Cabinet

Agenda

Members of the Cabinet:

Cllr J Fuller (Chairman)	Leader, External Affairs and Policy
Cllr K Mason Billig (Vice Chairman)	Governance and Efficiency
Cllr A Dearnley	Finance and Resources
Cllr R Elliott	Customer Focus
Cllr G Minshull	Clean and Safe Environment
Cllr L Neal	Stronger Economy
Cllr A Thomas	Better Lives

Date & Time:

Monday 5 December 2022
9.00 am

Place:

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

Contact:

Claire White tel (01508) 533669
Email: committee.snc@southnorfolkandbroadland.gov.uk
Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link:
https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng

If a member of the public would like to observe the meeting in person, or speak on an agenda item, please email your request to committee.snc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Wednesday 30 November 2022.

Large print version can be made available

If you have any special requirements in order to attend this meeting, please let us know in advance.

AGENDA

1. **To report apologies for absence;**

2. **Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency**

3. **To receive Declarations of interest from Members**

   (Please see guidance – page 4)

4. **To confirm the minutes from the meeting of Cabinet held on 31 October 2022**

   (attached – page 6)

5. **Adoption of Conservation Area Appraisals and Boundary Amendments for Bergh Apton, Ditchingham and Kimberley Conservation Areas**

   (attached – page 15)

6. **Strategic Performance, Risk and Finance Report for Quarter 2 2022/23**

   (attached – page 75)

7. **Treasury Management Quarter 2 Report 2022/23**

   (attached – page 216)

8. **Rural England Prosperity Fund**

   (attached – page 225)

9. **Best in Class - Temporary Accommodation**

   (attached - page 233)

10. **Report on South Norfolk Council's Cost of Living Response**

    (attached - page 250)

11. **Anti-Social Behaviour Policy**

    (attached - page 265)

12. **Cabinet Core Agenda**

    (attached - page 288)

13. Exclusion of the Press and Public

To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)

14. South Norfolk Co-investment Grant Fund Application – Easton Community Centre
(NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)

(attached - page 290)

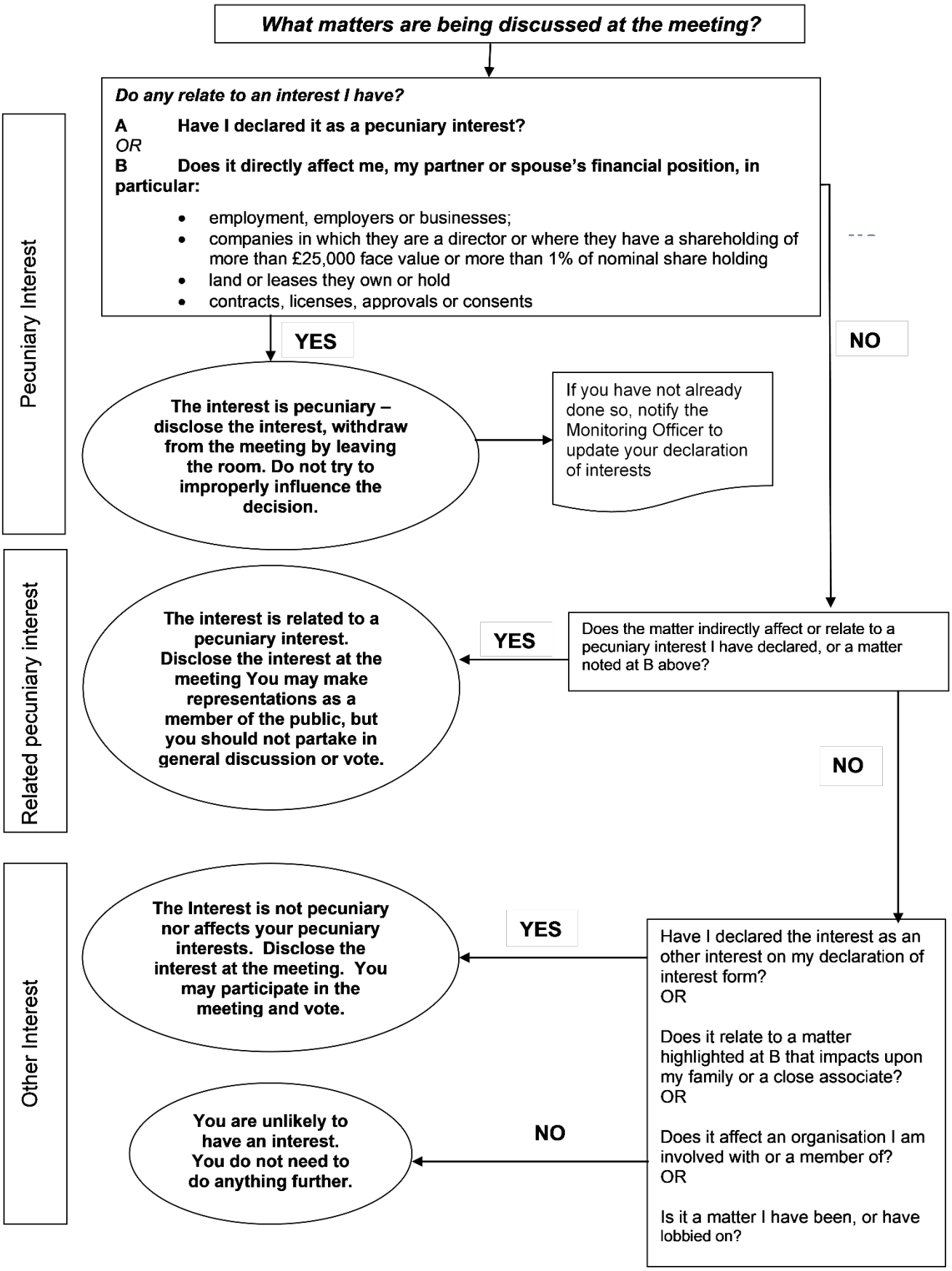
DECLARATIONS OF INTEREST AT MEETINGS

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

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.
Does the interest directly: 1. affect yours, or your spouse / partner's financial position? 2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in If the answer is "yes" to any of the above, it is likely to be pecuniary. Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.
Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above? If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.
Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.
Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Agenda Item: 4

CABINET

Minutes of a meeting of the Cabinet of South Norfolk Council, held on Monday 31 October 2022 at 9.00 am.

Committee Members Present:	Councillors: J Fuller (Chairman), A Dearnley, R Elliott K Mason Billig, G Minshull, L Neal and A Thomas
Other Members in Attendance:	Councillors: D Bills and T Laidlaw
Officers in Attendance:	The Managing Director (T Holden), the Director of People and Communities (J Sutterby) the Director of Place (P Courtier), the Assistant Director of Finance (R Fincham), the Chief of Staff and Monitoring Officer (E Hodds), the Assistant Director of ICT/Digital and Transformation (C Lawrie), the Assistant Director of Planning (H Mellors) the Strategy and Intelligence Manager (S Carey), the Senior Community Planning Officer (R Squires), the Strategic Growth Manager (N Cunningham), and the Democratic Services Manager (C White)

3050 DECLARATIONS OF INTEREST

Cllr R Elliott declared an “other” interest as a Wymondham Town Councillor and confirmed that he would not vote on item 5 - Wymondham Neighbourhood Plan Submission.

3051 MINUTES

The minutes of the meeting of Cabinet held on 17 October 2022 were agreed as a correct record.

3052 WYMONDHAM NEIGHBOURHOOD PLAN SUBMISSION

The Chairman reminded Cabinet that it had considered the Wymondham Neighbourhood Plan back in April and had referred it back to the Town Council for further work, as it was not considered to have enough detail or to be robust enough to inform Planning Committee decisions. It had also been noted that at that stage, the Neighbourhood Plan had not been formally signed off by the Town Council. Members now had before them the resubmitted Plan that had been agreed by the Town Council.

Cabinet was advised that the Scrutiny Committee had considered the Neighbourhood Plan but had not suggested any amendments.

The Chairman suggested that the new document had been significantly improved in every respect. However, he did feel that there were still some areas where more detail would have been welcome.

He expressed his disappointment that the list of Neighbourhood Plan projects had not been more ambitious, and he reminded the meeting that the Town Council was in receipt of a considerable amount of Community Infrastructure Levy (CIL). He referred to the lack of reference to the adaptions required at Platform 2 at the town's railway station, suggesting that to identify it here, would help to strengthen ongoing discussions with Network Rail. The Chairman also cited the importance of Wymondham train station as a link to the University of East Anglia and Norwich Research Park and he felt that it had been an omission not to include this in the Plan.

Referring to the section on implementation and monitoring, he suggested that this area required expanding and that the Town Council should be encouraged to set out precisely how it would prioritise, implement, monitor and finance projects. He noted that further proposals for projects might come forward as part of the consultation process.

The Director of Place emphasised the importance of the Town Council addressing community and strategic infrastructure and explained that the projects currently listed in the Plan could be further developed with the help of South Norfolk Council, which had the resources available to help facilitate these schemes.

Cllr L Neal informed the meeting that she was pleased to see a much-improved Neighbourhood Plan that would help determine planning applications. She confirmed that she would support the Plan proceeding to the consultation stage.

The Senior Community Planning Officer drew members' attention to Appendix Two, which detailed the areas addressed by the Town Council, following the Council's consideration of the earlier iteration of the Plan. This included improvements to provide more detailed graphics and policy maps, as well as revisions for green infrastructure maps. He advised members that in general the Plan had been expanded upon in respect of economic and housing growth and now demonstrated a more holistic approach to the aspirations of the community.

Referring to Appendix Three, the proposed regulation 16 response from South Norfolk Council, the Senior Community Planning Officer explained that officers were suggesting further annotations of green infrastructure areas to be protected and the need to make the surface water policy more locally specific.

The Chairman suggested that Cabinet should agree the submission of the Neighbourhood Plan, including the Council's response, however, asked officers to challenge the Town Council and the Steering Group to bring forward more projects of a strategic nature.

