



AGENDA

NOTE: In the case of non-members, this agenda is for information only

- Committee** - **CABINET**
- Date & Time** - MONDAY, 21ST JUNE, 2021 AT 9.30 AM
- Venue** - BRECKLAND CONFERENCE CENTRE,
ELIZABETH HOUSE, WALPOLE LOKE,
DEREHAM, NR19 1EE

Should members of the public wish to attend this meeting, and to ensure that Covid restrictions are adhered to, please email democraticservices@breckland.gov.uk

Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.

The Cabinet

Cllr Sam Chapman-Allen (Chairman)	Cllr Mark Robinson
Cllr Paul Claussen (Vice-Chairman)	Cllr Ian Sherwood
Cllr Gordon Bambridge	Cllr Sarah Suggitt
Cllr Philip Cowen	Cllr Alison Webb
Cllr Paul Hewett	

Democratic Services
Elizabeth House, Walpole Loke,
Dereham Norfolk, NR19 1EE

Date: Thursday 10 June 2021

PART A - ITEMS OPEN TO THE PUBLIC

	<u>Page(s) herewith</u>
1. <u>MINUTES</u> To confirm the Minutes of the meeting held on Tuesday 4 May 2021.	3 - 7
2. <u>APOLOGIES</u> To receive apologies for absence.	
3. <u>URGENT BUSINESS</u> To note whether the Chairman proposes to accept any item as urgent business, pursuant to Section 100(B)(4)(b) of the Local Government Act 1972.	
4. <u>DECLARATION OF INTERESTS</u> The duties to register, disclose and not to participate for the entire consideration of the matter, in respect of any matter in which a Member has a disclosable pecuniary interest are set out in Chapter 7 of the Localism Act 2011. Members are also required to withdraw from the meeting room as stated in the Standing Orders of this Council.	
5. <u>NON-MEMBERS WISHING TO ADDRESS THE MEETING</u> To note the names of any non-members who wish to address the meeting.	
6. <u>CHAIRMAN'S ANNOUNCEMENTS (IF ANY)</u>	
7. <u>BRECKLAND COMMUNITY FUNDING APPLICATIONS (STANDING ITEM)</u> To consider the grants put forward (if any).	
8. <u>Q4 FINANCIAL PERFORMANCE REPORT 2020-21</u> Report of Executive Member for Finance, Revenue and Benefits, Councillor Philip Cowen.	8 - 20
9. <u>COUNCIL HEALTH AND WELLBEING SUPPORT (SMOKING-FREE POLICY)</u> Report of Executive Member for People, Communications and Governance, Councillor Ian Sherwood.	21 - 31
10. <u>Q4 20/21 PERFORMANCE REPORT</u> Report of the Executive Member for Customer, Digital and Performance, Councillor Mark Robinson.	32 - 43
11. <u>NEXT MEETING</u> To note that the date of the next meeting of Cabinet will be held on Monday 26 July at 9.30am in the Conference Suite of Elizabeth House, Walpole Loke, Dereham.	

BRECKLAND COUNCIL

At a Meeting of the

CABINET

Held on Tuesday, 4 May 2021 at 9.30 am

This meeting is in line with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

PRESENT

Cllr Sam Chapman-Allen (Chairman)	Cllr Mark Robinson
Cllr Paul Claussen (Vice- Chairman)	Cllr Ian Sherwood
Cllr Gordon Bambridge	Cllr Sarah Suggitt
Cllr Philip Cowen	Cllr Alison Webb
Cllr Paul Hewett	

Also Present

Cllr Timothy Birt	Cllr Helen Crane
Cllr Bill Borrett	Cllr Vera Dale
Cllr Marion Chapman-Allen	Cllr Philip Morton

In Attendance

Ralph Burton	- Assistant Director Property and Projects
Jason Cole	- Assistant Director Customer and Performance
Andrew D'Arcy	- Planning Policy Manager
Rachel Gibbs	- Planning Policy Officer
Maxine O'Mahony	- Executive Director of Strategy & Resources (Head of Paid Service)
Julia Perry	- Change Manager and Organisational Development Officer
Sarah Wolstenholme-Smy	- Legal Services Manager (Deputy Monitoring Officer)
Simon Wood	- Director of Planning & Building Control
Julie Britton	- Democratic Services Officer
Teresa Smith	- Democratic Services Team Leader

Action By

40/21 MINUTES

The minutes of the meeting held on 22 March 2021 were confirmed as a correct record.

41/21 APOLOGIES

None.

Action By

42/21 URGENT BUSINESS

None.

43/21 DECLARATION OF INTERESTS

Councillor Cowen declared an interest in Item 9 of the agenda and would move to the waiting room whilst the item was discussed.

44/21 NON-MEMBERS WISHING TO ADDRESS THE MEETING

The Chairman welcomed all non-members present to the meeting.

45/21 CHAIRMAN'S ANNOUNCEMENTS (IF ANY)

None.

46/21 BRECKLAND COMMUNITY FUNDING APPLICATIONS (STANDING ITEM)

The former Executive Member of the Leisure and Culture informed Members that three awards had been recently given as part of the Inspiring Communities Grant Funding. The awards had been provided to:

- Saham Toney Parish Council to replace doors and windows at the sports pavilion £4,300 (or 50% of the total project cost, whichever is the lower amount).
- Loch Neaton Recreation Ground £1,000 (or 49% of the total project cost, whichever is the lower amount) to replace the boardwalk and
- Great Hockham Parish Council (or 50% of the total project cost, whichever is the lower amount) to install dog proof fencing around the children's play area.

Councillor Crane was pleased to support the grant application for the Saham Toney Pavilion and felt that the grant would make a big difference.

Councillor Cowen was also grateful to the Council in providing the funding to Great Hockham Parish Council that would be of great benefit to the community.

47/21 NORFOLK STRATEGIC PLANNING FRAMEWORK

The former Executive Member for Planning, Councillor Paul Claussen presented the report that asked Members to endorse the draft Norfolk Strategic Planning Framework.

Councillor Hewett added that the document provided an update to the planning framework and made additions to areas such as the environment, and felt that the Cabinet and the Council, would work together with other Authorities to meet the strategic ambitions of the strategic planning framework. The data contained within the report was stark and growth was expected to grow immensely over the coming years. By 2036, 31% of the population would be over the age of 65 which posed specific challenges around transport, housing, housing need, environment and some of those challenges could be met with conflict. Whilst there was ambition within the

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framework to walk and cycle more, it may prove difficult to deliver with an aging population. In addition, the framework considered electric charging points, but the District was faced with capacity constraints on power generation. The Council would continue to work in partnership with Authorities to deliver the obligations within a tough environment.

Councillor Birt felt that the needs of Breckland could be unduly influenced by the needs of Greater Norwich and asked why the Council would not consider information from the west of the District. He went on to say that he was pleased to see that climate change had been included within the framework but felt it did not display the action the Council would take with regard to Climate Change. Councillor Birt also felt disappointed that there had not been any engagement with the University of East Anglia who had important data available regarding climate.

Councillor Claussen informed Members that the Strategic Framework provided an overarching framework to allow each Planning Authority to produce its own local plan in its own way, and that the issues raised by Councillor Birt would be addressed within the Local Plan.

The Director for Planning and Building Control added that climate change reflected government advice of what the planning authority could do through the planning process and that there was ongoing work at a national level that would consider how the building regulations would help to work towards carbon zero aim which would be reflected in planning policy going forward. He agreed to investigate engagement with the University of East Anglia.

Options

- 1) That Cabinet endorse the draft Norfolk Strategic Planning Framework v.3.
- 2) That Cabinet does not endorse the Strategy and risks losing influence during the next round of plan preparation and a failure under the duty to co-operate requirement.

Reasons for Recommendation

To ensure that Breckland continued to have a strong voice within Norfolk and to establish key areas of common ground on key areas relating to the local economy, housing, infrastructure, and environment and delivery matters in a cost-effective manner.

RESOLVED that the Norfolk Strategic Planning Framework and Statement of Common Ground (V3) 2021 and the Agreements contained therein be endorsed.

48/21 BRECKLAND BRIDGE LTD BUSINESS PLAN UPDATE

The former Executive Member for Contracts and Assets, Councillor Paul Hewett presented the report that asked Members to approve the Breckland Bridge Ltd Business Plan for 2021 to 2026.

Councillor Birt asked if the Breckland Bridge project had met or exceeded the Net Profit. The Assistant Director for Property and Projects confirmed that the latest scheme of 10 new homes developed in Attleborough had exceeded

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the anticipated values when the project was approved by shareholders.

Councillor Morton asked if the developments within the project incorporated climate change and sustainability. The Executive Member stated that it was the ambition of the Council to lead by example and that the project did incorporate sustainability. The Assistant Director for Property and Projects added that he would share the Sustainability appendix for the Business Plan.

Councillor Borrett added that it was an unusual but forward-thinking concept that had provided regeneration as well as an income stream that allowed the Council to continue to keep its Council Tax at a low level.

Options

- 1) Cabinet approves the updated Breckland Bridge Ltd Business Plan for 2021-2026.
- 2) Cabinet does not approve the updated Breckland Bridge Ltd initial Business Plan for 2021-2026.

