

Broadland Overview and Scrutiny Committee

Agenda

Members of the Broadland Overview and Scrutiny Committee

Cllr Nich Starling (Chairman)
Cllr Peter Berry
Cllr Lacey Douglass
Cllr Jonathan Emsell
Cllr Mark Goodman
Cllr Caroline Karimi-Ghovanlou
Cllr Eleanor Laming
Cllr Martin Murrell

Cllr Peter Bulman (Vice-Chair)
Cllr Paul Newstead
Cllr Adrian Tipple
Cllr Emma Tovell
Cllr Shane Ward
Cllr Fran Whymark
Cllr Tony Yousefian

Date & Time:

Tuesday, 23 July 2024 at 6.30 pm

Place:

Upper Yare - Horizon Centre, Peachman Way, Norwich, NR7 0WF

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-iPyRlmsTCIng>

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, 18 July 2024.

AGENDA

1. **Declarations of Interest** (Pages 4 - 6)
To receive declarations of Interest from Members (guidance attached)
2. **Apologies for absence**
To report apologies for absence and to identify substitute members
3. **Minutes** (Pages 7 - 14)
To confirm the minutes from the meeting of the Overview and Scrutiny Committee held on 9 July 2024, and consider any matters arising.
4. **Chairman's Announcements**
5. **Public Speaking**
To consider representation from the members of the public who have expressed the wish to convey their views on items on this agenda.

In accordance with the Constitution a period of 3 minutes is allowed per member of the public.
6. **Update from Portfolio Holder for Finance - verbal**
7. **Overview and Scrutiny Committee Work Programme** (Pages 15 - 18)
8. **Broadland Health and Wellbeing Partnership** (Pages 19 - 41)
9. **Customer Experience Programme** (Pages 42 - 47)
10. **Broadland Food Innovation Centre** (Pages 48 - 55)
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. **Broadland Food Innovation Centre Appendix 1** (Pages 56 - 65)

Interests Flowchart

The flowchart below gives a simple guide to declaring an interest under the code.

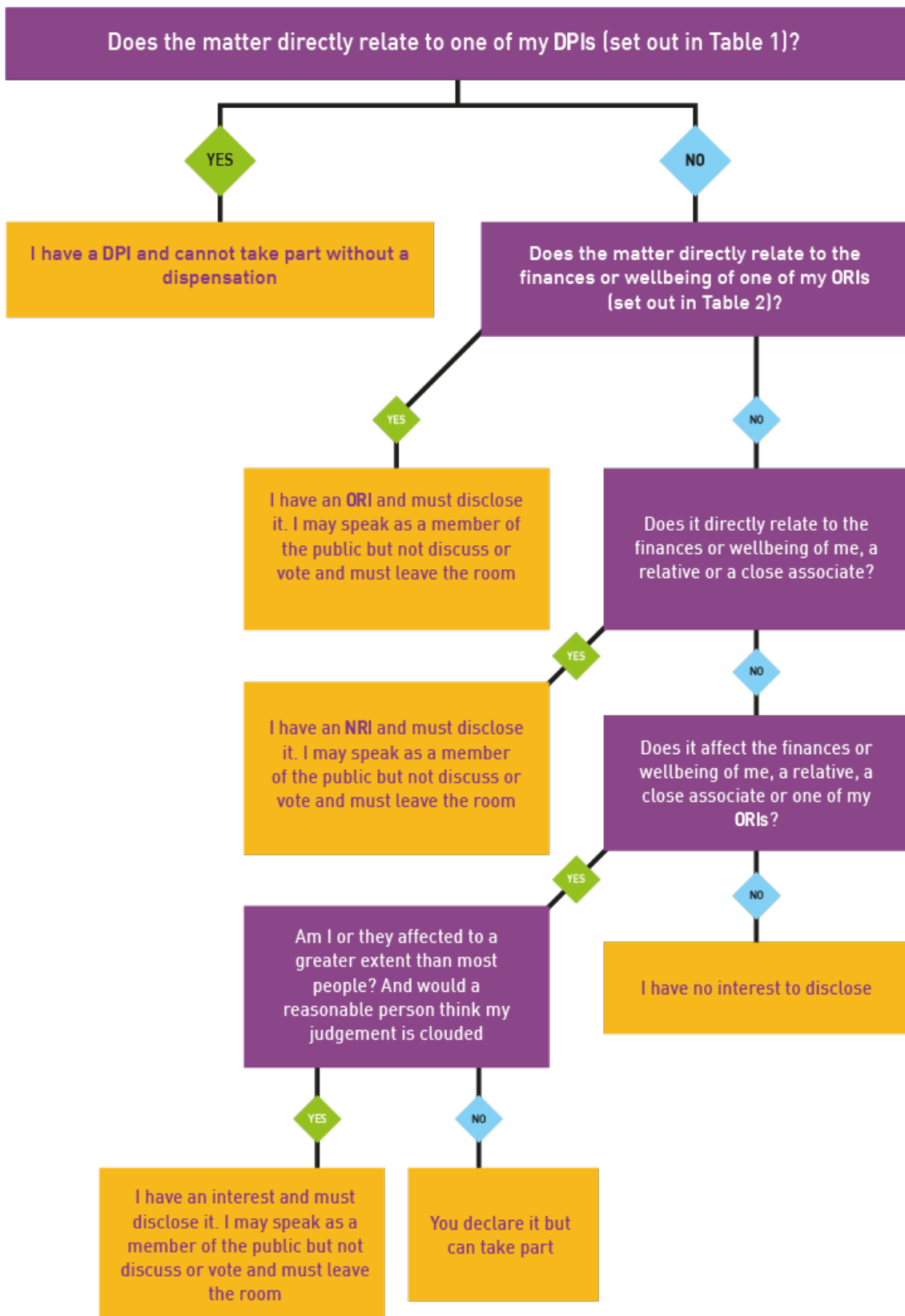


Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the

[Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012.](#)

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land and Property	Any beneficial interest in land which is within the area of the council. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.
Licenses	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer

Corporate tenancies	Any tenancy where (to the councillor's knowledge)— (a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

<p>You must register as an Other Registrable Interest :</p> <ul style="list-style-type: none"> a) any unpaid directorships b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority c) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management
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Agenda Item 3



BROADLAND OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Broadland Overview and Scrutiny Committee of Broadland District Council, held on Tuesday, 9 July 2024 at 6.30 pm.

Committee Members Present: Councillors: N Starling (Chairman), P Berry, L Douglass, J Emsell, M Goodman, C Karimi-Ghovanlou, E Laming, M Murrell, E Tovell, F Whymark and T Yousefian

Apologies for Absence: Councillors: P Bulman (Vice-Chair), P Newstead, A Tipple and S Ward

Substitute: Councillors: N Brennan (In place of P Bulman), S Catchpole (In place of S Ward) and L Hemsall (In place of P Newstead)

Cabinet Member in Attendance: Councillor: S Beadle, N Harpley and D Roper

Officers in Attendance: J Sutterby (Director of People and Communities), R Dunsire (Head of Housing and Benefits), R Fincham (Assistant Director of Finance), M Pursehouse (Assistant Director of Individuals and Families), D Slowther (Senior Finance Business Partner), N Howard (Assistant Director for Regulatory), Burgess (Assistant Director for Planning), S Phelan (Assistant Director of Community Services), S Carey (Strategic Advisor and Deputy Monitoring Officer), H Hall (Performance Lead) and J Overy (Democratic Services Officer)

126. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs P Bulman, P Newstead and A Tipple.

127. MINUTES

The minutes of the meeting held on 14 May 2024 were confirmed as a correct record.

128. CHAIRMAN'S ANNOUNCEMENTS

Members were reminded that Scrutiny Training was scheduled for Tuesday 30 July 2024 at 6.00pm in the Starston Room.

129. STRATEGIC PERFORMANCE AND RISK REPORT FOR QUARTER 4 2023/24

Members considered the report, which provide an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2022/24, for Quarter 4.

The Committee was advised that in Quarter 4 performance was good with 70 percent of measures on target and rated as green, 8 measures were amber indicating the target had not been met but was within the set tolerance and two were red, indicating that performance was below an acceptable level and remedial action was required.

In respect of the customer satisfaction measure, which had not met its target, the Strategy and Data Officer explained that the decline in customer satisfaction performance had been due to a delay with the supplier, which had prevented the launch of the customer satisfaction survey on the Council's telephone lines. However, this issue had now been resolved and surveys would be rolled out for the next Quarter. The data in the report was purely for the website and as it was an incomplete picture it had resulted in the measure being rated red.

The demand on housing measure, which was also rated red, had seen a far higher demand than anticipated due to adverse economic conditions, the implementation of new government legislation and a decline in the private rental sector.

The Council's temporary accommodation purchase programme was bringing properties into use to address this issue, which should improve the rating of this measure from next year.

The collection rate of Council Tax and Business Rates were both amber due to the implementation of a new Revenues Benefits system in December, which resulted in four weeks of downtime during the conversion and court recovery work being suspended. Since the new system had gone live, there had also been several implementation system issues. These issues had now been resolved and collection rates were now returning to expected levels. Members were informed that the Council collected about £100m in Council Tax and £30m in Business Rates.

The measures for the number of new jobs created in the district and overall employment rate showed a decline and was rated amber. Members were advised that the employment rate fluctuated significantly throughout the year and was continuously monitored to understand if it was an indicator of an economic decline, demographic change and/or changing behaviours. The Council was continuing to promote the Business Builder and Building Futures programmes to encourage additional investment and employment opportunities.

The measure for those in employment claiming Universal Credit was also rated amber. The numbers had increased but it was difficult to assess if this had an impact on jobs, as more residents were now moving over to Universal Credit from other benefits, which was likely to be the cause of the increase, rather than lower

paid jobs. This measure was to be revised to more clearly reflect the impact of Universal Credit on employment in the district.

The measures for staff retention, food hygiene ratings and the percentage of fly tips removed within one working day only missed their targets by a minimal amount and would be the subject of light monitoring.

Twenty-two measures were on target and rated green these included the number of residents accessing support via the Help Hub, which was exceeding the target and was driven by the cost of living and increased awareness, as well as individual projects that targeted support. A review would be undertaken to fully understand the demand profile so that proactive interventions could be put into place to help support people earlier and before issues escalated.

Participation levels in the Garden Waste Service had also increased, despite pressures with the cost of living.

In response to a query about cyber security, members were advised that a range of mitigation measures were in place. These included a third-party review, raising awareness of staff and members of the risk of a cyber-attack and the importance of adhering to the security policy and ensuring that staff and members are trained in cyber security. It was emphasised that it was entirely appropriate that that cyber security was a high priority given the risk that it posed to the Council.

In answer to a question about the original transitional costs of bringing together the One Team, the Committee were informed that this figure was in the region of £69,000.

A written response would be provided regarding the number of staff who had confirmed that they had not experienced bullying, harassment, or discrimination within the last 12 months, in the staff survey.

In answer to the query about the Garden Waste Service the Assistant Director for Finance confirmed that an error had occurred, which meant that banks had not been notified of Direct Debit reference details and had rejected the requests. The Council had communicated to the affected customers and resubmitted the requests for payment a month later. No resident's garden waste collection had been affected by this error. It was confirmed that in future a smaller batch of Direct Debit requests could be sent out to check for any discrepancies before the rest of them were processed. This issue had incurred some additional postage costs, as well as one month's loss of interest. The Assistant Director for Finance confirmed that he would forward the exact figure to members following the meeting.