It was

RESOLVED:

To agree

1. That the submitted Wymondham Neighbourhood Plan meets the requirements of Part 6 of Schedule 4B of the Town and Country Planning Act 1990.

2. That the Neighbourhood Plan can therefore proceed to consultation, in accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012, and subsequently to an independent examination.

3. That the proposed South Norfolk Council response, as detailed in Appendix 3, be formally submitted as part of the Regulation 16 consultation.

The Reason for the Decision

The Plan has met all the assessment criteria and in accordance with the regulations should proceed to consultation, as amended.

Other Options Considered

None.

3053 BUSINESS RATES POOL PROJECTS AND EXPENDITURE

The Portfolio Holder, Cllr L Neal introduced the report, which sought funding from South Norfolk Council's remaining allocation of the Norfolk Business Rates Pool (2020/2021) to support the following projects:

- £300,000 contribution towards infrastructure works to unlock the allocated Hethel employment land; and

- Up to £125,000 additional funding towards the Harleston public realm works scheme.

Cllr Neal advised the meeting that the works at Hethel was an exciting prospect that would unlock massive investment at the site, which when developed could deliver 870 new jobs. The £300,000 was requested as match funding towards the delivery of a roundabout and new access road for the employment site.

The scheme at Harleston was already underway and should be delivered by Christmas, but due to inflationary pressures build costs had been revised upwards and all stakeholders had been requested to contribute to the additional cost. Members noted that for South Norfolk Council, this was an additional £125,000.

The Strategic Growth Manager informed the meeting that the infrastructure works at Hethel would open up 20 hectares of employment land and a further 93 acres might come forward at a later date. She added that since the report was drafted legal advice had confirmed that the funding for the schemes was fully compliant with all relevant UK Subsidy Control requirements.

The Chairman informed the meeting that Lotus had attracted nearly £1bn in inward investment and had firm orders for 10,000 cars and was aiming to produce 7,000 cars per year. He noted that this was probably the most exciting inward investment opportunity in Norfolk for years and that the Council should do all it could to support it.

In respect of the Harleston project he reminded Cabinet that the Neighbourhood Plan had received 87 percent approval in the recent referendum and that the Council should ensure that the public realm met the modern expectations of residents.

Members emphasised the importance of supporting the Hethel scheme, which would lead to more skilled jobs and prosperity in the District. A member suggested that the works being undertaken at Harleston should, if possible, be rolled out to other market towns in South Norfolk to make the public realm more attractive and improve them as hubs in the wider community. Cllr A Thomas commented that she would like to see a similar scheme in Long Stratton, once the bypass was built, to make the area more attractive for the community.

Members noted that the work at Hethel, which was of huge value from an employment perspective, would also benefit Hethel Engineering, which had become a centre of excellence for small engineering businesses and could allow them to grow and expand on that site, rather than moving elsewhere.

The Chairman agreed with the opinions expressed above and stressed the importance of CIL co-investment between the Council and market towns to deliver infrastructure to support and improve the public realm.

It was

RESOLVED:

To agree

1. A financial commitment of £300,000 to support delivery of the Hethel Employment Land Infrastructure improvements from the Council's allocation of the Norfolk Business Rates Pool 20/21.

2. An additional financial commitment of up to £125,000 to support the delivery of the Harleston public realm works project, from the Council's allocation of the Norfolk Business Rates Pool 20/21.

3. To delegate to the Director of Place in consultation with the S.151 officer to finalise the funding arrangements for both projects, including the expenditure profiles and use of additional funding.

4. That subject to appropriate legal and procurement advice, to delegate to the Director of Place the signing of any required contracts and procurement requirements associated with these funding contributions.

The Reason for the Decision

To utilise the Council's allocation of the Norfolk Business Rate Pool for the delivery of infrastructure to support growth and economic development in the District.

Other Options Considered

None

3054 FIRST-CLASS CUSTOMER SERVICE – CUSTOMER EXPERIENCE PHASE ONE

Cabinet considered the report, which proposed initiating a discovery phase to explore the delivery of a first-class customer experience, via a Customer Relationship Management (CRM) system.

The Chairman advised the meeting that a CRM system would automate the Council's services and free up staff to do more productive work. This would help address the increase in demand for Council services and effectively allow more to be done for less.

The Assistant Director ICT/Digital Transformation outlined the benefits a CRM system would bring the Council and she informed the meeting that the discovery phase would deliver a fully costed business case for a CRM, that would include the proposed technological solutions and programme of work that could deliver it. The discovery phase would use the £60,500 that had already been earmarked for this purpose by Cabinet in February 2022, for consultancy support.

The Chairman noted that a robust database was very important for delivering Council services and that people now expected a simpler access point to the full range of Council services. He added that the principle for a CRM had already been accepted and had been included in the budget.

Members agreed and considered this to be a logical progression that would improve customer services.

It was

RESOLVED:

To agree:

1. To initiate the discovery phase as the first phase towards establishing the current state, the future state and the underpinning technology to inform a fully costed business case for investment to delivering First-Class Customer Service.

2. To utilise £60,500 of South Norfolk Council's Earmarked Reserves for consultancy resource to support the One Team to produce a detailed business case for the delivery for First-Class Customer Service.

The Reason for the Decision

To identify and accurately quantify the benefits that could be achieved by a CRM prior to investment.

Other Options Considered

None.

3055 USING INTELLIGENCE TO ACHIEVE A FIRST-CLASS CUSTOMER SERVICE

The Chairman reminded the meeting that this item had been deferred at the 17 October 2022 meeting of Cabinet, as it was felt that more clarity regarding the benefits of the proposals was required.

He reminded members that the Council had a number of pressing priorities, and he felt that it was important that members understood what the Council was getting for the significant cost of this project.

Although the report had been expanded since it had been considered earlier that month, the Chairman felt that it failed to clearly state what the benefits would be and he stressed that members needed a greater level of understanding to assess what they wanted from the project.

The Portfolio Holder, Cllr Mason Billig noted that the scheme would bring the different databases across the Council together and that this would require three additional IT staff, at a time when staff were difficult to recruit and there were pressures on the base budget. She noted that this was an invest to save project but questioned if the Council currently had the available resources to bring it forward. She suggested that a joint Committee with Broadland might be the best way of investigating the proposals further.

The Chairman concurred with this view and reminded Cabinet that a commitment to re-establish the Commercial Trading and Customer Focus Policy Committee had been made at the last Council meeting. He proposed that the Committee should consider this matter possibly in collaboration with members at Broadland to identify what the proposals for a first-class customer service should look like and with tangible examples in order to get member buy-in for the project.

The Managing Director informed the meeting that the project was business critical for the organisation in order to have a better understanding of the various components of business delivery across both Councils. He welcomed member support for progressing the scheme and confirmed that a report would be brought back that would explicitly set out the delivery of savings and efficiencies from the project.

The Chairman emphasised that this could be a means to build a consensus between both councils on what success should look like, whilst being mindful of the recommendations made by the Peer Review Team to streamline and align strategic decision making between the Councils.

It was

RESOLVED:

1. That the proposals be deferred to a future meeting of the Cabinet.

2. That any future report demonstrates further the delivery of savings to be made, and that any proposals be considered first at a reconstituted Commercial Trading and Customer Focus Policy Committee meeting, preferably a joint meeting with Broadland District Council.

The Reason for the Decision

To progress the proposals through wider member participation in order to better determine the merits of the scheme and to balance its benefits with other Council priorities.

Other Options Considered

None

3056 PEER CHALLENGE FEEDBACK AND ACTION PLAN REPORT

Cabinet considered the report, which presented an overview of the Local Government Association Peer Challenge, which took place between the 11 and 15 July 2022.

The Peer Team had conducted a sector led review of the Council and provided pointers in areas where the Council could improve its performance.

As a result of the review, a report had been produced that provided a number of recommendations and from this feedback an Action Plan had been developed. Members noted that in accordance with the Local Government Association's guidance the Peer Challenge Report and associated Action Plan should be published within six weeks and the Peer Team should be invited to return in six months' time to review progress with the recommendations.

The Chairman noted that a key recommendation was for members to recognise the need to streamline processes and avoid duplication, which would save time and money and remove barriers to the delivery of services for residents and businesses. For example, by reducing the number of committees that reports went to before final determination. He suggested that the move to the Horizon building would also help in this process and help to build consensus between the two Councils.

The Chairman drew attention to the suggestion in the Peer Team's report, that the Council was not providing for principal repayments for loans to Big Sky. He stressed that this was an error of fact and that some very significant repayments had been made, adding that these funds might then be lent out again following a robust business case.

Cllr Mason Billig advised the meeting that she did not recognise the comments about behaviour in meetings at South Norfolk and she would encourage members and officers to speak up about any bad behaviour that they witnessed.

Members also noted the praise in the report for Council services and Cllr A Thomas observed that the Peer Team had identified that the Help Hub brought 'together a network of partners and services including the police, health, housing, benefits, voluntary sector, primary care networks and more to provide a bespoke "one stop shop" of support and advice to individuals or families in their times of need.' She agreed with the recommendation that services such as these should be celebrated more.

The Managing Director informed the meeting that the Peer Review was acting as a critical friend in pointing out areas for improvement and that the comments about behaviours aimed to improve the way the organisation worked together and that a number of these areas had already been brought forward as part of the Action Plan. He also noted that the Review had been held at a time of transition and the Peer Team had been very impressed by the partnership between the Council and the way that staff had moved seamlessly to the One Team. Overall, whilst some of the comments had been in the form of constructive criticism they should be borne in the context of a very high performing Council.

RESOLVED:

To:

1. Approve the publishing of the Peer Challenge Report; and
2. Adopt the Peer Challenge Action Plan.

The Reason for the Decision

To commit to the recommendations in the Action Plan in order to further develop, enhance and improve the performance of the Council.

Other Options Considered

None

3057 CABINET CORE AGENDA

Members noted the latest version of the Cabinet Core Agenda.

