual, with the most short-term absence days lost to Coughs, Colds and Flu.

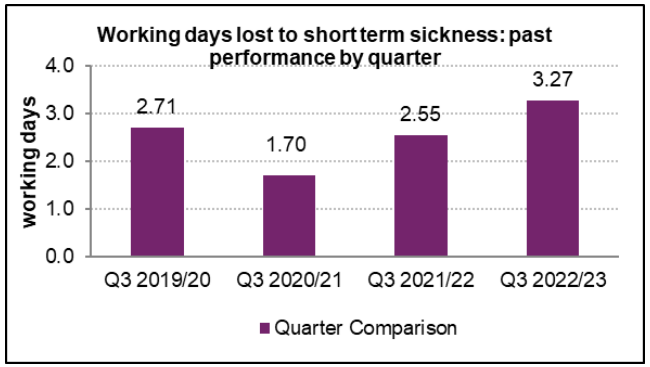
Action to be taken

Work continues to support employees off on long term sickness absence to facilitate successful returns to work where possible.

RISKS

The main risk with sickness is repeated absence which puts pressure on teams, which can in turn impact on service delivery and in turn customer satisfaction. This is mitigated through the careful and active management of both long- and short-term sickness levels along with a more focussed approach working with our occupational health provider.

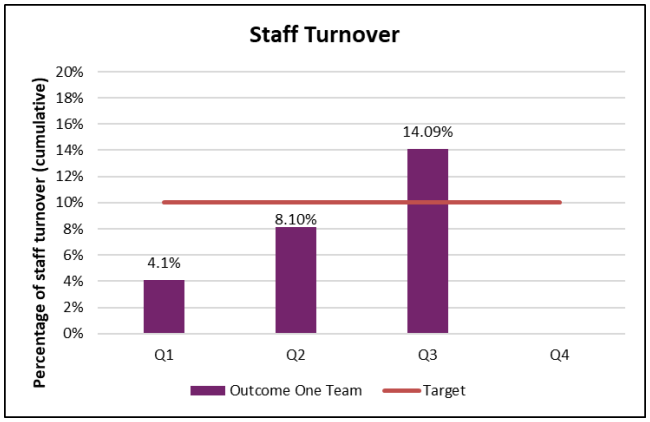
CONTEXT



Rates for Q3 2022-23 are higher than those seen for the same period in 2020-2021, which reflects the national trend with Covid-19 effecting these figures significantly.

R

Staff retention (Measure reference 5)



Year End Success Target: 90% retention (10% turnover)

COMMENTS

Portfolio holder: Cllr Jonathan Emsell **Measure Owner:** Emma Hodds

Description of the performance this quarter

The graph to the left shows staff retention in the form of turnover. The quarterly turnover figure is 4.1% for Q1, and 4% for Q2, and 5.99% for Q3 meaning a cumulative total to date of 14.09% turnover this financial year. This has resulted in a red RAG rating as this is above the 10% turnover, we would expect in Q3 of the year.

This cumulative figure of 14.09% considers all leavers including those on fixed term and casual contracts. A further breakdown of our turnover in Q3 is detailed in the below table:

	Quarter 3			
	Oct-22	Nov-22	Dec-22	Total
Total Turnover Rate (All leavers) %	2.74	1.30	1.96	5.99
Total Turnover Rate (Excluding FTC's) %	2.46	1.21	1.96	5.61
Voluntary Resignation Rate %	1.42	0.37	0.98	2.76

Potential Implications

It is recognised that in some cases, employees may feel more comfortable and open giving feedback to someone who is not their line manager. Therefore, all employees will also be given the opportunity to have a face-to-face or virtual exit interview appointment with a member of the HR Team to encourage better quality, honest feedback.

Action to be taken

A “Deep Dive” exercise is also being carried out on areas of high turnover so allow us to understand a true picture of team cultures and why people are leaving and focus support in areas where turnover is greater. An extensive review has been undertaken of exit interviews to improve the amount and quality of the data to enable trends to be identified and remedial action taken to improve retention rates. The new process will be rolled out across the organisation in Q4 and will be completely electronic and mobile accessible

RISKS

The risk being reduced service capabilities due to a reduction in staffing levels and/or difficulties in filling vacancies due to increased competition nationally. To mitigate this risk, more innovative places and methods of recruitment are being utilised, along with an improved induction process to increase retention, particularly in the first year of employment. A “Deep Dive” exercise is also being carried out on areas of high turnover so allow us to understand a true picture of team cultures and why people are leaving and focus support in areas where turnover is greater.

CONTEXT

In comparison to the previous year, the position is very similar. This effect is likely to continue whilst the national picture continues to reflect the “Great Resignation” and the re-evaluation of priorities for people following Covid.

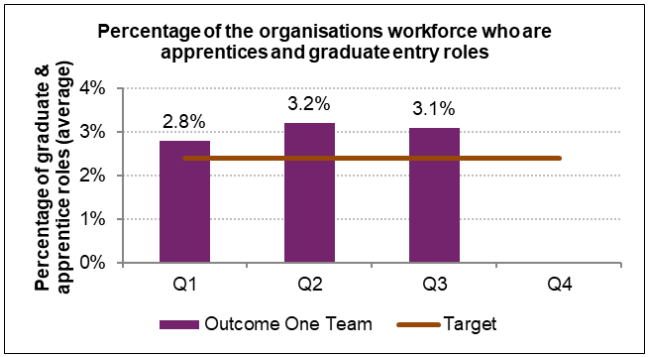
As we are unable to get local data as other Councils do not report on this measure, we have reviewed the recent national Xpert HR labour survey. This is currently reporting on 2022 data that around 1 in 6 employees i.e., 16.4% resigned from their roles in 2022 which is a notable increase from 9.6% voluntary resignation rate for 2021. Total turnover rate was 22.5% in 2022, which was again higher than the 14.6% recorded in 2021.

Note: total turnover is all leavers i.e., employer decision e.g., we have moved the staff on and staff have chosen to leave i.e. they have handed in their notice. For absolute clarity this includes; dismissals, retirements, mutual terminations, resignations, retirement, end of fixed term contracts.

Whereas voluntary resignation is just where the employee makes the decision to leave e.g., they have handed their notice in.

G

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



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

COMMENTS

Portfolio holder: Cllr Jonathan Emsell **Measure Owner:** Emma Hodds

Description of the performance this quarter

For Q3, the percentage of the Organisations workforce in apprenticeships or graduate roles sits at 3.1% of the organisation headcount, or 31 apprentices and 1 graduate. This figure is 0.80% above the target, resulting in green RAG status. This is encouraging as it is a result of a conscious effort by the organisation to grow our own and recruit to more of these posts.

Potential implications

No implications this quarter.

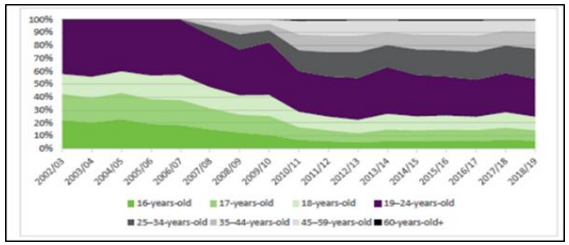
Action to be taken

The organisation continues to offer three different levels of apprentices; the more traditional entry level apprentice roles, undergraduate apprentices who study for their degree while working, for example in Environmental Heath and post graduate apprentices studying for relevant qualifications, for example in Chartered Town Planning. Whilst we are now spending our current monthly levy we have an excess balance built from previous years. Therefore, through discussions with managers we are looking to use more of our levy by offering apprenticeships as a way of development to colleagues where courses match skills needs. We are also exploring the transfer of 25% of our yearly levy payments to support apprentice delivery within our local SME's.

RISKS

Agile working can result in less face to face and development time for the individual. A low frequency of training providers in the local area has made it more difficult to source suitable courses for higher level apprenticeships and therefore we've not been able to use the levy when we would like to and other training options have had to be found. This may result in not spending all the levy we have available to us.

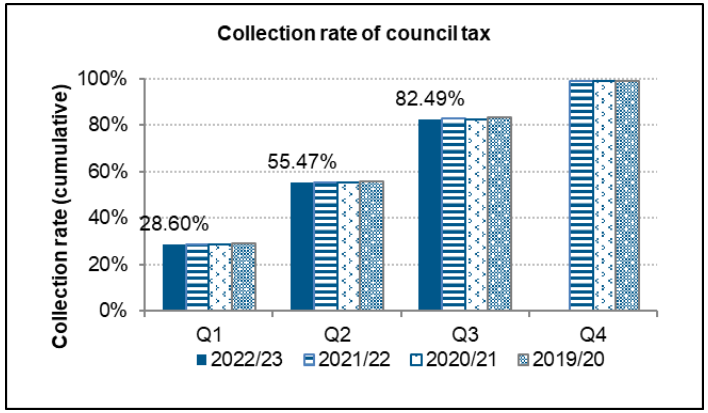
CONTEXT



The Councils were in line with other businesses with regard to apprentice and graduates starting and the LGA targets for public sector. The Councils' apprenticeship strategy and recruitment activity has increased in order to fulfil our aims and quota for apprentices and we now have a high level of apprentices and graduates throughout the services.

G

Collection rate of Council Tax (Measure reference 7)



Year End Success Target: 98%

COMMENTS

Portfolio holder: Cllr Trudi Mancini-Boyle **Measure Owner:** Rodney Fincham

Description of the performance this quarter

Collection rates are holding up well and are in line with the target. Customer contact remains high, and the team are still reporting that the numbers of calls from customers that are experiencing financial hardship to be larger than in previous years. Renegotiating different payment arrangements makes it easier for many customers and prevents them falling into arrears. For those customers that have previously fallen into arrears, so far this year we have also collected £492k in prior year debts.

Potential implications

No implications this quarter.

Action to be taken

No actions to be taken this quarter.

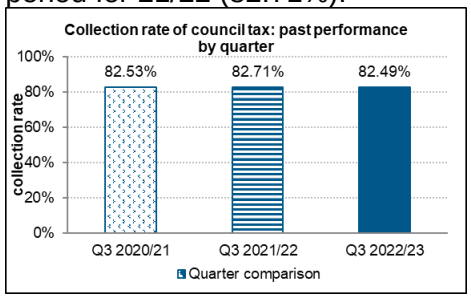
RISKS

Conscious that the situation of individuals can change quickly so we constantly monitor payment arrangement, the levels of recovery activity (reminders etc) as well as collection rates monthly.

CONTEXT

Our collection rates remain amongst the best in the country. In 2021 England overall collection rate was 93% with district authorities at 95%.

Cumulative performance for Q3 22/23 is 82.49% which is marginally behind the same period for 21/22 (82.71%).



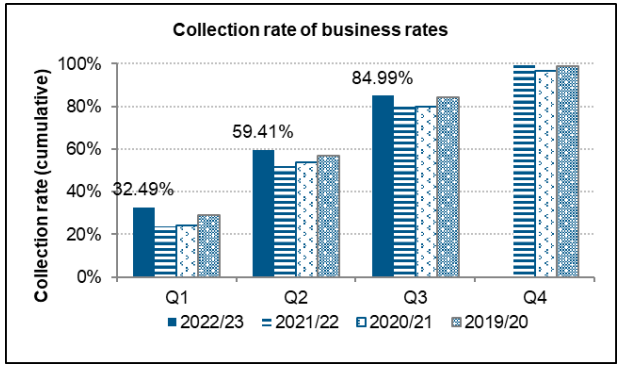
EMPTY HOMES

The numbers of long-term empty dwellings (those that are empty for more than 6 months) can fluctuate throughout the year. Although there is no Council Tax discount for empty dwellings, we proactively monitor empty properties and seek to return these to use wherever possible.

2019: 347
2020: 380
2021: 250
2022: 265

G

Collection of Business Rates (Measure reference 8)



Year End Success Target: 98%

COMMENTS

Portfolio holder: Cllr Trudi Mancini-Boyle **Measure Owner:** Rodney Fincham

Description of the performance this quarter

Collection rates are holding up well and are in line with the target. Applications continue to be received to the Covid Additional Relief Fund (CARF) – a fund made available to businesses that continue to suffer a downturn in trade as a result of the pandemic. Principally offered to those that could not access funding from some of the other Business Support grants. Working closely with colleagues in Economic Development £1.9m of support has been awarded to businesses across Broadland.

Potential implications

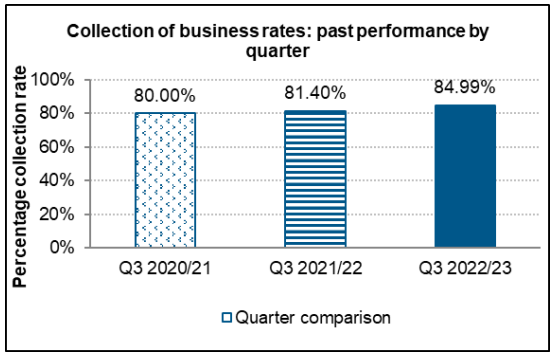
No implications this quarter.

Action to be taken

Q3 has also seen preparatory work start on new Rating Lists. Within the '2023 Reval' any properties subject to an increase will be protected by the introduction of a tapered transitional relief scheme. We continue to monitor the impact this may have on individual businesses as we head towards annual billing.

RISKS

There are risks that collection rates could be adversely affected by a continuation of the economic downturn and, in 2023/24 by the introduction of the 2023 Revaluation. The team will be proactive in managing individual cases and will ensure that all support is provided (reliefs and discounts) where appropriate.



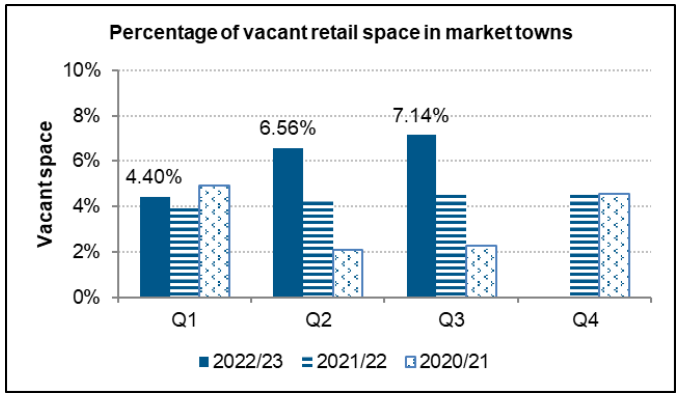
CONTEXT

Our collection rates remain amongst the best in the country.

Cumulative collection rates for Q3 (84.99%) are ahead of the same period in 2021/22 and are in line pre-pandemic levels.

G

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



Year End Success Target: Less than 8% vacancy

COMMENTS

Portfolio holder: Cllr Jo Copplestone **Measure Owner:** Paul Chapman

Description of the performance this quarter - The overall vacancy rate at end of Q3 stood at 7.14%, a slight increase on the previous quarter but still within target. In comparing the number of vacant units to those of three years earlier pre-pandemic there have been increases in vacant units as follows: one more in Aylsham, one more in Acle and two more in Reepham. However, there has also been an increase in the total number of retail units across the market towns with 182 recorded this quarter, 8 more than the 174 recorded pre-pandemic. At the end of December 2022 vacancy rates stood at:

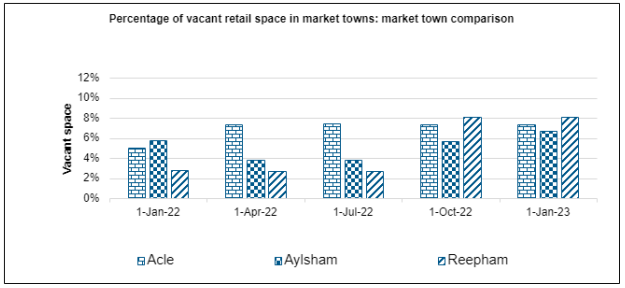
- Acle 7.3% at end of Q3, no change from Q2. The former Barclays Bank which is vacant, is being converted by Acle Parish Council into four commercial units.
- Aylsham 6.7% at end of Q3, up from six to seven vacant units
- Reepham 8.11% at end of Q3, with three vacant units as at the end of Q2. Enquiries suggest that these figures will improve as one unit has permission for conversion to residential, and there is strong interest in another of the three units.

Potential Implications - No implications this quarter.

Action to be taken - Continue monitoring situation and use business newsletters to promote availability of units.

RISKS The true economic impact of the Covid pandemic and cost of living pressures may not yet be presenting itself in terms of vacant units. Retail rate discounts are in place and will increase from 50% to 75% in 2023/24. Restrictions on retail and hospitality businesses have been fully removed but behaviour patterns of consumers formed during the pandemic may not return to their pre-pandemic levels.

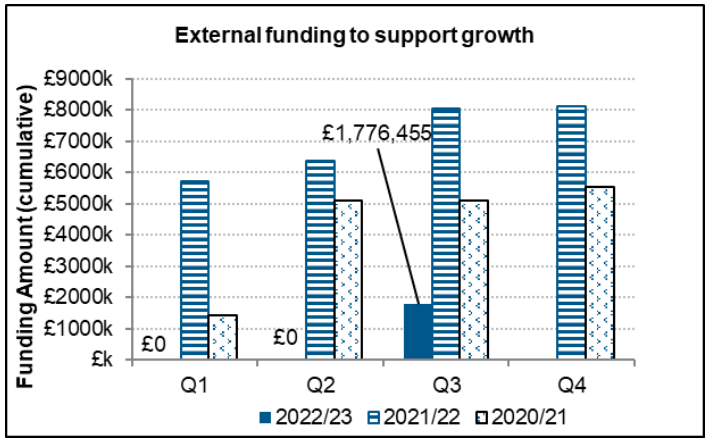
CONTEXT



The calculations of vacant retail space are based on snapshots of the Business Rates database at each quarter end date. There may sometimes be a slight delay in retail units closing or being reoccupied and information being provided to, and records updated by the Business Rates team. The Business Builder programme of business support, training, mentoring and grants has opened at the start of Q3 to help support investment and growth in businesses. We are boosting the marketing of empty properties by featuring properties in our fortnightly newsletter to businesses.

G

External funding to support growth (Measure reference 14)



Year End Success Target: Significant investment to support the delivery of our key projects outlined in the Delivery Plan

COMMENTS

Portfolio holder: Cllr Jo Copplestone **Measure Owner:** Nina Cunningham

Description of the performance this quarter

Good progress has been made this Quarter. Broadland has signed an MoU for £1,332,931 (which includes a Council administration fee) from the UK Shared Prosperity Fund to support local businesses and communities to deliver an agreed set of outputs and outcomes up to March 2025. The funding will be used to support growth and build resilient, safe and healthy neighbourhoods across the district. £40,652 has been secured from the Public Sector Decarbonisation Scheme. This will be used to support the refurbishment of Council owned assets with more energy efficient heating systems. Funding can be drawn down from April 2023 and all works are expected to be completed by March 2024. £37,000 has been secured for the development a Hydrogen Strategy for the Cambridge Norwich Tech Corridor (CNTC) Norfolk. This represents 50% of the total award which is expected to start in April 2023.

Potential Implications

Delivery of new work streams are now in train.