Reasons for Recommendation

The main reasons for approving the Business Plan are as follows:

- Overall performance of the partnership is good with three successfully delivered projects.
- The next Business Plan is financially viable, based on the assumptions upon which it has been modelled and providing the risks are managed and the controls embedded within the legal documentation are adhered to.
- There are added benefits to being in the partnership and the Business Plan is delivery focused. This does not lose the flexibility of receiving services from the partnership as required and the ability to access additional property development expertise and skills efficiently.
- Subject to the risks identified which continue to be monitored the overall return to the Council is still positive in terms of regeneration and financial outturn.

RESOLVED that the updated Breckland Bridge Ltd Business Plan for 2021-2026 be approved.

49/21 AGILE WORKING POLICY

The former Executive Member for Governance, Councillor Suggitt, presented the report that sought approval for the new Agile Working Policy that would provide a framework for effective working practices based on the Worksmart vision "Enabling our people, in spaces and places, to connect and work smarter".

Councillor Hewett thanked the Team who had worked on the Policy that would allow the Council to be fit for purpose for now and the future. The framework allowed Officers to work anywhere and was based on output rather than input which was a critical framework to get correct. The Policy had regular input from the Union and the staff and would allow the Council to meet the needs of the residents.

Councillor Birt noted that the report had made reference to carbon footprint and asked how this would be measured. He felt that there could be an

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imbalance, particularly if people were working at home they had to heat their homes versus travelling into the building which was already there. Councillor Suggitt informed Members that she would ask the Sustainability Team to consider this, as the information would also link with other projects and reports.

Options

- 1) To approve the Agile Working Policy
- 2) To not approve the Agile Working Policy

Reasons for Recommendation

To mitigate risk as the Council moved into new ways of working and ensure appropriate policies were in place to deal with employee related issues in a fair and consistent manner.

RESOLVED that the Agile Working Policy be approved.

50/21 ANGLIA REVENUES AND BENEFITS PARTNERSHIP

The minutes of the Anglia Revenues and Benefits Partnership Joint Committee held on 9 March 2021 were noted.

51/21 NEXT MEETING

The arrangements for the next meeting on 14 June at 9.30am were noted although this would be confirmed.

It should be noted that since the meeting, the arrangements for the next meeting has been re-scheduled from the 14 June to Monday 21 June at 9.30am and will be held in the Conference Centre at Elizabeth House, Dereham, COVID restrictions permitting.

The meeting closed at 10.10 am

CHAIRMAN

BRECKLAND DISTRICT COUNCIL

Report of: Councillor Phillip Cowen, Executive Member for Finance Revenues and Benefits

To: Cabinet, 21 June 2021

Author: Alison Chubbock, Assistant Director Finance

Subject: 2020-21 Full Year Financial Performance

Purpose: This report provides information on the actual full year financial position of the Council at 31 March 2021

Recommendation(s):

1) That the report and appendix be noted.

Recommend to FULL COUNCIL:

- 2) That capital budgets (& associated funding sources) of £7,247,467 be carried forward into 2021-22 to support projects in progress.
- 3) That the final capital out-turn and funding for 2020-21 as detailed in appendix B be approved.
- 4) That the revised capital budget and associated funding for the 2021-22 capital programme as detailed in appendix C be approved.
- 5) That the additional COMF funding totalling £464k be added to the budget to be spent in areas which comply with the funding guidelines (as detailed in paragraph 1.6)

1.0 BACKGROUND

- 1.1 Throughout the year quarterly monitoring reports have been completed forecasting the expected year end out-turn against the budgets. This report provides information on the actual full year financial performance for revenue, capital and treasury, with the detail being included in the attached appendix. The full statement of accounts will be presented to Governance and Audit Committee in July with final values.
- 1.2 In February 2020 a budget was approved which required £332k of savings to be identified and achieved in year but also allowed for a top up of £400k back into the General Fund if the savings were achieved. The General Fund is currently at its minimum balance of £2,500k following two years of above budget spends.
- 1.3 As a result of the Covid pandemic a new budget was approved in September 2020. The budget allowed for grant income known at the time, reduced income estimates and additional cost pressures, but still required a large draw on reserves to balance. The headlines of the revised budget were:
 - Use of Government Covid grant funding of £1,636k
 - Use of the Government sales fees & charges (SFC) compensation scheme estimated at £642k
 - Remove the £400k contribution to the General Fund
 - Further reserve use of £508k (Buffer fund, Growth & Investment & MTI)

- Residual savings still to be found of £217k

Subsequently additional COMF funding came forward allowing us to spend further in areas such as the Covid support officers without drawing on our own reserves.

1.4 Revenue

The final full year actual against the revised budget is a below budget spend of £349k. The Income losses were not as substantial as expected, particularly planning income which rebounded to far higher levels than anticipated in the last quarter and additional garden waste subscribers. Alongside under spends in various areas, particularly within salaries.

A further tranche of Government Covid grant funding of £439k was received (bringing our total general Covid funding to £2,075k). Income received from the Government SFC scheme totalled £916k. Other funding such as COMF and Surge funding totalled £620k and this is utilised for new spend.

As a result the actual out-turn was a below budget spend of £776k if we had used all reserves as planned in the revised budget, so we have reduced our draw on reserves by £267k due to our higher actual income. We also took the opportunity to utilise some under spends into reserve to cover known cost pressures in the system:

NCC Grasscutting challenge	£50k
Legal appeals	£50k
Customer service review shortfall in 2021-22	£20k
Local Plan	£20k
External audit fees	£20k
TOTAL	£160k

All this resulted in a residual under spend of £349k which is close to the original budget of £400k into the General Fund.

Full details of variances are shown in appendix A.

- 1.5 The General Fund is already at its minimum balance of £2,500k. The original budget included provision to add £400k into the General fund and this actual out-turn of £349k into the General Fund is close to the original planned, despite all the uncertainty and changes this financial year, but recognising that we have used £241k from our reserves to cover some of our additional costs.

- 1.6 In April 2021 we were notified of further COMF funding directly from Government of £189k and from NCC of a further £275k. This funding is specific and has to be spent on work which supports the control of Covid outbreak and management of the outbreak, such as Covid support officers, business support & training. It is currently unclear if the funding has to be spent in full by 31 March 2022 or if it can be utilised in future years and this is being investigated.

We have undertaken a review of where this funding would be best spent and have identified the following areas which meet the funding guidance and support the Council's work over the coming year:

- Extension of 2 Covid compliance officers, 3 Covid support officers and the lead Covid support officer to continue their work in supporting our high streets and providing training
- An allocated amount for further hardship payments for our residents
- Administrative support for the Covid support officers and hardship team
- Business support officer to offer continued support and training to our businesses

- Short term internal capacity for additional recruitment work
- Surge capacity for Covid support at large events
- Testing resource and track & trace capability

1.7 Capital

The actual out-turn shows spend of £7,245k (50%) against the budget and appendix A details the main variances. This report includes a recommendation to Full Council to carry forward £7,248k into future years, of which £4,257k is grant funding and £2,075k relates to vehicles and equipment for our new waste contract.

1.8 Treasury

The interest income received is lower than budget for the year. This partly relates to external loans to a 3rd party which are still expected to be made, but the timing is later than when budgeted. Alongside the reduced interest rate environment we are currently operating in.

2.0 OPTIONS

2.1 That the report and appendices be noted and recommend to Full Council

- That capital budgets (& associated funding sources) of £7,247,467 be carried forward into 2021-22 to support projects in progress.
- That the final capital out-turn and funding for 2020-21 as detailed in appendix B be approved.
- That the revised capital budget and associated funding for the 2021-22 capital programme as detailed in appendix C be approved.
- That the additional COMF funding totalling £464k be added to the budget to be spent in areas which comply with the funding guidelines (as detailed in paragraph 1.6)

2.2 That the report and appendices be noted and changes are made to the recommendations to Full Council.

3.0 REASONS FOR RECOMMENDATION(S)

3.1 To provide timely information to Members on the overall financial position of the Council, enabling resource re-allocation to priorities where necessary and protecting the General fund balance.

3.2 To enable approved capital projects to continue to deliver in the new financial year.

4.0 EXPECTED BENEFITS

4.1 To ensure Members are updated regularly and in a timely fashion on the overall Council financial position.

4.2 To make the best use of the funding available to the Council and to protect the General fund minimum balance and create a small capacity to weather future financial pressures over the coming year.

5.0 IMPLICATIONS

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

5.1 Corporate Priorities

5.1.1 The Council's budget and associated spend supports the Council's priorities.

5.2 Financial

5.2.1 The report and appendix are financial in nature and include the financial implications.

5.3 Risk Management

5.3.1 Financial risks are included within the report.

5.4 Stakeholders / Consultation / Timescales

5.4.1 Budget holders have been consulted on their variances and the reasons for those variances.

6.0 WARDS/COMMUNITIES AFFECTED

6.1 N/A

7.0 ACRONYMS

7.1 BRP – Business Rates Pool

7.2 DFG – Disabled Facilities Grant

7.3 LEP – Local Enterprise Partnership

7.4 LIBID - London Inter-Bank Bid Rate.

7.5 MHCLG – Ministry for Housing Communities and Local Government

7.6 MTI – Market Town Initiative

7.7 NNDR – National Non-Domestic Rates

7.8 COMF – Control Outbreak Management Funding

Background papers:- [See The Committee Report Guide for guidance on how to complete this section](#)

Lead Contact Officer

Name and Post: Alison Chubbock, Assistant Director Finance

Telephone Number: 07967 325037

Email: alison.chubbock@breckland.gov.uk

Key Decision: No

Exempt Decision: No

This report refers to Mandatory Service and Discretionary Services

Appendices attached to this report:

Appendix A Financial report for 2020-21 full year.