Cabinet was advised that their next meeting would be in the Council Chamber at Thorpe Lodge.

Members were informed that consideration of the Local Development Order for the Food Enterprise Park, scheduled for 20 March 2023, might need to be delayed.

(The meeting concluded 10.07 am)

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Chairman

Agenda Item: 5

Cabinet
5 December 2022

Adoption of Conservation Area Appraisals and Boundary Amendments for Bergh Apton, Ditchingham and Kimberley Conservation Areas

Report Author(s): Chris Bennett
Senior Heritage and Design Officer
01508 533828
chris.bennett@southnorfolkandbroadland.gov.uk

Portfolio: Stronger Economy

Ward(s) Affected: Brooke
Ditchingham and Earsham
North Wymondham

Purpose of the Report

The purpose of the report is for Cabinet to recommend to Council approval and adoption of an amended conservation area boundary, and conservation area appraisals and management guidelines.

Recommendations:

1. To recommend that Council approves and adopts the amended conservation area boundary for Kimberley Conservation Area.
2. To recommend that Council approves and adopts the conservation area appraisals and conservation management guidelines for the conservation areas of Bergh Apton, Ditchingham and Kimberley Conservation Areas.

1.0 Summary

1.1 This report recommends that Council adopts the amended conservation area boundary for Kimberley Conservation Area and the adoption of the conservation area appraisals and management guidelines for Bergh Apton, Ditchingham and Kimberley Conservation Areas

2.0 Background

2.1 Under the section 69 of Planning (Listed Buildings and Conservation Areas) Act 1990, the Local Planning Authority is required from time to time to determine which part of their areas are of special architectural or historic interest whose character or appearance it is desirable to preserve or enhance, and to designate them as conservation areas. Under Section 71 of the Act the authority is also required to formulate and publish proposals for their preservation and enhancement.

2.2 The council currently has 52 conservation areas. The current programme of conservation area appraisals being undertaken is the first comprehensive review of the conservation areas since their original designations, in some cases dating back to the mid-1970s. During this period development has led to a change in the character and appearance of the conservation areas and there has also been a change in opinion as to what heritage may be considered worthy of preservation.

2.3 The rolling programme of reviewing conservation areas has given priority to those areas where the character and appearance is considered to be at greatest threat from change. The appraisals previously adopted are: Bawburgh (2017), Bramerton (2018), Brockdish (2018), Burston (2021), Cringleford (2014), Diss (2012), Dickleburgh (2017) Forncett (2021), Fritton (2019) Gissing (2021), Harleston (2016), Hempnall (2017), Hingham (2016), Loddon & Chedgrave (2016), Long Stratton (2013), Old Costessey (2014), Pulham Market (2019), Pulham St. Mary (2019), Trowse with Newton (2012) Mulbarton (2017), Saxlingham Green (2018), Saxlingham Nethergate (2018), Seething (2019), Scole (2017), Shotesham (2018), Starston (2019), Stoke Holy Cross (2013), Thorpe Abbotts (2021), Wacton (2019), Winfarthing (2021) and Wramplingham (2021) and Wymondham (2012). In addition, appraisals prepared by the Broads Authority and adopted include

Ditchingham Dam (2013), Ellingham (2013), Geldeston (2013) and Langley Abbey (2014).

2.4 The appraisals have been carried out following guidance in the Historic England Conservation Area Designation, Appraisal and Management Historic England Advice Note 1 v 3.0 Feb 2019.

2.5 The appraisals and the proposed boundary amendment were taken to Regulation and Planning Policy Committee on 7th November 2022 who recommended to Cabinet and Council their approval.

3.0 Current position/findings

3.1 The conservation area boundaries have not been amended for these conservation areas since the original designations in 1994. In order to be effective in assisting in making planning determinations and making informed decisions it is important that the conservation area boundary and the appraisals content is up-to-date.

3.2 The appraisals assess the character and appearance of the conservation area and recommend either extending or removing peripheral areas by changing the boundary line depending on whether the areas make a positive, negative or neutral contribution to the conservation area. Conservation management guidelines are included which set out proposals as to how the conservation areas can be managed and further enhanced.

3.3 Consultation on the appraisals was undertaken from 1st to 31st July with an extended period until 2nd September for Bergh Apton. The process, comments and responses are summarised in Appendix C.

4.0 Proposals

4.1 The proposed boundary changes reflect that the conservation areas have changed in character and appearance over time, and that in some cases curtilages have changed.

4.2 The map at Appendix A shows the proposed conservation area boundary change to northern part of the Kimberley conservation area and Appendix B shows the new

boundary. The boundaries to Bergh Apton and Ditchingham Conservation Areas remain unchanged. A full consultation response is contained at appendix C, however the main changes proposed and altered following consultation are as follows:

Bergh Apton

No boundary changes were proposed or are being made. Some minor factual corrections were made to the appraisal following feedback.

Ditchingham

No boundary changes were proposed or are being made. Changes were made to the conservation area management guidelines with regard to advising that uPVC windows can be installed as long as styles matched existing (this has been the agreed position since listing.) Also, some changes to the sections on parking with regard to the potential for some on plot parking as long as sections of hedgerows are retained. The Parish Council wished the document to be more specific with an action plan particularly how modern needs will be dealt with and enforcement. At this stage the appraisal needs to identify significance and raise issues or potential for enhancement, however the appraisal needs to be 'future proof' and therefore changes need to be assessed on a case by case basis referring to the appraisals in terms of the significance of the heritage assets. Conservation Management section suggest enhancements (which can be carried out partly through the action of home owners) rather than stipulating enhancement.

Kimberley

There were no objections to the proposed boundary changes to The Green area. Some minor alterations to the text with regard to correct labelling of photographs and removing the recommendation to remove a fence for a hedge due to traffic safety implications. Suggestion made in the conservation management guidelines to support highway safety improvements to B1108 which runs through the village between the green and the station.

4.3 The consultation period ran from 1st to 31st July and was extended to 2nd September for Bergh Apton due to the later parish meeting. Consultation on the Bergh Apton and Ditchingham appraisals included attendance at parish council meetings with residents invited to attend prior to the meeting with an exhibition and an opportunity

to discuss with an officer. These took place on 31st August for Bergh Apton and 18th July for Ditchingham. In the case of Kimberley a separate exhibition/meeting was held on 21st July and a parish council meeting attended at an earlier date. The process, comments and responses are summarised in Appendix C.

4.4 Appendix D contains the final conservation area appraisals. The recommendation is to adopt the appraisals with amendments as advised following consultation as an evidence base in support of the Local Plan and Joint Core Strategy. Planning inspectors have accepted appraisals as material considerations of considerable weight in appeals whether or not they have been adopted as supplementary Planning Document (SPD), so it is not necessary to adopt as (SPD). The appraisals also contain Conservation management guidelines that will be agreed in principle once the appraisals have been adopted.

5.0 Risks and implications arising

5.1 Inclusion in the conservation area will result in the following changes to those properties to be included:

- Any submission for planning permission will be considered with regard to preserving and enhancing the character and appearance of the conservation area.
- Planning permission will be needed to demolish buildings and other structures such as front garden walls (if over 1m in height)
- Alterations affecting external appearance, particularly to the front elevation are likely to require planning permission e.g. dormer windows and satellite dishes
- Six weeks notice is required to be given to the council prior to undertaking any works to trees.

5.2 It is important to note that the setting of the conservation area is a material consideration. Any development outside the conservation area but still deemed to affect the setting will be considered on its relative merits on that basis.

5.3 The character assessment in the appraisals will provide improved background information on defining the character and appearance of the conservation areas,

and this in turn will lead to an improvement in design and access statements and assist in decision making when determining planning applications.

5.4 The conservation management guidelines are written to support and develop good practice in managing and enhancing the conservation areas.

6.0 Conclusion

6.1 The appraisal of the conservation areas and the review of the boundaries will provide up-to-date information on the conservation areas when making planning decisions. The management guidelines assist in identifying areas where there is potential for enhancement.

7.0 Recommendations

7.1 Cabinet to recommend to Full Council the approval and adoption of the proposed change to the boundary of Kimberley Conservation Area.

7.2 Cabinet to recommend to Full Council the approval and adoption of the conservation area appraisals and conservation management guidelines for the conservation areas of Bergh Apton, Ditchingham and Kimberley Conservation Areas.

Appendix A: Map indicating the proposed revised conservation area boundary for Kimberley Conservation Area (North area – The Green)