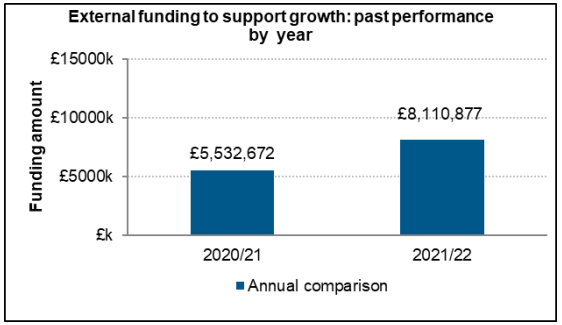
Action to be taken

Funding opportunities will continue to be sought.

RISKS

The current economic climate relating to securing additional public funding may prove challenging

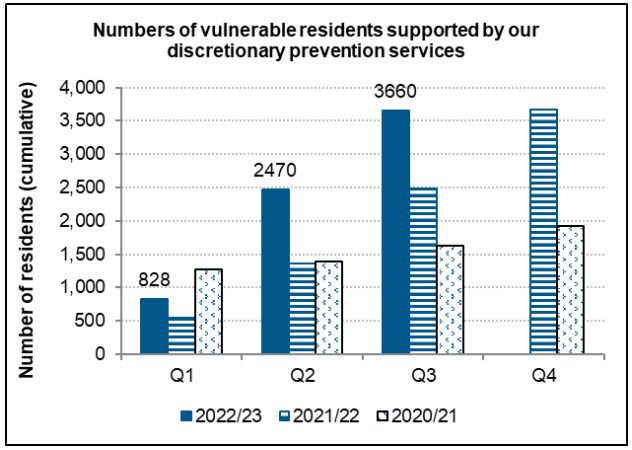
CONTEXT



It should be noted that the previous years' funding includes the significant investment secured for delivery of the Broadland Food Innovation Centre. Work continues to identify and secure funding across the district for the delivery of identified projects.

G

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



Year End Success Target: 2,000

COMMENTS

Portfolio holder: Cllr Fran Whymark **Measure Owner:** Mike Pursehouse

Description of the performance this quarter

Q3 figures for this measure are already higher than the whole year performance measure for 2021/22. This is due to the continued expansion of health-related activity, such as Social Prescribing, which results in increasing volume of cases. The addition of cost of living and services linked to this area, such as Household Support fund, has also led to more people contacting the Help Hub. The emerging health and wellbeing partnerships are helping to bring additional funds, and partners to help support this work.

Potential Implications

Due to the way many of the Help Hub services are structured and funded, in most cases we have been able to increase capacity through external funding as demand has increased. However, this will be monitored as we see demand increase.

Action to be taken

We will continue with current activity including new pilots and projects to flex the way we deal with additional demand and provide prevention services.

Page 53

RISKS:

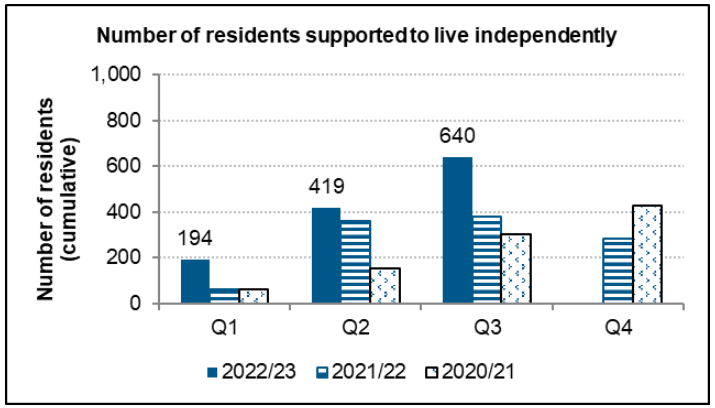
No risks in relation to target. The risk of additional demand is being met at present. Work will be scoped in Q4 around future prevention work at the Council to provide a sustainable model.

CONTEXT

Increased cost of living nationally is leading to more people needing advice at all levels. Locally, new initiatives are being piloted to address demand earlier.

G

Number of residents supported to live independently (Measure reference 18)



Year End Success Target: 700 residents

COMMENTS

Portfolio holder: Cllr Fran Whymark **Measure Owner:** Mike Pursehouse

Description of the performance this quarter

During Q3 of 2022/23, 42 Disabled Facility Grants (DFGs), 19 additional grants and 42 low level grants have been completed, along with 137 handyperson visits, totalling 221 homes supported. These figures compare to 29 DFGs, 10 additional grants, 24 low level grants, and 81 handyperson visits in Q3 of 2021/22.

Potential Implications

By the end of December, £1,056,780.41 of the Better Care Fund allocation had been spent, out of the total £1,013,705. A further amount of £670k of committed funds remained outstanding at the end of the quarter. We had a carry forward from 2021/22 of £524k and with our current case turnaround period there is no predicted overspend within this financial year.

Action to be taken

Continue our current performance monitoring. Demand continues to rise for housing adaptations and therefore we are reviewing how we can reduce demand for adaptions through our low-level grant scheme.

RISKS

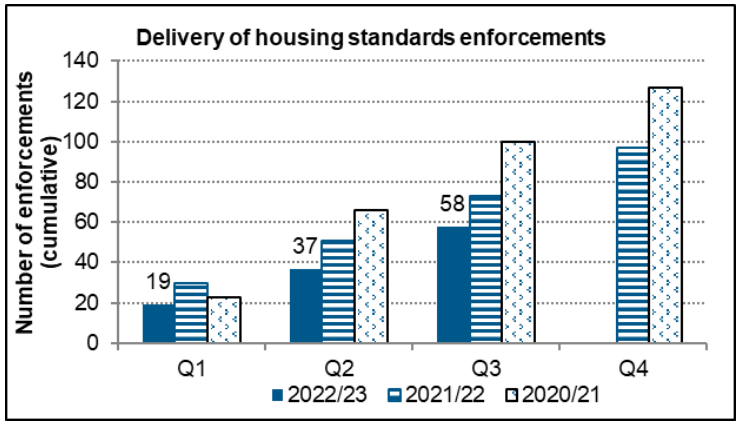
Most of the work undertaken by the Housing Standards team relates to residents who may be clinically or extremely vulnerable. We continue where it is appropriate to use PPE and social distancing, as some residents remain understandably apprehensive allowing people into their homes. Recently our work has most significantly been impacted by delays in supplies and materials for trades, as well as availability of contractors. We have expanded our contractor base to address this issue. We are also reviewing how we work with some Housing Associations, bringing these adaptations in line with our owner occupier/private tenant work.

CONTEXT

One of our key responsibilities is to support residents to remain safely in their own homes, which helps to reduce pressure on other services, as well as enabling residents to remain independent and confident in their own homes. We can support residents in a variety of ways, with our key focus being on DFGs that enable us to physically adapt properties to meet the needs to the individual. Additionally, the Council's handyperson scheme offers small household repairs and minor adaptations. Our yearly target enables us to judge how many people we can support, by assessing trends in cost, complexity, delivery levels and resources.

G

Delivery of housing standards enforcement (Measure reference 19)



Year End Success Target: 75 enforcements

COMMENTS

Portfolio holder: Cllr Fran Whymark **Measure Owner:** Mike Pursehouse

Description of the performance this quarter

In Q3 of 2022/23, 21 disrepair complaints have been resolved, along with 2 occurrences of unauthorised encampments in the Broadland area. This compares to 22 disrepair complaints and no reports of travellers in Q3 of 2021/22.

Potential Implications

The team can meet present demand through our current resource. It is possible that demand may increase due to the cost-of-living crisis and greater awareness of damp issues. We have had good engagement from housing providers around damp and mould and our enforcement team works closely with these providers to resolve issues before they escalate.

Action to be taken

Monitor demand and delivery.

RISKS

Our team have resumed inspecting most cases in person, although still with PPE use and social distancing where it is appropriate. The complaint demand is currently within our team's capacity, alongside dealing with several additional projects this quarter.

CONTEXT

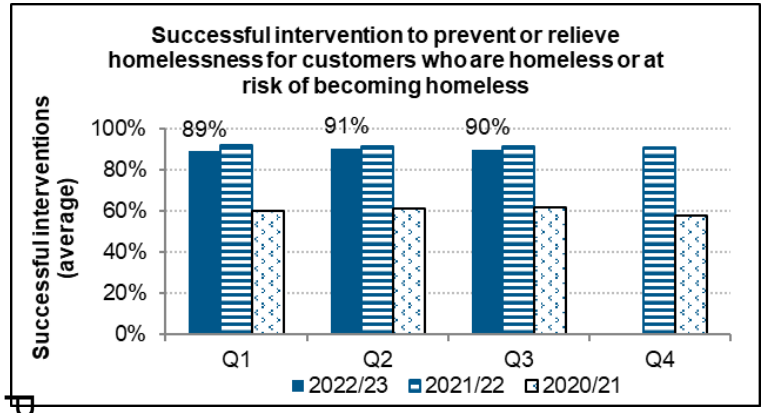
A key aim of the Council is to ensure that we deal appropriately with private sector landlords who rent their properties out, and to ensure that these properties are maintained to an acceptable standard. This work includes identifying, registering, and monitoring Houses of Multiple Occupation (HMOs) to ensure they are safe, compliant and are not used for exploitation.

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

Through this quarter, our enforcement resource has also been impacted by the Homes for Ukraine scheme and the required support in performing home safety visits.

G

Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 20)



Year End Success Target: 80% successful interventions

COMMENTS

Portfolio holder: Cllr Fran Whymark **Measure Owner:** Mike Pursehouse

Description of the performance this quarter

Performance remains strong within the housing team to prevent homelessness at every opportunity. The team are focussed on mitigating the external factors causing additional demand on the team, both from an operational and strategic view. The team are empowered with funding, from external sources, to support residents to remain in their home. This cost is far less than our costs incurred if they were to become homeless and is a better outcome for residents. There continues to be a proportionately small amount or residents that we cannot prevent homelessness for, and this is leading to continued temporary accommodation costs. At present 50% of failed prevention is caused by the end of private rental tenancies and domestic abuse.

Potential Implications

Workloads remain unsustainably high and demand on financial resources increasing, through increased numbers of accommodated people and limited move on options.

Action to be taken

Further recruitment has been agreed by Cabinet to provide more resource and provide resilience within the team. Temporary accommodation programme has been agreed.

RISKS

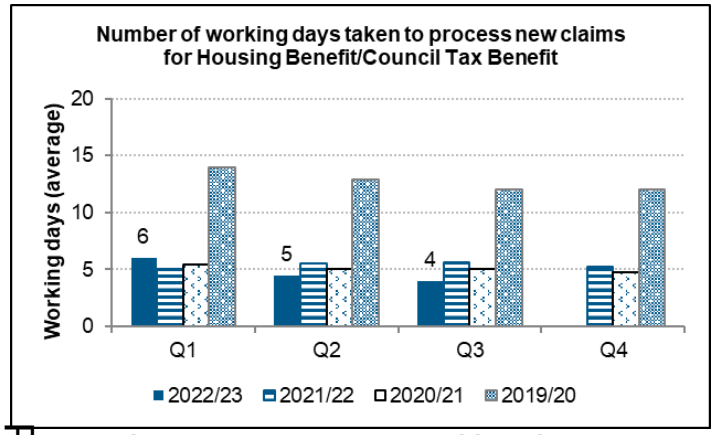
On top of the humanitarian considerations failure to prevent will increase revenue spend on temporary accommodation. Continued expectations on officers holding greater than recommended caseloads will prompt mistakes and eventual sickness, which in turn will further embed the issue.

CONTEXT

Cabinet report link **Cabinet report on best-in-class housing. December 2022**

G

Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 21)



Year End Success Target: 7 working days

COMMENTS

Portfolio holder: Cllr Trudy Mancini-Boyle **Measure Owner:** Mike Pursehouse

Description of the performance this quarter

Team performance remains outstanding. The now well-established team can meet sustained demand from our consistent high caseload. The energy rebate scheme concluded in November, making sure circa £150k worth of additional support was provided to those most impacted by the cost of living, specifically the increase in fuel costs the team was then able to catch up with any incurred back log. The team is now also utilising the low-income family tracker to find residents currently on our system who are not receiving all the assistance they are eligible for so that they can visit. These are our most vulnerable residents who often do not have the ability or confidence to apply.

Potential Implications

The quick assessment of benefit claims and change of circumstances makes sure authority error remains at its lowest point, reducing customer overpayments and incurred debt. It is also making sure people are advised correctly how much council tax liability they have. The alignment of our Council tax assistance schemes and implementation of the variance scheme has allowed for this sustained level of top quartile performance making sure the team can be as proactive as they are now.

Action to be taken

No intervention required this quarter

RISKS

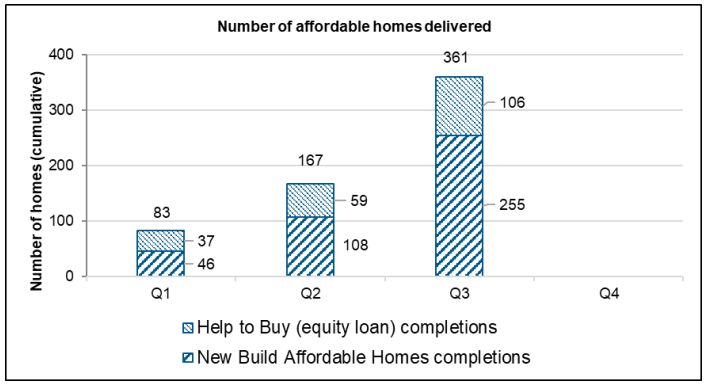
- £25.00 alternative fuel scheme is a further example of additional work being placed on the team. Whilst the team has sufficient resilience at present to deal with these schemes, with expectation that this sort of scheme is more likely, we need to assess longer term resource needs.
- The one team are undergoing a transition as they move onto one data system. This is going to require a large amount of resource, especially during testing and training. The team have made sure that they remain very much on top of their work so that they are not going into the new system implementation with any backlog. Risk is that this implementation work is greater than advised and expected.

CONTEXT

The team remain in a very strong position continuing to be within the top quartile nationally.

G

Number of affordable homes delivered (including help to buy) (Measure reference 22)



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

The Local Housing Needs Assessment for Central Norfolk (2021) indicates a yearly target of 95 new affordable homes for Broadland.

COMMENTS

Portfolio holder: Cllr Fran Whymark **Measure Owner:** Kay Oglieve-Chan

Description of the performance this quarter - We have continued to see unprecedented new build affordable housing delivery with 147 homes delivered during Q3 within Broadland. Recent completions have included handover of the 58-unit Independent Living scheme at Swallowtail Place, Acle. We also saw sales completions of First Homes at Woodland Heath, Rackheath (Homes England Pilot scheme) as well as delivery on schemes in Sprowston, Brundall, Old Catton and Taverham within this Quarter.

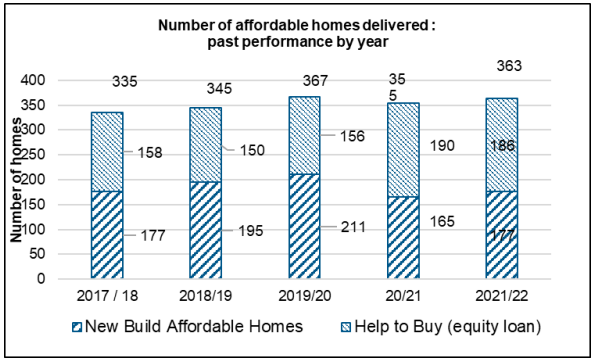
In addition to new build delivery, we have also seen continuing completions of Help to Buy equity loan dwellings across the district. Since April there have been 106 equity loan sales completions within the district. This gives a cumulative total affordable housing delivery of 361 units.

Potential Implications – None - we have already considerably exceeded the revised Local Housing Needs Assessment (HNA) for Central Norfolk (2021) target of 95 new affordable homes within Broadland. The year-to-date figure of 255 new build completions exceeds any year-end affordable housing delivery **ever** previously recorded for the district.

Action to be taken - No intervention required this quarter

RISKS

All affordable homes to be delivered by March 2023 are under construction, and little slippage beyond that date is anticipated. However, as the Government funded mechanism Help to Buy equity loan scheme is due to end in March 2023, we expect that reporting of these figures will taper-off and conclude once the scheme has ended.



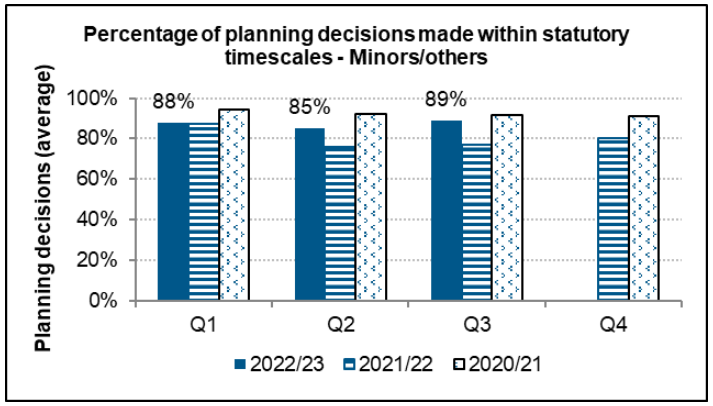
CONTEXT

At present none of the major house builders or Housing Associations have indicated they expect major slippage in their expected levels of delivery (although some sites are still being delayed by Nutrient Neutrality).

However, Housing Enabling continues to work with house builders and Housing Association's to ensure new build affordable housing delivery is maintained. So, despite the uncertain climate, overall, we remain cautiously optimistic that the elevated levels of affordable housing delivery can still be maintained into 2023.

G

Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 24)



Year End Success Target: 80% minors/others in agreed time

COMMENTS

Portfolio holder: Cllr Fran Whymark **Measure Owner:** Helen Mellors

Description of the performance this quarter - 95.9% of applications were determined in time within Quarter 3 (190 out of 198 applications) bringing the average for the year to date to 89%. 108 applications were determined in the statutory time period of 8 weeks and a further 82 were determined in an agreed extension of time.

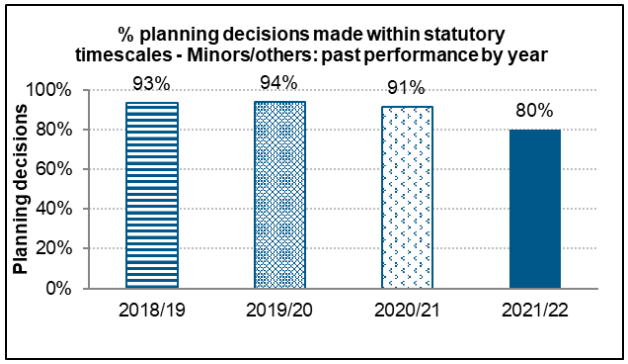
The national average for "Other" applications determined in 8 weeks or agreed time limit for Q3 in 2021 was 84%. . “Other” applications include advertisement consent, Listed Building consent, Certificates of Lawfulness, etc

Potential Implications - We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 70%, we will have special measures introduced. Our current rolling 2-year performance for minors/others is 84 %, which against the national target of 70% is good, and as such the Authority is not at risk of special measures

Action to be taken - No intervention required this quarter

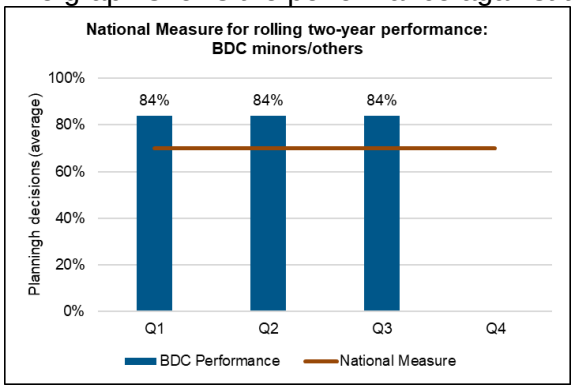
RISKS

We are above our target of 80%. We are exceeding the national target rolling 2-year target of 70% and so there is no risk of special measures being introduced. The team continues to work hard to ensure extensions of time are agreed and we continue to employ additional resources to maintain and improve performance to ensure we meet targets.