In answer to a query about mental health it was confirmed that the Council had a range of measures to support staff. This included, Mental Health First Aiders and referring staff to occupational health support and counselling. Members were reminded that this was a national issue, and that it was becoming more common for people to feel confident about reporting that they were struggling with their mental health. The Council was conscious of this issue and, as a responsible employer, sought to help its staff have good and productive lives.

The economic indicators in respect of new jobs, employment and Universal Credit were national issues outside of the control of the Council, but Broadland was continuing to promote the Business Builder and Building Futures programmes to encourage additional investment and employment opportunities. The Chairman advised members that the Portfolio Holder for Finance was bringing an update to

the 23 July 2024 meeting on extending some temporary posts in Economic Development. It was also noted that any additional activities on top of those already being delivered by the Council to boost economic activity and support business was a political decision for members.

A member noted that vacant retail space was a concern that affected suburbs and small villages, as well as market towns.

The Chairman also noted that employment rates could fall if retirees moved into an area.

Members were also informed that the Universal Credit measure was due for revising, so that it could better demonstrate the impact the benefit was having on employment in the district.

It was also confirmed that 43 temporary accommodation units were being brought into use and it was hoped that more could be acquired through the Local Authority Housing Fund.

In response to a question about staff absences it was confirmed that this was usually close to the target figure and that staff absences were monitored very closely to identify if there were any trends or issues that needed addressing.

Members were advised that the Chief of Staff would provide a written response to a query about any linkage between staff absence, mental health, customer satisfaction and the Garden Waste Direct Debit issue, as well as some feedback on the PILOT management development programme.

It was,

RECOMMENDED TO CABINET

1. To endorse the Quarter 4 2023/24 performance (detailed in Appendix 1).
2. To endorse the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 2).

130. FINANCE REPORT FOR QUARTER 4 2023/24

The Committee considered the report from the Senior Finance Business Partner, which summarised the Council's financial position for Quarter 4 and the final year end position.

Members were advised that over the year inflation and increased demand on services had led to cost pressures. However, the impact of the cost pressures had been offset by savings in other areas, and by buoyant investment income.

The revenue outturn figures showed an improved position with the final year end position showing an adverse variance of £63,000 on the cost of core services. This had been offset by the performance of investment income which was £831,000 above budget. The overall positive variance of £451,000 would be transferred to the General Reserve.

As at the end of March the Council had spent £14.571m on capital schemes in 2023/24, compared with the £13.693m that had been forecast in the Quarter 3 report.

Members were requested to approve a capital slippage request totalling £6,618,271.

In answer to a query, it was confirmed that public conveniences in Ranworth would be subject to significant refurbishment and there would be further works at other sites. Changing Places had also been positively received and some further facilities might be provided, if the funding became available.

It was confirmed that Broadland Growth Ltd had a budget of £3m for 2023/24 and a further £2m in the following years and that the company was actively looking at sites for development. When the schemes were worked up, they would be brought to Council for final determination.

It was,

RECOMMENDED TO CABINET

1. To endorse the revenue and capital position for year-end.
2. To approve the revenue and capital slippage requests for use in 2024/25.

131. ANNUAL TREASURY REVIEW REPORT

The Assistant Director for Finance introduced the report, which reviewed the Treasury Management activity during the financial year 2023/24 and reported on the prudential indicators on Treasury Management.

The Council's investments totalled £42.662m as of 31 March 2024, including £8.3m in externally managed funds.

Members were advised that the Council's Capital Programme had increased over the last 4 years, from £2.4m to £15m as of 31 March 2024.

The Council's budgeted investment income for the year had been set at £1,107,700. The cash balances invested, representing the Council's reserves, and working balances were £34.3 million as of 31 March 2024 and interest earned was £1,939,000, which was £831,300 over budget.

Security of capital remained the Council's main investment objective and there had been no breaches of the prudential indicators during the year.

It was,

RECOMMENDED TO CABINET

1. Note the treasury activity for the second half of the year and that it complies with the agreed strategy.
2. Note the 2023/24 prudential indicators for the latter six months of the year.

132. HOUSING ALLOCATIONS POLICY REVIEW

Members considered the report of the Head of Housing and Benefits, which proposed the adoption of an updated Housing Allocations Policy following extensive member engagement, a consultation and legislative changes.

Members were reminded that the housing sector was undergoing significant and continuous change and to ensure that the Council's Allocations Scheme remained effective and relevant, it was best practise to regularly review the scheme and amend it to meet local need, new legislation and ongoing pressures.

The Portfolio Holder for Communities and Housing added that an additional recommendation was being made to the report to take account of the concern expressed about the removal of the family connection in the consultation. It was therefore proposed to retain the family connection for people aged 55 and over in need of support.

It was emphasised that there were other statutory routes for accessing social housing, which included accommodation for children and that the Policy being considered was for the discretionary allocation of housing for a very limited number of properties.

In answer to a query about the proposed amendment to the core policy, it was confirmed that carers allowance and attendance allowance would not prevent an applicant qualifying for a property. The Head of Housing and Benefits confirmed that he would amend the text to make this clear.

It was also confirmed that band D applicants on the Housing Register were important, as it was evidence of local demand for social housing delivered via S106 agreements. It was also confirmed that a report would be brought to Cabinet on restricting the allocation of S106 properties going forward to those with a local connection in perpetuity. A member suggested that this should be done sooner, rather than later.

It was also clarified that the proposed amendment reduced the family connection to applicants aged 55 years or older, to enable them to live independently with the support of relatives. Housing with care was another matter and the Council took a very generous approach to the provision of this type of tenure.

The Chairman welcomed the greater focus on accommodation for local residents and that there would be a Policy on this coming forward in the future.

The Portfolio Holder for Communities and Housing added that not all disabled people needed specialist accommodation and there were other means to support for them such as the aids and adaptations, which allowed them to remain in their own home and live independently.

It was,

RECOMMENDED TO CABINET

1. To recommend to Council the proposed Housing Allocations Policy; and
2. Endorse the proposed amendment to the removal of the family connection detailed in table 4.1 (page 96) as outlined below:

An applicant aged 55 or over with a family connection to Broadland District Council who has an ongoing need for care, and it is necessary to move to Broadland to enable the family member to meet this care need.

Further clarity to be added within core policy following 6.4.3 as outlined below:

An applicant will have a family connection where they have a close family member who has resided in the district continuously for at least five years. The family member must be responsible for the unpaid care of the applicant who needs help because of frailty, illness or a disability and they cannot cope without this support. Consideration will be given to the extent and frequency of the care required, the distance the applicant lives from the family member and what other provision of care is available to the applicant in their current locality. Evidence

may be requested to verify the relationship between the applicant and the family member, the care needs of the applicant and the length of time the family member has been resident in the district.

133. PRODUCTIVITY PLAN

Members considered the report from the Strategic Advisor and Deputy Monitoring Officer, which presented the Council's Productivity Plan in response to the Productivity in Local Government request, from the Department for Levelling Up, Housing and Communities (DLUHC).

The submission deadline for the Plans was 19 July 2024, but following the General Election the Council was awaiting a steer from Government on what the next steps should be. However, until then submission of the Plan would go ahead as requested.

Members were advised that the DLUHC required that Plans consider the following themes:

1. *How have you transformed the way you design and deliver services to make better use of resources.*
2. *How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.*
3. *Your plans to reduce wasteful spend within your organisation and systems.*
4. *The barriers preventing progress that the Government can help reduce or remove.*

The Plan reflected the Council's current Policy Framework and had been drafted based on the Council Plan for 2024-2028 and Delivery Plan.

The Plan must be published on the Council's website and would be used to consider emerging issues, implications for future national policy design and the role of government in supporting further change in local government.

A member suggested that the Plan should be retained as a useful internal measure, even if it was not required by Government.

The Chairman agreed and added that demonstrating that the Council was making savings and cutting out waste was beneficial.

It was,

RECOMMENDED TO CABINET

1. To approve the draft Productivity Plan for Broadland District Council.
2. To delegate authority to the Chief of Staff (Monitoring Officer), in consultation with the Leader, to finalise and submit the Productivity Plan to the Department of Levelling Up, Housing and Communities.

134. PUBLIC SECTOR EQUALITY DUTY ANNUAL UPDATE AND EQUALITY OBJECTIVES

The Strategic Advisor and Deputy Monitoring Officer introduced the report which summarised the progress made by the Council during 2023-2024 in complying with the duty under the Public Sector Equality Duty, as required by the Equality

Act 2010 and to update the Equality Objectives for the Council.

The report highlighted just some of the activities and work which had been undertaken by the Council over the last year to improving equality, serve the people of Broadland and behaved as a responsible employer.

The Equality Objectives had been updated to reflect the Council Plan 2024–28 and Delivery Plan for 2024–26 and showed the activities the Council was undertaking to achieve both the Public Sector Equality Duty and its Equality and Diversity Policy. The revised Objectives now included target delivery dates and lead officers to ensure greater oversight and accountability for delivery.

In answer to a query, it was confirmed that the INTRAN translation service remained available to aid in understanding the Council's communications.

A member noted the increase in over 65s and a decrease in working age people in the district, which could help explain the fall in employment already noted in the district.

In response to a query about the lack of representation of men in the graphic in the report, the Strategic Advisor and Deputy Monitoring Officer confirmed that this represented a snapshot of equalities events throughout the past year, but she would discuss revising it with the Communications Team ahead of the publication of the report. The Assistant Director for Individuals and Families added that the Council's Health and Wellbeing Partnership was doing a piece of work on men's mental health, particularly those aged between 25 and 45, which was a group with some of the highest suicide risks in Broadland. The Council was also looking at mental health support for young people, which could be a particularly difficult target group to engage with.

It was confirmed that equalities and diversity training was available to members via the SkillGate eLearning Platform.

A member advised the meeting that she was concerned that the Horizon Building did not have a changing place facility.

Another member noted that much of the information in the report was out of date, as it used 2021 Census data, and it did not include under 16 year olds.

It was,

RECOMMENDED TO CABINET

1. To note the Public Sector Equality Duty Annual Report, as attached at Appendix A.
2. To approve the Equality Objectives for 2024 – 2028, as attached at Appendix B.

(The meeting concluded at 7.58 pm)

Chairman

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2024 - 2025

In setting future Overview and Scrutiny **TOPICS**, Members are asked to consider the following: **T**imely – **O**bjective – **P**erformance – **I**nterest – **C**orporate Priority

T Is this the right **time** to review this issue and is there sufficient **officer time** and resource to conduct the review? What is the **timescale**?

O What is the reason for review; do officers have a clear **objective**?

P Can **performance** in this area be improved by input from scrutiny?

I Is there sufficient **interest** (particularly from the public)? The concerns of local people should influence the issues chosen for scrutiny.

C Will the review assist the Council to achieve its **Corporate Priorities**?