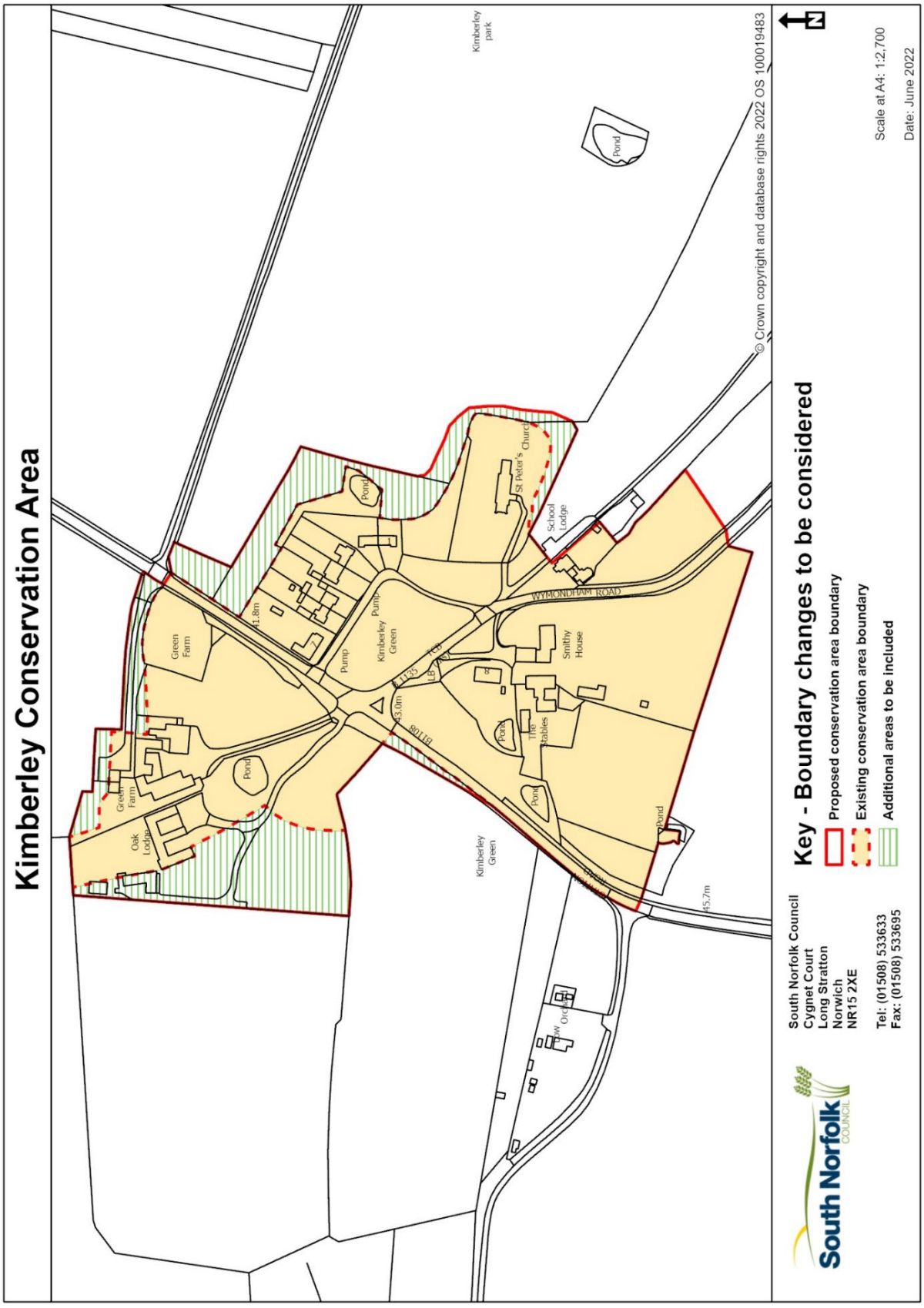
Appendix B: Map showing the new conservation area boundary to be adopted for Kimberley Conservation Area (North area – The Green)

Appendix C: Summary of Consultation Responses

Appendix D: Conservation area appraisals for Bergh Apton, Ditchingham and Kimberley.

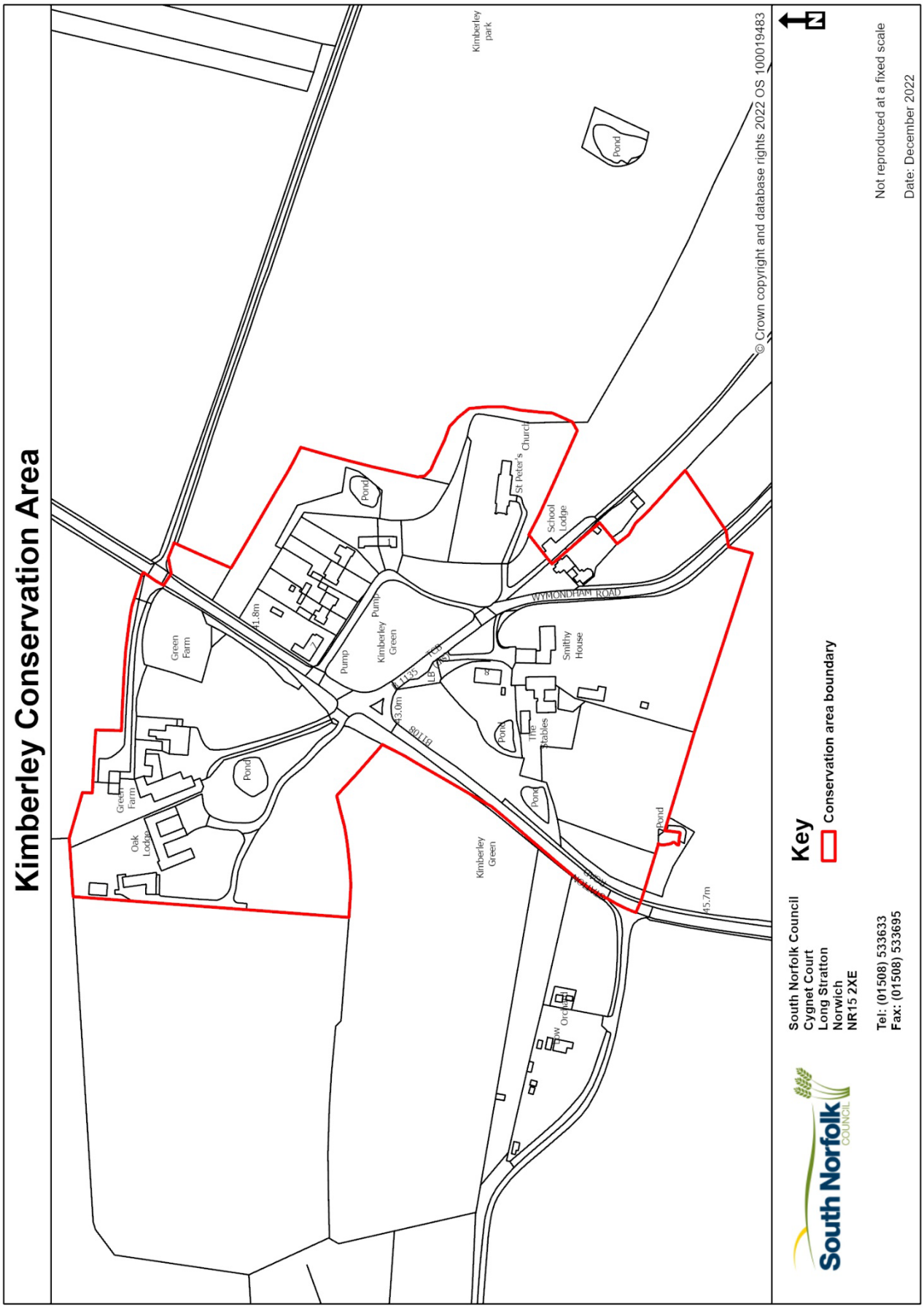
Appendix A

Map showing proposed Boundary Changes to Kimberley (The Green) Conservation Area



Appendix B

Map showing proposed new boundary to Kimberley CA (The Green)



Appendix C

Consultation responses

Consultation process

Informal 'walkabouts' of the conservation areas took place as part of the process of reviewing the existing boundaries and proposing any boundary changes. This was formed of small groups of local councillors (district and parish). Although a walkabout was offered for Bergh Apton one did not take place due to the size, nature and lack of change (or potential for change) in the area.

The statutory consultation on the prepared appraisal drafts, which included recommended boundary changes and conservation management guidelines, took place from July 1st to July 31st, and extended for Bergh Apton to the 2nd September to include the parish council meeting and pre-officer exhibition/meeting on 31st August. The parish meeting and pre-meeting officer exhibition/meeting on 18th July at Ditchingham. The following process took place:

- Residents directly affected by the proposed boundary changes were contacted by letter.
- Emails were sent to Ward Councillors, County Councillors and the Parish Councils.
- Adverts were placed at local information points such as village noticeboards.
- The appraisals were available to view on the council's website.
- Presentations were made to each Parish Council with public meetings held before the council meeting for officer questions, or in the case of Kimberley on 21st July.

Comments received and responses:

Bergh Apton:

Comment	Response
Watermeadows should not be included in the section relating to Sunnyside when the address is Bussey Bridge	Visually the property has a closer connection to Sunnyside rather than Bussey Bridge so this has not been altered.
Photo of brick bungalow should be excluded because it shows car reg plates.	The photo has been kept in with the car number plates 'painted' over.
Why has the woodland area south of the river has not been included in the conservation area.	The are provides a backdrop to the conservation area but is detached from it. It is also agricultural land. The area is part of the setting of the conservation but is considered not to warrant inclusion.

Ditchingham:

Comment	Response
Although supportive of preserving the green, it is being damaged by vehicles because the roads are not wide enough for modern vehicles. I would therefore support some limited widening.	Noted. This is included in the conservation management guidelines.
I would be in favour of using garage areas for electric vehicle charging.	Noted. This is included in the Conservation Management Guidelines.
Would like to see street lighting replaced with more in keeping 1940s street lights	Street lights are likely replaced with modern energy efficient lighting columns. Bespoke lighting styles are unlikely to be approved by the lighting providers.
Supportive of the council taking steps to ensure that residents maintain the character of the area when making alterations to their property.	Noted. Any unauthorised works are reported to the enforcement team to investigate. Solutions are usually sort to agree sympathetic alterations.
Energy efficiency should be taken into account when making alterations such as replacing windows – double glazed units and modern materials should be allowed	Noted. Text has been amended as uPVC has been accepted in the past however window styles should copy the original style as closely as possible (such as size of panes etc)
Consultation should have been posted through each door.	The consultation process of advertising rather than posting letters was established for larger conservation areas in the district and for consistency in consultations this has remained unchanged. Any resident however who is directly affected by boundary changes would be consulted directly however no boundary changes were proposed in Ditchingham.
Does not want hedges on Windmill Green removed. Would prefer to these those removed reinstated.	Noted. Unfortunately, there is no planning control over removal of hedgerows. However, if on plot parking is desired (for electric charging for example) subject to the proposals put forward a significant part of the hedgerow should be preserved. This has been updated/reworded in the conservation and management guidelines.
It would be good to see measures to design new guttering for nest sites for common swifts and house sparrows.	Noted. However, the appraisals are heritage based documents it would not be appropriate to contain policies for wildlife/biodiversity management/ enchancement

Not sufficient information on implementation. Audience for guide not clear. Not enough info on obligations for owners or protection of spaces, enforcement and how conflicts could be resolved.	Noted. The appraisal is a guide and reference document to work with other documents such as national guides on owning a listed building. It needs to be 'future proofed' so outlines significance of the assets and conservation management recommendations, however planning applications and enforcement will need to be decided on a case by case and in line with local and national planning policies at the time. Enhancement can only be carried out if funds are available to carry out that work, however some enhancement can be carried out by owners if they wish. Enforcement needs to done on a case by case basis depending on the infringement and degree of harm.