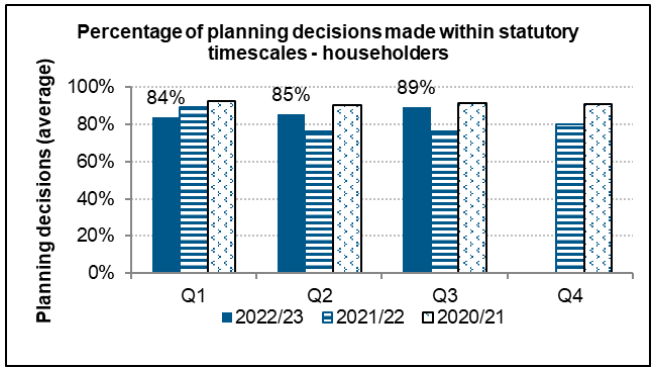
CONTEXT

The graph shows the performance against the rolling 2-year average



G

Percentage of planning decisions made within statutory timescales - householders (Measure reference 24)



Year End Success Target: 80% of decisions

COMMENTS

Portfolio holder: Cllr Fran Whymark **Measure Owner:** Helen Mellors

Description of the performance this quarter

96.6% of applications were determined in time within quarter 3 (143 out of 148 applications) bringing the average for the year to date to 89%. 90 applications were determined in the statutory time period of 8 weeks and a further 53 were determined in an agreed extension of time. 19.5% were determined in 6 weeks or less

Potential Implications

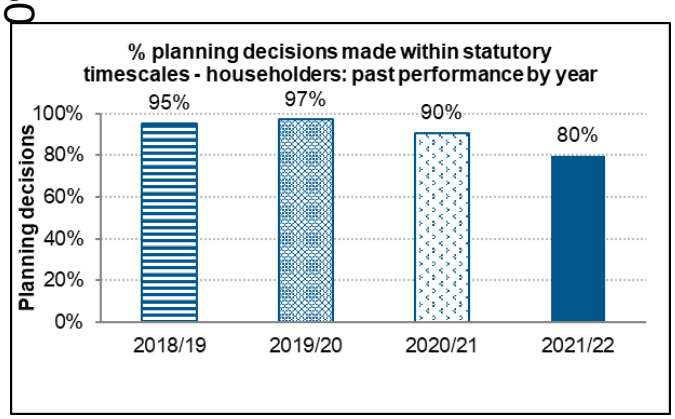
No implications this quarter

Action to be taken

No intervention required this quarter

RISKS

We are above our target of 80%. We continue to work with the team to ensure extensions of time are agreed and are seeking additional resources to ensure we meet targets.

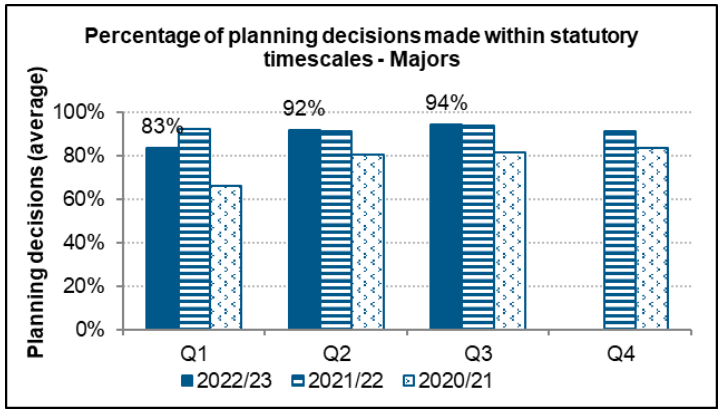


CONTEXT

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

G

Percentage of planning decisions made within statutory timescales - majors (Measure reference 24)



Year End Success Target: 80% of decisions

COMMENTS

Portfolio holder: Cllr Fran Whymark **Measure Owner:** Helen Mellors

Description of the performance this quarter

100% of applications were determined in time within quarter 3 (8 out of 8 applications) bringing the average for the year to date to 94%. 2 applications were determined in the statutory time period of 13 weeks and a further 6 were determined in an agreed extension of time.

The national average for "Major" applications determined in 13 weeks or agreed time limit for Q3 in 2021 was 86%.

Potential Implications

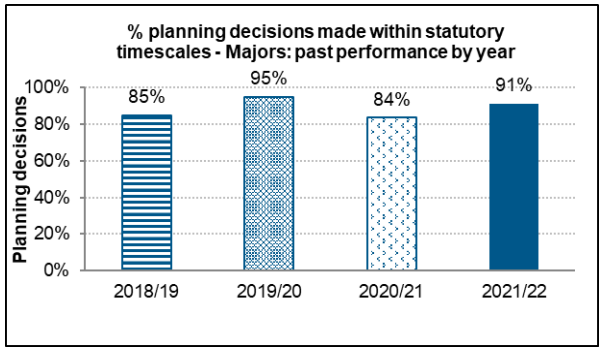
We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 60% we will have special measures introduced. Our current rolling 2-year performance for majors is 90.6%, which is against the national target of 60% means the Authority is not at risk of special measures.

Action to be taken

No intervention required this quarter

RISKS

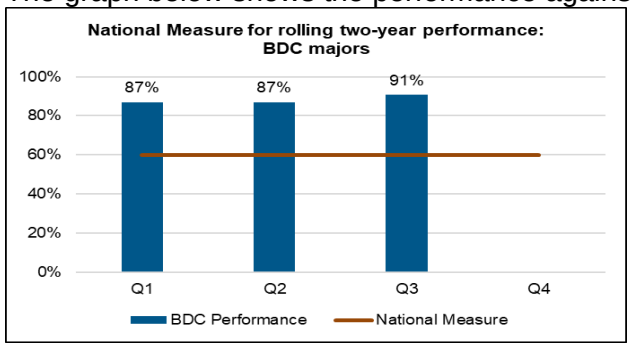
We are above our target of 80% and above the national measure of 60% both for the quarter and the rolling two-year measure. We continue to work with the team to ensure extensions of tie are agreed and are seeking additional resources to ensure we meet targets.



The graph above shows a comparison for previous years.

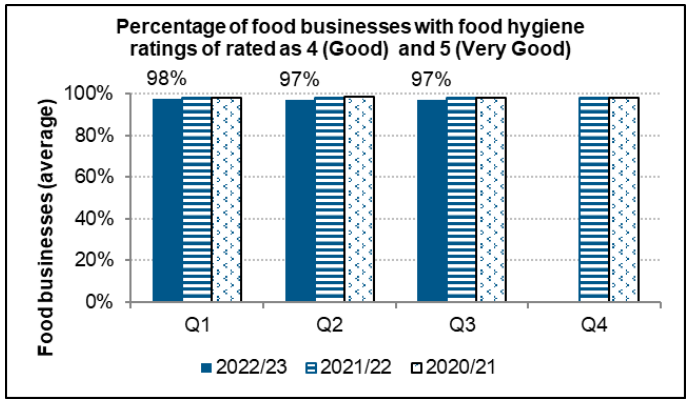
CONTEXT

The graph below shows the performance against the rolling 2-year average.



A

Percentage of food businesses with food hygiene ratings of rated 4 (Good) and 5 (Very Good) (Measure reference 25)



Year End Success Target: 98%

COMMENTS

Portfolio holder: Cllr Judy Leggett **Measure Owner:** Leigh Chant

Description of the performance this quarter

This measure shows businesses within the Food Hygiene Rating Scheme (FHRS) with a rating of 5 (very good) or 4 (good) - representing a total of 850 and 85 businesses respectively. There are a total of 964 food businesses within the Food Hygiene Rating Scheme; 10 more food businesses than the total in Q2. In Q3 we have seen a levelling off in the impact of COVID-19 pandemic upon ratings in our higher risk food businesses.

Potential Implication

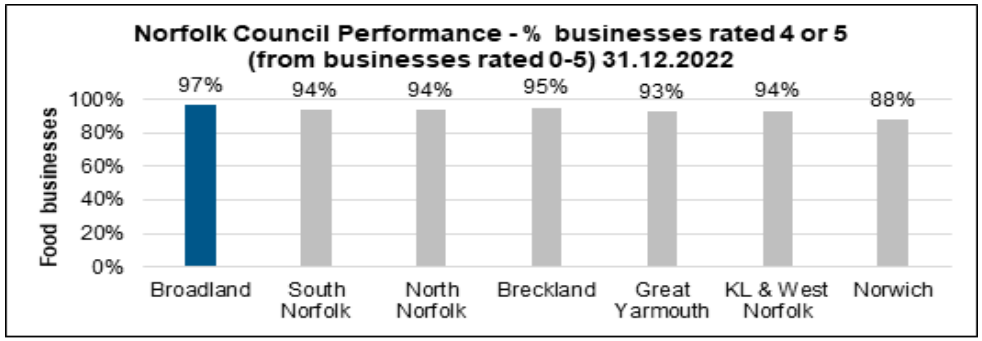
When trading in challenging economic conditions has an impact on profitability, we may see Food Business Operators concentrating on survival and basic compliance (3-rating), rather than adopting higher standards associated with 4 and 5 ratings.

Action to be taken

Continue to undertake the COVID-19 LA Recovery Plan and provide support and advice during all business contacts and intervention visits.

RISKS

We are yet to see what the impact has been upon food businesses with lower food safety risks (generally food retailers rather than catering), representing the bulk of inspections that will come forward in future COVID-19 LA Recovery milestones and intervention visits. Staff resources continue to be a known area of concern. We are also yet to see the full impact of the cost of living crisis and how customers with less disposable income impacts spending patterns in restaurant dining and food takeaways, and how that may affect the longer term profitability of some food businesses.

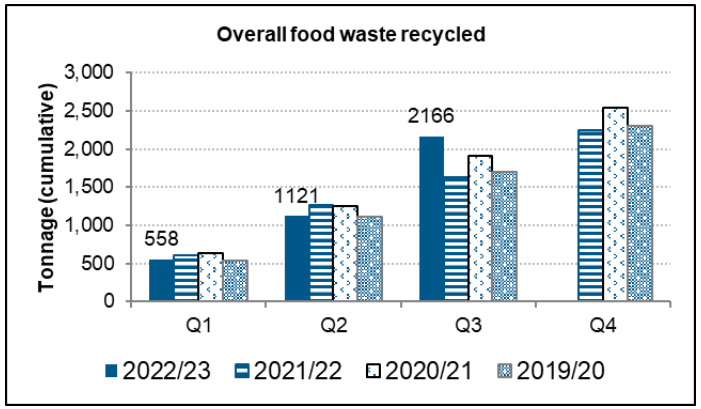


CONTEXT

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

G

Household food waste recycled (Measure reference 26)



Year End Success Target: Increase in overall gross tonnage

COMMENTS

Portfolio holder: Cllr Judy Leggett **Measure Owner:** Simon Phelan

Description of performance this quarter

1,044.6t of household food waste was recycled in Q3 2022/23. This is an increase of 478.5t compared to the same quarter last year, and an increase of 481.5t compared to the previous quarter (Q2 2022/23).

Potential Implications

Positive impact on overall year-end recycling rate.

Action to be taken

Continue to promote participation to the entire district to increase participation and put out rates, including pushing information via ReCollect.

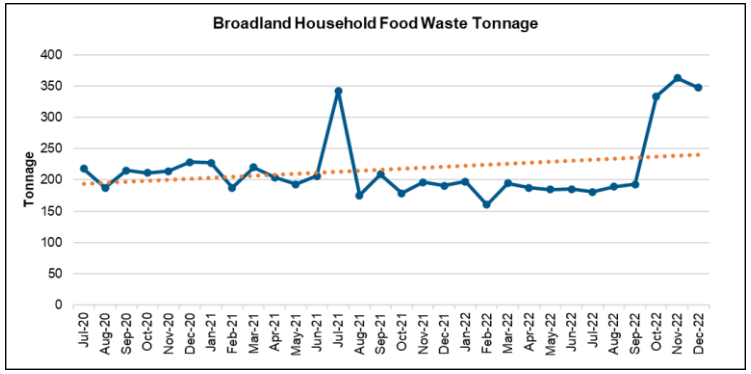
RISKS

Reducing avoidable food waste work - The recycling team and colleagues at Norfolk County Council are working on projects to reduce the amount of food being wasted, including internal campaigns and promoting the Norfolk County Council and Suffolk County Council project called Food Savvy.

Financial pressures - In the current economic situation residents may become more conscious over food waste and take measures to reduce this to save money.

Food shortages - In the current climate residents may place a greater value on food and try to preserve it, reducing the amount thrown away.

CONTEXT

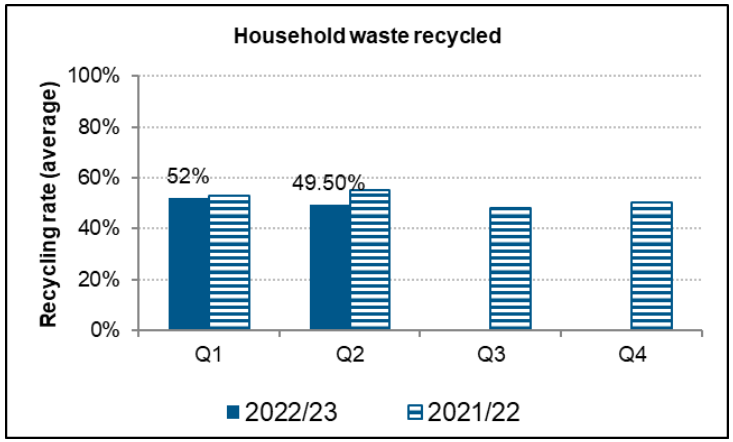


The slight decrease in tonnage in December compared to November 2022 as seen in the graph is not significant and is due to natural variation. The December tonnage is 14t higher than October, but 15t lower than November. The average tonnage per month and variation will become clearer as we receive more monthly data.

- Q3 2022/23 data is not yet available on Waste Data Flow to provide a comparison with other Norfolk authorities.
- The food waste service was rolled out to the entire district at the beginning of Q3 2022/23.

A

Percentage of household waste recycled (Measure reference 27)



Year End Success Target: 2% increase

COMMENTS

Portfolio holder: Cllr Judy Leggett **Measure Owner:** Simon Phelan

Description of the performance this quarter

Note Q3 2022/23 data is not yet available. The information below relates to Q2 2022/23.

The total recycling rate in Q2 2022/23 was 47.1% which is a decrease of 4.5% from the 51.6% recorded in Q1 2022/23. This decrease is almost entirely due to seasonal variation impacting the amount of garden waste collected, which was exacerbated by the dry summer. However, further analysis of the data shows that the dry recycling rate showed a positive increase of 2.4% whilst the composting rate (food and garden waste) decreased by 6.9%.

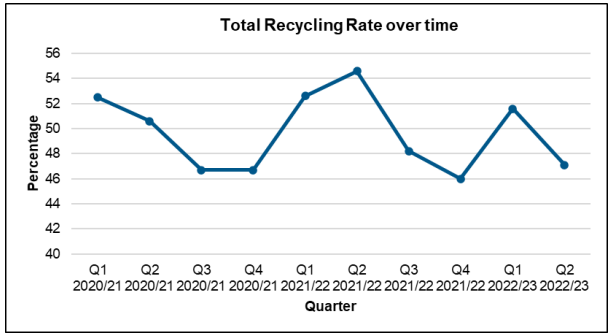
Potential Implications - Impact on overall year-end recycling rate and the amount of income received from recycling credits.

Action to be taken - The launch of the ReCollect App that includes information on recycling and the recruitment of a Strategic Recycling Officer is currently underway who will add extra capacity and support to driving an increase in the recycling rate. Officers are also in the process of engaging technical support, following a recent audit by WRAP, to develop a range of measures and communications aimed at driving behavioural change.

RISKS

The key risks to not being able to continue to sustain the increase in the amount of household waste that is being recycled, including increasing householder apathy towards recycling, a misunderstanding over what can go in which bin, leading to contamination or potentially recyclable materials being put in the residual waste.

CONTEXT



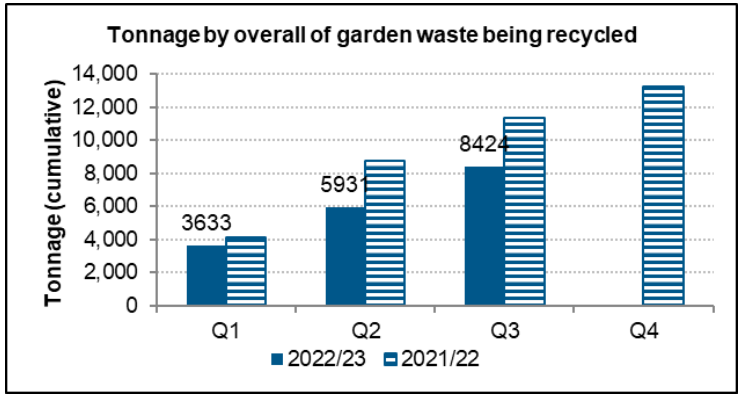
The total tonnage of dry recycling decreased by 83t, while food and garden waste decreased by 2,489t, while residual waste showed a positive decrease of 539t.

- During Q2 the Council had a stand at the Norfolk Show to engage with residents
- Attended various talks and events in the district

The total recycling rate for all Norfolk authorities decreased in Q2 2022/23 compared to the same quarter last year, according to Waste Data Flow. This is largely due to a decrease in all authorities' garden waste tonnages due to the extremely dry summer.

A

Tonnage by household of garden waste being recycled (Measure reference 28)



Year End Success Target: Increase in tonnage

COMMENTS

Portfolio holder: Cllr Judy Leggett **Measure Owner:** Simon Phelan

Description of the performance this quarter

2,493t of household garden waste was recycled in Q3 2022/23. This is a reduction of 131t compared to the same quarter last year.

Potential Implications

Negative impact on overall year-end recycling rate and amount of recycling credits received, but this is off set by reduced disposal costs.

Action to be taken

No specific actions taken.