Appendix B Capital funding sources 2020-21.

Appendix C Revised 2021-22 Capital budgets and associated funding.

Breckland Council

Financial report for the year ended 31 March 2021

This report has three sections

- Section 1 – Revenue budget
- Section 2 – Capital budget
- Section 3 – Treasury update

Figures in brackets denote either income, an under spend or above budget income. Positive figures denote either spend, an over spend or below budget income.

Section 1 - Revenue

Table 1 – Actual Revenue Outturn

	Budget £'000	Actual Out-turn £'000	Actual Variance £'000
Cost of Services			
1) Strategy & Governance (S&G)	5,218	5,197	(21)
2) Growth & Commercialisation (G&C)	2,036	2,047	11
3) Place (PL)	4,784	4,495	(289)
4) Housing Benefits (HB)	536	545	9
5) Total Cost of Services before reserves	12,574	12,284	(290)
6) Contributions to/from reserves (RES)	10,272	10,538	266
7) Total Cost of Services	22,846	22,822	(24)
Funding & Appropriations			
8) Appropriations (APP)	(5,846)	(5,906)	(60)
9) Government grants (GRA)	(13,176)	(13,505)	(329)
10) Council Tax (CT)	(4,213)	(4,213)	-
11) Retained Business Rates (NDR)	389	453	64
12) Total Funding	(22,846)	(23,171)	(325)
Contribution (to)/from the General Fund	-	(349)	(349)

Significant variances are detailed over the page.

Salaries

The budgeted vacancy factor for 2020-21 is 4% for Breckland staff and 2.5% for Anglia Revenues Partnership (ARP) staff.

The achieved vacancy factor for this year is 6% for Breckland staff and around 4% for Anglia Revenues Partnership (ARP) staff, which leads to below budget salary costs, however this has not been a typical year for vacancy levels and should not be viewed as a sign of future levels.

Table 2 - Significant Variances

Cost Centre	Port- folio	Total Budget £	Total Variance £	Comments
1) High/Ongoing Impact				
1a) Legal Services	S&G	172,702	55,390	Higher than budgeted external legal fees, due to higher demand for legal advice during the pandemic as well as advice on specifics such as significant property leases and planning & enforcement.
2) High Opportunity				
3) One Offs				
3a) Reserve contributions	RES	10,272,100	265,655	The revised budget approved use of reserves to cover some costs, since this time additional Covid funding has been received and we have other increased income and this has been utilised before our reserves.
3b) Leisure PFI	PL	465,807	147,177	Lost income after claiming the maximum possible through the Government compensation scheme.
3c) Pension	S&G	1,291,652	45,034	Additional one off costs relating to a redundancy approved in previous year.
3d) Community Development	PL	169,509	36,996	Additional one off costs relating to a redundancy approved in previous year.
3e) Strategic Policy	S&G	83,553	(30,031)	Salary savings resulting from vacant graduate trainee role in year
3f) Land Charges	PL	24,353	(39,245)	Additional income compared to revised budget estimates resulting from housing market improvement
3g) Street Cleansing & Parks, Open Spaces	PL	1,929,223	(51,131)	Lower than forecast costs relating to the contract and maintenance costs.
3h) HB Admin	G&C	(327,647)	(51,387)	Additional Government grants relating to the administration of the self isolation grant (costs are included in the ARP spend)
3i) Waste Services	PL	(1,688,117)	(55,927)	Increased recycling credits and garden waste subscribers partly offset by increased contamination and smoothing costs as a result of higher recycling tonnages.
3j) Government grants	GRA	(11,133,939)	(329,185)	MHCLG provided a tranche 4 of general Covid funding in October after the revised budget was set.
3k) Development Control	PL	(88,859)	(322,820)	Planning income picked up significantly in quarter 4 above revised budget expectations.
4) Low Impact				
4a) Other	All	(1,170,337)	(19,587)	Other small value variances.
5) TOTAL		-	(349,061)	

Collection Funds

Council Tax

The Council Tax collection fund account had a residual deficit of £152k overall at the end of 2019-20, with Breckland's share being £16k. The 2020-21 out-turn is a deficit of £248k with Breckland's share being £25k, which is slightly improved compared to the budget set for 2021-22.

Retained Business Rates

The retained Business Rates (NNDR) collection fund account had a residual deficit of £60k overall at the end of 2019-20, with Breckland's share being £26k. The deficit for 2020-21 is £16,073k with Breckland's share being £6,431k.

Due to accounting rules the actual deficit on the NNDR collection fund includes the effects of the expanded retail and nursery reliefs announced after the budget was set and we have been compensated by Government in full for these values and the grants are held in reserve to offset the costs of the deficit in future years. The 'true' deficit excluding the effects of Covid reliefs is £1,704k with Breckland's share being £683k which is slightly improved compared to the budget set for 2021-22.

Section 2 - Capital

Table 1 - Progress against 20-21 approved capital programme

	Budget £	Actual Out-turn £	Actual (under)/overspend £
Commercialisation			
Property (Land & Buildings)	1,418,387	561,792	(856,595)
Capital grants	3,024,473	607,594	(2,416,879)
Capital loans	386,222	362,992	(23,230)
Total Commercialisation	4,829,082	1,532,378	(3,296,704)
Strategy & Governance			
ICT & Organisational Change	66,507	68,319	1,812
Not yet released	37,000	-	(37,000)
Total Strategy & Governance	103,507	68,319	(35,188)
Place			
Property (Land & Buildings)	1,268,363	844,151	(424,212)
ICT and Vehicles & Equipment	5,067,387	2,990,443	(2,076,944)
Grants	3,247,634	1,810,420	(1,437,214)
Not yet released	-	-	-
Total Place	9,583,384	5,645,014	(3,938,370)
TOTAL	14,515,973	7,245,711	(7,270,262)

Actual outturn £7,245,711 or 50%

Table 2 - The variance is shown below:

Project	(under)/ over spend £	Carry over to Future £	
Commercialisation			
Snetterton power	-	(2,159,092)	Balance of grant funding to complete substation
Worksmart & Office	-	(653,570)	Project in progress due to complete June 2021
Shipdham Land	-	(257,787)	Balance of grant funding to complete road changes at housing site
Car parks	-	(120,967)	Works will now be in 2021-22
Riverside Thetford	-	(80,000)	Works to unit 4 committed, will take place in 21-22
Swaffham Bridge works	-	(63,785)	Works in progress, will complete in 2021-22
Capital loans	-	(23,230)	Remainder of loan not drawn down until next year
Commercial Property	-	(19,959)	Balance of rolling maintenance programme
Public lighting	-	81,686	Spend ahead of profile, will reduce future budget
Strategy & Governance			
ICT	-	(35,188)	Remaining balance for spend in progress
Place			
Waste vehicles	-	(2,075,149)	Purchase of assets for new contract in progress, continuing into Q1
Disabled Facilities Grants (DFG)	-	(871,026)	Grant funding to be carried into 2021-22, additional staff in place to catch up with backlog
Thetford Power	-	(551,698)	Grant funded project in progress, delay due to finalising legal documentation
Elm Road Thetford	-	(424,212)	Construction works in progress, due to complete in 2021
Public protection software	(22,795)	-	Capital budget no longer required, remaining costs funded from revenue
Watton teen area	-	(14,490)	S106 funding released March, to be paid early 2021
Locata system	-	21,000	Bring forward of budget from next year
Total	(£22,795)	(£7,247,467)	= (£7,270,262) Total

Section 3 – Treasury

Security

The low actual risk for the Council’s portfolio of investments reflects its cautious approach to counterparty selection which in turn is reflected in lower investment returns.

	Maximum risk level	Actual risk level	Variance
Investments maturing in < 1 year	0.060%	0.003%	0.057%
Investments maturing between 1 - 2 years	0.060%	n/a	-
Investments maturing between 2 - 3 years	0.080%	n/a	-