Kimberley:

Comment	**Response**
Car travel at high speeds along B1108 and the main road is dangerous for pedestrians and a footpath should be provided.	This is not a heritage issue so subject to highways. However, a conservation management point has been included as speeding traffic and lack of footpath can be considered harmful in terms of experiencing the conservation area as a heritage asset and its rural setting and context.
The appraisal states that a hedge should be reinstated to the rear of no 7 where a fence has been erected – the fence improves visibility, and the hedge would be dangerous	Noted – the mention of replacing the fence with a hedge has been omitted.
A laurel hedge has been planted which is not indigenous	Noted. Although native species can encourage biodiversity in this case this is not a heritage issue.
Can a link be provided to design guides	It is the intention to revise design guides/codes for the district and these will also be available on the website.

Appendix D

Copies of the updated appraisals for Cabinet and Council for approval.

Bergh Apton

Conservation Area Character Appraisal and Management Guidelines

December 2022

South Norfolk COUNCIL

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Introduction

54 & 55 Bussey Bridge Road

Bergh Apton lies five and a half miles to the south west of Norwich and to the south of the A146 Norwich to Lowestoft road. It is one of a series of parishes located within the triangle of land formed by the A146 and the A140 (Norwich to Ipswich) roads as they radiate out from the city centre. This matrix of parishes is based primarily on agriculture with village, hamlet and farmsteads dotted around the gently rolling countryside

Bergh Apton is best described as a parish of "dispersed" settlement that has no really strong village "core" in the physical sense. It is criss-crossed by a series of minor roads (all named), bridle paths and foot paths reflecting previous settlement and which continue to connect the scattered farms, houses and cottages.

Under the terms of Planning (Listed Buildings and Conservation Areas) Act 1990, the Local Planning Authority is required to identify areas of special architectural or historic interest whose character or appearance it is desirable to preserve or enhance, and to designate them as a Conservation Area. The 1990 Act also requires local authorities to prepare management guidance and proposals for conservation areas. The Bergh Apton Conservation Area was originally designated in 1994. This document should be read in conjunction with the adopted Local Plan, the National Planning Policy Framework and Planning Practice Guidance

Key Characteristics

- Strong natural character
- Buildings concentrated east and west sides
- Dense woodland
- River meadows
- Hidden self-contained valley
- Former estate land

Historical Development

The modern parish of Bergh Apton is some five miles to the south west of Norwich and represents a culmination of a settlement pattern which began in pre-Roman times.

The history of the settlement has essentially been one of a dispersed village community based around agriculture and typified by scattered farmsteads, larger halls and manor houses, small hamlets and isolated cottage clusters.

The word "Bergh" comes from the old English term "Beorg", meaning hill or mound but the origin of “Apton” is less clear.

Bergh Apton was originally two separate settlements. "Bergh" lay to the south of the parish and stretched northwards to the current parish church of St. Peter and St. Paul. Apton occupied the northern part of the parish and contained its own parish church (St. Martins), of which nothing remains today. Its close proximity to Alpington and the fact that the latter has no parish church lends weight to the argument that Apton and Alpington were possibly one village.

The place name definition does, however, give a clue for the reason behind the settlement. It was once based on good defensive high ground which enabled the fertile soil of the area, including the slopes down to the River Chet valley, to be cultivated. Its soils have sustained cultivation from pre-Roman times.

Evidence of Roman settlement has been found and the parish is not too far from the important Roman town site of Caister St. Edmund, which lies approximately four and a half miles to the north west.

In the 1970s a significant Saxon burial ground was found to the west of the current parish church whilst it was being quarried for gravel, providing evidence of an important Anglo-Saxon settlement.

At the time of the Doomsday Survey the area was divided into two separate parishes, Apton being held by the Diocese of Ely. The post-Conquest period witnessed the emergence of the settlement pattern based on the feudal manorial system dominated by village, hamlet and farmstead communities and a complex market economy related to agriculture. In Bergh Apton’s case the settlement appeared to consist of a loose scattering of manors and farmsteads, presumably with associated clusters of cottages and hovels which may have formed village "cores".

At some stage, possibly as a result of a major upheaval such as the black death in the mid fourteenth century, a major change took place to the settlement pattern. It was at this time that the two villages seemed to have merged (Apton church was downgraded to a chapel in 1350) and the stage was set for the development of the parish as it is today.

Bergh Apton reflected the changes in agriculture during the post-medieval period with the enclosure system of land division. For a large part of this period up until the early 20th century the majority of the land was under the ownership of two separate families: the *Dennys* at the Manor and the *Cookes* of Washingford. They both controlled the development of land and those who worked on it. After this period land has been gradually parcelled off with more modern large scale farming methods taking over resulting in the loss of the previous field and hedgerow system.

Character Assessment

Bergh Apton and its setting

River meadows viewed from the significant tree along Sunnyside

The parish occupies the southern slopes of the River Chet valley, the river itself flowing towards Loddon, before its confluence with the River Yare near Reedham. It is in this area that the conservation area is located.

In general terms the landscape is dominated by the large modern field system which typifies current agricultural practice. A sense of enclosure and intimacy is only provided near the clusters of dwellings and most dramatically within the conservation area located within the River Chet valley.

There are significant woodland areas in the parish and these tend to largely be a remnant of the great estates and the great "replanting" which took place in the eighteenth and nineteenth centuries. Within the conservation area, the north slope of the valley is mostly woodland. A much larger area of woodland can be seen just beyond the south boundary of the conservation area across the river.

The parish contains 17 listed buildings, generally manor houses, cottages and barns. The one exception is the parish church of St. Peter and St. Paul which stands in splendid isolation to the south overlooking the surrounding farmland and the Chet valley.

Conservation Area Boundary

The conservation area lies to the south east side of the parish occupying the north slope of the River Chet valley. The north boundary follows the "hard edge" line between the open field system and the softer enclosed landscape provided by woods and hedges. To the east the boundary follows the line of the minor road "Bungay Lane" and is again on the line of the hard edge between wood and open fields. To the south the boundary follows the line of the River Chet which meanders eastwards towards Loddon and to the west it follows the line through woodland which was once part of the Canterbury Estate.

Street Patterns and Historic grain

The conservation area is probably best described as being centred around the bottom half of a ‘U’ shaped road pattern that extends southward from the Loddon Road. The eastern part is centred around Bungy Lane with the southern and western parts centred around Sunnyside, which runs more or less parrallel with the river until it turns up the hill towards the Loddon Road. This road pattern reflects the historical development of the area, the western leg of the U being formed in Victorian times as part of the development of the Brooke House Estate around Holly Lodge.

In the south east corner, where Bungay Lane meets Sunnyside, is a small hamlet based around a bridge over the River Chet, known as Bussey Bridge and a farm (Bussey Bridge farm). This bridge forms the south-east boundary of the conservation area. The road across it continues north up the valley slope towards the parish of Seething.

Perambulation

Cherry Tree Cottage

Watermeadows

Buildings in the conservation area are generally no more than two storeys high and apart from Holly Lodge, are of modest domestic proportions. Most date from the early 19th century or the Victorian era and were part of the Brooke House Estate, also known as the Canterbury Estate. After the mid-19th century estate land was gradually parcelled-off with most properties being in individual ownership. Despite this change there remains very little in the way of modern 20th century additions to the conservation area.

Archaeology would inevitably show that older buildings once existed in the area. When Bussey Bridge Farm burnt down some years ago evidence of Elizabethan footings were apparently found, indicating earlier settlement.

In terms of its buildings, the conservation area is essentially divided into three separate areas; the Sunnyside hamlet to the west side, Bussey Bridge hamlet to the east side, between which is a large area of woodland and open meadow containing three dwellings – The Stables, Watermeadows and Cherry Tree Cottage.

There are the only two listed buildings in the conservation area. These date from around the early 19th century; the first is to the east, a thatched "Gothic" cottage comprising 54 & 55 Bussey Bridge Road (May Cottage & Bluebell Cottage) and the other to the west,a superb example of a "Cottage Orneé," Lodge Cottage.

New bungalow at the junction of Bussey Bridge and Bungay Lane +
Boulton & Paul agricultural shed

Entrance to May Cottage (No.54)

Although there are only two listed buildings in the conservation area, most of the buildings make a positive contribution in their own way to the character of the area.

Three dwellings, Holly Hill, Cherry Tree Cottage and Bluebell Cottage (55 Bussey Bridge Road) have all been substantially extended since the last conservation area review and all are generally sympathetic to the original buildng. Bussey Bridge Farm Bungalow is the only newly built dwelling in the conservation area.

Bussey Bridge

The bridge over the river to the south marks the start of the conservation area, from which there are attractive views of the river and landscape. Moving northeastward along Bungay Lane from the junction there is a group of farm buildngs, part of Bussey Bridge Farm, that dominate views. One of these buildings fronts the road junction with Sunnyside and the next to it is a relatively new red brick bungalow. This has been built since the last review of the conservation area. Although clearly a modern addition, its modest proportions, brick and pantiles finishes provide an appearance that is generally in keeping with the historic character of the conservation area, although its position so close to a large agricultural building does make it sit rather awkwardly in the street scene.

Opposite the bungalow is Jays Cottage, also part of the “Bussey Bridge” hamlet and formerly a pair of Victorian cottages, possibly clay lump. The building has a clay pantile roof over painted rendered walls and has a large extension to the rear. Its plastic windows are not so in keeping with its traditional character and are quite noticeable with the building being so close to the road, although the overall the building makes a positive contribution to the character of the conservation area.