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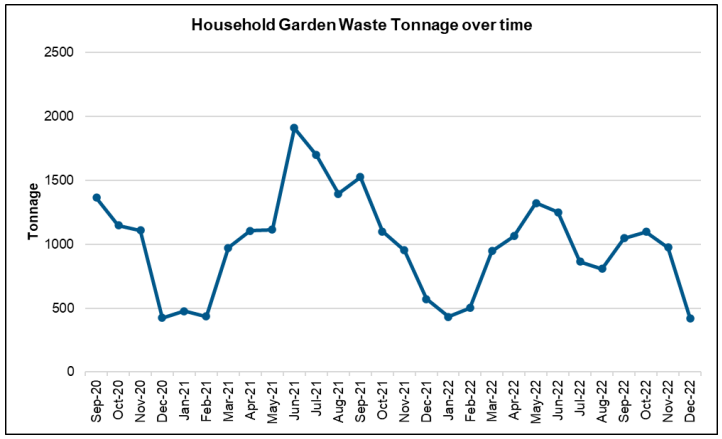
RISKS

Weather - Continued drier and hotter months will lead to reduced growing and overall lower weight of garden waste collected

Subscriber numbers - Reduced number of subscribers due to increasing financial pressures

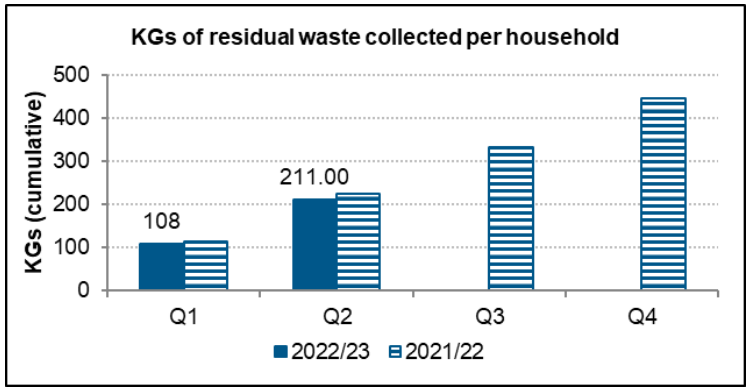
CONTEXT



Q3 2022/23 data is not yet available on Waste Data Flow to provide a comparison with other Norfolk authorities

G

KGs of residual waste collected per household (Measure reference 29)



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

COMMENTS

Portfolio holder: Cllr Judy Leggett **Measure Owner:** Simon Phelan

Description of the performance this quarter

Note Q3 2022/23 data is not yet available. The information below relates to Q2 2022/23.

The total kgs of residual waste collected per household in Q2 2022/23 was 102.6kg/hh compared to 107.7kg/hh in Q1 2022/23. This is a positive decrease of 5.1kg/hh or 4.8%.

Potential Implications

Positive impact on overall year-end recycling rate as a reduction residual waste should have the impact of increasing the recycling rate.

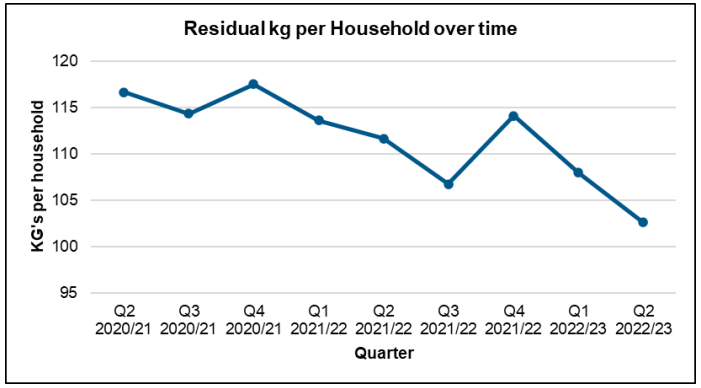
Actions to be taken

Continued promotion of recycling to encourage residents to place recyclable materials in the recycling bin rather than in the residual bin.

RISKS

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

CONTEXT



Comparing Q2 2022/23 to the same quarter in 2021/22 shows that there has been a 9.1kg/hh or 8.5% reduction in residual waste

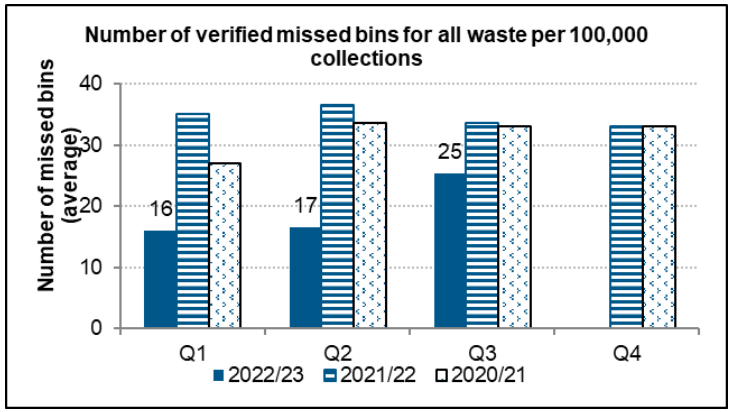
During Q2 the Council:

- Had a stand at the Norfolk Show to engage with residents
- Attended various talks and events in the district

Comparative data with other Norfolk authorities for Q2 2022/23 and the same period in 2020/21 shows a decrease in kgs of residual waste per household for all authorities. The largest decrease for this period was Norwich recording a 20.5kg/hh reduction.

G

Number of verified missed bins for all waste per 100,000 collections (Measure reference 30)



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

COMMENTS

Portfolio holder: Cllr Judy Leggett **Measure Owner:** Simon Phelan

Description of the performance this quarter

Missed bins per 100,000 have increased significantly in Q3.

Potential Implications

The roll out of food waste to 30,000 additional households, and a round optimisation reroute in October led to a spike in missed bins. The figures showed signs of returning to normal in November and December, with the figure nearly back to the required measure. The missed Commercial Refuse collections in the table below equate to just 2 missed collection occasions in Q3 overall.

Action to be taken

Ensure that the missed bins are below the allowed Q3 increase, in Q4

RISKS

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

With the food waste service rolling out to some 30,000 properties in October, it was anticipated that the number of missed bins would increase. Veolia put processes in place to make sure the number of repeat missed bin complaints, were minimised.

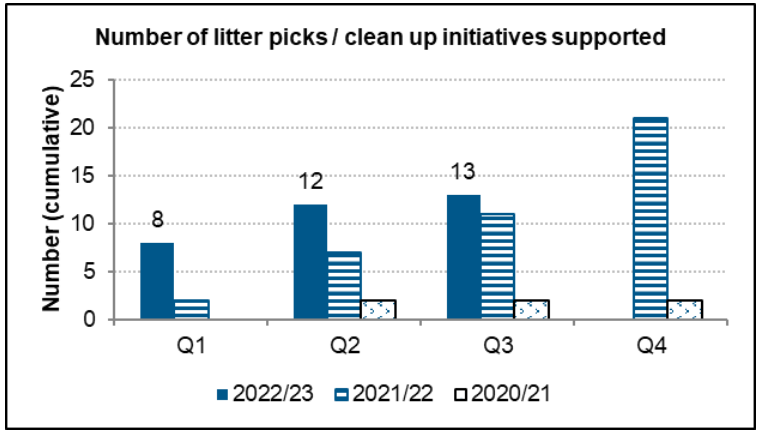
CONTEXT

	October	November	December	Q3 Average
Refuse	57.91	25.59	35.71	39.74
Dry Recycling	54.95	33.79	27.25	38.66
Garden	4.35	1.37	1.80	2.51
Food	84.10	53.61	35.49	57.73
Commercial Refuse*	0	401.61	467.29	289.63
Total	63.03	37.43	30.65	**43.76**

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

A

The number of litter picks / clean up initiatives supported (Measure reference 31)



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

COMMENTS

Portfolio holder: Cllr Judy Leggett **Measure Owner:** Simon Phelan

Description of the performance this quarter

We only supported 1 volunteer group litter pick this quarter, but we have still supported more groups than in 2021/22.

Potential Implications

The colder temperatures mean that very few volunteers litter pick during the months of Q3. We support volunteer litter picking all year round, but most volunteers tend to organise litter picks in the spring/summer months.

Action to be taken

The plans for the Big Broadland Litter Pick 2023 are still to be agreed and will be advertised to volunteer groups and the public in Q4.

RISKS

Weather - Wetter cooler weather may discourage volunteers from taking part.

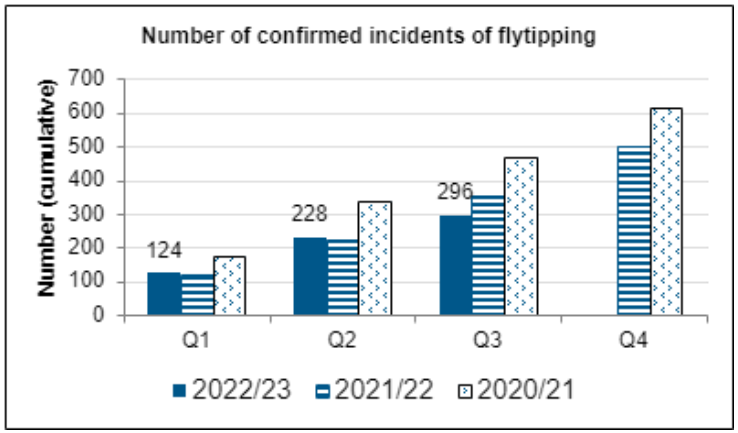
Financial pressures – Apathy towards volunteering during a cost-of-living crisis leading residents to prioritise their time, effort and how they spend their money.

CONTEXT

The dates for The Big Broadland Litter Pick scheme are timed to coincide with the Great British Spring Clean scheme run by Keep Britain Tidy. In 2022 this took place from March 25 to April 10, 2022. According to Keep Britain Tidy, the Great British Spring Clean 2022 saw a total of 449,406 bags collected in the UK.

A

Number of confirmed incidents of fly tipping (Measure reference 32)



Year End Success Target: No more than 500

COMMENTS

Portfolio holder: Cllr Judy Leggett **Measure Owner:** Nick Howard

Description of the performance this quarter

The number of confirmed incidents of fly tipping (recorded 'events') has fallen in Q3 (68) in comparison to Q2 (104), giving an in-year running total of 296. This data is obtained from Veolia's recording system where technical changes have been introduced during 2022-23. The officer team is reviewing data capture and reporting methods in preparation for 2023-24.

Potential Implications

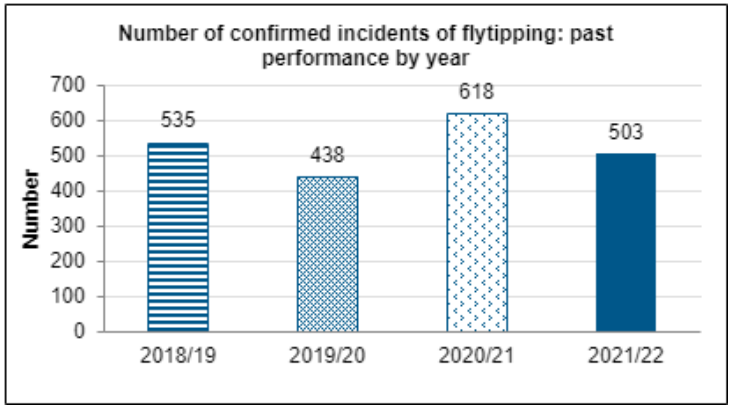
Comparable data for successive quarters appears to show a decrease in reporting of fly tipping incidents.

Action to be taken

Officers are monitoring and investigating the prevalence of fly tipping, and reviewing how this is measured as a baseline supporting preventative, deterrence and enforcement action.

RISKS

Recording and reporting of fly tipping information into the MIS.



CONTEXT

Previous years data is shown in the graph.

Appendix 3

Broadland District Council – Strategic Risk Register

Last reviewed – March 2023

Broadland District Council – Strategic Risk Management

The risk appetite of the Council is outlined by a risk appetite statement as set out below:

South Norfolk and Broadland are both dynamic, innovative and commercially minded Council's that empower staff to make well-rounded decisions and take proportionate risks within our boundaries based on intelligence, reason and insight, seizing opportunities to enhance the wellbeing of our communities, economy and staff, reimagining the role of local government.

The statement outlines the Council's approach to risk appetite and is accompanied by a risk scoring matrix (see below) which indicates whether the combined risk likelihood and impact score is above the appetite of the Council. The appropriate approach for managing the risk is then highlighted depending on the combined score.

Any risk with a combined score of 10-25 is outside the risk appetite and action must be taken to reduce the score down to an acceptable level to protect the achievement of the Council's strategic aims and objectives. The following pages of this report sets out the current Strategic Risks to the Council, their current risk scores and the actions being taken to reduce the scores.

Risk Scoring Matrix		1 Insignificant	2 Minor	3 Moderate	4 Significant	5 Severe
5	Expected	Medium 5	Medium 10	High 15	Very High 20	Very High 25
4	Highly Likely	Low 4	Medium 8	High 12	High 16	Very High 20
3	Likely	Low 3	Medium 6	Medium 9	High 12	High 15
2	Not Likely	Very Low 2	Low 4	Medium 6	Medium 8	Medium High 10
1	Rare	Very Low 1	Very Low 2	Low 3	Low 4	Medium 5

Very High 20-25	Risks scored here represent a severe threat to the delivery of the Council's objectives and service delivery and are outside of the risk appetite of the Council. Risks scored at this level should be treated as a priority and should either be reduced to a score within tolerance or removed. Reporting on progress will be required at Cabinet/Audit Committee and at CMLT until risk level is reduced to tolerance.
High/Medium High 10-16	Risks scored here represent a significant threat to the delivery of the Council's objectives and service delivery and are outside the risk appetite. Action is required to reduce the rating to a score within tolerance. Reporting on progress is required at Cabinet/Audit Committee and CMLT until risk level is reduced to tolerance.
Medium 5-10	Risks scored here represent a moderate threat to the delivery of the Council's objectives and service delivery and are within the risk appetite of the Council with some proportionate mitigation and regular monitoring required. These risks can be managed at operational/service level but regular management review of assurance on control effectiveness should occur. Routine reviews should also be carried out to ensure there is no change.
Low 3-4	Risks here represent a minor threat to the delivery of the Council's objectives and service delivery and are within the risk appetite. Review required to ensure risk score does not change/increase, however these risks can be managed at operational/service level.
Very Low 1-2	Risks scored here represent an insignificant threat to the delivery of the Council's objectives/service delivery and are within the risk appetite. No further action is required.

Key Changes to Strategic Risks

The most recent review of the of the strategic risk has generated the following changes:

Risk Ref	Risk Score Change	Risk description change	Risk consequence change	Risk mitigations change	Risk owner change	New Strategic Risk	Commentary
BDCM1		✓	✓				Risk wording amended to better reflect the actual risk to the organisation around delivery of the Delivery Plan.
BDCM2		✓		✓			Risk updated to include wider government policy. Additional mitigating action added.
BDCM3							
BDCM4							
BDCGE1							Risk to be de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.
BDCM5							
BDC P1	✓						Risk score reduced from 20 to 16 as decisions are starting to be released and good progress is being made towards a longer term mitigation strategy
BDC SI2							This risk has been folded into BDCSI13. The Ukraine programme is embedded into the Council and is part of core business. The main risk from the programme is associated with BDCS13 therefore these risks has been merged.
BDCSI3		✓	✓	✓			This risk now incorporates cost of living and Ukraine risks due to the main strategic risk to the Council from both these issues being the increased demand on housing services which this risk covers. Wording of the risk updated to reflect this change.
BDCP2	✓						Risk score reduced from 15 to 10 as progress towards consultation is being make
BDCSI4							This risk has been folded into BDC S13. Whilst the cost of living remains an issue, the strategic risk to the Council is increased demand on housing services, therefore the risks have been combined.

Strategic Risk Register

						Risk with existing Controls								Current Risk		
Objective	**Ref**	**Risk description**	**Existing Controls**	**Likelihood**	**Impact**	**Severity score**	**Risk Response**	**Planned mitigating actions**	**Risk Owner**	**Portfolio Holder**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions**
Moving with the times, working smartly and collaboratively	**BDC M1**	~~**Risk** - Financial - The Council fails to anticipate and respond to large scale changes in the external environment that impacts on our ability to deliver our Medium Term Financial Plan (MTFP).~~ ~~**Consequence** - A negative impact on the Council's finances, either from reductions in income or funding, or from increased cost pressures.~~ <New Wording> **Risk** - Ambitions in the Delivery Plan do not match the revenue and capital budgets. **Consequence -** Failure to deliver the Delivery Plan set out at the start of the financial year.	Regular review and monitoring of the Delivery Plan. Medium Term Financial Plan budget process and scenario planning. Corporate Leadership Team (CLT) relationship building and liaison with key stakeholders such as central Government departments and professional bodies. Regular Horizon Scanning. Implementing Broadland/South Norfolk Collaboration. Quarterly review of performance and risks to the organisation. Active Membership of different groups such as the District Councils	2	5	**10**	**Monitor**	1. Lobby government for adequate funding, acknowledging impact on costs & demand of cost-of-living rises. 2. Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government. 3. Feed into any relevant networks e.g. LGA and DCN to influence policy creation. 4. Ensure local MPs are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings. 5. Continued regular horizon scanning and policy updates to CLT and management team to ensure we stay abreast of changes and are able to have influence. 6. Regular monitoring of our current position and reporting to Members.	**Director of Resources**	**Cllr Trudi Mancini-Boyle**	1. Prior to Autumn budget 2. As appropriate when consultations open 3. As Appropriate 4. At regular MP Briefings 5. Monthly 6. Quarterly	2	5	**10**	**No**	**No change to the risk score** 1. Requirement to continue to lobby for a multi-year settlement in future & recognition that cost of living rise will squeeze council budgets as both costs & demand for services increase. 2. As appropriate when consultations open. 3. As Appropriate. 4. At regular MP Briefings. 5. Monthly horizon scanning and policy reports are developed for CLT. 6. Completed on a quarterly basis.