Liquidity

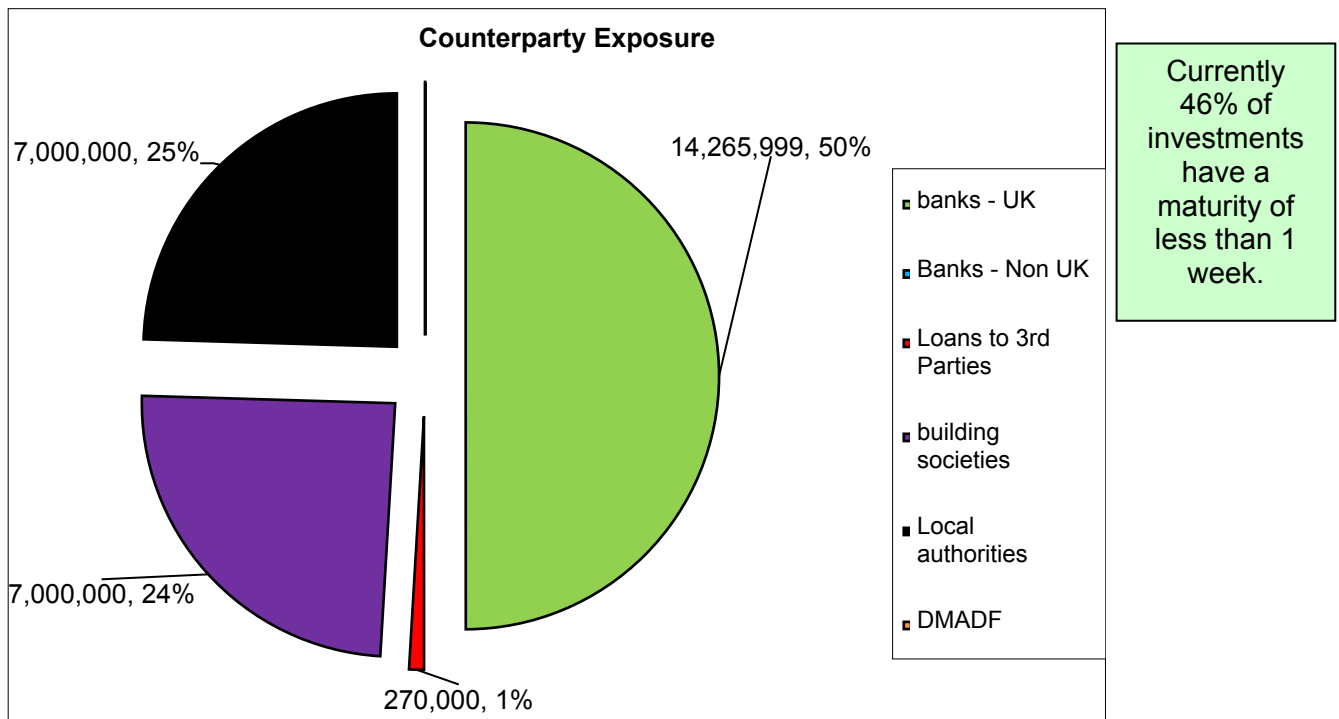
The Council had an average of £15.0m instant access cash available during the reporting period, as at 31 March the balance was £7.4m. This was exceptionally higher than our usual requirement of £5m due to additional Government grants received held short term to pay out grants, combined with a lack of available resource to make investments due to other priorities and low interest rates making investment deals more difficult. The council did not use its overdraft facility in this reporting period. The weighted average life (WAL) of investments was 21 days.

Yield

	Budget	Actual	Variance
Interest receivable 2020-21	£254,227	£231,109	£23,118
Yield (3 month LIBID ¹)	0.015%	0.473%	(0.458%)

The below budget income relates to expected loans to 3rd parties at market rates which will not be made this year due to timing delays and lower interest rates than anticipated in the revised budget.

Our exposure to different counterparties is shown in the graph below.



¹ LIBID – London Inter-bank Bid Rate

Appendix B

	20/21 Final budget	2020/21 Spend	Funding						
			BDC funded	Revenue	PFI scheme	BRP	LEP	Specific Grants	S106
Commercialisation - Funding released									
Snetterton Power Upgrade (LEP Funded)	2,740,813	581,721				42,381	539,340		
Shipdham Land Release	283,660	25,873						25,873	
Elizabeth House Worksmart - committee suite	143,839	143,839		143,839					
Commercial Property Rolling Maintenance 20/21	31,000	11,041	11,041						
Public lighting	252,649	334,335	310,335	24,000					
Bridge Works Swaffham and Thetford	75,000	11,215	11,215						
Riverside finishing items	80,000	0							
Car Parks 20/21	132,579	11,611	11,611						
Elizabeth House Worksmart	536,020	0							
Elizabeth House Renewal 21	117,550	0							
Riverside Unit 5 Capital Contribution to lease legal fees	49,750	49,750	49,750						
	4,442,860	1,169,385	393,952	167,839	0	42,381	539,340	25,873	0
Strategy and Governance - Funding released									
ICT Strategy Projects	35,400	37,212	37,212						
ARP ICT assets	31,106	31,106		31,106					
	66,506	68,319	37,212	31,106	0	0	0	0	0
Strategy and Governance - not yet released									
ICT Strategy Projects	37,000	0							
	37,000	0	0	0	0	0	0	0	0
Place - Funding released									
Disabled Facilities Grants/Re-able	1,517,328	646,302						646,302	
Enhancement grants/Restore	124,767	124,767						124,767	
New Housing IT system - Locata	21,000	42,000	42,000						
Public Protection Software	26,281	3,486	3,486						
Temporary Accommodation - Breckland Contribution (pre construction)	67,200	46,194	46,194						

	20/21 Final budget	2020/21 Spend	BDC funded	Revenue	PFI scheme	BRP	LEP	Specific Grants	S106
Temporary Accommodation - (S106)	573,311	170,105							170,105
Housing Infrastructure Fund - Thetford	1,459,413	907,715						907,715	
Waste Vehicles & Equipment	5,000,000	2,924,851	2,718,606					206,245	
NECTON S106 3PL20120833 grants	9,443	9,443							9,443
L DUNHAM 3PL20130888 grants	1,386	1,386							1,386
WSA 0798/0995/0330 grants	3,492	3,492							3,492
THET TC 3PL20120509 grants	1,935	1,935							1,935
THET TC 3PL20141054 grants	1,120	1,120							1,120
Bullock Park Shipdham 3PL/2007/1234/F S106 grant	2,400	2,400							2,400
Shipdham Parish Council - replacement tables at W1 Hall - 3PL/2007/1234/F	1,241	1,241							1,241
Refurbishment of London Road Play Area, in Attleborough.	94,043	94,043							94,043
Works already undertaken on the Level Crossing, Yaxham Road, Dereham, by Mid Norfolk Railway Preservation Trust, 3PL/2013/0071/H	15,341	15,341							15,341
Litcham Common Benches 3PL/2013/1111/O	1,236	1,236							1,236
Watton Teen Area 3PL/2014/0330/F	14,490	0							
Trade Waste Steel Bins	20,106	20,106		20,106					
PFI	627,852	627,852			627,852				
	9,583,384	5,645,014	2,810,286	20,106	627,852	0	0	1,885,029	301,742
Grand Total Capital Programme	14,129,751	6,882,718	3,241,450	219,051	627,852	42,381	539,340	1,910,902	301,742
Capital Loans									
Breckland Bridge loans	386,222	362,993	362,993						
Total Capital Loans	386,222	362,993	362,993	0	0	0	0	0	0
Grand Total	14,515,973	7,245,711	3,604,443	219,051	627,852	42,381	539,340	1,910,902	301,742

APPENDIX C

	20/21 Final budget	2020/21 Spend	2020/21 (under)/overspend	Unspent amount requested to be carried over	Original budget 2021/22	Proposed new budget 2021/22 (Gross)	Funding						
							BDC funded	MRP	LEP	BRP	Specific grant	S106	Revenue
Commercialisation - Funding released													
Snetterton Power Upgrade (LEP Funded)	2,740,813	581,721	(2,159,092)	2,159,092	571,692	2,730,784			(1,919,204)	(743,522)			(68,058)
Shipdham Land Release	283,660	25,873	(257,787)	257,787		257,787					(257,787)		
Elizabeth House Worksmart - committee suite	143,839	143,839	0			0							
Commercial Property Rolling Maintenance 20/21	31,000	11,041	(19,959)	19,959	167,890	187,849	(156,734)						(31,115)
Commercial Property Rolling Maintenance 21/22			0		83,000	83,000	(83,000)						
Public lighting	252,649	334,335	81,686	(81,686)	90,000	8,314	(8,314)						
Bridge Works Swaffham and Thetford	75,000	11,215	(63,785)	63,785		63,785	(63,785)						
Riverside finishing items	80,000	0	(80,000)	80,000		80,000	(80,000)						
Car Parks 20/21	132,579	11,611	(120,967)	120,967		120,967	(120,967)						
Elizabeth House Worksmart	536,020	0	(536,020)	536,020		536,020							(536,020)
Elizabeth House Renewal 21	117,550	0	(117,550)	117,550		117,550	(117,550)						
Riverside Unit 5 Capital Contribution to lease legal fees	49,750	49,750	0	0		0							
asset purchase					1,975,500	1,975,500	(1,975,500)						
	4,442,860	1,169,385	(3,273,474)	3,273,474	2,888,082	6,161,556	(2,605,850)	0	(1,919,204)	(743,522)	(257,787)	0	(635,193)
Strategy and Governance - Funding released													
ICT Strategy Projects	35,400	35,400	0	0		0							
ARP ICT assets	31,106	31,106	(0)	0		0							
	66,506	66,506	(0)	0	0	0							
Strategy and Governance - not yet released													
ICT Strategy Projects	37,000	1,812	(35,188)	35,188		35,188							(35,188)
Officer/Member refresh					165,250	165,250	(50,250)						(115,000)
Infrastructure					25,000	25,000	(25,000)						
Agile working/technology change events (G&I)					35,000	35,000							(35,000)
	37,000	1,812	(35,188)	35,188	225,250	260,438	(75,250)	0	0	0	0	0	(185,188)
Place - Funding released													
Disabled Facilities Grants/Re-able	1,517,328	646,302	(871,026)	871,026	995,842	1,866,868					(1,866,868)		
Discretionary Repairs Assistance (Enhance/Safety & Security Grant)					50,000	50,000					(50,000)		
Discretionary Adaptation Assistance (Relocation/Additional Adaptation Assistance)					100,000	100,000					(100,000)		
Disability Adaptations (RESTORE)					26,008	26,008					(26,008)		
Enhancement grants/Restore	124,767	124,767	0	0	23,992	23,992					(23,992)		
New Housing IT system - Locata	21,000	42,000	21,000	(21,000)	21,000	0							
Public Protection Software	26,281	3,486	(22,795)			0							
Temporary Accommodation - Breckland Contribution (pre construction)	67,200	46,194	(21,006)	21,006		21,006	(21,006)						
Temporary Accommodation - Breckland Contribution (Construction)					858,826	858,826	(470,796)						(388,030)
Temporary Accommodation - (S106)	573,311	170,105	(403,206)	403,206		403,206					(403,206)		
Housing Infrastructure Fund - Thetford	1,459,413	907,715	(551,698)	551,698	12,281,479	12,833,177					(12,833,177)		