Sunnyside

Along Sunnyside there are three noticeably larger Victorian buildings; Penny Hill, Watermeadows and Lodge Cottage. The last of these continues the "Cottage Orneé" style previously mentioned, which also dictates the style of Cherry Tree cottage, built in the twentieth century, which sits up the on the north slope of the valley. This has a clay pantile roof, which has replaced the original thatched roof, with projecting front gable of brick with timber noggins. It has been substantially extended to the rear, generally sympathetically. There is an attractive small well structure with thatched roof close to the front boundary with the road.

Watermeadows dates from the mid-eighteenth century and has a plain tile roof with gable dormers. Its decorative bargeboards are an original detail and add much to its character. They are a less characteristic detail of the area and may well have been made by the estate carpenter, for whom it is believed the house was originally built. The building has since been much extended and altered but all in a sympathetic manner, including the garage and outbuildings.

Garage Building at Water Meadows

Lodge Cottage

Victorian estate cottages, Sunnyside

Victorian estate cottages with significant tree to the left side

Where Sunnyside turns northward up the hill, there is a range of Victorian cottages, presumed built for estate workers. There is a stone date plaque 1889 on the western range marking when it was purchased by William Ford Thursby, a parish rector, for occupation by the village poor.There are modern extensions to the rear and most have unsympathetic modern windows and doors.

Opposite the group of Victorian cottages is Holly Hill, built as gamekeepers cottage in Cottage Orneé style. This has a thatched roof with timber loggia posts and is two storey with central brick stack and leaded lights in timber frames. The building has been substantially extended in recent years at its east side. There is an attractive garden area that slopes southwards towards the river.

Further up the hill on the right hand side of the road are two more semi-detached Victorian cottages and then Penny Hill, a Victorian House double fronted with slate roof over gault brickwork to the front and sides, with red brickwork to rear. It has a decorative timber dentilled eaves to the front, wooden sash windows and attractive projecting timber porch to the side with lead canopy. At the rear is a projecting garden bay. Beyond this moving northward is “Holly Lodge” and its former Coach House mark the north boundary of the conservation area. These buildings are largely screened by trees in views from the road. Holly Lodge is a large Victorian Hall residence, originally part of the Brooke Estate. It has a slate roof with lead hips and ridge, over gault brick walls and red brick outbuildings.

Opposite “Holly Lodge” is “Green Shutters”, a detached Victorian Cottage of some townscape value despite later 20th century alterations.

Penny Hill

Green Shutters

Building Materials

Roofs

Thatch is found on three buildings, two of which are listed. The Victorian cottages are roofed predominantly in blue/black glazed pantiles. The two larger buildings, Holly Lodge and Penny Hill are roofed in natural slate, the former with lead hips and ridge reflecting their status and the fashion for using imported materials for such buildings in the Victorian era.

Red clay pantiles are found on the converted stable buildings being converted on the flat land of the valley and garage buildings inserted into the area over recent years.

Plain clay tiles are can be seen on Watermeadows, a mid Victorian cottage range.

Walls/boundaries

The Victorian cottages are generally in red clay brickwork, although some are painted. The cottages at Bussey Bridge are painted render. Listed building, “The Lodge”, a fine example of the “Cottage Orneé” , has some coursed limestone blocks into which has been fixed some much earlier ecclesiastical stone architectural details. Gault brickwork is found on Holly Lodge and Penny Hill, reflecting the status of these buildings. Horizontal timber boarding (natural) is found on "Watermeadows" above ground floor level as well as decorative timber bargeboards to the main roofs and gabled dormers.

Other than the red brick wall along Bungay Lane and two sections of red brick wall either side of the bridge over the river and front wall at 1 & 2 Sunnyside, boundary walls are generally absent from the conservation area. Picket fencing can be seen at the west side of the conservation area to define garden areas and there is a concrete post and metal rail section of fence adjacent to the bridge over the river. On the whole mature hedge rows define boundaries along roads.

Pebbledash can be seen on “Green Shutters” at the north western corner of Sunnyside adjacent to and further up the hill from “The Lodge”. A small amount of flint is seen on the converted stable buildings previously referred to.

Architectural Details

There are few architectural details of note within the conservation area. The majority of buildings are quite modest in scale and style, most being from the 19th century with typical brick, painted brick or rendered finishes, plain chimney stacks and casement windows. Perhaps worth mentioning are the decorative barge boards at Watermeadows, the Gothic arched windows at 54 & 55 Sunnyside and the curved leaded roofs of single storey extenions at Penny Hill. The Cottage Ornee style of The Lodge and Cherry Tree Cottage should also be mentioned, although the latter no longer has its original thatched roof. There are also a number of attractive metal front gates, as can be seen at Holly Hill and Penny Hill.

Natural Character and open spaces

Looking East towards the stables from Sunnyside

Woodland north of Sunnyside

The conservation area is primarily rural in nature comprising the lush watermeadows of the valley floor, the wooded plantations, the grassy banks, hedgerows and isolated trees.

The water meadows have been cultivated in the south and south eastern part of the area, although part is used as grazing meadow (adjacent to Bussey Bridge). Wooded areas effectively enclose the conservation area. They are close to the road north of Sunnyside on the valley slope and contrast with the open river meadows on the opposite side of the road beyond which lies the significant tree belt of Seething Wood which, whilst not within the conservation area, forms a vital enclosing element to the setting of the conservation area. The wooded area to the west was once part of the Canterbury Estate and runs effectively from “Holly Lodge” down to the River Chet itself. There is a small copse of Fir trees located almost in the centre of the valley adjacent to the river and converted stable buildings.

Boundary hedgerows are an important feature of the conservation area, enclosing parts of the landscape, although historically some of these are much later additions, the open views south towards the river and north to Whipscrew Hill having been significant features of the valley.

Hedgerows along the western slope of Sunnyside, as it rises to the higher ground, combine with trees provide a tunnel-like quality along the road which adds to the experience of passing from the enclosed views of the valley slope down to the more open landscape of the river meadows below. A significant tree just forward of Holly Lodge seems to formally mark this change.

Smaller groups of trees and isolated specimens also contribute to the landscape quality. Of particular importance is the row of poplars on the south side of Sunnyside just beyond Bussey Bridge.

The other landscape feature which should be mentioned is the presence of gaps in the woodland on the north side of Sunnyside. The easternmost one contained a saw pit, sheds, stables, etc., connected to the Canterbury Estate, the western one adjacent to Cherry Tree Cottage was a "village pit" made available for the extraction of gravel. These "hollows" are important historic indicators of past settlement.

In summary, this particularly attractive valley landscape is one of softness and serenity contrasting dramatically with the hard edge provided by modern big field farming.

Ground surface materials and street furniture

The three roads through the conservation area are all tarmacadam with the majority of driveways being in natural gravel driveways/entrances. A couple of properties have a grey gravel finishes at their entrance from the road which is less sympathetic to the natural and traditional character of the area. One or two concrete hard standings can also be seen.

With regard to street furniture, other than an early 20th century red post box up half way up the hill along Sunnyside and a traditional parish noticeboard attached to a significant tree at the northeast corner of Holly Hill, there is nothing of note in terms of street furniture.

Conservation Management Guidelines

Highways

There is one modern directional highway sign amongst the hedgerow at the junction of Sunnyside with Bungay Lane but otherwise there are no highways signs in the conservation area. Roads have natural grass verges which are very much part of the rural character of the area.

The lack of highways signage helps to retain the traditional rural character of the conservation area and therefore the lack of signage should be retained. The use of road kerbs should also be avoided as these will only detract from the rural character.

Upgrading windows and doors

In some cases original timber windows and doors on traditional buildings have been replaced using different materials and/or to different designs. If original doors or windows need to be replaced then this should be done using the same original material and to the same design. If different materials are used then the new units should still match the original design

Where windows/doors have been unsympathetically replaced in the past then the opportunity should be taken to reinstate traditional windows with more correct proportions.

Front boundaries

An important feature of the conservation area are the mature boundary hedgerows in front of properties and lining the road.

Whilst fencing has been used for a small number of boundaries every effort should be made to retain hedgerow boundaries, which form such an important part of the character of the conservation area.

Ground surfacing

All road surfacing is tarmacadam between natural grass verges with the majority of driveways having a natural gravel finish.

The use of more modern surface materials such as paviors on driveways should be avoided as this will only have a detrimental impact on the character of the conservation area.

Street furniture

There is very little street furniture within the conservation area to detract from its traditional and natural character.

Only signage that is absolutely necessary should be installed within the conservation area and where possible it should be positioned and designed so as not to detract from existing views.

Appendix 1 (i)

Listed Buildings

54 – 55 Bussey Bridge (Bluebell Cottage & May Cottage) – Grade II

Lodge Cottage, Sunnyside (west side) – Grade II

Appendix 1 (ii)

Buildings of townscape significance

Holly Lodge, Penny Hill, Green Shutters, 1-2 Sunnyside, 4 - 11 Sunnyside, Holly Hill Cottage, Cherry Tree Cottage, The Stables, Watermeadows, Jay Cottages

Appendix 2

Policy background

In recent years, the approach to conservation area designation has changed considerably. It is now recognised that development plan policies, development control decisions, and proposals for the preservation or enhancement and the management of conservation areas, can best be achieved when there is a sound understanding of the special interest of the conservation area.

This position is reinforced as follows:

The Planning (Listed Buildings and Conservation Areas) Act 1990 in section 66(1) makes it a duty of local authorities when considering applications to have special regard to the desirability of preserving a listed building or its setting or any features of special architectural or historic interest.

Under section 72 of the same Act, it is a duty with respect to any buildings or land in a conservation area, to pay special attention to the desirability of preserving or enhancing the character or appearance of that area.

Department for Communities and Local Government. National Planning Policy Framework (NPPF) section covering “Conserving and enhancing the historic environment”.