						Risk with existing Controls								Current Risk		
Objective	**Ref**	**Risk description**	**Existing Controls**	**Likelihood**	**Impact**	**Severity score**	**Risk Response**	**Planned mitigating actions**	**Risk Owner**	**Portfolio Holder**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions**
			Network (DCN), Local Government Association (LGA), Rural Services Network (RSN) etc.													
Moving with the times, working smartly and collaboratively	**BDCM2**	**Risk -** The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform, devolution and wider government policy. **Consequence -** Failure to achieve potential for greater devolved funding and/or decision making to the region and the benefits this would bring for residents and businesses in our area.	Regular Horizon Scanning. Active Membership of different groups such as the DCN, LGA, RSN etc Implementing Broadland/South Norfolk Collaboration. Quarterly review of performance and risks to the organisation. CLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.	3	4	**12**	**Reduce**	1. Review the outcomes of the Devolution White Paper when it is released (completed) 2. Continued regular horizon scanning and policy updates to CLT, management team and Members to ensure we stay abreast of changes and are able to have influence. 3. Lobby MPs on specific policy issues and the implications for our residents. 4. Work with our partners where appropriate to present a collaborative response to political changes. 5. Respond to the Deal for Norfolk consultation	**Director of Resources**	**Cllr Shaun Vincent**	1. Expected in Autumn 2021 (completed) 2. Monthly 3. As appropriate 4. As appropriate 5. April 2023	3	4	**12**	**No**	**No change to the risk score** 1. The draft Norfolk County Deal has been released and Norfolk County Council are holding a consultation process starting on 6 February which the Councill will be responding to. 2. Regular policy updates are presented to CLT and the wider organisation to ensure we stay abreast of key changes. A new monthly horizon scanning report is produced for CLT. 3. This is ongoing and done as appropriate, with MPs briefed on the levelling up option that would be favoured as Districts to deliver the best outcome for our residents. 4. This is ongoing and done as appropriate. 5. Council approved a response to the consultation which has now been submitted to County Council. We are awaiting the results of the consultation.
Moving with the times, working	**BDCM3**	**Risk** - The Council is unable to take advantage of the benefits and	Transformation approach and programme of work in place	3	4	**12**	**Reduce**	1. Embed the SPARK transformation programme across the organisation.	**Director of Resources**	**Cllr Shaun Vincent**	1. Through 22/23 2. Amend approach	3	3	**9**	**Yes**	**No change to risk score** 1. Transformation guides and toolkits continue to be developed and cascaded to

						Risk with existing Controls								Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
smartly and collaboratively		opportunities from collaborative working with South Norfolk Council and other key partners through autonomous policy decision-making. **Consequence** - Failure to achieve efficiency savings through economies of scale and increased chance of not delivering the collaboration Feasibility Roadmap.	based on the collaboration roadmap. ICT/Digital Strategy in place which aligns systems and transformation to deliver a First-Class Customer Service, with increased resilience, while enabling efficiencies and savings to be realised at the same time. Customer Service Strategy developed and agreed by Council which sets out our approach to enhancing and providing a consistent customer service. Service Improvement and Efficiency Committee (SIEC) has Member oversight and steering of the collaboration programme.					2. Establish a corporate Programme and Projects Office to provide support to the Project Programmes, to ensure that we manage our resources efficiently to deliver the collaboration roadmap. 3. Following agreement of ICT/Digital Strategy, business cases to be developed and taken through for approval for each IT system. 4. Implementation of the Customer Service Strategy. 5. Purchase and relocation to a single office at the Horizon Centre 6. Minimise office costs during transition to the Horizon Centre and Disposal of Thorpe Lodge.			during Q1/2 22/23 3. Continue through 22/23 4. Continue to implement through 22/23. 5. Relocate Jan 2023 6. Minimise costs Q2/3 & dispose of site Q3					teams through Connect. We have also introduced Improvement Apprenticeships across the transformation network to drive forward projects. 2. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. Programme portfolios for Transformation now taking shape. 3. The joint Finance and Income systems have been implemented and are now being embedded, although work continues training, processes and procedures. Work continues on the implementation of the Idox project covering planning, food & licensing, environmental health and elements of waste. 4. The Customer Services Strategy and Charter has been approved by Cabinet and is in the process of being implemented. 5. The agreement by both Councils to purchase and move to a single office at the Horizon Centre will deliver significant savings together with cultural and environmental benefits. The closure of South Norfolk House & temporary relocation to Thorpe Lodge has assisted in minimising costs during the transition period. 6. System consolidation

						Risk with existing Controls								Current Risk		
Objective	**Ref**	**Risk description**	**Existing Controls**	**Likelihood**	**Impact**	**Severity score**	**Risk Response**	**Planned mitigating actions**	**Risk Owner**	**Portfolio Holder**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions**
			Regular updates and briefings to CLT (6 weekly) and SIEC on the collaboration. Collaboration costs and savings tracked half yearly.													continues to release efficiencies with the progression of the HR and Payroll system, the Revenues and Benefits system and Planning and Regulatory system
Moving with the times, working smartly and collaboratively	**BDC M4**	**~~Risk~~** ~~Capability and capacity does not meet organisational requirements.~~ **~~Consequence~~**~~-Poor standards of service delivery, service disruption, slow or minimal transformation and inability to meet savings targets as a result. This could also lead to budget underspends if the lack of capacity leads to projects being delayed.~~ **<New Wording>** **Risk -** Ambitions in the Delivery Plan do not match the capacity and capability of the organisation. **Consequence -** Failure to deliver the Delivery Plan set out at the start of the financial year.	Four-year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years. Delivery Plan for the Council developed and in place which sets out the detailed projects and Business as usual for the Council in the coming year to 2022. Management /Leadership Training and Development in progress. Regular Budget Monitoring.	4	4	**16**	**Reduce**	1. Identification and management of known resource issues across the organisation (e.g., procurement) 2. Scope and develop a talent management programme. 3. Build our own talent - Develop projects to consider our use and opportunities of apprenticeships, internships, career placement, graduates etc. 4. Implement successful recruitment campaigns particularly in service areas where there are specific needs for skills which are hard to recruit to or shortage of resource available (e.g. nationally). Agile Working Policy enables a broader approach to recruitment (completed)	**1 - CLT** **2 - 4 Chief of Staff** **5 - Director of Resources** **6 - 7 - Chief of Staff**	**Cllr Jonathan Emsell**	1. Throughout the Delivery Plan period (2020-2024) 2 and 3. Throughout the Delivery Plan period (2020-2024) 4. April 2022 - March 2023 (completed) 5. Ongoing and now a part of business as usual ~~5. Amend approach during Q1/2 22/23~~ 6. September 2023 7. Throughout the Delivery Plan period (2020-2024)	4	4	**16** ⬌	**No**	**No change to risk score** 1. The procurement consortium has experienced a significant level of staff turnover in the past year, however, the team is now up to its full complement, although there will be a period of training for the newly recruited staff. Alongside this, there has been a large increase in both the number and complexity of procurements that the consortium is supporting both Broadland and South Norfolk Council with. This increase reflects the ambitious delivery plan that is in place. Officers are therefore reviewing the capacity within the procurement team to see if there is a requirement to increase it to ensure that the delivery of activities within the delivery plan are not impacted. 2 and 3. This work will continue into the next financial year and be part of an updated Organisational Development Strategy,

						Risk with existing Controls								Current Risk		
Objective	**Ref**	**Risk description**	**Existing Controls**	**Likelihood**	**Impact**	**Severity score**	**Risk Response**	**Planned mitigating actions**	**Risk Owner**	**Portfolio Holder**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions**
								~~5. Amendments to programme and project management processes to improve how we manage our capacity to deliver.~~ 5. Additional financial monitoring of key projects. 6. Delivery of agile working approach and cultural shift to better attract and retain talent. 7. Local authority benchmarking across the region and wider to ensure pay and benefits on a role specific basis remain comparable and competitive.								likely to be completed by September 2023. 4. Completed 5. New resource has been recruited to (Project Management Officer Lead) to take forward the project and programme office approach including the financial monitoring of key projects. 6. Training has been rolled out to senior managers ahead of the move to the Horizon with the next steps being to finalise the agile working policy. 7. Information through local benchmarking is progressing slowly and other avenues are being explored.
Growing the Economy	**BDC GE1**	**Risk** - Failure to provide a regulatory function that meets the demand and statutory requirements arising from a fast-changing external environment. Big resignation, labour market is shrinking, employee driven labour market. **Consequence** - Detrimental impact on local businesses and residents, including unmanageable demands on council services.	Two councils staffing resources provide resilience. Regular horizon scanning and professional networking. Recruitment to apprenticeships within regulatory services to provide additional support. Regular response to consultations to	4	3	**12**	**Reduce**	1. Collaborate locally and nationally to ensure a collective response and optimised sharing of burdens is available in the event that sudden re-training or changes in resource deployment become necessary. Understand One Team demographic and succession plan accordingly i.e. invest in skills development in area which has an aging workforce (long term). Offer skills development for mid careers movers (short/med term).	**Assistant Director Regulatory**	**Cllr Jo Copplest-one**	1. Ongoing - short/med/long term solutions 2. Ongoing over five year minimum qualifying period, 21/22 to 26/27. 3. Raised currently for CMLT consideration 4.Service reviews due to be reported with recommendations in Q2 2023-24 5. Ongoing	3	3	**9**	**Yes**	**Risk to be de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.**

						Risk with existing Controls								Current Risk		
Objective	**Ref**	**Risk description**	**Existing Controls**	**Likelihood**	**Impact**	**Severity score**	**Risk Response**	**Planned mitigating actions**	**Risk Owner**	**Portfolio Holder**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions**
			ensure we play an active influencing role in changing regulatory policies.					Apply Hybrid Working Policy to positively attract Talent from any region to asset with skills shortages (short term). 2. Optimise development of environmental health, planning, surveyor apprentices to help secure future workforce. 3. Identify scope for market supplements to enhance ability to attract professional recruits, and to help retain existing staff. (Equally applies to Regulatory and Planning professionals). 4. Temporary contractor support secured, and service reviews underway for Licensing and Food & Safety regulation. 5. Temporary additional resources secured over short term (22/23) for Community Protection to help meet exceptional demand.								
Moving with the times, working smartly and collaboratively	**BDCM5**	**Risk -** There is a heightened threat of a successful cyber-attack in the current climate due to the volatile situation in Ukraine and the potential for state-sponsored attacks to	Geo-blocking of traffic originating from black-listed countries. Timely application of security updates	3	5	**15**	**Reduce**	1. Ensure the effectiveness of the Controls - commission a third-party review of the Council's security posture 2. Review the organisation structure	**Director of Resources**	**Cllr Jonathan Emsell**	Ongoing	3	5	**15**	**No**	**No change to the risk score** 1. Final version of the cyber maturity assessment report received and reviewed by the ICT and Digital Manager and summary findings and action plan presented to

						Risk with existing Controls								Current Risk		
Objective	**Ref**	**Risk description**	**Existing Controls**	**Likelihood**	**Impact**	**Severity score**	**Risk Response**	**Planned mitigating actions**	**Risk Owner**	**Portfolio Holder**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions**
		NATO members, including the UK. **Consequence** - A successful cyber-attack could render the ICT infrastructure and line of business systems unusable for a protracted period of time, significantly impacting the Council's ability to function.	to all software and firmware Ensuring Anti-Virus software updated and functioning Monitoring of adherence to security policy ensuring there are no exceptions					to ensure clear accountability for the effective implementation of security controls and the day to day monitoring and management of security events 3. Raise awareness of the risk of cyber-attack with the business and the importance of adhering to the security policy 4. Ensure ICT staff adequately trained and skilled to apply security control and manage security events 5. Ensure Members are aware of Cyber-security risks through the completion of SkillsGate								CLT, which is now being implemented 2. An existing vacant post within the IT Structure to create a dedicated Chief Information Security officer (CISO) role, which has now been recruited to with the member of staff starting in May 2023. In the meantime, an existing member of staff has been implementing some of the actions identified in 1 above. 3. Broadcast communications have been sent to all staff to raise awareness of sophisticated phishing emails. 4. ICT staff have been trained to ensure security controls are maintained. 5. Members have been given access to the cyber security training and this will be included in the induction of new and existing members following the election in May when they receive their member devices.
Protecting and improving our natural and built environment, whilst maximising quality of life	**BDC P1**	**Risk** – Nutrients Neutrality advice impacts all planning decisions for overnight accommodations. **Consequence** – Potential adverse impact upon the ability to demonstrate delivery of sites in Five Year Land Supply leading to	Working with Natural England and key stakeholders to understands the implications and potential mitigation measures.	5	4	**20**	**Reduce**	1. Lobbying Govt to suspend Housing Delivery Test and housing land supply 2. Working with partners and stakeholders on mitigation measures 3. Regular briefing for members 4. Regular engagement with	**Director of Place**	**Cllr Fran Whymark**	1. Ongoing, via Planning Advisory Service and other organisations 2. Short-term mitigation of impact on planning - ongoing, Long term	4	4	**16**	**No**	**Risk score reduced from 20 to 16** 1. Ongoing. We continue to meet with local MPs to raise these points. Changes to the housing delivery test and housing land supply are currently being consulted upon as part of the changes to the National Planning Policy Framework (NPPF). 2. Good progress being

						Risk with existing Controls								Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
		speculative development pressures outside of the affected catchment area.						applicants 5. Regular monitoring of position			mitigation strategy 9-12 months 3. Ongoing 4. Ongoing 5. Ongoing					made by consultants in identifying the nutrient load. Long term mitigation strategy expected in Feb 23. Regular meetings are held with all interested parties to progress short term mitigation options and NE are actively looking at mitigation in Norfolk area. Approvals are being progressed for the establishment of a Joint Venture. 3. Portfolio Holders and Leaders are regularly updated at scheduled fortnightly/weekly catch ups 4. Regular contact and update meetings with strategic site promoters. Some developers are now coming forward with their own mitigation schemes. 5. Ongoing
Supporting individuals and empowering communities/Growing the Economy	**BDC SI2**	**Risk-** The safeguarding and welfare of Ukrainian refugees arriving in South Norfolk and Broadland. The reputational risk and extra strain on Council services if placements breakdown. **Consequence-** Besides reputational risk to the Councils and the extra pressure on already strained temporary accommodation services, there is	Housing suitability and welfare visits are being undertaken prior to the Ukrainian family arriving to ensure suitability to prevent these breakdowns. Temporary accommodation options are being investigated and agreed for emergency	4	5	**20**	**Reduce**	1. Regular updates, actions and discussion at Internal Steering Group, Bronze Group and wider County groups to ensure the most affective joined-up approach is being taken. 2. Keep track of updates and information from the Home Office. 3. Additional staffing and temporary accommodation resources put in place, with the money	**Assistant Director of Individuals and Communities**	**Cllr Fran Whymark**	1. Ongoing 2. Ongoing 3. In place	3	5	**15**	**No**	**The Ukraine programme is embedded into the Council and is part of core business. The main risk from the programme is associated with BDCS13 and this risk has been merged.**

						Risk with existing Controls								Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
		potential for Ukrainians to be abused intentionally or unintentionally by host families and suffer further displacement and loss.	accommodation in the event of placement breakdown and lack of contact with Home Office prior to Visas being granted. Email address provided to send placement failures to alert the Home Office to lack of suitable placement. A list of visiting officers is being compiled with the intention of getting priority fuel for those officers undertaking visits to ensure they can be carried out. Requested MPs assistance with pushing for information from the Home Office. Keeping up to date with Home Office information and guidance.					made available by Govt, to manage additional demand on the housing, benefits and housing standards and communities teams								

						Risk with existing Controls								Current Risk		
Objective	**Ref**	**Risk description**	**Existing Controls**	**Likelihood**	**Impact**	**Severity score**	**Risk Response**	**Planned mitigating actions**	**Risk Owner**	**Portfolio Holder**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions**
Supporting individuals and empowering communities	**BDC SI3**	~~**Risk** - There is insufficient private and social housing stock to meet the demand on the Council, and temporary accommodation~~ ~~**Consequence** - Unable to provide a housing throughput which results in blockages to temporary accommodation. This will result in increased costs and poorer outcomes for vulnerable residents. This will also have an impact on our partners and the wider system such as care leaver and the system will rapidly become silted up.~~ **<New wording>** **Risk** - There is insufficient private and social housing supply, and access to temporary accommodation to meet the homelessness needs of our residents. **Consequence** - The Council is unable to provide sustainable housing options which results in greater numbers in temporary accommodation. This will result in increased costs and poorer	Well managed allocation policy, and clear banding guidelines Online form to allow early access to support, including linking to help hub infrastructure. Current team resources in place and funded. Ukraine and cost of living programmes establishment and working well Housing enablement partnership in place to consider options to increase additional stock.	4	5	**20**	**Reduce**	1. Maintain current staff resource levels, which is being worked through in customer journey report. 2. Additional funding to provide temporary accommodation to ensure adequate emergency options are available to residents (completed) 3. Temporary Accommodation (TA) review looking at future housing options including buying more property which will offset longer term costs. (completed) 4. More strategic approach to future housing strategy and delivery, including being confidence to explore new and different options. 5. Manage housing register more closely to reflect reality and demand alongside support. 6. Long term move on plan for Ukraine residents in place. 7. Cost of living demand monitored.	**Assistant Director of Individuals and Families**	**Cllr Fran Whymark**	1. Staff resource in place by April 2023. 2. In place from Oct 2022 (completed) 3. Report due Nov/Dec 22(completed) 4. Ongoing 5. Ongoing 6. Ongoing 7. Ongoing	3	5	**15**	**No**	**No change to risk score** Report agreed in Q2, a project board and action plan will be set up in Q3 to take project forward. This measure now incorporates cost of living and Ukraine risks due to the main corporate risk to the Council from both these issues is the increased demand on housing services which this risk covers

						Risk with existing Controls								Current Risk		
Objective	**Ref**	**Risk description**	**Existing Controls**	**Likelihood**	**Impact**	**Severity score**	**Risk Response**	**Planned mitigating actions**	**Risk Owner**	**Portfolio Holder**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions**
		outcomes for vulnerable residents.														
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	**BDC P2**	**Risk-** The inability to find Gypsy and Traveller (G&T) sites to meet the need and enable the Greater Norwich Local Plan to be found sound **Consequence-** The local plan will not be found sound which leaves the Council without an adopted local plan and open to speculative development	Working with Greater Norwich partners to identify appropriate G&T sites.	4	5	**20**	**Reduce**	1. Continue to work with partners to find suitable sites	**Assistant Director Planning**	**Cllr Fran Whymark**	1. Ongoing	2	5	**10**	**No**	**Risk score reduced from 15 to 10.** 1. G&T sites proposals are expected to be agreed for consultation by the end of January. Inspectors have accepted Partnerships proposed process which should enable adoption in or around Q4 2023/24.
Supporting individuals and empowering communities	**BDC SI4**	**Risk** - As a consequence of the cost of living crisis, there may be a significantly increased demand for council services **Consequence** - This could lead to service areas becoming overwhelmed meaning the council is unable to support residents in need with both statutory and discretionary support.	One Team staffing resource provides resilience A programme manager is in post to manage the council's humanitarian and community response to the cost-of-living crisis.	4	5	**20**	**Reduce**	1. We are currently looking at options to maintain supernumerary staffing levels in the housing team utilising external funding, to support possible Ukraine placement breakdowns. 2. An options appraisal on methods to provide for the projected levels of required temporary accommodation sustainably is being conducted. 3. We are proactively targeting and prioritising support for those estimated to be most greatly affected by hardship using council data (the	**Assistant Director Individuals and Families**	**Cllr Fran Whymark**	1. Q4 2022/23 2. Q4 2022/23 3. Ongoing 4. Ongoing	3	4	**12**	**No**	**This risk is folded into BDC S13. Whist cost of living remains an issue, the strategic risk to the Council is increased demand on housing services**

						Risk with existing Controls								Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
								'LIFT' - Low Income Family Tracker) 4. The council officer team is providing place leadership to partners to ensure complementary and effective collective use of resources in other statutory and voluntary sector agencies.								

De-escalated/closed risks in 22/23

Risk Ref	Reason risk was de-escalated/closed	Quarter risk was de-escalated/closed
BDC SI1 The Council is unable to respond effectively to further waves of the Covid-19 Pandemic. Quarter 1 22/23	Risk was de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite.	Quarter 1 22/23
BDCA1 Our ICT Infrastructure fails due to running old infrastructure at near capacity with intention of increasing the load. Delay in our new Infrastructure project due to global shortage in switches	Risk was closed due to mitigating actions being implemented.	Quarter 1 22/23
BDC GE3 Risk - Failure to provide a regulatory function that meets the demand and statutory requirements arising from a fast changing external environment. Big resignation, labour market is shrinking, employee driven labour market.	Risk de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.	Quarter 3 22/23

Appendix 4

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These measures get tracked quarterly to our Corporate Leadership Team and reported through to our Cabinets in Quarters 2, 3 and 4.