Date	Topic	Lead Officer / Portfolio	Objectives and Desired Outcomes	Comment
23 July 2024	Health and Wellbeing Partnership	Health and Wellbeing Partnership Officer / Communities & Housing	To receive a report on the activities and spending of the Health and Wellbeing Partnership.	Annual Report.
	Broadland Food Innovation Centre	Assistant Director Economic Growth / Economic Development	To review the Broadland Food Innovation Centre to ensure it is meeting its desired outcomes and to identify and make any recommendations for improvement.	
	Customer Experience Programme	Assistant Director Transformation, ICT & Digital / Transformation & Organisational Development	To review the Customer Experience Programme and objectives and provide feedback and direction to officers on next steps.	
10 Sept 2024	Community Safety - Police and Crime Plan	Assistant Director Individuals & Families / Communities & Housing	To review the Police and Crime Plan to ensure it meets desired outcomes and to identify and make any recommendations for improvement.	Police & Crime Commissioner to be in attendance.
	Review of the move to the Horizon building	Director of Resources / Transformation & Organisational Development	Committee to receive a report on the move to the Horizon building.	

Date	Topic	Lead Officer / Portfolio	Objectives and Desired Outcomes	Comment
	Support for young people*	Assistant Director – Individuals & Families / Communities & Housing	To review the effectiveness of council support to young people, considering the outputs of the Youth Advisory Board consultation on young people and community safety.	Representatives from the Youth Advisory Board and key partners invited to attend and provide evidence to the Committee
12 Nov 2024	Budget Questions for Cabinet*	Assistant Director Finance	To agree and confirm the questions that the Committee wish to put to Cabinet at their joint budget meeting.	
	Working with Housing Providers*	Assistant Director – Individuals & Families and Housing & Independent Living Senior Manager / Communities & Housing	To review the way we work with housing providers to ensure a collaborative approach to safe, compliant social homes and support for tenants.	O&S agreed to add this to the work programme following the update received in March 2024.
21 Jan 2025	Joint Budget meeting with Cabinet*	Assistant Director for Finance / All Portfolio Holders	To receive responses from Portfolio Holders to questions that the Committee has put to Cabinet and to ask any further questions, as necessary.	
25 March 2025	Housing Allocations Policy*	Assistant Director Individuals & Families / Communities & Housing	To the Housing Allocation Policy to ensure it meets desired outcomes and to identify and make any recommendations for improvement.	
May 2025	Vehicle Anti-Social Behaviour Order Review*	Assistant Director Regulatory / Environmental Excellence	To review and assess the impact and outcomes achieved as a result of the Vehicle Anti-Social Behaviour Order.	

*Indicates new or updated items

Meeting dates:

TBC

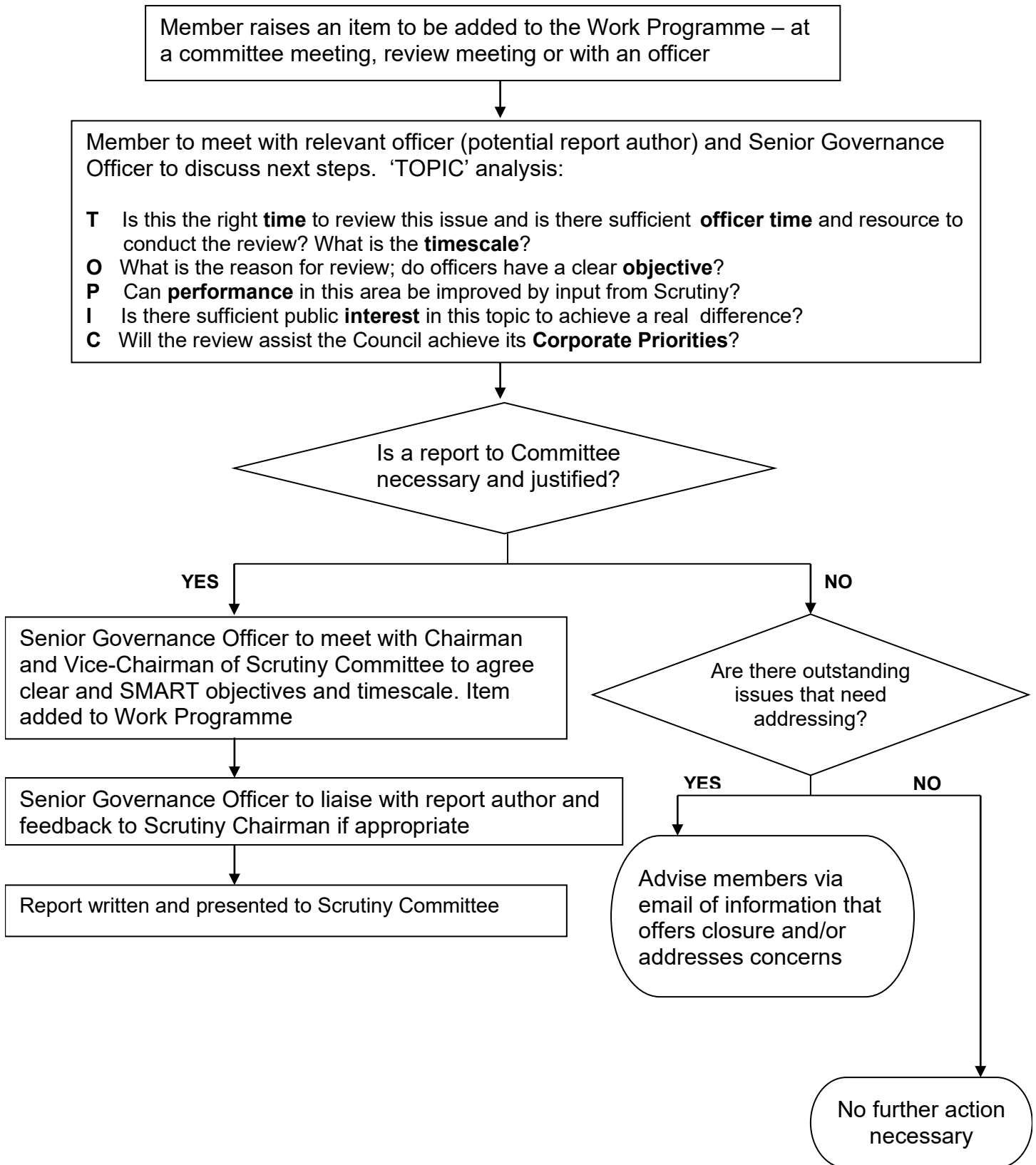
Time and Task Panels (none at present)

Topic	Objectives	Lead Officers	Date

Workshops

Topic	Objectives	Lead Officers	Date
Preparing to meet with Cabinet to discuss budget performance	A facilitated workshop attended by the Assistant Director of Finance for Committee members to identify, agree questions for Cabinet to answer at the joint budget meeting.	Assistant Director of Finance & Finance Team staff	Autumn 2024 – to be arranged

Process for adding items to the Overview and Scrutiny Committee Work Programme



Agenda Item 8



Overview and Scrutiny Committee
23 July 2024

BROADLAND HEALTH AND WELLBEING PARTNERSHIP

Report Author: Jake Kubala
Health and Wellbeing Partnership Lead
01508 533826
jake.kubala@southnorfolkandbroadland.gov.uk

Portfolio: Health and Wellbeing Partnerships

Wards Affected: All

Purpose of the Report:

To provide an update on the spending and activities of the Broadland Health and Wellbeing Partnership.

Recommendations:

1. Overview and Scrutiny Committee to endorse the current work of the Partnership
2. Offer any comments around the future workstreams the Committee would like Officers to explore with the Partnership

1. Summary

1.1 This annual briefing provides an update on the activities and spending of the Broadland Health and Wellbeing Partnership.

2. Background

2.1 The Broadland Health and Wellbeing Partnership brings together partners across all sectors, collectively driving strategies and activities 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.

Supported by a small officer team, the Partnership is made up of organisations such as Public Health, DWP, Norfolk and Waveney ICB, Adult Social Care, Children's Services, Norfolk Constabulary, Voluntary Norfolk, Citizens Advice, Primary Care and Healthwatch Norfolk.

3. Current positions/findings

3.1 Since its inception in May 2022 the Partnership has cemented its position as a place-based convenor, sitting alongside Place Boards under the wider Integrated Care System umbrella. There is ongoing work to strengthen the relationships with the Integrated Care Partnership (ICP) and Health and Wellbeing Board (HWB), ensuring work at partnership level is shared at all levels and communicating decisions made at ICP and HWP with Partners. The number of partners attending the bi-monthly meetings continue to be high and new partners are being introduced to the Partnership from across all sectors to further broaden the voices in the room.

The Health and Wellbeing Partnership team creates the capacity to seek and secure additional financial resource, enhancing the potential of collaboration and supporting the system to navigate place-based solutions.

The Partnership has a collective mission, "to work together to improve the health and wellbeing of communities in Broadland" and a shared vision that "every person in Broadland will have equal opportunities to live healthier, happier lives".

The Health and Wellbeing Partnership team are ideally placed to ensure projects are delivered, roles are fully embedded in the Council and jointly funded with Norfolk and Waveney ICB.

The past twelve months has been an exciting time for the Broadland Health and Wellbeing Partnership, a newly created Project Delivery Officer role has enabled the team to develop and deliver projects to ensure they thrive and deliver outcomes for our residents as well as supporting the wider Integrated Care System.

We have reviewed the Broadland Health and Wellbeing Strategy which sets out ambitious action statements and guides the work of our Priority Delivery Groups. The Broadland strategy can be found [here](#). The review was conducted using online engagement tools and round-table discussion with members of the Partnership. It was noted that “The desire for transformation leadership is evident” and “stronger relationships are being established with the aim of transforming communities”. Members of the Partnership also set challenges around transforming the way we evaluate projects and how we use data to inform project development.

The newly created Health Inequalities Strategic Framework for Action gives direction for Health and Wellbeing Partnerships and places emphasis on the great work already happening as well as the potential for future development. “Place-based partnerships will be supported to close the gaps between groups, through the update and production of tools and guides. Place-based structures will play a key role in developing the action plans for each of the building blocks, with the Health & Wellbeing Partnerships coordinating action relating to Living & Working Conditions and Lifestyle Factors”.

3.2 Spending of the Broadland Health and Wellbeing Partnership

The Partnership receives funding from several different sources to hold and distribute to enable the delivery of the strategy. The Partnership provides collective accountability, scrutinising activity and spending and acting as a critical friend when considering new projects. Details in the table below show both monies received and available for the Broadland Partnership at the time of writing.

	Total funding held by the Partnership since inception	Available funds
Covid Recovery Fund 22/23	£300,950.00	£0.00
Better Care Funding 2022-3	£82,000.00	£1,676.00
Public Health 2023-25	£204,750.00	£83,035.01
Pride in Place Shared Prosperity Fund	£14,100.00	£0.00
BCF 2023-4	£86,970.00 (expected)	£86,970 (expected)
BCF 2024-5	£86,970.00 (estimated)	£86,970.00 (estimated)
TOTAL	£775,740.00	£258,651.01

3.3 Activity of the Broadland Health and Wellbeing Partnership

The Partnership has a varied programme of work across three Priority Delivery Groups, Resilient and Healthy Communities, Access and Prevention and Mental Health and Wellbeing. Projects and work are overseen by these groups, driving delivery, sharing learning and developing evaluation. The current project tracker, detailing current open and scoping projects can be found in Appendix 1, with a snapshot of some of the projects below.

3.4 World Café and Commitment to Co-Production / Community Engagement. The Partnership team secured £14,100 from the Shared Prosperity Fund to deliver training to people who live or work in the Broadland area. The training enables them to host a World Café, an interactive community engagement tool to empower attendees to share and shape ideas, having a voice in the development of work in their communities. The World Café will be key to the Partnership's commitment to co-production as set out in the Transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy for Norfolk and Waveney. We are guided by the principle to "Create a learning system which makes decisions based on evidence and insight. Using data, including the Joint Strategic Needs Assessment to target our work where it can make the most difference - making evidence-based decisions to improve health and wellbeing outcomes."