Joint Core Strategy- Policy 2 : Promoting Good design South Norfolk Local Plan

The South Norfolk Local Plan Development Management Policies Document was adopted in 2015 and policy 4.10 covers Heritage Assets.

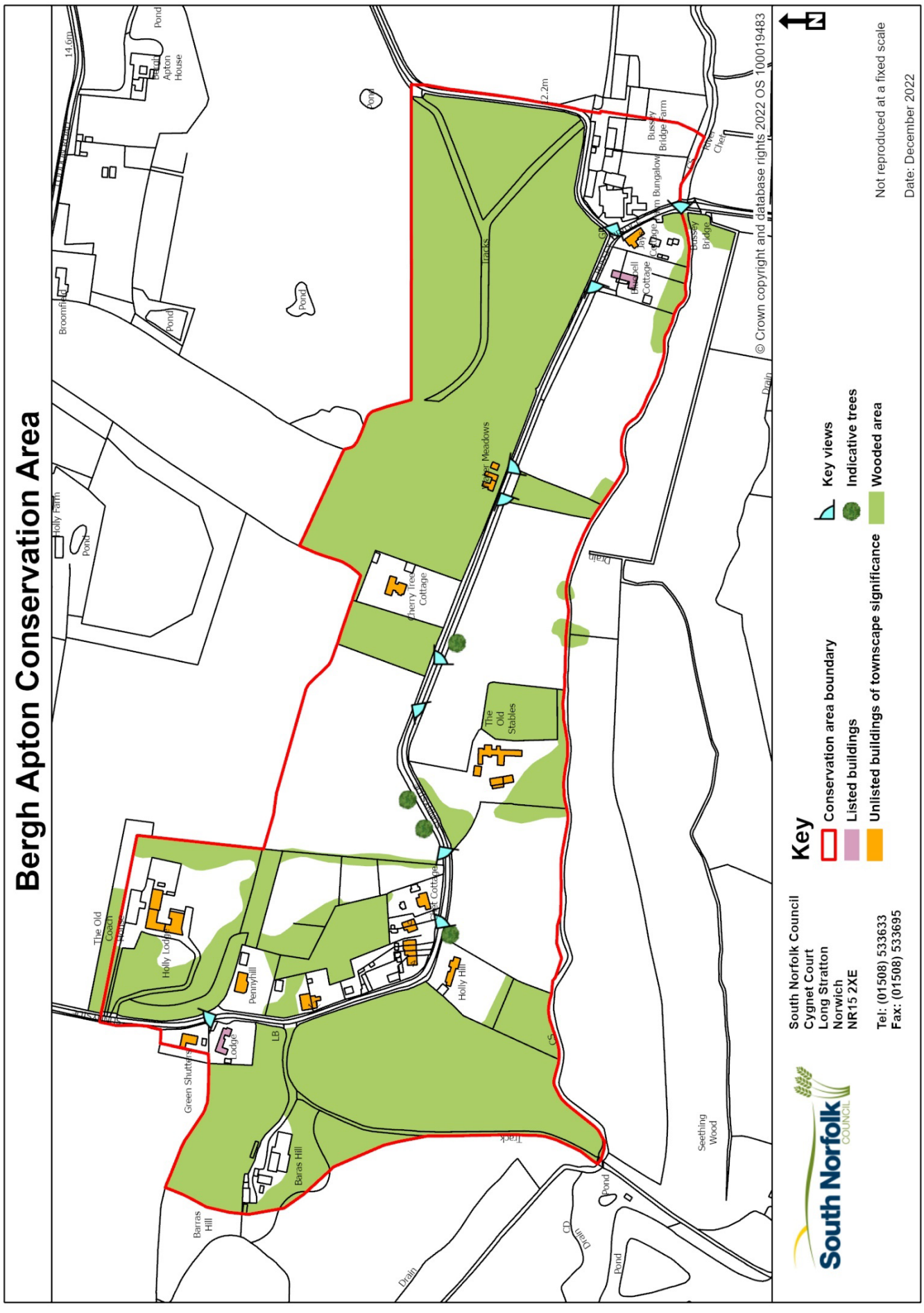
Public Consultation

An informal ‘walkabout’ of the area was organised with the Parish Council on 23rd February 2022. This informed whether there should be any proposed boundary changes (no changes were proposed) and the conservation management guidelines within the draft appraisal. The public consultation on the draft appraisal took place from 1st July to 30th July 2022, which was extended to 31st August for the public meeting (questions to the officer) followed by presentation at the parish council meeting. The consultation and parish council meeting were advertised through:

- An advert in village notice board and local publicity by the parish council
- The draft appraisal being available to view on the council’s website.
- Emailing Ward Councillors, County Councillors, and the Parish Council.

As a result of the consultation corrections were made to the appraisal. One response requested that the boundary extend to the south of the river. The woodland area south of the river has not been included within the conservation area boundary because, whilst it acts as a backdrop to the hidden valley, it forms an extensive area of agricultural land that is detached from the key areas of settlement within the conservation area. Any planning proposals for such areas would however still be required to take into account impact on the setting of the conservation area.

Appendix 3


Bergh Apton Conservation Area
Key
Conservation area boundary
Listed buildings
Unlisted buildings of townscape significance
Key views
Indicative trees
Wooded area
South Norfolk Council
Cygnet Court
Long Stratton
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South Norfolk COUNCIL
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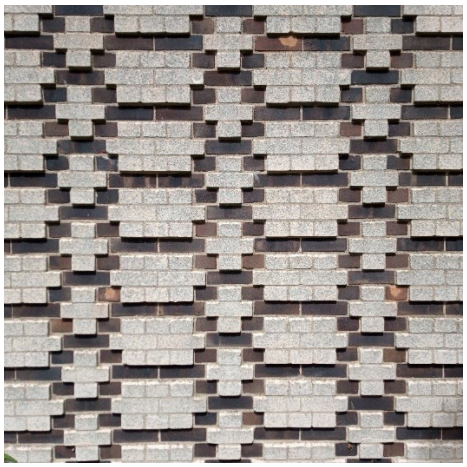
Date: December 2022
N
Apton House
Broomfield
Holly Farm
Pond
Tracks
Cherry Tree Cottage
The Old Stables
Holly Hill
Pennyhill
Holly Lodge
The Old Coach House
Lodge
Green Shutters
Barras Hill
Seething Wood
Bussey Bridge Farm
Bussey Bridge
Drain

Ditchingham

Conservation Area Character Appraisal and Management Guidelines

December 2022



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Introduction

House on Windmill Green (North side)

The conservation area was designated to cover an area of critically acclaimed mid 20th century housing to the north of the settlement for the former Loddon Rural District Council by the architects Tayler and Green. The development was praised for its unique response to provide modern yet traditionally based and locally distinctive social housing within a rural context. The architectural critic Ian Nairn commented that the architects were able “to fit each individual village and to interpret local pattern – not by reproducing local details, but by understanding the genius loci and then expressing it in twentieth century terms.’

Under the terms of Planning (Listed Buildings and Conservation Areas) Act 1990, the Local Planning Authority is required to identify areas of special architectural or historic interest whose character or appearance it is desirable to preserve or enhance, and to designate them as a Conservation Area. The 1990 Act also requires local authorities to prepare management guidance and proposals for Conservation Areas. Ditchingham conservation area was originally designated on 28 October 1994. This document should be read in conjunction with the adopted Local Plan, the National Planning Policy Framework and Planning Practice Guidance.

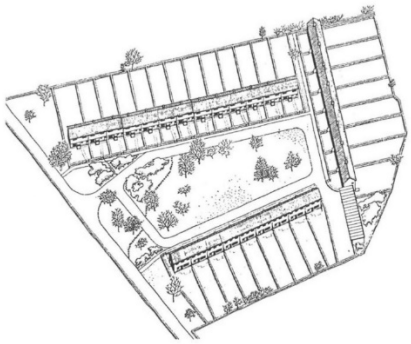
Key Characteristics

- Exceptional example of 1940-60s social rural housing
- Modern interpretation of vernacular styles with economy of materials
- Attention to detail with architects designing the ‘complete package’ of buildings, plans and landscape.
- Nationally recognised importance receiving housing awards, being amongst the first post-war listings in England, and reviews in architectural journals.

Historical Development

This part of the village is designated as a conservation area due to the post-war houses built by Loddon Rural District Council (RDC) and designed by the architects Herbert Tayler and David Green. They designed over 700 such houses throughout the former district, which now all lie within the district of South Norfolk. Following WWII many rural areas still lacked running water and electric lighting. Loddon RDC had already recognised the need for good homes to encourage young families to stay in the countryside, and by the late 1930s had already begun the acquisition of land to provide social housing.

Herbert Tayler (l) and David Green (r)



Sketch plan of Windmill Green

Herbert Tayler (1912-2000) was born in Java to a Scottish father and Dutch mother. Encouraged by an art teacher at Shrewsbury School, Tayler entered the Architectural Association in 1929 at a pivotal period when teaching was moving from a focus on neo-classicism to a more modernist approach. At the 'AA' he met David Green (1912-1998) who was born in Lowestoft to an architect father. Tayler was to take the lead in the architectural appearance of the properties and how they were planned to fit into their surrounding contexts including deciding on shapes, materials and colours, whereas David Green took on more the technical side of the designs.

In 1938 Tayler and Green as a partnership were commission to design a house for a Punch Cartoonist Roger Pettiward (Paul Crum) called "The Studio" in Highgate, London. The house demonstrated their move towards a more Scandinavian influenced modernism finishing the building in a softer terracotta render rather than the stark white render which was the prevailing architectural fashion of the time. However, before being able to establish themselves as a practice, the war intervened and both architects were sent by the war office to Lowestoft, where Green's father had recently died, to help repair air raid damage.

Following the war the architects were commissioned by Loddon RDC and the terrace houses at Windmill Green (1946-8) are amongst the first and therefore some of the most important Tayler and Green designed houses in the district. The land had been purchased by the council from Lady Haggard in December 1949, daughter of the author Rider Haggard who had lived at nearby Ditchingham House.