Measure Ref	Delivery Measure	What a successful outcome would be	Reporting Frequency	Service
1	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration	£8.6m savings over 5 years. ~~Savings target of £1.773m in 2021/22, and £2.325m in 2022/23 as outlined in the Feasibility Study.~~	Quarterly	All teams
2	Customer satisfaction	55% of customers satisfied with our services (This measure is still in development, with work underway to increase the volume of responses and extend the services the survey can be accessed through)	Quarterly	Customer Insight
3	Staff satisfaction	Continual improvement on: • Percentage response rate employee opinion survey – annual • Percentage improvement employee wellbeing pulse survey – quarterly • Percentage improvement employee satisfaction opinion survey - annual	Annually/ Quarterly	HR / OD
4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
5	Staff retention	90% retention of workforce (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD

6	Percentage of the organisations workforce who are apprentices and graduate entry roles.	18 new apprentices (2.4% of the workforce)	Quarterly	HR / OD
7	Council Tax Collection Rate	98% Collection Rate (This is the average national top quartile collection rate over the past 3 years). Stretch target 99%.	Quarterly	Council Tax
8	Business Rates Collection Rate	98% Collection Rate (This is the average national top quartile collection rate over the past 3 years) Stretch target 99%.	Quarterly	Business Rates
9	Number of people in employment	Increase in the number of people in employment	Annual~~End of Q4 for the preceding year~~	Economic ~~Development~~Growth
10	Employment rate	Increase on employment rates for both districts	Annual	Economic Growth/ ~~Communities and Early Help~~Help Hub
11	Those in employment claiming universal credit	Decrease on the number of those who are in employment and claiming universal credit	Annual	Economic Growth~~/ Communities and Early Help~~Help Hub
12	Percentage of vacant retail space in market towns	Less than 8% on average across our market towns	Quarterly	Economic Growth/ Planning
13	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
14	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth

15	Numbers of residents accessing support via the help hubNumbers of vulnerable residents supported by our discretionary prevention services	3,500 residents. This measure is an indicator of demand on help hub triage services to enable us to determine capacity levels.2,000 residents by year end	Quarterly	Communities and Early HelpHelp Hub
16	**(South Norfolk Council only)** Number of members across the 4 SNC leisure centre membership sites (Wymondham, Diss, Framingham Earl and Long Stratton)	Achieve leisure recovery Scenario 2 assumption of 3,229 Direct Debit memberships, by end of March 2023 (86% of pre-COVID level). Achieve 3,481 total live members, by end of March 2023 (86% of pre-COVID)	Quarterly	Leisure
17	**(South Norfolk Council only)** Financial leisure recovery plan - bottom line cost to Council for leisure service	Achieve leisure recovery scenario 1 bottom line cost of £946,390 in year 2 of recovery plan	Quarterly	Leisure
18	Number of residents supported to live independently	800 persons assisted to live independently	Quarterly	Communities and Early HelpHelp Hub
19	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions	Quarterly	Communities and Early HelpHousing Standards
20	Consolidated total demand on housing including Homelessness, prevention work and housing register Percentage of successful interventions to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	3192 BDC – 1645 SNC – 1549 This measure is an indicator of demand on housing services to enable us to manage capacity levels on services.80%	Quarterly	Communities and Early HelpHelp Hub

210	% successful intervention to prevent homelessness for residents	80% This measure looks at the quality of housing interventions. It helps us to assess the impact of our services on residents, helping to prevent them from becoming homeless	Quarterly	Housing and Benefits
221	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	No more than 7 working days	Quarterly	Housing and Benefits
232	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning/ Economic Growth
243	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	Quarterly	Planning
254	% Planning decisions made within statutory timescales	• 80% of minors/others in agreed time • 80% of householders in agreed time • 80% of majors in agreed time	Quarterly	Planning
265	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	98%	Quarterly	Food, Safety & Licensing
276	**(Broadland District Council only)** Household food waste recycledParticipation levels in household food waste service	Increase in overall gross tonnage collected by Q4 Increase in the overall set out rate by 2% Q4 – (Benchmarked against LAs in family group – information to be sought from WRAP)	Quarterly	Waste Services
287	Percentage of household waste recycled	2% increase in overall recycling collected rate by Q4	Quarterly	Waste Services
298	**(Broadland District Council only)**	Increase of 500 in the total number of subscribers by in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services

	Participation levels in ~~Tonnage by~~ household ~~of~~ garden waste service~~being recycled~~			
30~~29~~	Reduction in KG's of residual waste collected per household	Decrease ~~in~~ of 10KG's of residual waste collected per household by Q4 – baseline set at 408 kg/hh/yr BDC - 462 kg/hh/yr SNC (Family Group Benchmark figure)	Quarterly	Waste Services
31~~0~~	**(South Norfolk Council only)** Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
32~~31~~	**(South Norfolk Council only)** Number of litter picks/clean up initiatives supported	30	Quarterly	Waste Services
33~~2~~	**(South Norfolk Council only)** Number of confirmed incidents of flytipping	No more than: 1,000	Quarterly	Environmental Enforcement
34	**(Broadland District Council only)** Percentage of fly tips removed	100% of non-hazardous fly tipped materials removed from relevant land within 1 working day of being reported	Quarterly	Waste Services
35	Percentage reduction of emissions based on scope 1, 2 and 3 as baselined in 2018-2019	10% annual reduction in emissions based on the baseline of 2018-2019 (see below) BDC – 1297.1 (tCO2e) SNC – 2936.2 (tCO2e)	Annual	Economic Growth

Cabinet
18 April 2023

BROADLAND HEALTH AND WELLBEING PARTNERSHIP'S HEALTH AND WELLBEING STRATEGY

Report Authors: Karen Strandoo
Health and Wellbeing Programme Manager
01603430102
Karen.Strandoo@southnorfolkandbroadland.gov.uk

Abigail Langley
Health and Wellbeing Partnership Officer
01508508712
Abigail.langley@southnorfolkandbroadland.gov.uk

Portfolio: Communities, Housing and Planning

Wards Affected: All

Purpose of the Report:

The purpose of the report is to present the Broadland Health and Wellbeing Partnership's Health and Wellbeing Strategy for endorsement and adoption by the Council.

Recommendations:

1. That Cabinet recommends that Council endorses the Health and Wellbeing Strategy as a partner organisation in the Broadland Health and Wellbeing Partnership.

1. Summary

1.1 The Council is a leading partner within the Broadland Health and Wellbeing Partnership. The Partnership, as a place-based group, is established along local authority boundaries with the Portfolio Holder for Communities, Housing and Planning as Chair, the Director of People and Communities as District Lead. The development of the Partnership is supported by the Health and Wellbeing Partnership Officer and Coordinator who are jointly funded by the Council and the Integrated Care System.

1.2 Due to the Council's role as a convenor of place, officers took on the task of leading the development of the Strategy to set the direction and future priorities of the Partnership. The Strategy was endorsed by the Broadland Health and Wellbeing Partnership on 1 March 2023 following which each member organisation of the Partnership is invited to take the Strategy through their own governance processes for adoption. As such we are now seeking adoption of the Strategy by the Council as a member of the Partnership.

1.3 The Committee endorsed the approach of revising the Broadland Health and Wellbeing Strategy in February 2022 jointly with the Health and Wellbeing Partnership. The Broadland Health and Wellbeing Partnership is now in a position to present the Health and Wellbeing Strategy.

2. Background

2.1 The Health and Care Act 2022 mandates that every local area must have a Joint Health and Wellbeing Strategy setting out priorities that partners will deliver together to improve health and wellbeing outcomes. In Norfolk, this will take the form of an overarching strategy, developed by the Norfolk and Waveney Integrated Care System, supported at a local place level by health and wellbeing strategies developed by the Health and Wellbeing Partnerships.

2.2 Health and Wellbeing Partnerships were set up as part of the newly formed concept of 'place' within the Integrated Care System. They are based on local government boundaries to bring together colleagues from county and district councils, health services, wider voluntary, community and social enterprise sector organisations, and other partners, bringing together the levers which affect the wider determinants of an individual's health and wellbeing. They enable the district councils to play their natural place-based leadership and convening role, on behalf of their residents, and also to draw more delegated authority and resources to a local level and closer to the community it will serve.

2.3 The Broadland Health and Wellbeing Partnership was established in May 2022 and meets regularly, Chaired by the Portfolio Holder for Communities, Housing and Planning. The Partnership works within the framework of the Norfolk Health

and Wellbeing Board and the Norfolk and Waveney Integrated Care Partnership, in which the Portfolio Holder sits as a voting member.

2.4 Council officers are investing time as members of the Health and Wellbeing Partnership focusing on prevention and addressing the wider determinants of health that district councils have so much influence over. The vision is to give every person in Broadland equal opportunities to live healthier, happier lives, and the purpose is to collectively drive strategies and activities for Broadland that:

- Promote good health and wellbeing of communities
- Address the wider determinants of poor health
- Tackle health inequalities
- Develop and deploy support which prevents crises
- Align, develop, and influence health and wellbeing services and commissioning
- Support people to live well in their own homes.

2.5 The Partnership's Health and Wellbeing Strategy establishes the framework to guide the work of the Partnership, and draws on the local data, experiences, and knowledge of the members of the Partnership. The Strategy lays out the intended direction of travel of the Partnership to implement local programmes and projects aimed at improving the health and wellbeing of Broadland residents.

2.6 The development of the Strategy has involved extensive engagement throughout 2022 with members of the Health and Wellbeing Partnership and key stakeholders working across Broadland. Workshops with officers and partners from a variety of sectors gave qualitative feedback that was overlaid with local and national evidence and statistics to develop themes and priority action areas.

2.7 The Council's role in the Health and Wellbeing Partnership enables us to fulfil our leadership ambitions as the natural convenor of place and local partnerships as a district authority. The Partnership also provides the Council with more leverage to influence and direct the full resources of the extensive range of local partners, to positively impact residents' lives. Critically at this time of diminishing resources the Partnership provides a vehicle to enable investment in local place by the Integrated Care Board and Norfolk County Council following the principle of subsidiarity.

3 Current position/findings

3.1 After receiving delegation to receive and spend money held by the Council for allocation by the Partnership, a programme of work previously presented to Cabinet is in progress and outcomes will be reported on.

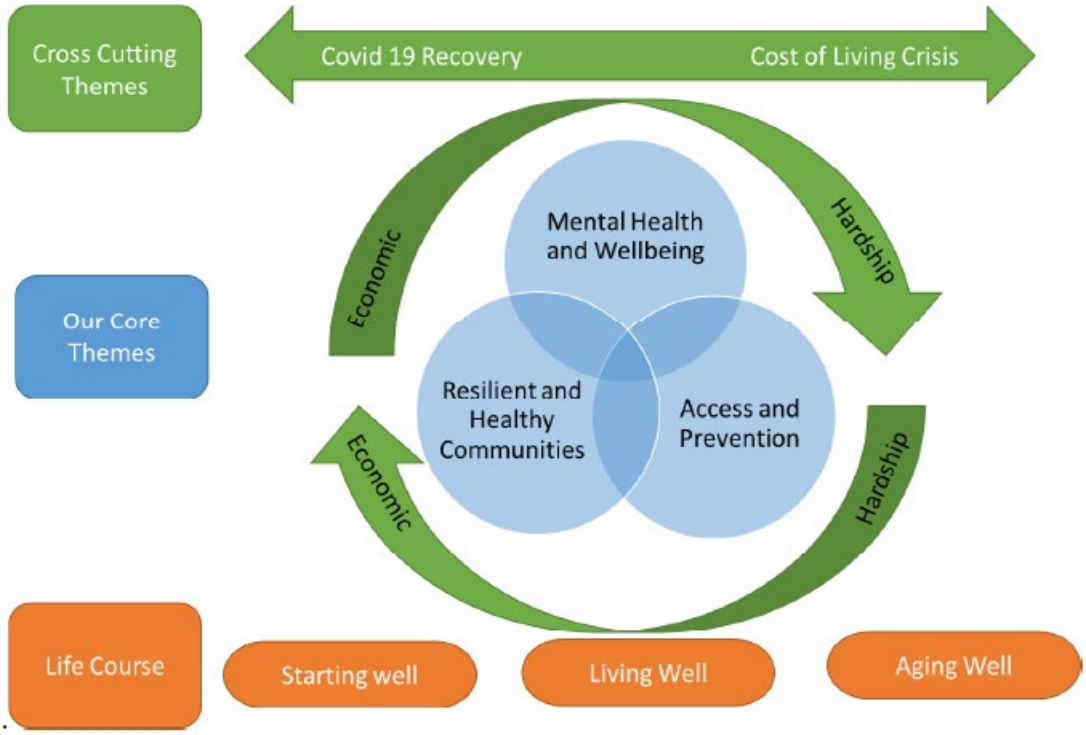
3.2 The Strategy included in Appendix 1 identifies three core themes as:

- **Mental Health and Wellbeing:** The state of a person's mental health can have an effect on every aspect of their life, and by helping someone find a better way of managing their mental health and wellbeing, a more meaningful impact can be had on their quality of life. For example we can provide mutual support and build individual resilience by working at a local level.

- **Access and Prevention:** Access to health and wellbeing services is crucial to residents' health and wellbeing. The earlier they can access them, the more likely it is to prevent the worsening of conditions. By addressing inequitable access to services such as doctors' surgeries or tackling loneliness and isolation we can help people get the help when they need it.

- **Resilient and Healthy Communities:** By supporting residents to be healthy and independent, we can help be an active part of their neighbourhood or community. A strong health community is better able to help its own residents. Therefore, this priority area seeks to build personal and community resilience.

The cost-of-living crisis and Covid-19 recovery are also recognised as a cross-cutting focus underpinning the work the Partnership intends to do across all three themes. In addition it is also important to recognise that we are living against a backdrop of increasing economic hardship even as we see the current cost of living crisis diminishing. The interaction of these themes and factors is illustrated below.



3.3 To guide the Partnership's work around these priority themes, the Strategy sets out a series of priority action statements based on robust evidence, designed to inform the development of detailed action plans under the direction of the Health and Wellbeing Partnership.

3.4 The Health and Wellbeing Partnership is still in its infancy and will develop in responding to rapid changes as part of the Integrated Care system. Therefore the Partnership has taken the approach to developing a two-year strategy which will require frequent monitoring and revision as the partnership matures.

3.5 The Strategy is aligned with the Integrated Care System's Transitional Integrated Care Strategy whilst also taking into account the needs of the local population.

3.6 The role of the Council is crucial in delivering projects within the themes identified in the Strategy. The Cost-of-Living crisis has only highlighted the impact that the Council has as a local delivery body, a convener of local partners, and holders of localised intelligence. A key example of this is the Mindful Towns and Villages project that creates sustainable support for residents' wellbeing at a community level, provides training for residents as mental health first aiders, with the goal of improving community resilience and reducing pressure on mental health services in the area. A further example is supporting local GP practices through our economic growth and planning teams to have facilities which meet the access need of our growing population.

3.7 The Council is integral to the preventative agenda of the Health and Wellbeing Partnership. A leading example of this is the Council's Help Hub, which offers a service accessible to all in need of help and support. The Help Hub service improves wellbeing, prevents crises, and empowers people to help themselves and their communities. The ethos of the Help Hub is centred around partnership working, and the outcomes are significant in reducing pressure on the NHS, preventing homelessness, and ensuring people get the support they need at the earliest opportunity. This model has demonstrated the value of integrated working and the resulting significant positive outcomes for residents.

3.8 Building on this experience, the Council has been able to provide the leadership and shaping of the Broadland Health and Wellbeing Partnership since its inception, and the Council is leading on several projects funded by the Partnership. This Strategy will support the vital work the Council does by setting the direction for a multi-partner response to complex problems, ensuring better outcomes for Broadland residents.

3.9 The Strategy ties to our corporate ambition to work with partners to drive the best health and wellbeing outcomes for residents, through working to improve mental wellbeing and resilience, encouraging active and healthy lifestyles, and supporting those who are frail by keeping people independent in their home for longer.

4 Other options

4.1 Members could choose to not adopt the Strategy, as a result Broadland District Council would not publish or be associated with the Strategy.

5. Issues and risks

5.1 **Resource Implications** –There are no additional resource requirements as Officers are working with the Health and Wellbeing Partnership within existing

resources, and partnership working has been consistently carried out by the Council for a number of years already. The partnership offers the Council the opportunity to see its resources matched by partners to deliver better outcomes.

5.2 **Legal Implications** – there are no legal implications.

5.3 **Equality Implications** – where there is funding, any bids put forwards to the Partnership will undergo Equality Impact Assessments to ensure they do not present any barriers to participation or disadvantage any protected groups. Partnership members are undergoing Co-production training to ensure this approach is utilised within the long-term ambitions of the Partnership.

5.4 **Environmental Impact** – the Strategy considers the impact of environmental change on health, ensuring the work the Partnership does will not contribute to this, but mitigate the impacts on health and wellbeing.

5.5 **Crime and Disorder** – the proposal will have no impact on crime and disorder.

5.6 **Risks** –There is a risk that the aims of the Strategy are not fulfilled, thereby risking the reputation of the Councils as a partner of the Health and Wellbeing Partnership. To mitigate this, the Strategy will be periodically reviewed, and resulting projects will be monitored and issues reported regularly to the Health and Wellbeing Partnership and Council.

6. Conclusion

6.1 This Strategy has been developed together with partners and provides the direction of the Partnership's work to enable Broadland residents to live healthier, happier lives. The themes and resulting priority action areas are based on local data and partners' local knowledge.

6.2 Endorsing and adopting this Strategy will demonstrate Broadland District Council's support of integrated working and enable the Council to continue to demonstrate leadership at a Place level.

7. Recommendations

7.1 That Cabinet recommends that Council endorses the Health and Wellbeing Strategy as a partner organisation in the Broadland Health and Wellbeing Partnership.

Background papers

Integrated Care System's Transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy 2022-2023- Norfolk and Waveney Integrated Care Partnership.

Appendix 1: Broadland Health and Wellbeing Strategy

Broadland Health & Wellbeing Partnership

Improving lives together
Norfolk and Waveney Integrated Care System

A Bold and Healthy Broadland

Health and Wellbeing Strategy

for

Broadland Health and Wellbeing Partnership

1st March 2023

1. Foreword

I am delighted to present the Broadland Health and Wellbeing Partnership's Health and Wellbeing Strategy to you. The Partnership is an integral part of the new Integrated Care System, bringing together leaders from organisations that have an impact on the social, economic, and environmental factors that affect your lives every day.

We know that there is so much more that shapes our health than the support provided through health and care services, making this a really exciting new opportunity that recognises the vital role each partner has to play. We recognise that collaboration can have the greatest impact. Working together, understanding the strengths partners bring, forms the foundation of our Partnership.

As a Partnership we want to present our plan, to support your health and wellbeing, within this Strategy. The Strategy has been developed together, focusing on three emerging themes, based on evidence and the partners' local expertise. The impact of the current cost-of-living crisis will be considered in everything we do. Whilst we are already undertaking several projects, the Strategy emphasises our ambition to work towards an approach where our priorities are defined by a true understanding of what would enable you, the people who live in Broadland, to live healthier and happier lives.