Outputs for this project:

- World Café training provided to up to 25 people in Broadland including members of the community.
- 1 World Café participation event engaging with a minimum of 60 community members
- Visual minutes produced for the event
- Event report produced and presented back to the Health and Wellbeing Partnership to highlight next steps

We are in the early stages of developing an ambitious co-production strategy which will put residents at the heart of the projects we deliver with a focus on sustainability. The first Broadland World Café is being organised for September and will be focused in Reepham, bringing together residents and professionals to talk about how we build and sustain healthy and resilient communities. Following the initial World Café, the Health and Wellbeing Partnership team will support and manage the network of trained hosts and engaged community members who can be consulted on future projects.

3.5 Community Engagement Van. The Partnership was the main funder of the community engagement van, committing £33,750 to the project, giving opportunity to purchase a bespoke van to take services out to our communities. This flexible space can be used for events, classes and for outreach programmes.

Outputs for this project:

- Regular classes in rural areas
- Increase in Help Hub engagement
- Increase in community engagement
- Decrease in social isolation
- Decrease in Anti-Social Behaviour
- Decrease in physical inactivity

The Partnership continues to be involved, supporting with the development of evaluation tools, monitoring outcomes and promoting the use of the van as a resource for partners. To ensure the community engagement van is successful and sustainable the Health and Wellbeing Partnership has recently committed a further £19,224.40 for a full-time coordinator to ensure the van is used to its maximum potential and to support partners to tap into this resource.

3.6 Norfolk Constabulary Contact and Control Room. The Partnership is tracking and supporting work to better understand how colleagues in the Police control room can divert calls made for non-Police matters where someone still needs support with the aim of preventing crisis and reducing demand on services with a co-ordinated response. The work will support the Right Care, Right Person model which shifts the way emergency services respond to calls. Exploration is underway to scope a service to embed in Police teams to ensure a smooth transition of care away from the Police, this is being supported by the Health and Wellbeing Partnership team and opportunities to further develop the work is underway.

3.7 Stroke Reach. This project has been key in providing support and rehabilitation to those who have had a stroke with 80% of participants engaging in support offered to them. The Partnership gave £51,812 to Stroke Reach with the agreed outputs:

- Stroke survivors will benefit from exercise referral and the risk of further strokes will be mitigated
- Recovery from stroke will be enhanced with individuals benefiting from increased independence, this in turn has the potential to diminish the need for formal care packages
- The need for further clinical interventions will be diminished

The project has demonstrated that, by bringing together existing support options to meet each need, the patient and carer is more likely to receive the right support at the right time. By co-developing the project with clinicians and non-clinical support, the trust built between referrers and support deliverers has increased significantly. The work carried out through Stroke Reach is now business as usual for the Active NoW service, positively impacting the lives of those who have had a stroke without further, additional funding from the Partnership.

3.8 Mindful Towns and Villages. The Mindful Towns and Villages project, funded using £65,500 of Covid Recovery Fund, has supported three areas in Broadland to achieve the status of a Mindful Town or Village. These areas are Aylsham, Brundall and Cantley as well as Wroxham which will shortly be announced, there are 108 champions working with their communities. Volunteer champions receive free training to empower them to have low-level conversations with their community peers, signposting to more formal support as required. They aim to reduce escalation and the need for intervention by statutory services, prevention is at the heart of what the champions do.

The Partnership has funded an additional £53,962.50 to expand this service to include a dedicated co-ordinator to deliver the agreed outputs:

- 15 Mental Health First Aid courses delivered
- 15 Mental Health awareness courses

- 20 Young Persons mental health courses
- 300 additional community champions
- 200 additional young person's champions

We will continue to shape and develop the project, monitoring and evaluating the progress.

3.9 Social Prescribing in Secondary Care – evaluation. In the previous financial year, the Partnership funded a project to deliver Social Prescribing in Secondary Care, the Broadland Partnership contributed £90,000 to this project and has subsequently funded £5000 towards the evaluation. The report has highlighted a number of strengths around pro-active contact with cohorts of patients who are due to undergo elective surgery to ensure they are able to be discharged when they are medically fit, reducing “bed blocking” and getting people back to the safety and comfort of their own home to continue their recovery.

Case Studies provided as part of the evaluation indicate a positive impact on health outcomes, including patients identifying an improvement in mental health, feeling that communication between services has improved, an increase in independence in the home, reduced risk of self-neglect and stronger social networks. These case studies demonstrate the positive impact of multi-agency working. The Partnership will be presented with lessons learned to ensure these are embedded to ensure the future success of other projects.

4. Proposed action

- 4.1 The Health and Wellbeing Partnership has a strong track record of convening partners to share knowledge and deliver projects. The Partnership is asking for continued endorsement of this work.

5. Recommendations

- 5.1 Overview and Scrutiny Committee to endorse the work of the Partnership
- 5.2 Offer any comments around the future workstreams the Committee would like Officers to explore with the Partnership

Appendix 1

<u>Project Name</u>	<u>Primary Priority Delivery Group</u>	<u>Description</u>	<u>Project Aims and Evaluation</u>
Social Prescribing in Secondary Care – Evaluation (£5000 CRF)	Access and Prevention	Additional funding for project evaluation. Approved at meeting on 5/4/23. Expecting outcome in Feb 24. Report delayed March 24 (issues with signing contracting and data collection).	Research suggests that 20% of an individual's health outcomes result from clinical treatment and the remaining 80% comes from determinants such as social networks, physical environments and lifestyle choices. A service supporting individuals to address societal difficulties would therefore improve health outcomes in a cohort of the population currently disadvantaged. This clearly addresses health inequalities as, where there is no inequality of access, there is clearly likely to be inequality of outcome. Evaluation: Hospital re-admissions; Ages of referrals
Prioritise Prevention	Access and Prevention	Utilising AI technology to identify people at high risk of falls and offering them access to multiple services to reduce that risk and improve their health and wellbeing. Phase one looked at adult social care records to identify people at risk of falls. Phase two has started looking at data to identify people at risk of social isolation and loneliness - 300-400 identified, end of April 2024 all will be contacted by Help hub to offer support.	
Prioritise Prevention - Phase 2 (social isolation)	Access and Prevention	AI tool use accessing council records to identify people at risk of social isolation and loneliness, Help hub contacting them to offer support	
Stroke Reach (£51,812 BCF)	Access and Prevention	Proactively contacting recent stroke survivors with a view to offering a tailored exercise referral programme delivered through Broadly Active. This will enhance recovery and also facilitate a conduit to other support services through the Districts' social prescribers.	To provide wrap around support to improve the service of stroke patients once discharged from clinical settings. Identify 8 challenges: coordination of care, support for falls, feelings of abandonment; mental wellbeing support; support for carers; accessing physical therapy and signposting
Making Every Contact Count	Access and Prevention	Training offer from public health NCC, 4.5K places across Norfolk and waveney to support staff who are having conversations to 'make every contact count' share prevention messages/signpost etc	As part of the Public Health behaviour change strategy we want to upskill the public sector, voluntary sector and the health and social care workforces in MECC (Making Every Contact Count) and behaviour change techniques, to normalise conversations and enhance interactions around health behaviours. This training is part of a system wide collaboration between Norfolk Public Health, the Integrated Care Board (ICB) and partners in the Integrated Care Partnership (ICP).

Mindful Towns and Villages (£65,000 BCF)	Mental Health and Wellbeing	Delivering free wellbeing and mental health awareness training through NSFT and mental health champion training to local community groups, businesses, shops, pubs, etc. This is to raise awareness of mental health and wellbeing issues at the most local level and build a genuinely available group of people in local communities who can provide support and a 'listening ear'.	As part of the Public Health behaviour change strategy we want to upskill the public sector, voluntary sector and the health and social care workforces in MECC (Making Every Contact Count) and behaviour change techniques, to normalise conversations and enhance interactions around health behaviours.
Mindful Towns and Villages – extension (£53,962.50 Public Health)	Mental Health and Wellbeing	Employing full time staff member to continue to build champion network, deliver adult training, train the trainer model, and develop and deliver youth course	This training is part of a system wide collaboration between Norfolk Public Health, the Integrated Care Board (ICB) and partners in the Integrated Care Partnership (ICP).
Men's Mental Health - improving capacity	Mental Health and Wellbeing	Focused conversations with NSFT around cohort in Hellesdon of those people who left and stayed out, and those who left and returned.	
Diet and Nutrition (60,000 CRF)	Resilient and Healthy Communities	Aims to provide resource and support (financial, training and people) to community food facilities, e.g. food banks or community fridges/hubs to improve the diet and nutrition offer in communities in Broadland and longer term prevent diabetes and cardiovascular disease amongst residents. The project is focussing on proportionately targeting resource to improve inequalities in health and help mitigate the impact of the cost of living crisis.	Communities with the most need are still able to access support, support is available to those who might now have accessed previously but may now have a need, communities able to access improved food offer, skills and places to be able to prepare
Community Participation Project (£14,000 Pride in Place)	Resilient and Healthy Communities	Funding from Pride in place to deliver 2 world café. Fits into wider coproduction project.	Train up to 50 people to become world café hosts; Deliver 2 world cafés - one in each district to engage with communities; Use reports and follow up conversations to shape future Partnership work.
The Community Engagement Van (£33,750 CRF)	Resilient and Healthy Communities	A mobile studio space for any 'activity' to support rural communities and specific target groups. It enables us to provide any of the hub services on demand in any area of the district.	Regular scheduled classes in rural areas, Increase in community engagement, Increase in hub engagement, Decrease in social isolation, Decrease in physically inactive Broadland residents
#CommitToCoPro	Resilient and Healthy Communities	Healthwatch Suffolk Co-pro support	Create a coproduction strategy for the Partnerships; Support to plan Partnerships with coproduction work.

Shadowing Programme	Crosscutting	HWP runs a match making service for staff within system to shadow others.	Increase collaboration and awareness between system partners about how each organisation works; building relationships and removing barriers to partnership working
Carers Community Champions (Resilient and Healthy Communities	Train 2 cohorts of unpaid carers as Community Champions, 1 in Aylsham and 1 in Diss. The training will support people to develop the skills to give info, advice and guidance to their peers. Bringing together a group will be an opportunity for unpaid carers to build strong social connections in their local area, develop new skills to support each other and other unpaid carers, create a supported environment where their voices and opinions matter and are heard and develop new skills which might support the on a new career path in the future.	16 Carer Community Champions trained (8 in each location). 8 Carer Community Champions Volunteering. improved confidence/self-esteem ; Improved networks of support. Improved engagement in local community. Reduced social isolation. Confidence to give advice to peers
Care Worker Career Progression	Resilient and Healthy Communities	Working with 1 provider we will aim to support 2 currently employed workers within the service to create and manage a career and skills plan to aid with in-work progression and retention within ASC. The pilot would look at mentoring and support for the worker to plan their skills and wellbeing needs to reach their in-work progression goals and support their personal development.	Support 2 currently employed workers within the service to create and manage a career and skills plan to aid with in-work progression and retention within ASC. 121 career discussion and mentoring creating a pathway plan for development. Signposting support for skills training, CPD, and upskilling such as IT skills etc. Wellbeing support and signposting. A suite of resources that can be pulled from after the support pilot is delivered. Increased awareness of what being a carer can involve; Increased awareness of the support available for Carers from Carers Matter Norfolk
Communicating Care / Anyone can be a Carer	Resilient and Healthy Communities	Produce a professional video to share across multiple streams, to raise awareness and promote early help for non-paid carers	Increased awareness of what being a carer can involve; Increased awareness of the support available for Carers from Carers Matter Norfolk
Scoping Projects			
Enhancing Investment in Diss	Access and Prevention	Scoping is underway to enhance the development opportunities that will arise in the Diss area. There is significant investment to infrastructure in the town which gives the Partnerships an opportunity to use co-production as a tool to shape and design aspects that will enhance the wider health and wellbeing of the residents of Diss.	