	20/21 Final budget	2020/21 Spend	2020/21 (under)/overspend	Unspent amount requested to be carried over	Original budget 2021/22	Proposed new budget 2021/22 (Gross)	BDC funded	MRP	LEP	BRP	Specific grant	S106	Revenue
Waste Vehicles & Equipment	5,000,000	2,924,851	(2,075,149)	2,075,149	0	2,075,149	(1,450,149)	(625,000)					
NECTON S106 3PL20120833 grants	9,443	9,443	0	(0)		(0)							
L DUNHAM 3PL20130888 grants	1,386	1,386	0	(0)		(0)							
WSA 0798/0995/0330 grants	3,492	3,492	0	0	0	0							
THET TC 3PL20120509 grants	1,935	1,935	0	0		0							
THET TC 3PL20141054 grants	1,120	1,120	0	0		0							
Bullock Park Shipdham 3PL/2007/1234/F S106 grant	2,400	2,400	0	0		0							
Shipdham Parish Council - replacement tables at W1 Hall - 3PL/2007/1234/F	1,241	1,241	0	(0)		(0)							
Refurbishment of London Road Play Area, in Attleborough. 3PL/2013/1084/F, 3PL/2012/1259/F and 3PL/2013/0413/F	94,043	94,043	0	0		0							
Works already undertaken on the Level Crossing, Yaxham Road, Dereham, by Mid Norfolk Railway	15,341	15,341	0	0		0							
Litcham Common Benches 3PL/2013/1111/O	1,236	1,236	0	0		0							
Watton Teen Area 3PL/2014/0330/F	14,490	0	(14,490)	14,490		14,490						(14,490)	
Trade Waste Steel Bins	20,106	20,106	0	0		0							
PFI	627,852	627,852	0	0		0							
	9,583,384	5,645,014	(3,938,369)	3,915,574	14,357,147	18,272,721	(1,941,951)	(625,000)	0	0	(14,900,045)	(417,696)	(388,030)
Grand Total Capital Programme	14,129,751	6,882,717	(7,247,032)	7,224,237	17,470,479	24,694,716	(4,623,051)	(625,000)	(1,919,204)	(743,522)	(15,157,832)	(417,696)	(1,208,411)
Capital Loans				0		0	0						
LABV Chapel Road Attleborough	386,222	362,993	(23,230)	23,230		23,230	(23,230)						
Total Capital Loans	386,222	362,993	(23,230)	23,230	0	23,230	(23,230)		0	0	0	0	0
Grand Total	14,515,973	7,245,711	(7,270,262)	7,247,467	17,470,479	24,717,946	(4,646,281)	(625,000)	(1,919,204)	(743,522)	(15,157,832)	(417,696)	(1,208,411)

BRECKLAND DISTRICT COUNCIL

Report of: Ian Sherwood (Executive Member for People & Governance)
Maxine O'Mahony (Executive Director Strategy & Resources)

To: Cabinet, 21 June 2021

Author: Susie Richardson (HR Manager)

Subject: Council Health and Wellbeing Support (Smoking-Free Policy)

Purpose: To outline the rationale and impacts for making our council smoke-free and to seek Cabinet agreement for implementing a supporting policy to enable this to happen.

Recommendation(s):

That the Smoke-free Policy, as set out in Appendix A of this report, be implemented by approving the following recommendations:

- 1) To encourage and proactively support our staff to quit smoking with the support of Smokefree Norfolk, the NHS and other local support organisations.
- 2) To designate Elizabeth House – including its car park and outdoor areas – as a completely smoke-free site.
- 3) To ensure staff only take smoking breaks in their own time and away from Elizabeth House.
- 4) To permanently remove the smoking shelter at Elizabeth House and make the area an outdoor space for staff to use.
- 5) To include e-cigarettes and vaping in the list of prohibited activity in the Council's Smoke-free Policy.
- 6) To positively encourage adherence to the policy, but where necessary, enforce compliance through existing staff disciplinary procedures, or the code of conduct.

1.0 SUMMARY

As a council, we are adapting to our changing role, responsibilities and priorities in the wake of the Covid-19 pandemic. Part of this includes adopting a hybrid working model, with staff expected in future to spend more time working out in the communities they serve, and through a mix of remote and office-based working.

This being the case, the Council wants to ensure that it is doing everything it can to make sure that members and staff feel they are returning to a healthy, safe and supportive environment, with new policies and ways of working established.

The Council prides itself on promoting and supporting the health and wellbeing of its staff, providing a range of support and assistance which includes: Mental Health First Aid support, Men's, Women's and Carers' Sheds (informal support groups) and a comprehensive Employee Assistance Programme.

This report proposes that the Council's health and wellbeing support be further extended and enhanced by implementing a new smoke-free policy. With staff and members working from home

during the pandemic, we are now in a position to do this with minimal disruption – with the potential to return to Elizabeth House as a smoke-free site when the office reopens this year.

2.0 BACKGROUND

2.1 Health impacts

There has been a huge shift in the smoking culture in England over the last few years and rates of smokers are falling faster than ever. However, the health impacts remain significant and concerning:

- Smoking is responsible for somebody being admitted to hospital every minute and is responsible for around 80,000 deaths in the UK every year.
- Smokers die younger on average than non-smokers, but it is the most preventable cause of premature death.
- Smoking is the most preventable cause of cancer in the UK, responsible for one in four deaths.

In response to this, the government has set out an ambition to go 'smoke-free' in England by 2030*, and we want to support this by adopting a Smoke-free policy. (*As set out in the Government's green paper 'Advancing our health: prevention in the 2020s', published in 2019.)

2.2 Business impacts

It is widely recognised that smoking not only impacts on an individual's health but also on organisational productivity and effectiveness:

- Smoking costs organisation's money, in terms of lost productivity: with staff taking regular smoking breaks.
- Smokers have a higher rate of absence as shown by research undertaken by Smokefree Norfolk, the county's smoking cessation service.

2.3 Breckland Council's current position

At present, the Council is not doing everything it can to actively discourage smoking:

- The Council wants to do more to actively support staff in quitting smoking, to not only encourage a healthier workforce but to help manage sickness absence.
- The Council has historically provided a smoking shelter on site (currently in storage), thereby helping to facilitate smoking onsite.
- Smoking breaks are not formally monitored for impacts on productivity; this is not fair to other non-smoking employees who may be taking less breaks during their working day.

Breckland's current position is at odds with staff sentiment. Prior to Covid, the Staff Forum put forward a request that the Council explore the possibility of being a smoke-free site. More recently, the HR team revisited the question of staff support in our staff survey this year which had overwhelming agreement that 89% of respondents to be smoke-free (out of 174 respondents).

Unison, Capita and DWP have also signalled their support for a Smoke-free Policy to be implemented onsite, following recent informal consultation.

2.4 Breckland Council's Smoke-free ambition

Having set out the reasons why the Council wishes to become smoke-free, it is important to clarify our message to the organisation and our staff is one of support: we want to support people who want to quit smoking in their smoke-free journey.

We also acknowledge that not everyone will want to quit smoking; we are not dictating what people do in their personal lives or in their breaks during the working day. Should the policy be agreed, all internal communications will reflect the supportive nature of our approach, in conjunction with signposting to the smoking cessation services available to support those who want to quit.

3.0 POLICY FEATURES

The policy proposes that Breckland becomes a smoke-free council, immediately after Cabinet approval and to align with the re-opening of the building in June 2021.

If approved, this would mean that:

- 1) The Council would commit to actively encouraging supporting our staff to quit smoking with the support of Smokefree Norfolk, the NHS and other local support organisations.
- 2) Elizabeth House – including its car park and outdoor areas – would be designated as a completely smoke-free site.
- 3) Staff could only take smoking breaks in their own time and away from Elizabeth House.
- 4) The smoking shelter at Elizabeth House would be permanently removed to make way for an outdoor space that all staff could use.
- 5) E-cigarettes and vaping would be included in the list of prohibited activity in the Council's Smoke-free Policy.
- 6) Staff and members would be positively encouraged to adhere to the policy, but where necessary, the Council would consider enforcing compliance through existing policies and procedures, or code of conduct.
- 7) Clear public signage will be placed around Elizabeth House, advising visitors that the Council operates a Smoke-free policy and requesting that they do not smoke.

The objectives of the policy are to:

- Reduce the percentage of our workforce that smoke.
- Increase the attractiveness of our site by going smoke-free.
- Encourage a healthier workforce and reduce absence (the office of national statistics report on the UK labour market 2016 reported that smokers have an absence rate of 2.5% compared with 1.6% non-smokers)
- Increase staff productivity by not allowing extra smoking breaks during working hours.
- Ensure consistency in our approach to taking breaks during working hours.
- Create a smoke-free culture where not smoking is the 'norm'.