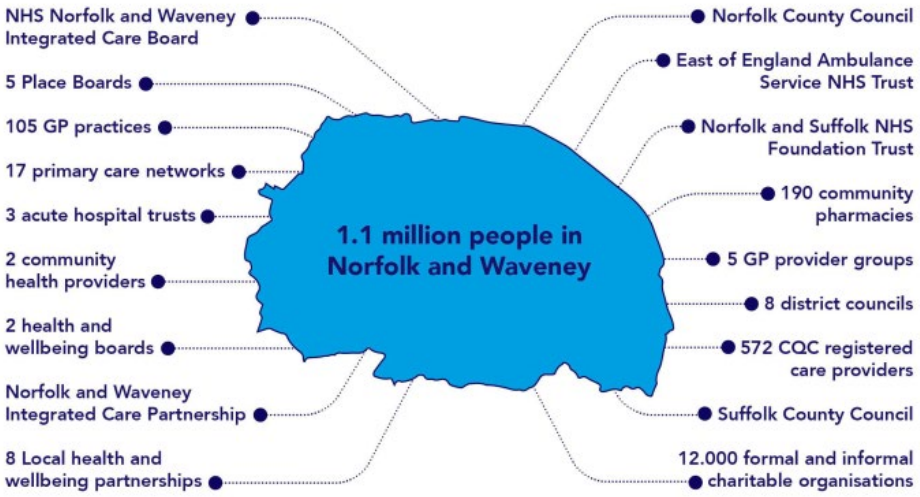
The Strategy will be used to provide the direction the Partnership strives for, helping Broadland residents to live happy, healthy lives, and we will hold ourselves accountable to the aims and plans laid out within it.

Fran Whymark, Chair of Broadland Health and Wellbeing Partnership

2. Our Local Health and Care System

We know from national and local evidence that taking a strategic approach to addressing local population needs drives more effective, more efficient and better targeted improvements in health and wellbeing. When delivery partners come together to share meaningful insights into local challenges, building on trusted relationships with local people and one another, they deliver more effectively than organisations operating in silos.

Norfolk and Waveney Integrated Care System (ICS) brings together organisations from all areas of health and care, aiming “to help the people of Norfolk and Waveney to live longer, healthier and happier lives.” The image below shows the range of organisations involved, which also includes this Health and Wellbeing Partnership and others across Norfolk and Waveney:



The overarching health and wellbeing strategy developed by the ICS will be supported at a local level by health and wellbeing strategies like this one, so we set out to ensure that we were broadly aligned with the ICS strategy, which is currently in development. Early drafts of the Transitional and Joint Health and Wellbeing Strategy for Norfolk and Waveney identifies the following themes for the strategy:

- Driving integration
- Prioritising prevention
- Addressing inequalities
- Enabling resilient communities

3. Our Health and Wellbeing Partnership

We are one of eight Health and Wellbeing Partnerships in Norfolk and Waveney, working closely with the five Place Boards, which are aimed at bringing together colleagues from health, local authority, voluntary and community sector organisations and social care to integrate services. The development of a single ICS provides a timely opportunity for us to build on the valuable work already done, increasing focus on local solutions for local challenges. By bringing people together, and sharing ideas and resources, we will break down institutional boundaries, finding new ways to collaborate and achieve synergy, reflecting the work taking place at ICS-level.

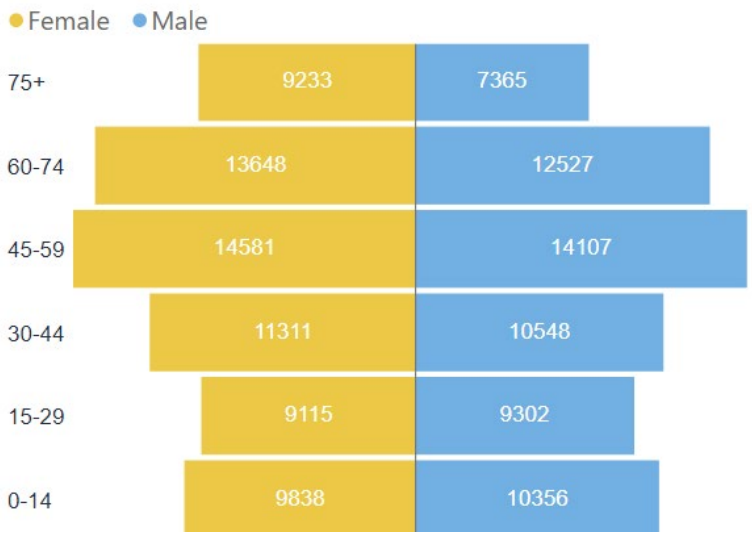
Our ***vision*** for Broadland's Health and Wellbeing Partnership is that every person in Broadland will have equal opportunities to live healthier, happier lives and our ***mission*** is to work together to improve the health and wellbeing of communities of Broadland.

The work of the Health and Wellbeing Partnership is guided by a number of principles, as follows:

- Be bold, confident and transparent in our decision making
- Use intelligence and evidence to set priorities
- Focus on the person, not the system
- Work collaboratively and proactively for the partnership
- Embrace trust, honesty and kindness between all partners
- Innovate, test and review regularly

4. Living in Broadland

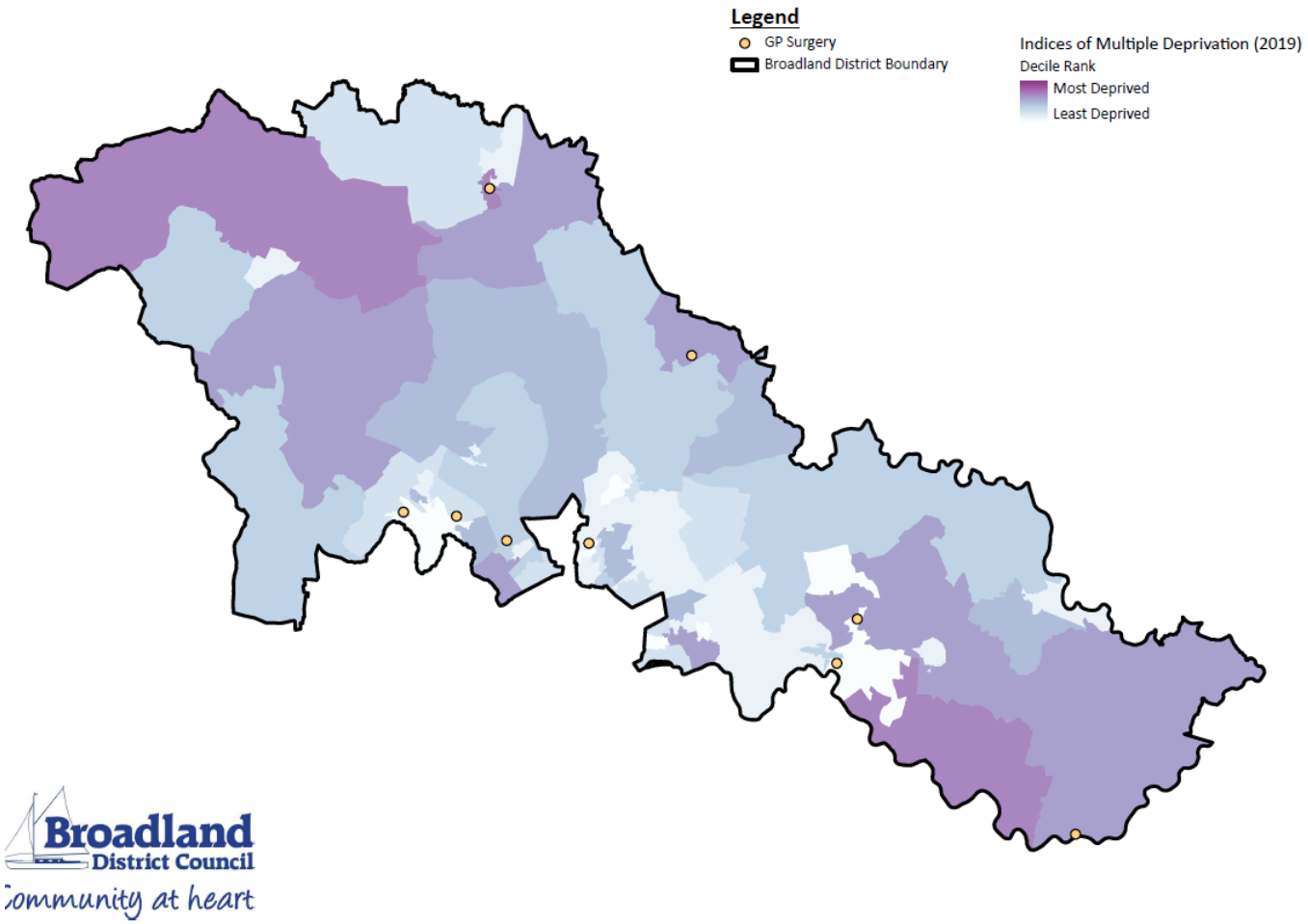
The population in Broadland is 131,931 and is expected to grow to 150,881 by 2043. The table below shows the age and sex distribution of this population. Our population is generally older with 26% of people aged 65 or over and with a significant part of our population aged 50-59 we expect that the number of residents in the 65 and over age bracket will rise significantly over the next 15 years.



Our population is less ethnically diverse than average in England with 8,458 people from ethnic minorities.

As our average life expectancy in Broadland is higher than both Norfolk and England as a whole and while our population lives longer on average it therefore faces specific health care needs. For example we know that the risk of dementia increases with age.

Broadland is a very rural area as the 15th least densely populated of the East of England 45 local authority areas which presents problems accessing services for those residents who are dependent on public transport to access services. The map below displays locations of GP surgeries in Broadland alongside the pockets of deprivation.



Although Broadland does not have any identified communities where people live in the 20% of the most deprived areas in England, we still have pockets of deprivation where people are struggling to make ends meet. This issue has become particularly acute since the onset of the cost-of-living crisis.

Understanding our population and the makeup of our communities presents an opportunity for us to deliver targeted preventative interventions to tackle the inequalities and improve peoples' health and wellbeing in Broadland.

4.2% of adults aged 65 years and over have dementia (approx.1208 people), the main cause of late life disability. This is significantly higher than the Norfolk average

Over 4,560 children are living in low income households and 11,318 households are living in fuel poverty

61% of adults over the age of 18 are overweight or obese, and 21% of Year 6 children are obese.

5. Our Journey to a Health and Wellbeing Strategy

Our newly formed health and wellbeing partnership is still in its infancy. As we grow and develop, we will need to be agile in responding to changes in demand for services and policy. This strategy is therefore more short-term than future strategies are likely to be, as we will review and revise it as the partnership matures.

The development of our strategy has involved extensive engagement throughout 2022 with members of the Health and Wellbeing Partnership and key stakeholders across Broadland.

We will continue to engage stakeholders including the wider public as we co-produce detailed action plans to support the themes and priorities described below, ensuring that we align with current work being delivered by the council and our partners as well as future plans.

Early intervention and laying the foundations for better health are key to helping people stay healthy, happy and independent for as long as possible. This includes a focus on the wider determinants of health such as economic hardship, education, employment, housing and climate change.

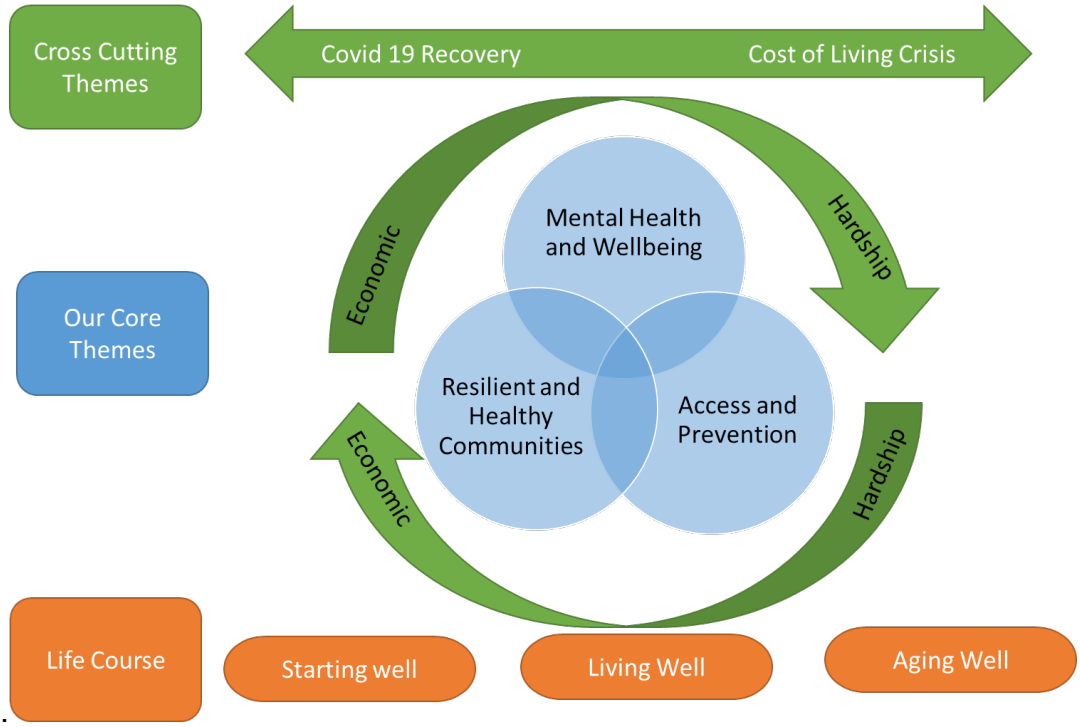
Risk factors for poor health and inequalities are also important considerations at particular stages of life and can have detrimental effects on health and wellbeing as they accumulate across the life cycle.

Therefore we have developed our strategy from a life course perspective, recognising that experience and need changes as people progress through the stages of life, from

starting well (children, young people and families) to living well (working age adults) and aging well (older adults).

6. Our themes

With input from local stakeholders and organisations that work locally, we have identified three core themes that are appropriate to the health and wellbeing needs of the people of Broadland, while also taking into account the existing health and wellbeing work streams, and the themes of the ICS in their transitional strategy. The image below shows these core themes, under the cross-cutting themes of Cost of Living Crisis and Covid-19 Recovery set against the context of economic hardship.



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Each of these core themes overlaps with the others in many ways, as indicated in the image above. Our intention is to identify our priorities, and ensure that there are projects established that address each of the themes taking into account the economic hardship people are currently facing with the understanding that projects may cover more than one theme. This highlights the importance of not considering our responses to improving health and wellbeing in our community in isolation.

Mental Health & Wellbeing

A person's mental health affects every other area of their life. If we can help people find ways to better manage their mental health and wellbeing, we can have a meaningful impact on their quality of life. Working at a local level to build community resilience and mutual support will be a key underpinning principle. This might include mindfulness

approaches, community groups and other group activities. The challenges we face here include:

- Nationally among 17- to 19-year-olds, the proportion with a probable mental disorder increased from 17.4% in 2021 to 25.7% in 2022.
- Suicide rates, while not comparatively high at 8 deaths per 100,000 residents during 2019-21, do present an increased risk for our male population
- There are over 1200 people over 65 years living with dementia in Broadland
- We know there is a 50% increased risk of dementia for people who report experiencing loneliness or isolation, comparable with other dementia risk factors

Access and Prevention

In order to benefit from health and wellbeing services, we first have to be able to access them. And the earlier we can access them, the more likely it is that we can prevent the worsening of conditions. We will address inequitable access to services, tackling loneliness and isolation, ensuring that people are able to get the help they need when they need it. This will include signposting and access to health and community services. The challenges we face here include:

- The average cost of private transport across England has increased by 13.5%, affecting people travelling to work and for leisure.
- Broadland residents without access to a vehicle are at significant risk of rural isolation. The average time taken to reach key services by foot or public transport is 57.0% higher than the England average.
- The number of emergency admissions per head of population for strokes is considerably higher than England average.
- In Broadland, 24% people often or sometimes feel lonely.

Resilient and Healthy Communities

By supporting people to be healthy and independent, we can help them be an active part of their neighbourhood or community. A strong and healthy community is better able to help its residents, so we will seek to build personal and community resilience through projects around self-care, exercise, healthy eating and other individual and group activities. The challenges we face here include:

- 12% of births (125 annual births) were to mothers who were smokers at the time of delivery, which is above the England average.
- Smoking accounts for 15% of preventable cancers in UK.
- With food prices increasing there will be far-ranging health impacts– whether this is eating less, or changing diets to eat cheaper, less balanced meals
- Musculoskeletal disorders are a barrier to physical activity with some 20.5% of Broadland residents experiencing issues with bones, joints and/or muscles.
- The rate of hip fractures in those 65 and over is above the England average.

7. Cross Cutting Themes

In developing our strategy we have viewed the cost-of-living crisis and Covid-19 recovery as cross cutting themes impacting all aspects of people's health and wellbeing.

Cost of Living

The current cost of living crisis has the potential to have profound impacts on the health and wellbeing of our local population, particularly those in lower-income brackets. As the cost of meeting essential needs such as housing, food, and energy continue to rise, many people are struggling to make ends meet.

This can lead to financial hardship, which in turn can have negative effects on both physical and mental health. For example, people may be forced to choose between paying for food or heating, which can lead to serious ongoing health issues precipitated by poor nutrition or living in a cold home. The stress of financial insecurity can also contribute to mental health problems such as anxiety and depression. People living in deprivation are most affected by the cost-of-living crisis as follows:

- Costs of energy, food, transport and housing are all increasing and with inflation at 10.1 % this is putting financial pressure of individuals and families.
- Average energy bills could reach as high as £3,000/year resulting in more people falling into fuel poverty.
- Nationally the difference in life expectancy between the most and least deprived areas is 9.2 years for men and 7.2 years for women
- Under the age of 75 preventable mortality and deaths from cardio vascular disease are three times worse in the most deprived populations.

Covid-19

The Covid -19 pandemic has had short, medium and long-term effects on peoples' health and wellbeing, including increased levels of anxiety about illness, depression caused by loneliness and isolation and grief caused by bereavement.

Deaths from Covid-19 were also higher in areas with worse social determinants of health, including obesity, poor mental health and lower socio-economic status. This underlines the need for our health and wellbeing partnership to tackle health inequalities and the underlying economic and social causes of ill health.

One of the key learning outcomes from the response to the Covid-19 pandemic was how local agencies were able to come together in times of crisis to share data, information and resources to rapidly respond to the needs of vulnerable people in our communities. We can build on this experience to develop our partnership to address some of the health and wellbeing priorities of our communities. Research shows that nationally:

- Inequalities in Covid 19 mortality persist with mortality rates 3-4 times higher in most deprived areas.
- Vaccination uptake for people living in poorer areas and people from some minority ethnic groups is low.

- The significant deterioration in mental health has not returned to pre pandemic levels.
- Long term health conditions as a result of Covid -19 are keeping people out of work
- There are education gaps due to lost learning resulting in a cohort of 'left behind children' facing significant risks to long term health and living standards.

8. Priority Action Areas

Within our Health and Wellbeing themes we have identified particular priority areas where we can focus our efforts to improve the health outcomes at each stage of the life course and this approach will help to bring together different agencies and also allow consideration of the wider determinants which affect people's health. This will include identifying areas of unmet need through collaboration between organisations.