Prevention Work with Construction and Agricultural Workers	Mental Health and Wellbeing	Commission co-production work with construction and agriculture workers to understand what messaging works for them, and how best to target those specific cohorts.	
Men's Mental Health - working with existing providers	Mental Health and Wellbeing	All To Play For, and Rest Hubs to understand what's working, lessons learnt, and what they need to enhance their service.co-production piece of work that is going on. Good practice, additional funds to support communities.	
Children and Young Person's Copro	Mental Health and Wellbeing	PDG would like to coproduce with young people specifically around mental health services. Would like to engage with young people on mental health waiting list and see what gaps in provision are there which HWP could support with. Potential to work with YAB more generally to look at what is missing within the mental health space which HWP could support with.	
Perinatal Support for Men	Mental Health and Wellbeing	10K fund available for perinatal for men - can be used to create space for new fathers to meet and support each other. Could bring in father focused officers into project. Could this enhance existing VSCE provision. Link in with communities team - men's sheds/similar local groups.	
Dementia Friendly Project	Mental Health and Wellbeing	Would like to offer dementia support, potentially around awareness training or helping organisations/services to become dementia friendly.	
Right Care, Right Person	Mental Health and Wellbeing	Police have stopped taking low level welfare calls JAN 2024, ICB looking to plugging gap in provision, help hub were seeking funding to increase capacity through connector team but were unable to secure funding stream.	

<p>Opportunity to Influence</p>	<p>Mental Health and Wellbeing</p>	<p>Harnessing the influence held by senior sponsors to ensure that the mental health and wellbeing strategy is on the agenda at high-level meetings where decision makers and influencers convene. Using this opportunity to showcase the excellent work happening across the system as well as sharing ideas to develop existing work and to shape future projects.</p>	
<p>Step Down, Move On Accommodation</p>	<p>Mental Health and Wellbeing</p>	<p>Scoping is ongoing for a project that would look to provide specialist, supported accommodation for those leaving secondary mental health services, providing individual accommodation units with access to a range of support and interventions to help aid recovery and reduce risk of readmission. This is a project working alongside partners to deliver specialist support.</p>	
<p>Council Control Room Data</p>	<p>Mental Health and Wellbeing</p>	<p>Work is underway to establish links with the Norfolk Police Contact and Control Room to look at types of calls and the wider support needs of those callers. It's likely that partners can support with the development of any subsequent project that comes from this data.</p>	
<p>Work and Talk Project</p>	<p>Resilient and Healthy Communities</p>	<p>This project will provide an opportunity for men, of all ages, to feel more comfortable opening up and by engaging with other men, whilst actively engaged in Conservation projects on council owned land. Getting out in the fresh air and talking openly about anything that may be on their mind, rather than suffering in silence and contemplating suicide or self harm. The project will be delivered in Partnership with The Trust for Conservation Volunteers and the Community Asset team, with projects identified on four sites, where sessions will be run every other month. It will deliver stand alone projects which the participants can take pride in delivering to their local community and will also look to form a legacy for the individuals to either form their own groups or join existing volunteering opportunities going forward.</p>	

Adverse Weather	Resilient and Healthy Communities	Linking to existing support offered by wider teams in system to ensure that signposting to support services is consistent to ensure that the psychological impact of adverse weather is supported alongside help to manage the immediate impact such as loss of belongings.	
Kett's Park Engagement Event	Resilient and Healthy Communities	To deliver events across districts to showcase HWB offers of the councils and the HWP - activities available, information and a family day out. First event will be held in Wymondham at Kett's Park.	
NCLS - Mobile Legal Advice	Access and Prevention	Rolling out a mobile legal advisor, dedicated one day a week in Broadland.	
Antenatal Education project	Resilient and Healthy Communities	To look at antenatal offer for expectant parents and identify where there are gaps in provision which the HWP could support with.	

Annual Briefing on the spending and activities of the Broadland Health and Wellbeing Partnership

Purpose of the briefing: to provide an update on the spending and activities of the Broadland Health and Wellbeing Partnership.

Overview of the Health and Wellbeing Partnership

The Broadland Health and Wellbeing Partnership brings together partners across all sectors, collectively driving strategies and activities 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.

Supported by a small officer team, the Partnership is made up of organisations such as Public Health, DWP, Norfolk and Waveney ICB, Adult Social Care, Children's Services, Norfolk Constabulary, Voluntary Norfolk, Citizens Advice, Primary Care and Healthwatch Norfolk.

Since its inception in May 2022 the Partnership has cemented its position as a place-based convenor, sitting alongside Place Boards under the wider Integrated Care System umbrella. There is ongoing work to strengthen the relationships with the Integrated Care Partnership (ICP) and Health and Wellbeing Board (HWB), ensuring work at partnership level is shared at all levels and communicating decisions made at ICP and HWP with Partners. The number of partners attending the bi-monthly meetings continue to be high and new partners are being introduced to the Partnership from across all sectors to further broaden the voices in the room.

The Health and Wellbeing Partnership team creates the capacity to seek and secure additional financial resource, enhancing the potential of collaboration and supporting the system to navigate place-based solutions.

The Partnership has a collective mission, "to work together to improve the health and wellbeing of communities in Broadland" and a shared vision that "every person in Broadland will have equal opportunities to live healthier, happier lives".

The Health and Wellbeing Partnership team are ideally placed to ensure projects are delivered, roles are fully embedded in the Council and jointly funded with Norfolk and Waveney ICB.

The past twelve months has been an exciting time for the Broadland Health and Wellbeing Partnership, a newly created Project Delivery Officer role has enabled the team to develop and deliver projects to ensure they thrive and deliver outcomes for our residents as well as supporting the wider Integrated Care System.

We have reviewed the Broadland Health and Wellbeing Strategy which sets out ambitious action statements and guides the work of our Priority Delivery Groups. The Broadland strategy can be found [here](#). The review was conducted using online engagement tools and round-table discussion with members of the Partnership. It was noted that “The desire for transformation leadership is evident” and “stronger relationships are being established with the aim of transforming communities”. Members of the Partnership also set challenges around transforming the way we evaluate projects and how we use data to inform project development.

The newly created Health Inequalities Strategic Framework for Action gives direction for Health and Wellbeing Partnerships and places emphasis on the great work already happening as well as the potential for future development. “Place-based partnerships will be supported to close the gaps between groups, through the update and production of tools and guides. Place-based structures will play a key role in developing the action plans for each of the building blocks, with the Health & Wellbeing Partnerships coordinating action relating to Living & Working Conditions and Lifestyle Factors”.

Spending of the Broadland Health and Wellbeing Partnership

The Partnership receives funding from several different sources to hold and distribute to enable the delivery of the strategy. The Partnership provides collective accountability, scrutinising activity and spending and acting as a critical friend when considering new projects. Details in the table below show both monies received and available for the Broadland Partnership at the time of writing.

	Total funding held by the Partnership	Available funds
Covid Recovery Fund 22/23	£300,950.00	£0.00
Better Care Funding 2022-3	£82,000.00	£1,676.00
Public Health 2023-25	£204,750.00	£83,035.01
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Activity of the Broadland Health and Wellbeing Partnership

The Partnership has a varied programme of work across three Priority Delivery Groups, Resilient and Healthy Communities, Access and Prevention and Mental Health and Wellbeing. Projects and work are overseen by these groups, driving delivery, sharing learning and developing evaluation. The current project tracker, detailing current open and scoping projects can be found in Appendix 1, with a snapshot of some of the projects below.

World Café and Commitment to Co-Production / Community Engagement. The Partnership team secured £14,100 from the Shared Prosperity Fund to deliver training to people who live or work in the Broadland area. The training enables them to host a World Café, an interactive community engagement tool to empower attendees to share and shape ideas, having a voice in the development of work in their communities. The World Café will be key to the Partnership's commitment to co-production as set out in the Transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy for Norfolk and Waveney. We are guided by the principle to "Create a learning system which makes decisions based on evidence and insight. Using data, including the Joint Strategic Needs Assessment to target our work where it can make the most difference - making evidence-based decisions to improve health and wellbeing outcomes."

Outputs for this project:

- World Café training provided to up to 25 people in Broadland including members of the community.
- 1 World Café participation event engaging with a minimum of 60 community members
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- Event report produced and presented back to the Health and Wellbeing Partnership to highlight next steps

We are in the early stages of developing an ambitious co-production strategy which will put residents at the heart of the projects we deliver with a focus on sustainability. The first Broadland World Café is being organised for September and will be focused in Reepham, bringing together residents and professionals to talk about how we build and sustain healthy and resilient communities. Following the initial World Café, the Health and Wellbeing Partnership team will support and manage the network of trained hosts and engaged community members who can be consulted on future projects.

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- Increase in community engagement
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The Partnership continues to be involved, supporting with the development of evaluation tools, monitoring outcomes and promoting the use of the van as a resource for partners. To ensure the community engagement van is successful and sustainable the Health and Wellbeing Partnership has recently committed a further £19,224.40 for a full-time coordinator to ensure the van is used to its maximum potential and to support partners to tap into this resource.

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preventing crisis and reducing demand on services with a co-ordinated response. The work will support the Right Care, Right Person model which shifts the way emergency services respond to calls. Exploration is underway to scope a service to embed in Police teams to ensure a smooth transition of care away from the Police, this is being supported by the Health and Wellbeing Partnership team and opportunities to further develop the work is underway.

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- Stroke survivors will benefit from exercise referral and the risk of further strokes will be mitigated
- Recovery from stroke will be enhanced with individuals benefiting from increased independence, this in turn has the potential to diminish the need for formal care packages
- The need for further clinical interventions will be diminished

The project has demonstrated that, by bringing together existing support options to meet each need, the patient and carer is more likely to receive the right support at the right time. By co-developing the project with clinicians and non-clinical support, the trust built between referrers and support deliverers has increased significantly. The work carried out through Stroke Reach is now business as usual for the Active NoW service, positively impacting the lives of those who have had a stroke without further, additional funding from the Partnership.

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We will continue to shape and develop the project, monitoring and evaluating the progress.

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Case Studies provided as part of the evaluation indicate a positive impact on health outcomes, including patients identifying an improvement in mental health, feeling that

communication between services has improved, an increase in independence in the home, reduced risk of self-neglect and stronger social networks. These case studies demonstrate the positive impact of multi-agency working. The Partnership will be presented with lessons learned to ensure these are embedded to ensure the future success of other projects.