4.0 ASSUMPTIONS

- Approval is given by Cabinet to implement being smoke-free.
- CMT and members are in full support of the site going smoke-free and set an example.
- Managers will support new policies and actively encourage and/or enforce us being a smoke-free council and not allow smoking breaks during working hours.
- Costs associated with being smoke-free will be minimal and supported.
- External organisations will support our staff in quitting smoking and resources will be available.
- That we can enforce smoke-free at Elizabeth House with our partners on-site

5.0 RESEARCH

Public Health England, Smokefree Norfolk and the NHS stop smoking service have shared their research and learnings from supporting other organisations to become smoke-free. Norwich City Council has a smoke-free site, but to our best knowledge, no other rural council has yet declared itself to be smoke-free within Norfolk, making Breckland the first. This presents a positive opportunity for Breckland Council to lead the way on health and wellbeing support, with our communications team ready to manage and generate media interest.

6.0 SMOKING CESSATION SUPPORT

We have met with Smokefree Norfolk and the local team that work for Public Health England in their smoking team and they offer great support to smokers who want to quit. These organisations are able to offer advice, clinics, group support and nicotine replacement therapy as part of going smoke-free.

We also have a smoke-free advice service in our neighbouring Tesco pharmacy and we will be asking them what support they can also provide. It is vital that our message as an organisation is that we are supporting smokers to give up - and not dictating to them - and that means providing them with information, support and advice to go smoke-free.

We need to consider what we can help staff replace their cigarette breaks with as a release from a stressful environment, our wellbeing programme will help address this by suggesting ways to manage stress at work and the advice services will offer support in terms of alternatives to smoking to help manage stress.

7.0 COMMUNICATION & CONSULTATION

A communication plan has been detailed in this document under our approach.

Staff are encouraged to take breaks in their working day, in line with the hours they work and the working time regulations. We will be encouraging staff to use our outside spaces for their breaks to get away from their work and monitors, but smokers will not be allowed to take breaks outside of this to smoke.

We have conducted our wellbeing survey with staff which shows 89% of those who took part support going smoke-free. Following approval, we will communicate as part of WorkSmart that when the building reopens it will be a smoke-free site and what that will mean for staff along with the policy being published.

The communication will form part of the WorkSmart programme's communications as the building reopens this summer and that along with our new facilities, we are now also a smoke-free site.

We need to recognise that some smokers may feel unhappy about the proposed changes and may feel that they are being singled out, especially if they don't wish to quit smoking: our communication needs to be clear that we are not dictating to people to quit smoking, but we are offering support if they want it. For those that want to continue to smoke then we need to respect their decision, while making it clear that we do not support smoking within working hours (other than break times) and on our site.

8.0 MEMBERS

Members will be affected by the Smoke-free Policy and other visitors to our site will also be expected to adhere to our smoke-free policy. Members can also access the smoking cessation support via the NHS.

9.0 OPTIONS

9.1 Do nothing.

9.2 Implement the Smoke-free policy, from June 2021.

10.0 REASONS FOR RECOMMENDATION(S)

To improve the wellbeing of our staff, bring consistency to our approach to staff breaks and have a more attractive council site.

11.0 EXPECTED BENEFITS

Wellbeing: we will expect to see an improvement in absence management as staff who are smokers are more likely to have higher absence levels, as shown in NHS research; we will also have a healthier workforce if people choose to quit.

Productivity: Evidence shows that productivity picks up when staff do not smoke so we should see an increase in productivity if people choose to quit.

Reputation: We will be trailblazers in going smoke-free, locally, as a rural council and we will need to manage the message that is given to the press We believe this should be a good news story that we are supporting staff to be healthy and quit smoking.

Consistency in approach to breaks: we will be breaking down the barrier between smokers and non-smokers. Smokers take more regular breaks, on average, and by not allowing smoking breaks within working hours it will give us a fairer approach to the time out staff take away from their work. Our advice on breaks remains the same, employees are allowed to take their breaks as per the hours they work and if they choose to go off site and smoke within that break, that is their choice.

12.0 IMPLICATIONS

Issue	Comment
Legal Implications of changing policies around smoking and breaks	We have consulted our employment lawyer who has reviewed the business case and policy
Impact on staff morale, particularly smokers	Smokers will still be able to smoke, just not on our site, they can use their breaks to smoke if they wish off site
Impact on current policies and working practices	A smoking policy has been written with the other current policies also considered
Impact on HR team to manage the project and support changes	The work is planned in the HR programme of work
Implications for facilities in removing the site and replacing the area	Has been indicated at a day's work for a contractor to do this

13.0 Constitution & Legal

Our draft policy (see Appendix A) has been approved by our employment law solicitor to ensure it is legally compliant and reflects smoking policies that have been researched from other authorities nationally and organisations who are smoke-free.

14.0 Financial

There is a cost associated with the temporary removal of the smoking shelter; this cost is being met by the WorkSmart programme.

The cost of smoking cessation services and support for staff is free as part of the NHS's smoke-free campaign: in particular, we will be using Smokefree Norfolk and the local branch of Public Health England that lead on smoking.

15.0 Risk Management

Risk	Mitigation
<i>Smoking is an important release and coping mechanism for smokers and stress levels could be increased by smoking less and/or in the initial phases of quitting.</i>	<ul style="list-style-type: none"> • The support on offer to staff will be helping them with nicotine replacement therapy (NRT) if they wish to quit. • We will be encouraging staff to use their breaks to be active to aid stress release. • There are areas outdoors provided for staff to take a break without smoking such as the courtyard and bench areas around the building
<i>The decision to go smoke-free could be seen as dictating to staff about their lifestyle.</i>	<ul style="list-style-type: none"> • Comms will be positive and supportive about why we are going smoke-free. • We are will not try to make people quit, but we are going smoke-free and there is support on offer for staff that wish to quit
<i>We don't enforce the smoke-free site and working policies and the project ultimately fails.</i>	<ul style="list-style-type: none"> • The policy is enforced by all Managers and staff if they see visitors smoking on site. • Support is given to staff for them to advise if people aren't adhering to our smoke-free policy
<i>Smoking is not supported by members and CMT</i>	<ul style="list-style-type: none"> • The approval process gains support from both of these groups. • Members have been involved in the process and they will have support on offer if they wish to quit smoking. • Smokefree Norfolk is a campaign that we sign up to as an organisation and in our district so we should be supporting it in our own sites.
<i>Staff morale is affected by going smoke-free.</i>	<ul style="list-style-type: none"> • The messages to staff will be positive and empathetic in recognising how difficult it is to quit an addiction.
<i>Smokers feel targeted.</i>	<ul style="list-style-type: none"> • We need to be clear we are not making people quit, but the support is there if they want it
<i>Negative press</i>	<ul style="list-style-type: none"> • We need to proactively manage the press leading up to go live and position being smoke-free as being trailblazers in supporting a healthy workforce and district

Lead Contact Officer

Name and Post: Susie Richardson (HR Manager)
Telephone Number: 07342 071416
Email: susie.richardson@breckland.gov.uk

Key Decision: Yes

Exempt Decision: No

This report refers to a Mandatory Service

Appendices attached to this report:

Appendix A Smoke-free policy

Breckland Council Smoke Free Policy

1. Purpose

The Council, as an employer, is committed to:

- providing a safe, clean and healthy working environment for all of its employees
- promoting the health and wellbeing of its employees

We recognise that smoking is the primary cause of preventable illness and premature death in the UK, accounting for approximately 79,000 deaths a year in England alone. In addition, the harmful health effects of second hand tobacco smoke are now established beyond reasonable dispute. To address this public health issue the Council is introducing this policy to make our sites completely smoke free.

Our policy is not meant to "make" anyone quit. Our policy has two goals:

1. Ensure that all staff, elected members and visitors benefit from a smoke free environment
2. Provide opportunities and support to staff that wish to give up smoking.

2. Scope

1. The Smoke Free Policy has been developed to ensure that the Council provides a working environment that is conducive to the health and wellbeing of employees, councillors and the general public. Therefore the policy will apply to all employees of Breckland Council, Elected Members, visitors, or contractors working on, any Council owned premises, organisations with employees based in council building such as Capita, DWP and ARP and visitors to Council Premises.
2. The basis of the Policy is that any individual employee has the right to an atmosphere free of tobacco smoke during any time spent on the premises of the Council.
3. This Policy affords e-cigarettes and vaping the same restrictions as tobacco, for the following reasons:
 - the safety of e-cigarettes has not been significantly demonstrated as the chemicals used have not been fully disclosed and there is no adequate data on their emissions;
 - there is a lack of peer-reviewed evidence on their value in helping smokers cut down or stop;
 - concerns that e-cigarettes might reinforce the smoking habit as they are designed to closely mimic smoking actions

3. Key Legislation

The current legislation governing this Policy is contained in:

1. Health Act 2006
2. Health and Safety at Work Act 1974
3. Workplace (Health, Safety and Welfare) Regulations 1992
4. Management of Health and Safety at Work Regulations 1999

4. Definitions

For the purposes of this Policy the following definitions apply:

1. "Smoking" means smoking by any means, whether cigarette, cigar, pipe or any other product. This includes e-cigarettes and any other vaping devices. Reference in this Policy to cigarettes shall mean any of the aforementioned products.
2. "Passive Smoking" means the inhalation of smoke by a person or persons other than the smoker.
3. "Council Premises" shall include Council buildings, grounds, vehicles [including Council cars], car parks which form a part of the curtilage of a Council building, and any area surrounding any entrance to Council Premises, windows and air-intake vents

5. Responsibilities

1. The Council shall ensure that this Policy is adhered to by all employees, Elected Members, contractors and visitors to the Council Premises.
2. Employees / Elected Members shall ensure that they and any visitor to Council Premises comply with this Policy. Employees and Elected Members shall co-operate with the Council in the implementation and operation of this Policy.
3. Responsibility for the implementation of the Smoke Free Policy lies with all Line Managers including supervisors together with the most senior member of staff and to offer encouragement to employees to access the advice and support facilities available.