Mental Health and Wellbeing

- We will support co-production of services and projects, ensuring that people of all ages are engaged to offer insights into what they want mental health support offerings to look like
- We will establish a project to look at ways to support people experiencing social isolation, helping alleviate loneliness
- We will encourage early diagnosis and promote and develop dementia friendly environments and services.
- We will work together to create easily accessible referral routes for young people to access support for anxiety and depression
- We will support men's mental health by establishing community spaces such as men's sheds to connect, converse and create
- We will ensure that there is accessible, coordinated information available at the right time and place to enable people to take greater control over their own health and wellbeing

Access and Prevention

- We will work together to promote local and national initiatives for healthier lifestyles, including making better food choices and reducing smoking and alcohol.
- We will encourage parents to exercise with their children in open spaces and in local leisure facilities to maintain health and mobility.
- We will teach our collective workforce that prevention is everyone's business and 'Make Every Contact Count'
- We will support the creation of community hubs to combat loneliness and isolation.
- We will support the development of healthy places and promote the use of parks and green spaces.
- We will help people access the support needed to return home quickly and safely to independent living after a hospital stay.

Resilient and Healthy Communities

- We will identify opportunities to establish warm spaces within our communities to minimise excess death and ill heath during winter months
- We will support the development of safe, healthy, warm homes by promoting the retrofitting of homes to be more energy efficient and through installing insulation and clean heat.
- We will work together to identify our older frail residents to make sure they have access to all available support.
- We will work collectively to reduce the number and impact of falls in our elderly population.
- We will work to empower our communities to build resilience to meet the mental and physical impacts of a changing climate and adverse weather events
- We will support children and young people to have a healthy weight by developing opportunities to deliver evidence-based interventions around a healthy diet.

Cross Cutting Themes

- We will work together to explore sharing data and intelligence to better target individuals and families in need of help
- We will provide structured support for individuals in or entering crisis by creating personal plans offering help from multiple partners.
- We will work with people who have socio-economic vulnerabilities to help them access physical activities.
- We will promote all government sources of financial help to support people through the cost-of-living crisis.
- We will encourage people to access services aimed at getting them back into work.
- We will explore funding opportunities to enable us to jointly tackle inequalities and deliver prevention activities.

9. Moving Forward

This Health and Wellbeing Strategy provides a roadmap for the direction of travel for the Health and Wellbeing Partnership. Guided by the themes and priority action areas we will co-produce detailed action plans over the coming year (2023-24), working with partners and key stakeholders to identify the required funding and resources. This will enable us to deliver tangible health and wellbeing outcomes for Broadland residents.

We recognise that to effectively deliver for our residents it is essential that we now make haste in organising ourselves within the Health and Wellbeing Partnership to create working groups under the strategic leadership of thematic leads that are well resourced to produce the work needed to design and implement the action plans. In order to achieve this we will endeavour to ring fence any future funding available to the Partnership to secure the resources needed to deliver on this Strategy.

Our Strategy is intended to be a live document and will be reviewed on a regular basis to ensure that it continues to reflect what is best for the people who call Broadland home. There will be a formal review at the end of 2023, with a view to refreshing the Strategy in full at the end of 2025.

Cabinet
18 April 2023

CONTRACT AWARD FOR CENTRE MANAGEMENT AND BUSINESS/INNOVATION SUPPORT AT THE BROADLAND FOOD INNOVATION CENTRE

Report Author: Emily Larter
Growth Delivery Manager
07866 138259
emily.larter@southnorfolkandbroadland.gov.uk

Portfolio: Economic Growth

Wards Affected: All

Purpose of the Report:
The purpose of this report is to obtain Cabinet approval to delegate authority, to enter a contract with the successful supplier following a tender for the Centre Management and Innovation/Business Support services at the Broadland Food Innovation Centre.

Recommendations:
This paper requests that:

1. Cabinet delegates authority to the Director of Place, in conjunction with the Portfolio Holder for Finance and the Portfolio Holder for Economic Growth, to award and enter the contract (valued over £100,001) for Centre Management and Business/Innovation Support at the Broadland Food Innovation Centre on behalf of the Council.

2. Cabinet delegates authority to the Director of Place, in conjunction with the Portfolio Holder for Finance and the Portfolio Holder for Economic Growth, to agree the terms and enter any non-material variations to the abovementioned contract.

1. Summary

1.1 Council officers have released an open tender for the Centre Management and Business/Innovation Support services at the Broadland Food Innovation Centre (Procurement Ref: 028-BD-23).

1.2 This paper provides an overview of the tender process and scope of services being procured.

2. Background

2.1 Broadland District Council is seeking to employ an expert professional team to provide two key roles based at the Broadland Food Innovation Centre (the Centre) which has recently opened on the Food Enterprise Park, Norwich, Norfolk. Those roles being the Centre Manager and ongoing Business/Innovation Support.

3. Current position/findings

3.1 The Centre Manager role is currently provided by Hethel Innovation Ltd. This contract expires on 01 July 2023 and therefore a new provider must be procured. This role is based at the Broadland Food Innovation Centre.

3.2 The Food Advisor (business/innovation support) role is also provided by Hethel Innovation Ltd. This contract expires on 30 September 2023 and therefore a new provider must be procured. This role is currently based at Hethel Innovation.

3.3 Both roles are currently funded through the Food Innovation Project, which is part funded by Broadland District Council, the Department for Levelling Up Housing and Communities and the New Anglia Local Enterprise Partnership. This project completes on 30 June 2023, although funding is in place for some roles to cover a contract period up to 30 September 2023.

3.4 It is intended that both roles will now be based at the Broadland Food Innovation Centre, albeit noting the Food Advisor (business/innovation support) role will be a hybrid role to suit the requirements of food businesses.

3.5 The contract term will be 3 years from 01 July 2023 with the option to extend by 2 years. The Centre Management activities will be required immediately upon contract commencement on 01 July 2023. The business/innovation support activities will be required from 01 October 2023. The contract end date will be the same for both services.

3.6 This will be a fixed price contract.

3.7 Assuming the option to extend the contract by 2 years is implemented by the Council, a budget of £935,000 has been allocated within the operating budget for the Broadland Food Innovation Centre to cover the cost of this Contract over the next 5 years.

3.8 The scope of services can be seen within Appendix 1.

3.9 The procurement timetable is as follows

1. Invitation to tender issued: Friday 24 February 2023 at 12.00
2. Clarification questions deadline: Monday 13 March 2023 at 17.00
3. Deadline for return of ITT: Friday 24 March 2023 at 12.00
4. Evaluation of ITTs: Monday 27 March to Friday 10 April 2023
5. Council/s Internal governance/ approval to enter the contract: Tuesday 18 April 2023
6. Results & feedback: Tuesday 18 April 2023
7. Standstill period: Tuesday 18th April to midnight Friday 28th April 2023
8. Contract Award: Tuesday 2 May 2023
9. Contract Commencement Date: Saturday 01 July 2023

3.10 Coordination of the procurement and elections timetable means there is not sufficient time to seek Cabinet approval to enter this contract following conclusion of tender award. Therefore, delegated authority has been requested in accordance with the recommendations in this paper.

4. Proposed action

4.1 It is proposed that BDC Cabinet delegates authority to the Director of Place, in conjunction with the Portfolio Holder for Finance and the Portfolio Holder for Economic Growth, to award and enter the contract for Centre Management and Business/Innovation Support at the Broadland Food Innovation Centre on behalf of the Council.

5. Alternative options

5.1 There are two alternative options to be considered:

5.2 Alternative Option 1 – Do Nothing:
In this scenario, the existing contracts with Hethel Innovation Ltd would complete and there would be no Centre Manager or Business/Innovation Support at the Broadland Food Innovation Centre. This is not a viable option, as without these services the Council would not be able to operate the Centre.

5.3 Alternative Option 2 – employ internal Council officers to deliver these services on behalf of Broadland District Council:
Broadland District Council does not have the internal officer expertise required to deliver the scope of services included within Appendix 1. The Council would incur a significant upfront cost to establish a team who could deliver the scope of services and therefore, this is not a viable option.

6. Issues and risks

6.1 Resource Implications – Council officer resource is required to manage the contract over the next 5-years. This is budgeted for within the operating budget for the Broadland Food Innovation Centre and it is expected this work will fall under the

responsibility of the vacant Community Assets Manager. Until the Community Asset Manager is recruited, the Growth Delivery Manager will manage the contract.

6.2 Legal Implications – the tender documents have been written in conjunction with Breckland's procurement team who are also managing the tender and contract award process.

6.3 Environmental Impact – there is no environmental impact of this contract. The Broadland Food Innovation Centre is a highly sustainable BREEAM Excellent building.

6.4 Crime and Disorder – there are no crime and disorder implications associated with this report.

6.5 Risks – there is a risk that no tender submissions are received. This risk has been mitigated by Breckland's procurement process which is an open tender on Contracts Finder.

6.6 Risks – there is a risk the cost of the contract cannot be accommodated within the operating budget for the Broadland Food Innovation Centre. This risk has been mitigated through robust financial planning by the Council's Growth Delivery and Finance officers.

7. Conclusion

7.1 It is concluded that the Council should take a proactive role in securing the expertise required to enable the future success of the Broadland Food Innovation Centre.

7.2 The alternative options stated within this report do not provide the Broadland Food Innovation Centre with the highest chance of success and therefore it is recommended the Council proceeds with a formal appointment of an expert in the management of innovation centres with business/innovation support.

7.3 The recommendations within this report have been made to ensure there is no impact of overlaps between the procurement and elections timetables.

8. Recommendations

This paper requests that:

8.1 Cabinet delegates authority to the Director of Place, in conjunction with the Portfolio Holder for Finance and the Portfolio Holder for Economic Growth, to award and enter the contract (valued over £100,001) for Centre Management and Business/Innovation Support at the Broadland Food Innovation Centre on behalf of the Council.

8.2 Cabinet delegates authority to the Director of Place, in conjunction with the Portfolio Holder for Finance and the Portfolio Holder for Economic Growth, to agree the terms and enter any non-material variations to the abovementioned contract.

Appendices

Appendix 1 – Scope of Services

Appendix 1 – Scope of Services

The scope of services for the Centre Management service are as follows:

1. Providing a high quality of service and experience for customers and users.
2. Providing reception cover during normal working hours (8.30am – 5pm, Monday – Friday).
3. Liaising with the Commercial Agent to support management of tenant enquiries.
4. Liaising with the Commercial Agent to ensure the prospective tenants are compliant with the terms of the Local Development Order applicable to the site and compliant with the requirements of the ERDF funding.
5. Advising the Growth Delivery Manager if there are any concerns about prospective tenants not being suitable for the Centre.
6. Undertaking site visits with prospective tenants to show them around the building.
7. Maintaining compliance with the Tenancy Agreements, including (but not limited to):
8. Ensuring the tenants comply with the terms of the Tenancy Agreement.
9. Managing the Tenant Works approvals process.
10. Ensuring the landlord responsibilities are met in accordance with all statutory and contractual requirements and regulations.
11. Acting as the interface between the landlord, tenants and users of the building.
12. For the remainder of the Defects Liability Period (up until 01 September 2023) with Willmott Dixon, any defects which arise will be rectified by Willmott Dixon. The Centre Manager will be expected to make the Landlord aware of any issues that arise so that these can be rectified as soon as possible.
13. Other facilities management activities required of the Centre Manager are:
14. Managing the health and safety requirements of the Centre in accordance with relevant legislation. This includes liaising with tenants in relation to any H&S concerns associated with their activities at the Centre.
15. Obtaining water and electricity meter readings to inform invoices from the Landlord to the tenants.
16. Management and distribution of tenant post.
17. Management of all enquiries and bookings relating to the lettable areas of The Hub (meeting rooms, test kitchens and the like).
18. Managing the operational budgets allocated to Centre Management activities.

19. Organising building maintenance in accordance with the requirements of the Operations and Maintenance schedules.
20. Complying with the payments process set out in Appendix 3.
21. To facilitate a culture of innovation support, cooperation and partnership working between tenants and users of the building.
22. As and if required, make recommendations to the Growth Delivery Manager on any required aspect of the centre management.
23. To record and claim all relevant travel / equipment expenses in line with the ERDF funding rules.
24. To deliver any other task reasonably required by the Landlord in order to fulfil the centre management role.
25. Continue to provide and seek to enhance the virtual office service for companies in the sector but not located in the building (for example address, telephone answering services, access to meeting rooms, conference facility and support from the innovation team etc.).
26. Manage all enquiries, bookings and required cleaning regimes required for the test kitchens, meeting space and sensory tasing facility. As well as providing support on the day to manage and enhance these services for users of these facilities.
27. Engaging with external auditors and evaluators if/when required.
28. This service will be based at the Broadland Food Innovation Centre, 8.30am – 5pm, Monday – Friday.

The experience and skills required are:

29. Experience of managing business centres with an innovation focus.
30. Strongly connected into Norfolk and Suffolk business centre/ innovation ecosystem
31. Experience of working in ERDF-funded facilities with a proven track record of ERDF-compliant delivery.
32. Track record of adding value to the customer experience through the management service provided.
33. Strong track record of filling and keeping properties fully let.

The scope of services for the Business/Innovation Support service are as follows:

34. Providing a high quality of service and experience for customers and users.

35. Provide business/innovation support and development services to businesses in the food and drink sector, or businesses linked to that sector through the supply chain.
36. Continue the innovation-led support programme established through the ERDF funded project, growing the support offering and how nest to recruit beneficiaries.
37. Undertake research, mapping and engagement with businesses in the region, providing outputs that will create an understanding of key current and future sectors.
38. Develop and maintain relationships through regular contact, with key customers in Norfolk, Suffolk, the region and nationally within both the private and public sectors and the wider region to fully understand needs of food and drink businesses.
39. Broker / support collaborations that deliver commercialisation of ideas and job creation.
40. Development of new contacts and business networks, working alongside the Food and Drink Cluster and any other cluster groups which may be applicable.
41. Identify and meet the needs of innovation support for businesses through the creation of new consultancy services.
42. As and if required, make recommendations to the Project Manager on any required aspect of the centre management.
43. Manage the Centre's funded consultancy offering, including budget management and procurement (alongside the Councils procurement provider).
44. Maintain full records including details of support, financial and accounting records and required administrative duties.
45. Engaging with external auditors and evaluators if/when required.
46. Communications support within the project team and between the project team and external organisations.
47. This service will be based at the Broadland Food Innovation Centre, 8.30am – 5pm, Monday – Friday, with flexibility (as required) to accommodate site visits, external meetings and the like.
48. All information relating to the ERDF funded project will be provided to the successful tenderer upon contract award.

The experience and skills required are:

49. Managing relationships with key business and commercial leaders.
50. Commercialising new products, supporting innovation, and business improvement – ideally within the food and drink sector.

51. Experience in a varied and busy customer service environment, able to communicate effectively with our project beneficiaries.
52. Aware of financial targets and constraints, ensure any spend is approved and within allocated budgets.
53. Responsibility for ensuring specific performance targets are met with relation to business/innovation support and development.

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@southnorthfolkandbroadland.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	Jonathan Emsell	-	Transformation & Organisational Development
Trudy Mancini-Boyle (Vice-Chairman)	-	Finance	Judy Leggett	-	Environmental Excellence
Jo Copplestone	-	Economic Development	Fran Whymark	-	Communities, Housing and Planning

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
April						
Health and Wellbeing Strategy	Broadland Cabinet Broadland Council	18 Apr 2023 27 Jul 2023	No	*Mike Pursehouse, Assistant Director of Individuals and Families mike.pursehouse@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Communities, Housing and Planning	Public
Broadland Food Innovation Centre Management Contract Award	Broadland Cabinet	18 Apr 2023	Yes	*Emily Larter, Growth Delivery Manager emily.larter@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Economic Development	Fully exempt
Public Sector Decarbonisation Contract Award	Broadland Cabinet	18 Apr 2023	Yes	*Annie Sommazzi, Clean Growth and Sustainability Manager annie.sommazzi@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Environmental Excellence	Fully exempt
Performance Report Quarter 3	Cabinet	21 March 2023		Sinead Carey Strategy and Intelligence Manager Sinead.carey@southnorfolkandbroadland.gov.uk	Broadland Portfolio Holders for Transformation and Organisational Development, and Finance	Cabinet

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
May						
Regulation of Investigatory Powers (RIPA) Policy	Broadland Cabinet Broadland Council	21 Mar 2023 25 May 2023	Yes	*Nick Howard, Assistant Director for Regulatory nick.howard@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Environmental Excellence	Public
June						
Contract Award - Play Area Inspections	Broadland Cabinet	13 Jun 2023	Yes	*Annie Sommazzi, Clean Growth and Sustainability Manager annie.sommazzi@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Environmental Excellence	Fully exempt
Responses to Gypsy and Traveller Consultation and Agreement of Submission to Inspectors	Broadland Cabinet	13 Jun 2023	Yes	*Paul Harris, Place Shaping Team Manager paul.harris@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Communities, Housing and Planning	Public
Broadland Country Park Business Plan	Broadland Cabinet	13 Jun 2023	No	*Annie Sommazzi, Clean Growth and Sustainability Manager annie.sommazzi@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Economic Development	Fully exempt
Disposal of Land	Broadland Cabinet	13 Jun 2023	Yes	*Emily Larter, Growth Delivery Manager emily.larter@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Economic Development	Fully exempt

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
NSPF - Planning in Health Protocol	Broadland Cabinet	13 Jun 2023	No	*Paul Harris, Place Shaping Team Manager paul.harris@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Communities, Housing and Planning	Public
July						
Licensing Fees and Charges Review	Broadland Cabinet Broadland Council	18 Jul 2023 27 Jul 2023	Yes	*Leigh Chant, Food, Safety and Licensing Team Manager leigh.chant@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Environmental Excellence	
Licensing Service Review	Broadland Cabinet	18 Jul 2023	Yes	*Leigh Chant, Food, Safety and Licensing Team Manager leigh.chant@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Environmental Excellence	Fully exempt
Food and Safety Services Review	Broadland Cabinet	18 Jul 2023	Yes	*Leigh Chant, Food, Safety and Licensing Team Manager leigh.chant@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Environmental Excellence	Fully exempt
September						
Council Tax Assistance	Broadland Cabinet Broadland Council	5 Sep 2023 14 Dec 2023	Yes	*Richard Dunsire, Housing and Wellbeing Senior Manager richard.dunsire@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Communities, Housing and Planning	

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
Review and Update of Risk Management Policy	Broadland Cabinet Broadland Council	5 Sep 2023 5 Oct 2023	No	*Sinead Carey, Strategy and Intelligence Manager sinead.carey@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Finance	
December						
Housing Policy Review	Broadland Cabinet	5 Dec 2023	Yes	*Richard Dunsire, Housing and Wellbeing Senior Manager richard.dunsire@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Communities, Housing and Planning	
Discretionary Housing Payment Policy	Broadland Cabinet	5 Dec 2023	No	*Richard Dunsire, Housing and Wellbeing Senior Manager richard.dunsire@southnorfolkandbroadland.gov.uk*	Broadland Portfolio Holder for Communities, Housing and Planning	

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