Appendix 1

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Prioritise Prevention	Access and Prevention	Utilising AI technology to identify people at high risk of falls and offering them access to multiple services to reduce that risk and improve their health and wellbeing. Phase one looked at adult social care records to identify people at risk of falls. Phase two has started looking at data to identify people at risk of social isolation and loneliness - 300-400 identified, end of April 2024 all will be contacted by Help hub to offer support.	
Prioritise Prevention - Phase 2 (social isolation)	Access and Prevention	AI tool use accessing council records to identify people at risk of social isolation and loneliness, Help hub contacting them to offer support	
Stroke Reach (£51,812 BCF)	Access and Prevention	Proactively contacting recent stroke survivors with a view to offering a tailored exercise referral programme delivered through Broadly Active. This will enhance recovery and also facilitate a conduit to other support services through the Districts' social prescribers.	To provide wrap around support to improve the service of stroke patients once discharged from clinical settings. Identify 8 challenges: coordination of care, support for falls, feelings of abandonment; mental wellbeing support; support for carers; accessing physical therapy and signposting
Making Every Contact Count	Access and Prevention	Training offer from public health NCC, 4.5K places across Norfolk and waveney to support staff who are having conversations to 'make every contact count' share prevention messages/signpost etc	As part of the Public Health behaviour change strategy we want to upskill the public sector, voluntary sector and the health and social care workforces in MECC (Making Every Contact Count) and behaviour change techniques, to normalise conversations and enhance interactions around health behaviours. This training is part of a system wide collaboration between Norfolk Public Health, the Integrated Care Board (ICB) and partners in the Integrated Care Partnership (ICP).

Mindful Towns and Villages (£65,000 BCF)	Mental Health and Wellbeing	Delivering free wellbeing and mental health awareness training through NSFT and mental health champion training to local community groups, businesses, shops, pubs, etc. This is to raise awareness of mental health and wellbeing issues at the most local level and build a genuinely available group of people in local communities who can provide support and a 'listening ear'.	As part of the Public Health behaviour change strategy we want to upskill the public sector, voluntary sector and the health and social care workforces in MECC (Making Every Contact Count) and behaviour change techniques, to normalise conversations and enhance interactions around health behaviours.
Mindful Towns and Villages – extension (£53,962.50 Public Health)	Mental Health and Wellbeing	Employing full time staff member to continue to build champion network, deliver adult training, train the trainer model, and develop and deliver youth course	This training is part of a system wide collaboration between Norfolk Public Health, the Integrated Care Board (ICB) and partners in the Integrated Care Partnership (ICP).
Men's Mental Health - improving capacity	Mental Health and Wellbeing	Focused conversations with NSFT around cohort in Hellesdon of those people who left and stayed out, and those who left and returned.	
Diet and Nutrition (60,000 CRF)	Resilient and Healthy Communities	Aims to provide resource and support (financial, training and people) to community food facilities, e.g. food banks or community fridges/hubs to improve the diet and nutrition offer in communities in Broadland and longer term prevent diabetes and cardiovascular disease amongst residents. The project is focussing on proportionately targeting resource to improve inequalities in health and help mitigate the impact of the cost of living crisis.	Communities with the most need are still able to access support, support is available to those who might now have accessed previously but may now have a need, communities able to access improved food offer, skills and places to be able to prepare
Community Participation Project (£14,000 Pride in Place)	Resilient and Healthy Communities	Funding from Pride in place to deliver 2 world café. Fits into wider coproduction project.	Train up to 50 people to become world café hosts; Deliver 2 world cafés - one in each district to engage with communities; Use reports and follow up conversations to shape future Partnership work.
The Community Engagement Van (£33,750 CRF)	Resilient and Healthy Communities	A mobile studio space for any 'activity' to support rural communities and specific target groups. It enables us to provide any of the hub services on demand in any area of the district.	Regular scheduled classes in rural areas, Increase in community engagement, Increase in hub engagement, Decrease in social isolation, Decrease in physically inactive Broadland residents
#CommitToCoPro	Resilient and Healthy Communities	Healthwatch Suffolk Co-pro support	Create a coproduction strategy for the Partnerships; Support to plan Partnerships with coproduction work.

Shadowing Programme	Crosscutting	HWP runs a match making service for staff within system to shadow others.	Increase collaboration and awareness between system partners about how each organisation works; building relationships and removing barriers to partnership working
Carers Community Champions (Resilient and Healthy Communities	Train 2 cohorts of unpaid carers as Community Champions, 1 in Aylsham and 1 in Diss. The training will support people to develop the skills to give info, advice and guidance to their peers. Bringing together a group will be an opportunity for unpaid carers to build strong social connections in their local area, develop new skills to support each other and other unpaid carers, create a supported environment where their voices and opinions matter and are heard and develop new skills which might support the on a new career path in the future.	16 Carer Community Champions trained (8 in each location). 8 Carer Community Champions Volunteering. improved confidence/self-esteem ; Improved networks of support. Improved engagement in local community. Reduced social isolation. Confidence to give advice to peers
Care Worker Career Progression	Resilient and Healthy Communities	Working with 1 provider we will aim to support 2 currently employed workers within the service to create and manage a career and skills plan to aid with in-work progression and retention within ASC. The pilot would look at mentoring and support for the worker to plan their skills and wellbeing needs to reach their in-work progression goals and support their personal development.	Support 2 currently employed workers within the service to create and manage a career and skills plan to aid with in-work progression and retention within ASC. 121 career discussion and mentoring creating a pathway plan for development. Signposting support for skills training, CPD, and upskilling such as IT skills etc. Wellbeing support and signposting. A suite of resources that can be pulled from after the support pilot is delivered. Increased awareness of what being a carer can involve; Increased awareness of the support available for Carers from Carers Matter Norfolk
Communicating Care / Anyone can be a Carer	Resilient and Healthy Communities	Produce a professional video to share across multiple streams, to raise awareness and promote early help for non-paid carers	Increased awareness of what being a carer can involve; Increased awareness of the support available for Carers from Carers Matter Norfolk
Scoping Projects			

Enhancing Investment in Diss	Access and Prevention	Scoping is underway to enhance the development opportunities that will arise in the Diss area. There is significant investment to infrastructure in the town which gives the Partnerships an opportunity to use co-production as a tool to shape and design aspects that will enhance the wider health and wellbeing of the residents of Diss.	
Prevention Work with Construction and Agricultural Workers	Mental Health and Wellbeing	Commission co-production work with construction and agriculture workers to understand what messaging works for them, and how best to target those specific cohorts.	
Men's Mental Health - working with existing providers	Mental Health and Wellbeing	All To Play For, and Rest Hubs to understand what's working, lessons learnt, and what they need to enhance their service.co-production piece of work that is going on. Good practice, additional funds to support communities.	
Children and Young Person's Copro	Mental Health and Wellbeing	PDG would like to coproduce with young people specifically around mental health services. Would like to engage with young people on mental health waiting list and see what gaps in provision are there which HWP could support with. Potential to work with YAB more generally to look at what is missing within the mental health space which HWP could support with.	
Perinatal Support for Men	Mental Health and Wellbeing	10K fund available for perinatal for men - can be used to create space for new fathers to meet and support each other. Could bring in father focused officers into project. Could this enhance existing VSCE provision. Link in with communities team - men's sheds/similar local groups.	

Dementia Friendly Project	Mental Health and Wellbeing	Would like to offer dementia support, potentially around awareness training or helping organisations/services to become dementia friendly.	
Right Care, Right Person	Mental Health and Wellbeing	Police have stopped taking low level welfare calls JAN 2024, ICB looking to plugging gap in provision, help hub were seeking funding to increase capacity through connector team but were unable to secure funding stream.	
Opportunity to Influence	Mental Health and Wellbeing	Harnessing the influence held by senior sponsors to ensure that the mental health and wellbeing strategy is on the agenda at high-level meetings where decision makers and influencers convene. Using this opportunity to showcase the excellent work happening across the system as well as sharing ideas to develop existing work and to shape future projects.	
Step Down, Move On Accommodation	Mental Health and Wellbeing	Scoping is ongoing for a project that would look to provide specialist, supported accommodation for those leaving secondary mental health services, providing individual accommodation units with access to a range of support and interventions to help aid recovery and reduce risk of readmission. This is a project working alongside partners to deliver specialist support.	
Council Control Room Data	Mental Health and Wellbeing	Work is underway to establish links with the Norfolk Police Contact and Control Room to look at types of calls and the wider support needs of those callers. It's likely that partners can support with the development of any subsequent project that comes from this data.	

Work and Talk Project	Resilient and Healthy Communities	<p>This project will provide an opportunity for men, of all ages, to feel more comfortable opening up and by engaging with other men, whilst actively engaged in Conservation projects on council owned land. Getting out in the fresh air and talking openly about anything that may be on their mind, rather than suffering in silence and contemplating suicide or self harm. The project will be delivered in Partnership with The Trust for Conservation Volunteers and the Community Asset team, with projects identified on four sites, where sessions will be run every other month. It will deliver stand alone projects which the participants can take pride in delivering to their local community and will also look to form a legacy for the individuals to either form their own groups or join existing volunteering opportunities going forward.</p>	
Adverse Weather	Resilient and Healthy Communities	<p>Linking to existing support offered by wider teams in system to ensure that signposting to support services is consistent to ensure that the psychological impact of adverse weather is supported alongside help to manage the immediate impact such as loss of belongings.</p>	
Kett's Park Engagement Event	Resilient and Healthy Communities	<p>To deliver events across districts to showcase HWB offers of the councils and the HWP - activities available, information and a family day out. First event will be held in Wymondham at Kett's Park.</p>	
NCLS - Mobile Legal Advice	Access and Prevention	<p>Rolling out a mobile legal advisor, dedicated one day a week in Broadland.</p>	
Antenatal Education project	Resilient and Healthy Communities	<p>To look at antenatal offer for expectant parents and identify where there are gaps in provision which the HWP could support with.</p>	



Overview and Scrutiny Committee
23 July 2024

CUSTOMER EXPERIENCE PROGRAMME – UPDATE

Report Author: Emma Pepper – Transformation and Programme Manager

Portfolio: Transformation & Organisational Development

Wards Affected: All

Purpose of the Report:

This report provides an update on the progress of the Customer Experience Programme and seeks to gain approval for the recommendations outlined in this report. The report seeks the views of Overview and Scrutiny on the proposed member engagement and the draft key reporting milestones.

Recommendations:

1. Consider and make recommendations to Officers on the key principle related to member engagement in the delivery of the Customer Experience Platform.
2. Recommend that Overview and Scrutiny add key milestone one, outlined on page four of this report, to the work programme to allow for input on the proposed draft of the Customer Journey Mapping roadmap.
3. Acknowledge that any update post procurement and contract award is received informally via email.

1. Summary

- 1.1. Broadland District Council committed in the Council Plan to *“make it easy for our residents and businesses to access our services and receive the help and support they need.”* In December 2023, it was agreed to initiate a Customer Experience Programme as a mechanism to achieve this aspiration.
- 1.2. The Customer Experience programme’s strategic aims are outlined below:
 - 1.2.1. **Customer First;** Customer-centred channels of choice available 24/7, learning from customer feedback and insight to design and target services to those that most need them
 - 1.2.2. **Every contact counts;** Maximising the value of every contact by joining up our services, systems and data to provide a seamless customer journey
 - 1.2.3. **Right first time;** meeting customer needs, first time, every time. Minimising costs and repeated contact, keeping the customer informed at every stage
 - 1.2.4. **Technology Enabled;** transforming service delivery, streamlining services and removing obstacles using data, technology and insight.