Specifically, it will be the responsibility of line managers to:

- Ensure that all staff reporting to them are aware of and adhere to this Policy
 - Ensure that any staff wishing to quit smoking be allowed to access Stop Smoking Services during work time
 - Ensure that employees are fully supported in reminding members of the public and visitors of the Smoke Free Policy
 - Comply fully with the Policy and act as a suitable role model for employees and visitors
 - Ensure reference to the Policy features on all relevant documentation
 - Monitor and maintain the Smoke Free Policy within their area
 - Respond appropriately to issues of non-compliance
4. Employees who see visitors or colleagues smoking on Council premises should politely make them aware of the Smoke Free Policy. Council employees are not expected to get involved in conflict situations in order to enforce the Smoke Free Policy and should only approach individuals to ask them to stop smoking if they are satisfied that it is safe to do so. If, after respectfully asking the individual to refrain from smoking, the situation escalates, staff should immediately and politely withdraw / walk away and seek support from their line manager.
 5. Employees should inform the appropriate manager of anyone who fails to comply with the Policy.

6. Policy

1. Smoking is prohibited on Council Premises, including all building, all vehicles and grounds.

2. The Council does not have any official smoking breaks. If you wish to smoke during the working day, you may do so in the breaks that you are entitled to under the terms of your contract.
3. The Council, in conjunction with the Council's Occupational Health and Safety Unit will assist any employee who wishes to stop smoking. Such employees should contact the Human Resources department for further information.
4. All job applicants will be made aware of the Policy via application packs, where a requirement to abide by it will be part of the person specification. Applicants will be reminded of the Policy at interview stage and compliance with the Policy will form part of the contract of terms of employment
5. Any breach of this Policy will be dealt with under the terms of the disciplinary Policy.
6. This Policy will come into force on 21 June 2021 and will be reviewed on a regular basis.

7. Implementation

1. The Policy will apply in all Council buildings, all vehicles parked on council premises and the grounds of all council buildings. It will also apply to all Council-owned or leased vehicles regardless of location.
2. Domestic dwellings where tenants/owners who receive a service are currently partially exempt as they are classed as domestic dwellings.

Staff Employees will be supported if they do not wish to work in the home of a heavy smoker following a risk assessment and appropriate consultation with the service user.

3. Responsibility for the implementation of the Smoke Free Policy lies with all Line Managers including supervisors together with the most senior member of staff and to offer encouragement to employees to access the advice and support facilities available.

8. Supporting Employees

1. *Smoking Cessation* – smoking cessation support is offered in a variety of ways, please contact the Human Resources department if you require further information
2. *Smoking* - The Council will adopt a reasonable and common sense approach to the conduct of those employees who may find adapting to a smoke free environment or attempting to stop smoking very difficult and stressful. Intensive support from the smoking cessation services may help them through the working day. However, where excessive smoking takes place, management is expected to deal with it under the terms of our Code of Conduct.
3. *Employee co-operation* - To enable individuals to become accustomed to the new restrictions employees unable to comply with the agreed Smoke Free Policy should in the first instance be supported with counselling and education processes.
4. Every effort will be made to ensure that this Policy is implemented and applied as fairly and consistently as is reasonably possible.

9. Recruitment of Staff

All job applicants will be informed of the Council's Policy prior to and at interview.

10. Visitors and Contractors

Visitors and contractors who use any Council building are expected to observe the restrictions on smoking. Entrance signs will indicate that people are entering a 'smoke free area'. Employees who meet visitors on Council premises will explain the rules politely but firmly and as far as possible ensure compliance. Visitors not adhering to the Policy will be asked to comply or leave the premises.

11. Monitoring and Review

The Council will continue to monitor the operation of this Policy, will review this Policy every two years and will publish any amendments. This Policy may be amended at any time at the Council's sole discretion. However, employees will, where possible, be consulted prior to any amendment of this Policy.

Approving authority: Council

Responsibility for Policy: Head of Paid Service

Date approved: 21st June 2021

Next review date: June 2023

BRECKLAND DISTRICT COUNCIL

Report of: Councillor Mark Robinson- Executive Member for Customer, Digital and Performance

To: Overview and Scrutiny Commission- 3rdth June 2021

Author: Ryan Pack- Innovation and Change Business Partner

Subject: Performance Overview Report- Quarter 4 2020/21

Purpose: To provide members of the commission with an overview of the council's performance for the period 1st January 2021- 31st March 2021.

Recommendation:

- 1) Members of the commission are asked to note the report.

1.0 BACKGROUND

- 1.1 The Quarter 4 2020-21 Performance Report detailed in Appendix A aims to provide Members, businesses and residents with an overview of how the Council is performing against several key strategic indicators. These indicators include the delivery of frontline services, financial performance and progress made towards achieving the overarching aims and objectives of the Council as set out in the Corporate Plan.

In addition, the covering report will highlight areas of improved and high performance and where performance is challenging.

- 1.2 Since the report was last presented to the Overview and Scrutiny committee, one minor formatting change has been made at their request. The report now compares performance from both the previous year and the preceding quarter.

2.0 Areas of success

- 2.1 During Q4, the council has seen improvement or consistent high performance in indicators linked to responsiveness around Freedom of Information requests and complaints and staff turnover. The council has also maintained strong performance in indicators related to minor planning applications and commercial property occupancy.

3.0 Areas requiring improvement

- 3.1 Performance in Q4 has been notably challenging for the customer contact team, with a notable rise in wait time, calls and abandonment rate. Whilst a more detailed breakdown of this is available in Appendix A, these issues have been linked to both a combination of staffing changes, direct and indirect COVID related service impacts and specific service level incidents which resulted in an increased number of calls in short time period.

Whilst performance during Q4 was challenging, it is anticipated that the Customer service review will help improve performance in the above areas.

The council also saw falls in indicators related to missed bins and major planning applications. However, it is important to stress that of the three months in Q4, these indicators only suffered from one poor month and two months where they achieved their targets. These instances are being viewed as isolated incidents and not indicators of significant challenges to achieve performance goals in Q1 201/22.

4.0 **OPTIONS**

4.1 To note the content of the report

4.2 Do nothing

5.0 **EXPECTED BENEFITS**

5.1 The Corporate Improvement and Performance Team will use the content of this report to identify areas of improvement.

6.0 **IMPLICATIONS**

6.1 **Carbon Footprint / Environmental Issues**

6.1.1 Carbon Footprint / Environmental Issues have been considered and it is the opinion of the author that there are no implications.

6.2 **Constitution & Legal**

6.2.1 Constitutional and Legal issues have been considered and it is the opinion of the author that there are no implications.

6.3 **Contracts**

6.3.1 Contracts issues have been considered and it is the opinion of the report author that there are no implications.

6.4 **Corporate Priorities**

6.4.1 The report presents progress monitoring of key performance indicators from the corporate priorities which highlight the areas of focus in the new BAU Covid era.

6.5 **Financial**

6.5.1 The report contains information on Council's performance which does convey some information relating to financial matters.

6.6 **Health & Wellbeing**

6.6.1 The report contains information on Council's performance which does convey some information relating to health and wellbeing.

6.7 **Reputation**

6.7.1 Performance issues can cause some reputational consequence. It is the purpose of this report to highlight performance issues at an early stage.

6.8 **Risk Management**

6.8.1 Performance issues may be subject to risk management measures to protect Council interests.

6.9 **Staffing**

6.9.1 The report contains information on Council's performance which does convey some information relating to staffing.

7.0 **WARDS/COMMUNITIES AFFECTED**

7.1 No Wards or Communities are affected.

8.0 **ACRONYMS**

8.1 KPI- Key performance indicator

Background papers:-

Lead Contact Officer

Name and Post: Ryan Pack- Innovation and Change Business Partner
Telephone Number: 07766 510582
Email: Ryan.Pack@Breckland.gov.uk

Key Decision: No

Exempt Decision: No

Appendices attached to this report:

Appendix A Quarter 4 20/21 performance report

BDC Performance and Business Intelligence Report Q4 20/21

Customer Engagement- Key performance indicators- 20/21								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Calls abandoned (%)	Smaller	20.6%	7.6%	18.5%	-2.1%	+10.9%	10.1%	In Q4 20/21, the customer contact centre faced multiple challenges which led to both a substantial growth in wait times and abandonment rate. During this period, the call centre received 25,757 calls. This is compared to the 12,956 received in Q3. Wait time also rose by 301.7 seconds.
Average wait time (in seconds)	Smaller	191.3 seconds	89.3 seconds	391 seconds	+200 seconds	+301.7 seconds	150 seconds	
Customer Engagement- Business intelligence								
Number of calls received	N/A	27,311	12,956	25,757	-1,554	+12,801	Data only	<p>The service faced multiple issues during Q4, including ongoing COVID restrictions affecting both direct working practices (supporting the community hub which was collectively 132 hours of contact centre staff time during Q4) and indirect working practices such as home-schooling and restricted childcare options. These impacts were brought to the council's EMT and Human resources teams which recognised that performance in Q4 would be challenging but agreed to support staff in dealing with these impacts.</p> <p>Service-specific issues were also encountered concerning waste collection and end of year council tax reminders which placed further pressure on the service. The latter was particularly notable due to an increased demand on ARP related to a larger number of people being in financial difficulty this year. Environmental services calls, initial issues related to the handing over of these calls to SERCO. These issues have subsequently been resolved.</p>
Number of retweets	Bigger	N/A	395	845	N/A	+450	Data only	
Total website visitors	N/A	83,931	93,783	74,754	-9,177	-19,029	Data only	
Twitter followers	Bigger	4,585	4,817	4,916	+331	+99	Data only	
Facebook likes	Bigger	N/A	8,792	9,494	N/A	+702	Data only	

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								<p>Stable staffing numbers were also an issue during this quarter due to both leavers and the start of the contact centre consultation. Whilst the service has managed to successfully use temporary staff to fill these gaps, this has involved training new staff which is a further pressure on staff availability to respond to phone calls.</p> <p>Whilst the total website visitors dropped this quarter, a comparison between 2019/20 and 20/21 shows that total visitors were up annually by 247,000. Social media followers continued to grow and based on projects from Social blade Twitter followers are forecast to be by 5,137 in Q1 22/23.</p>
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Information and feedback- Key performance indicators

Information and feedback- Key performance indicators								
	<i><u>Bigger is better/Smaller is better</u></i>	<i><u>Q4 19/20</u></i>	<i><u>Q3 20/21</u></i>	<i><u>Q4 20/21</u></i>	<i><u>Change against Q4 19/20</u></i>	<i><u>Change against Q3 20/21</u></i>	<i><u>Target</u></i>	<i><u>Comments</u></i>
% of FOI's responded to within time limit	Bigger	91%	97%	96%	+5%	-1%	100%	During Q4, the council received 73 and successfully responded to 70 during the time limit.
% of complaints responded to within time limit	Bigger	95%	98%	93%	-2%	-5%	96%	During Q4, the council also received 45 complaints and successfully responded to 42 within time scale.

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Environment and Community- Key performance indicators								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Number of missed waste collections (Per 100,000 households)	Smaller	0	6	26	+26	+20	45	<p>Q4 saw a marked increase in the number of missed bins within the district, notably due to a challenging March in which the council missed 20 bins per 100,00 households. This is the first month since August 2019 where the number of bins missed has exceeded the agreed tolerance levels.</p> <p>The number of missed bin reports within this period was 123 in total.</p>
3 # of incidents of fly tipping	Smaller	349	227	300	-49	+73	N/A	<p>Incidents of fly-tipping rose during Q4, taking the annual number of incidents to 1,103. This is compared to the 1,157 incidents reported in 2019/20.</p> <p>Whilst the increase in Q4 is disappointing, it is notable that Breckland does not fit the national trend which has seen fly-tipping rates increase significantly in both urban and rural areas. When data from 19/20 is compared against data from 20/21, only one quarter in 20/21 saw more incidents when compared to the previous year (Q3).</p>

BDC Performance and Business Intelligence Report Q4 20/21

Environment and Community- Business intelligence								
% of household waste recycled or composted	Bigger	32.84%	37.47%	37.58%	+4.74%	+0.11%	See comments	During Q4, there was a slight increase in the % recycled or composted. This PI has an annual target of 40.1%. During 20/21 the council achieved a rate of 37.58%. When compared to 19/20, the rate has dropped by 0.03%.
Average number of working days to collected missed waste (per 100,000 households)	Smaller	1.5	1	3.3	+1.8	+2.3	Data only	
Number of garden waste subscribers	Bigger	21,941	24,015	24,288	+2,347	+273	Data only	The council garden waste scheme has continued to grow with 2,347 new subscribers in the past 12 months. As previously reported in Q3, the council has exceeded its projected revenue generated target of £667,798 for 20/21 already as a result of the boost in subscribers.
Fly tipping (tonnes)	Smaller	103.58	88.93	124.29	+20.71	+35.36	Data only	Whilst the tonnage of fly-tips did increase in Q4, the council recorded an overall decrease during the financial year. In 20/21 the council dealt with 461 tonnes of fly-tips compared to the previous year where it dealt with 505 tonnes
Residual waste per household per household (kg)	Smaller	44.6	41.1	45.9	+1.3	+4.8	Data only	
Breckland Lottery- Value awarded	Bigger	£5,694	£13,766	-	-	-	Data only	
Breckland Lottery- Number of good causes	Bigger	5	0	-	-	-	Data only	

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Housing and homelessness- Key performance indicators								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Cases prevented from homelessness	N/A	30	46	48	+18	+2	N/A	Q4 has been a challenging period for the Housing team but there have been positive outcomes in relation to homelessness prevention. This has been helped by the increase in available social housing and private sector tenancies during this quarter.
Empty properties brought back into use	Bigger	34	6	0	-34	-6	100	<p>This KPI relates to properties brought back into use through intervention by the council. Staffing in teams tasked with bringing properties back into use has continued to be a challenge with 50% of the team currently supporting other priority areas of the Housing service. These are areas where housing issues could have had a greater, detrimental impact on tenants' health and wellbeing.</p> <p>Moving forward officers have been set a caseload of properties to focus on in 21/22.</p>
Housing and homelessness- Business intelligence								
% of residents who are homeless in the district	Smaller	N/A	0.06%	0.04%	N/A	-0.02%	Data only	The number of residents who are classed as homeless under housing legislation has slightly reduced. We continue to work with clients and make every effort to prevent homelessness
# of residents who are homeless in the district	Smaller	N/A	79	64	N/A	-15	Data only	

BDC Performance and Business Intelligence Report Q4 20/21



Empty properties within Breckland	Smaller	529	548	506	-23	-42	Data only	This indicator relates to the number of empty properties in the district based on council tax data.
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Employee workforce- Key performance indicators									
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<i>Change against Q4 19/20</i>	<i>Change against Q3 20/21</i>	<u>Target</u>	<u>Comments</u>	
40	Staff turnover	See target	4.3%	4.6%	3.6%	-0.7%	-1%	4.3%	<p>Staff turnover has now dropped below target since Q3, where it was slightly over the target. Staff turnover for the whole of 20/21 did slightly exceed its target of 17.5% with a final turnover rate of 18.4%. This is however within the tolerance limit on the indicator and is therefore not seen as a cause for concern.</p> <p>During this period, the council had 11 leavers and now had a headcount of 303 staff.</p>
	# of working days lost to sickness per FTE	Smaller	3.23	2.86	2.70	-0.5	-0.16%	2.01	<p>Staff sickness saw a small decline in Q4, having seen consistent rises across 20/21. Staff sickness in Q4 was lower than Q4 20/21 however the indicator remains above the indicator target level.</p> <p>Sickness in Q4 was largely due to several long-term sickness cases, with the current stressors and climate and winter period impacting mental</p>

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								health. An increase such as this was predicted and as a result, we have continued to increase our occupational health offer, extending counselling sessions and being proactive in managing long term sickness (which has now reduced). Q4 has seen numerous challenges with staff with a number returning to work in this period, who have been fully supported and engaged throughout their absence.
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Employee workforce- Business intelligence

	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
# of days lost to sickness	Smaller	908	797	681	-227	-116	750	

Public Protection- Key performance indicators

	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Food businesses rated 'generally satisfactory' or above	Bigger	98.5%	98.3%	99.1%	+0.6%	+0.8%	95%	Of the 1,125 businesses within the district, 1,115 scored a rating of 3,4 or 5.

BDC Performance and Business Intelligence Report Q4 20/21

Economy and Growth- Key performance indicators								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Commercial property occupation	Bigger	98%	98%	98%	0%	0%	98%	The outturn for the commercial property income for 2020/21 is less than the target as expected due to the effects of the Covid 19 pandemic on the economy. The position this would have been far worse had it not been for the ongoing support provided by both the government and council that has enabled the commercial property tenants to remain in occupation and continue to meet their lease obligations. The occupancy of the portfolio remains at a very good level and there continues to be a steady churn of outgoing and incoming tenants.
Commercial Property gross rental income	See target	£2990,316	£2,145,206	£2,769,915	N/A due to target change	See target	£3,063,939 (Annual target)	

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Planning Provision- Key performance indicators								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
% of Major applications determined within 13 weeks or agreed extension	Bigger	100%	97.67%	64.44%	-35.56%	-33.23%	70%	During Q4, there were 16 major applications to be determined. This period saw mixed performance, with January seeing the % determined within 13 weeks drop to 33%. This was offset by improvement in February (100%) and March (60%). It should be noted that performance seen in January 2021 is uncommon, with it being one of four months in
% of Minor applications	Bigger	96.59%	97%	93.57%	-3.02%	-3.43%	80%	

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<p>determined within 8 weeks or agreed extension</p>								<p>which performance has been challenging since November 2018. The subsequent improvement in performance in February and March suggests this was a performance anomaly and not an indicator of a sustained drop.</p> <p>During Q4, there were 175 minor applications to be determined. Performance in relation to continued to be strong, with only a minor dip between Q3 and Q4.</p>
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