2. Background

- 2.1. In December 2023, Broadland District Council agreed to initiate a Customer Experience Programme as a mechanism to achieve the strategic aims set out in the Council Plan.
- 2.2. The programme consists of the procurement of a new Customer Experience Platform and enabling technologies such as, integrations. The outline business case estimated a total investment of £1.7 million with Broadland District Council’s investment totalling £787,950. This investment has been built into future revenue and capital budgets from 24/25 onwards.
- 2.3. The programme is expected to deliver a minimum of £3.5 million savings by year 8 with Broadland District Council’s share of savings at £1.6million. An ROI by Year 5 has been estimated.
- 2.4. The outline business case provided savings based on a reduction in FTE of 10% (14FTE) by year three and increasing to 13.5% by year five. It’s predicted that these savings will be made through the reduction in manual processing and repeatable demand. These savings did not include any reduction in technology costs.
- 2.5. The business case financials have been based on assumed market costs at the time and assumed demand. As we progress through the stages of procurement

the cost of the technology and the reduction in FTE will be further refined and reported.

3. Current positions/findings

3.1. The outline business case set out a high-level programme plan against the deliverables anticipated. The table below provides an update on progress against this timetable. Overall, the programme is currently on track against time and budget and is already set to release a total £15,512.00 of savings in-year as the result of a successful website procurement exercise.

Year 1	Progress	Savings released to date
Timescale: End of Quarter 4		
<p>Website</p> <p>Procure and implement a new Enterprise Content Management System</p>	<ul style="list-style-type: none"> • Procurement completed and contract awarded to new supplier • This includes new base forms platform • Go-live Autumn 2024 	<p>BDC (45%): £6,980.00</p> <p>Total savings: £15,512/annum</p>
<p>Customer Experience Platform</p> <p>Carry out early market engagement, tendering and procurement for the Customer Experience Platform</p>	<ul style="list-style-type: none"> • Early Market engagement documents created • Contract award expected by Autumn 2024 	<p>N/A</p>
<p>Customer Journey Creation</p> <p>Begin customer journey mapping to identify new end user journeys</p>	<ul style="list-style-type: none"> • High demand service areas have been identified • Council Tax, Housing and Waste have been identified as the three initial targets areas a roadmap is now being developed • Customer Journey Mapping will start Spring/Summer 2024 	<p>N/A</p>

<p>Migration of forms</p> <p>Review and develop roadmap for the migration of forms over to the new platform.</p>	<ul style="list-style-type: none"> • Review of current forms and migration plan is being developed • Some forms may be migrated over to the new platform 2024 	<p>N/A</p>
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4. Programme Governance

- 4.1. The programme forms a core aspect of our innovation agenda and is governed by the Project and Programme Framework and includes reporting of deliverables at a number of internal boards tracking budget, time, resource, risks and issues escalating and de-escalating accordingly.
- 4.2. Ongoing progress of the Customer Experience Programme will be reported quarterly through the Strategic Performance Reports.
- 4.3. In addition to the governance set out in the Project and Programme Framework it is proposed that the programme reports to Overview and Scrutiny on a regular basis to support in shaping the future direction and scrutinise progress on the programme as it progresses. The following reporting milestones are outlined for Overview and Scrutiny’s consideration:
- 4.3.1. Milestone One: Roadmap for Customer Journey Mapping, expected in Quarter Two 2024. This would seek views on the order and timeline on the services mapped with an evidenced approach against benefits realisation.
 - 4.3.2. An informal update at milestone two; the result of the procurement process with confirmed costs expected in Quarter Three Autumn 2024.
 - 4.3.3. On programme closure expected Quarter Four 2026/27
- 4.4. To date, it is only possible to propose the reporting milestones that are known as outlined above. Post contract award and mobilisation we plan to propose additional reporting milestones for Overview and Scrutiny’s consideration.

5. Member Engagement

- 5.1. As the programme progresses, we will consider the opportunities to involve members in the development of the final product. We propose that member engagement is sought in the development of several individual digital end-to-end processes through a member user group. This will involve testing user journeys against specifications and providing feedback in an iterative manner.

6. Issues and risks

6.1. **Resource Implications** – resource will be covered.

6.2. **Legal Implications** – currently no legal implications.

6.3. **Equality Implications** – currently no equality implications.

6.4. **Environmental Impact** – currently no environmental implications.

6.5. **Crime and Disorder** – currently no crime and disorder implications.

6.6. Risks –

6.6.1. Projects and programmes are subject to careful planning and timescales, budget and resource is carefully considered throughout delivery. It must be noted that there is a possibility that the milestones outlined could change once a supplier is appointed and detailed mobilisation is completed. This will be communicated accordingly.

6.6.2. The programme spans a 3-year period, with benefits tracked beyond the first five years there is always a risk that key project and programme resource may not be fully retained throughout the full programme lifecycle.

7. Conclusion

7.1. This programme is in its early stages, as programme planning progresses and we appoint a partner or a supplier the opportunities for further reporting milestones will be refined and proposed accordingly.

7.2. It is likely that the programme will also report on programme closure. However, it's important to note that this will not be the same milestone as the point in which the benefits are realised.

7.3. The programme reporting milestones will be proposed in an agile manner and therefore, this report is reflective of the known milestones only. It does not reflect all of the proposed reporting milestones across the lifecycle of the full programme.

8. Recommendations

1. Consider and make recommendations to Officers on the key principle related to member engagement in the delivery of the Customer Experience Platform.

2. Recommend that Overview and Scrutiny add key milestone one, outlined on page three of this report, to their work programme to allow for input on the proposed draft of the Customer Journey Mapping roadmap.

3. Acknowledge that any update post procurement and contract award is received informally via email

Background papers

Customer Experience – Business Case



Overview and Scrutiny Committee
23 July 2024

BROADLAND FOOD INNOVATION CENTRE - REVIEW

Report Author: Debra Baillie-Murden
Programme Manager – Economic Growth
debra.baillie-murden@southnorfolkandbroadland.gov.uk

Portfolio: Economic Development

Wards Affected: Great Witchingham

Purpose of the Report:

To review the Council's investment in the Broadland Food Innovation Centre including a financial assessment compared to predicted budgets for the first full year of operation and understanding progress against the desired outcomes.

Recommendations:

1. To note the progress being made in the delivery of the intended outcomes of the Broadland Food Innovation Centre project.

1. Summary

- 1.1 The Broadland Food Innovation Centre is a major intervention, led by Broadland District Council, to help generate economic opportunity and success for the food and drink sector in Norfolk and Suffolk. The centre is in Honingham, on the Food Enterprise Park and opened in Autumn 2022.
- 1.2 This project secured significant investment from the European Regional Development Fund (ERDF) and New Anglia Local Enterprise Partnership (NALEP) with the balance of funds coming from Broadland District Council, along with in-kind support from the University of East Anglia and Hethel Innovation Limited.
- 1.3 As part of the funding requirements, in addition to providing 13 British Retail Consortium compliant, BREEAM excellent rated food grade units within the centre, eligible businesses from across Norfolk and Suffolk can access fully funded Innovation Support and the Innovation Cluster.
- 1.4 This report outlines progress made against the contracted outputs and outcomes as required by the funders as well as the Council's wider aspirations associated with the development.

2. Background

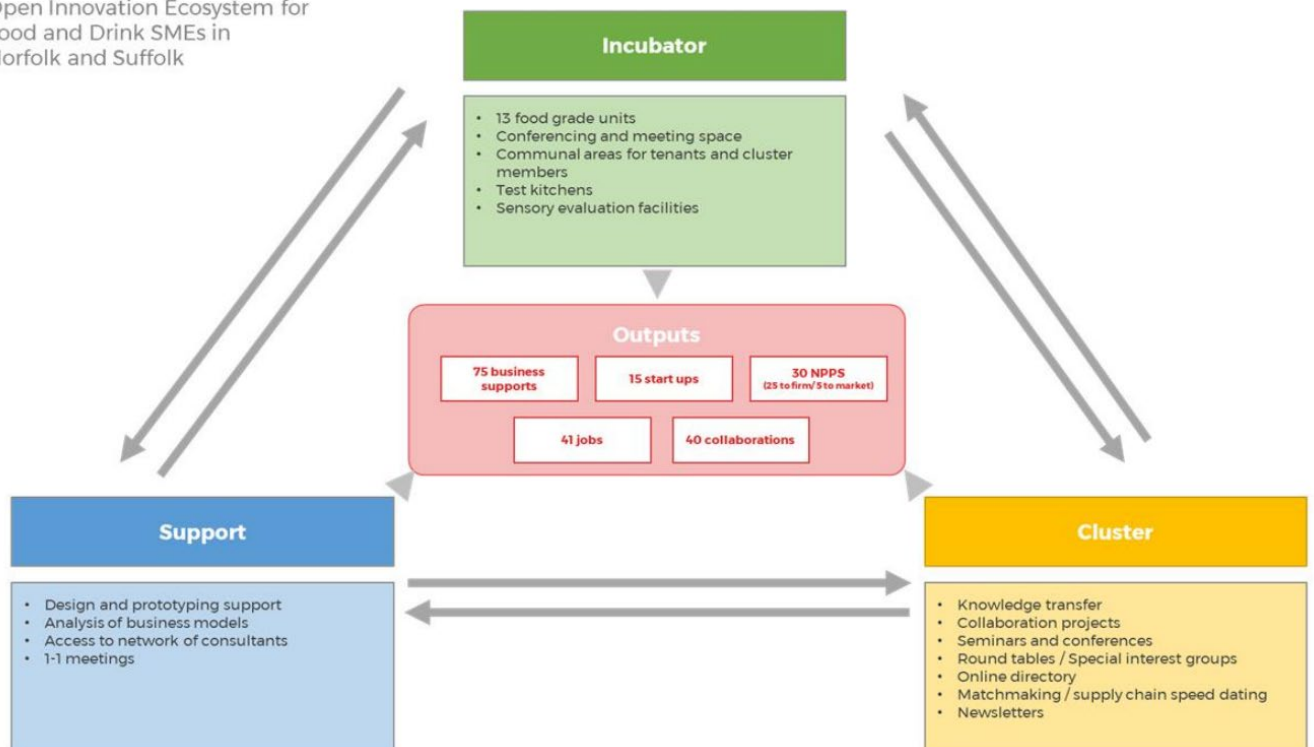
- 2.1 In February 2020, Broadland District Council approved the investment proposal for the Food Innovation Centre, allocating capital funds for delivery and to support partnerships and funding applications.
- 2.2 The project centred around developing the first innovation incubator facility aligned to the food and drink sector. The original proposal outlined the rationale for the centre:

'With over 110,000 jobs situated in the food and drink sector in Norfolk and Suffolk, and with traditional agricultural jobs declining, the last decade saw growth in higher valued jobs in the sector. This increase in higher valued jobs, coupled with the subsequent demand for increased technological capabilities, positions the Food Innovation Centre well to fill gaps in the market. If development of the centre is not progressed, businesses will have to seek support elsewhere in the UK, carrying the risk of established and innovative organisations in the sector leaving the region.'

The development of the Food Innovation Centre, the support services based within, and the cluster created as a result, will enable Norfolk and Suffolk to achieve its strategic goals. Cited in the 2017 Norfolk and Suffolk Economic Strategy, the development of the centre as part of the Food Enterprise Park will contribute to targeted growth of the local economy by £17.5bn by 2036, creating new jobs in a priority sector.'

- 2.3 The total project cost was estimated to be £11.4m, of which £10.4m was the capital cost of development. Broadland District Council agreed a total of £1,440,000 towards the project, plus £420,000 of contingency funding.
- 2.4 To enable the project to be delivered, £5,715,529 of ERDF and £4,140,000 of NALEP funding was secured. Additionally, the University of East Anglia and Hethel Innovation agreed to provide in-kind support to the project.
- 2.5 To secure external funding and support the aspiration for the project of growth within the agri-food sector, alongside the centre, the approved business case included a support programme for both the incubator tenants and wider food and drink cluster.
- 2.6 *'The Innovation-led Support Programme aims to provide practical and material support, and facilitate access to financial support, for the innovation process. The purpose of this programme is to remove the barriers to innovation that many SMEs face due to their size, resource availability, and visibility, to enable collaboration and innovation to take place. The outcome of this programme should be increased investment into research and new product, process, and service development resulting in business growth, job creation and market expansion'.* The funding agreement for ERDF and NALEP support included output and outcome requirements related to business support, growth, and jobs creation. These are monitored and reported back to the funders in line with agreed timelines. The image below shows the three elements of the project to provide a fully integrated approach for the sector:

Open Innovation Ecosystem for Food and Drink SMEs in Norfolk and Suffolk



3. Current positions/findings

- 3.1 The completed Broadland Food Innovation Centre (BFIC) opened in September 2022 and includes 13 food-grade units of varying sizes, test kitchen, a sensory testing facility and conference/meeting space. The total project cost as of 31 March 2024 was £11.6m, including £10.6m of capital investment. The construction phase of the project was delivered within the agreed budget (including some contingency), despite the significant challenges of weather and material price increases driven by a conflict in Europe. All funding through the NALEP and ERDF has now been claimed and received.
- 3.2 Brown & Co are contracted to act as the commercial agents for the centre, managing enquiries and securing tenancies from suitable businesses in the food and drink sector. The financial forecasts included within the business case for Council investment were based on an occupancy rate of 40-60% in year one, rising from 60-90% by the end of year two. An occupancy rate of 60% will result in payback of the Council's investment by the end of year 30, however occupancy at a rate of 90% reduces this to year 15.
- 3.3 Delays in completion of the building and tenancy negotiations taking longer than anticipated, resulted in a lower income than expected for 2023/24. As of 31 March 2024, however, all units within the centre have tenants who have either moved in and commenced operating or are in the process of finalising tenancy agreements. The tenant summary can be found in Appendix 1 (exempt).
- 3.4 A three-year contract for the management of the centre was awarded to Hethel Innovation Limited (HIL), commencing 1 July 2022. This contract is funded through the BFIC service account, ensuring income generated is reinvested into the development of the centre.
- 3.5 A contract for the management of the food cluster was awarded to UEA Consulting Ltd (UEA), for an 18-month period commencing 1 October 2023. This contract is funded through the Council's UK Shared Prosperity Fund (UKSPF) allocation to deliver cluster specific support to businesses.
- 3.6 The contracts with HIL and UEA support the Council's contracted outputs with the NALEP, ERDF and UKSPF commitments. Progress against agreed outputs is reported back to the council monthly. This can be seen in Appendix 2. The overall ambition of the centre was to support growth within the food and drink sector in the local area.
- 3.7 The benefits of the personalised support provided through the centre to tenants and the wider cluster are recognised by business owners. St Giles Gin have commented on the importance of the support provided for their business *"I must thank you for your very impressive work you have put in to help St Giles Distillery. The first thing I really must thank you for is the way you made us feel. We are a small growing Norfolk business and at times we feel we are on our own, fighting against a fast-flowing tide. You made us feel that we were not on our own, and that our problems are shared by many small businesses. The advice you have given has been*

fantastic and especially the work with us on our “Pitching Deck”, the work you put in to help us has been tireless. This knowledge from you has really streamlined and focused our plan for growth. We now feel confident that we can take our business to national distributors with a professional package. We will be working with the UEA MBA students, this is again another great opportunity to see what other academic minds might have on the growth and distribution of St. Giles.

- 3.8 Further testimonials from businesses are highlighted on the centre’s website www.foodinnovationbroadland.com/cluster/testimonials as well as through the Council’s direct marketing to businesses and local communities.
- 3.9 The events held by the Broadland Food Innovation Centre have significantly benefited the wider program by fostering innovation and collaboration within the food industry. These events provide valuable opportunities for networking, knowledge sharing, and professional development. Workshops and training sessions enhance skills in food safety, market trends, and new product development. Conferences and forums promote industry connections and showcase cutting-edge research and innovations. Overall, these events have driven the growth and success of food businesses, aligning with the Centre's mission to support and stimulate the regional food sector. For more details, visit the [Broadland Food Innovation Centre Events page](#).
- 3.10 A condition of the funding received from ERDF is for income generated by the site to be reinvested for a period of 20 years from completion. The expenditure and income accounts for 2023/24 are shown below.

Description	Budget	Actuals
Electricity	£ 23,000.00	£ 54,187.66
Water Sewerage	£ 11,000.00	£ 1,236.60
Waste Disposal	£ 20,000.00	£ 5,405.69
Business Rates	£ -	£ 145,943.32
Wifi & Telephones	£ 9,360.00	£ 11,588.67
Building Maintenance	£ -	£ 367.00
Grounds Maintenance	£ 7,200.00	£ 4,062.50
Contract Cleaning	£ 6,200.00	£ 7,305.80
Building Insurance	£ 6,755.00	£ 12,944.48
Supplies & Materials inc. postage	£ 240,254.00	£ 448,584.41
Contracted Services & Service Level Agreements	£ 230,806.00	£ 392,847.38
Test & Sampling	£ 8,000.00	£ 6,570.25
Fees & Charges	-£ 64,900.00	-£ 24,844.81
Other Grants	-£ 167,343.00	-£ 1,069,274.78
Rental Income	-£ 330,332.00	-£ 97,654.18
Total	£0	-£ 100,730.01

- 3.11 Each unit has a dedicated electricity meter with tenant consumption invoiced to them in arrears. The electricity budget shown above is the total consumed by the centre, with the income from recharges shown in fees and charges.

- 3.12 Business rates for vacant units and communal areas had not been budgeted for in 2023/24 however have been included in forecasting for future years.
- 3.13 As outlined, a requirement of the funding secured is the development and support for the food and drink cluster. These costs are included within the supplies and materials expenditure. The contract for ongoing cluster development is funded through the UK Shared Prosperity Fund through to March 2024 with opportunities for the cluster to be self-sustaining beyond this.
- 3.14 Centre Management is included within the contracted services expenditure. Initial budgets allowed for a salary for a centre manager, however Cabinet approved contracting this to an organisation specialising in managing an innovation centre to in the early stages of operation to allow for the centre's reputation to develop.
- 3.15 Additional costs incurred in 2023/24 for contracted services and supplies and materials have been offset by the final grant payments from ERDF being received. The surplus (£100,730) has been transferred into a service account to cover ongoing maintenance and running costs. Budgets for 2024/25 have been revised to reflect actual costs of insurance, utilities, and services etc.
- 3.16 The next investment within the centre, as approved by Cabinet in January 2024, is a content creation kitchen. This investment is funded through the Rural England Prosperity Fund and will provide shared facilities for use by both the tenants and wider food cluster. The designs are currently being finalised for installation in Quarter 2 of 2024/25.
- 3.17 The site is now also able to offer virtual tenancies, enabling additional organisations within the food and drink sector to benefit from the credibility associated with the Broadland Food Innovation Centre without renting physical space within the facility. This is an opportunity for an additional income stream for the centre and supports development of the wider cluster.
- 3.18 The Council's Economic Growth Strategic Plan includes a commitment to support the agri-food sector as a key opportunity for the district. Cluster support is currently funded through the Council's UKSPF allocation, however proposals for the ongoing sustainability and development of the cluster from are being considered. To continue to support innovation and the wider food and drink cluster, a website is also being finalised.
- 3.19 The innovation centre was developed to enable growth and innovation within the food and drink sector in a specially designed facility. As agreed, within the funding agreement, innovation support will continue to be provided as part of the ongoing commitments to the sector.

4. Issues and risks

- 4.1 **Resource Implications** – Broadland District Council currently has a three-year contract for Hethel Innovation Limited to manage the centre. This contract runs to

30 June 2025 and includes the option to extend by two further years. Further support to the centre is provided by the Economic Growth team including lease/tenant management and cluster support.

- 4.2 **Legal Implications** – A requirement of the ERDF secured, is that: For a period of 20 years from and including the Works Completion Date (“the Reinvestment Period”), any rental return received by Broadland from the Property (after deducting any VAT and any other taxes and the costs and expenses listed at shall be re-invested into the Project and shall not be taken as a profit.
- 4.3 Within the NALEP funding agreement, it specifies: *After the Re-investment Period, and for a period of 15 years, Broadland shall pay to Suffolk County Council (SCC) a sum equivalent to 50% of the rent (net of VAT and any other taxes) generated at the Property per quarter and which Broadland has received after deducting reasonable expenses incurred in the management of the building.* Following the dissolution of the NALEP, all assets within Norfolk passed to Norfolk County Council.
- 4.4 Virtual tenants are required to register with HMRC. Virtual tenants will be subject to identity checks etc. to ensure agreements are compliant with anti-money laundering regulations.
- 4.5 **Equality Implications** – no specific implications
- 4.6 **Environmental Impact** – the centre has been completed to BREEAM excellent standards, minimising the environmental impact.
- 4.7 **Crime and Disorder** – no specific implications
- 4.8 **Risks** – To mitigate the risk of not achieving the outputs and outcomes required by the funding bodies, the outputs and outcomes required are included within the contracts for Centre Management and Cluster Management as shown in Appendix 2.
- 5. Recommendations**
 - 5.1 To note the progress being made in the delivery of the intended outcomes of the Broadland Food Innovation Centre project.

Background papers

Cabinet report 11 February 2020 – Investment proposition for the Food Innovation Centre

Appendix 2 – Contracted Outputs

ERDF & NALEP Output	Contracted	Achieved	Variance	% Variance
C1 – number of enterprises receiving support	90	106	+16	+18%
C4 – number of enterprises receiving non-financial support	75	106	+31	+44%
C5 – number of new enterprises supported	15	18	+3	+20%
C8 – employment increase in supported enterprises	41	10.7	-30.3	-74%
C26 – number of enterprises cooperating with research entities	40	42	+2	+5%
C28 – number of enterprises supported to introduce new to the market products	5	48	+43	+860%
C29 – number of enterprises supported to introduce new to the firm products	25	118	+93	+372%
P2 – public or commercial buildings built or renovated	1	1	-	0%

Cluster Support Output/Outcomes (UKSPF)	No. to be achieved by 31 October 2024	Achieved by 31 March 2024 (first 6 months of contract)
Arrange at least 50 collaborations per year, between Cluster members and research institutions, other supporting stakeholders, or Cluster members with the aim of providing: <ul style="list-style-type: none"> • The commercialisation of ideas, • Creating local supply chains, • Innovation, • Peer to peer learning/sharing best practice, • Job creation. 	50	54
Deliver at least 18 events per year. Events should focus on advancing the Food and Drink sector in Norfolk and Suffolk	18	10

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