It is difficult to appreciate just how bold and different these houses would have looked at the time with their bright colours and modern crisp detailing in comparison to the ubiquitous rural red brick semis, and how well they used the materials then available considering the post war austerity that was then in place. The arrangement of housing and the planning of the interiors was also very modern and far from typical.

Another historically important aspect of the development was the use of local builders such as Harvey and Leech at Kirby Cane. This was a very modern approach to building design but one that was also very much embedded within the existing rural context and local community. By 1949 they were already receiving national attention with the Windmill Green housing featuring in the national Housing Manual and in 1950 Windmill Green won a Housing Award (see plaque on front page.)

These first houses were primarily aimed at providing good housing for rural workers, partly to ensure that they did not leave for the towns and cities. However, the demand for better housing for the elderly was also soon recognised and bungalows were also planned. Agnes Hood Terrace, consisting of eight bungalows on the west side of Hollow Hill Road, dates from 1951 and is notable as the first of the Taylor and Green terrace schemes to also have a slight curve.

Scudamore Place, a later scheme of bungalows, was built in two phases, 1958 and 1964 on the east side of Hollow Hill Road, however a block plan showing the basic layout and block form had been prepared by Tayler as early as 1950. The first two terraces to the south were officially opened by Sir Edmund Bacon in 1960. The scheme was commended in the 1964 Housing Medal Awards. Bungalows were also added in 1958 and 1963 to either side of the Windmill Green development along Thwaite Road.

In 1973 local government reorganisation led to the Loddon Rural District Council being dissolved and the area was incorporated into the larger South Norfolk Council District. With the changes being made Tayler and Green decided to retire to Spain, however they left over 60 plans with the council to continue with the housing work following some of the same fundamental design principles as the earlier designs.

During the first post-war listing review carried out by Historic England and Elaine Harwood during the mid-1990s the housing again came to national attention and featured in a BBC2 “One foot in the past” episode in 1996 and a touring exhibition, curated by Alan Powers, for the Prince of Wales Institute in 1998. In 2009 Windmill Green also received recognition as an historic winner of a Housing Design Award.

To the north of the conservation area is Lower Wells Close. Designed by Norfolk architectural firm Parsons and Whittley. It is notable as being one of the first passiv house projects in the county, and also won a South Norfolk Design Award in 2012 (a stone plaque is on the wall.)

Character Assessment

Setting

The housing is located to the north-west of the village along Hollow Hill and Thwaite Roads. The original development at Windmill Green is situated further east along Thwaite Road and is arranged on three sides of a green to the north-east, south-east and south-west. Originally the development was built with open views of the countryside to the north-west. Ian Nairn described it as “an attempt to entrap the whole of East Anglian space in one great gesture. It is a kind of oath of allegiance to the landscape.”

The council purchased the land opposite Windmill Green to preserve views, but unfortunately during the 1980s the land was development. The design has made some attempt to contextualise with the houses sympathetically painted in pastel renders, decorative bargeboards and with some interest to the porches, although the arrangement of housing, which is quite ‘gappy’ does not enclose the green in the same way as the historic housing. The 1980s housing along Wildflower

Way and Poppy Close is of no architectural or historic interest. Unlike Windmill Green, views remain to the north of Scudamore Gardens over open fields with Lower Wells Close similarly designed to front towards the open space to the west. Scudamore Gardens was designed with pathway access. Being housing for the elderly parking the relatively low number of parking spaces provided has fortunately not been much of an issue

Agnes Court Terrace fronts towards the public space and landscaping along the west side of Hollow Hill Road and the open space and mature trees, a variety of plane and maple provide a particularly attractive and spacious setting. It is a single terrace with the blank gable ends of the later Beevors Gardens development from 1970 unfortunately visible behind. A path runs to the rear of the terrace with open gardens and short picket fences. Although also by Tayler and Green the planning of Beevors Gardens is considered more generic and does not have the same spatial qualities of the earlier Taylor and Green housing. It also has what can be considered contextually poorer materials and less distinctive detailing.

Conservation Area Boundary

The Conservation Area boundary has been drawn to include the earlier Tayler and Green projects: Windmill Green dating from 1946-49 to the east (Bungalows on Thwaite Road to either side 1958 to north-east and 1963 to south-west respectively), Agnes Green Crescent (1951), and Scudamore Place (1958 and 1964). Also, to the north, is the more recent terrace known as Lower Wells Close (2012). Although there are additional Tayler and Green houses to the west (Beevor Gardens) these are not considered to be of equal design merit in term of layout, which feels quite cramped, and design detailing. It is not therefore proposed to change the conservation area boundary.

Street Patterns and Historic grain

A very important aspect of the original Windmill Green housing at Ditchingham was the creation of the sense of place through partially enclosing the green spaces with the development of continuous terrace housing, leaving the north-west side of the green open to views of the countryside. This was considered to help with generating a sense of community with well-maintained shared public spaces to the front and enclosed private gardens to the rear.

Rather than being the narrow and deep plan ‘cramped’ Victorian style of terracing, or the ‘gappy’ inter-war semis with draughty side passages, the houses were specifically designed with broad frontages with through passages for services so that there was both a ‘front door’ entrance and a separate access to a private and enclosed rear garden – omitting the common ‘back passage’.

The ranges of houses at Windmill Green are the longest groups of Tayler and Green houses in the district. Following completion, the housing committee were concerned that their appearance was too ‘barrack like’ and consequently later terraces in other settlements are shorter, have more variation in materials, or were designed to be slightly curved or staggered.

Demand to provide suitable housing for the elderly later led to the development of bungalows at Agnes Hood Terrace and Scudamore Place which are also terraced, as well as bungalows built to either side of Windmill Green along Thwaite Road.

Agnes Hood was built on the south-west side of Hollow Hill Road and is different because it has a slight curve to create more interest. Rather than fronting directly onto the street, it fronts onto a green where there is also situated a village sign, bus shelter and a K6 Gilbert Scott designed telephone box.

Scudamore Place is arranged with back-to-back gardens, fronting onto a communal footpath running centrally between the inner two blocks, with open front gardens fronting north-west and more enclosed gardens to the south-east behind low hedging.

In addition, the Scudamore Place scheme is designed with a communal hall and the wardens house at the south-west end and a twin garage at the north-east end to complete the block. The two later terraces to the north were built slightly later with the rear gardens enclosed by crinkle-crankle walls at either end. This traditional design for rose bush gardens but was now practical for economical building with additional structural strength created by the curves allowing the wall to be one brick deep. A similar crinkle-crankle can be found alongside

To the north is the more modern Lower Wells Close which is a curved block with parking court behind, accessed through an undercroft. The parking court has a crinkle-crankle wall to the north side – referencing the earlier boundary wall detail.

Perambulation

Windmill Green north-east side

Windmill Green south-west side

Windmill Green

Starting at Windmill Green, which was the original development completed in 1948 and which originally opened out onto open countryside to the north-west.

The green itself as an area is an irregular rectangle with an informal loose arrangement of tree planting recently supplemented with additional tree planting. This area surrounded on three sides by the street, which is in turn fronted onto by the three rows of broad fronted terraces houses.

There is a continuous building line although the north side does step down in height to create three sections. The fenestration of the houses is not symmetrical, although the windows are more balanced and spaced on the north side in terms of alignment.

Houses have quite generous front gardens enclosed by hedgerows and picket style garden gates. In some cases the houses have lost the boundary definition, with in one case the garden becoming a parking area and the hedge being removed. Preserving front gardens, hedgerows and keeping parking to the street is encouraged especially as it provides a more efficient parking arrangement.

The houses are painted brick in a variety of pastel colours based on historic limewashes. This was a simple way to introduce traditional variety and interest when only common fletton bricks were available (a result of post-war brick shortages at the time.)

On the south and east sides of the development the original entrance to the properties was through an open sided undercroft passageway to a service area and then rear garden, and these have all now been infilled with doors. Large lounge windows were provided on the south-east sides to the rear.

On the north side the housing is slightly different with the main front entrance moved to the centre, and a separate door or provided to the rear to the side. The larger lounge window was on the front of the house to its south side. The original 'Tradesmen and Callers' sign has been preserved on some houses and is an interesting historic feature. There is also a distinction between the original front doors which are panelled with large plain windows, and the vertical close boarded with small windows doors for the entrance to the rear. This difference in design is important and should be preserved/retained with any replacement doors. The front door also has metal flat roof porch area, and there is a white trellis between the doors.

There is also a subtle difference in the position of the chimney stacks which have the characteristic angle top. On the south west side these sit forward of the ridge on the front roof slope, on the south east side they are on the ridge, whereas they behind the ridge on the north east side.

In the south-west and south-east corners are garages. It is unclear how much these are still used for car parking and most are likely used for storage. They are not very secure areas as they are not well overlooked. The original scheme planned for ranges of smaller storage sheds. Tin design erms the garages and the spaces with them are modern additions and of no interest, and in terms of retention do not make a positive contribution to the conservation area.

Other issues now present include the width of the streets. With modern day car parking along the restricted width of the road and with larger vehicles accessing the site the kerb has been damaged on the north street. This has happened to the extent that a new informal edge to the space has been created and some thought could be given to re-establishing the kerb line slightly set back at this point to where it has now been established by default, combined with protection for the existing green.

Nos 16, 17 & 18 Thwaite Road

Warden's House to right

Thwaite Road

Additional bungalows were built alongside Windmill Green to the west and east. To the north east nos 16, 17 & 18 were built in a later buff/gault brick with red pantile roof, prominent tall chimney stacks, and also have the trade mark white timber trellising to the front with 1958 set out in red brick in the gable end (the date of 1948 for Windmill Terrace in the adjoining red brick wall.) The space in front unfortunately now feels like left over space, especially as there are the remains of the stump of a large felled tree which has not been replaced.

On the original plans trees were planted here and it would be beneficial to plant a new tree – perhaps a smaller specimen such as hawthorn or cherry blossom for example. To the south west are the later nos. 14 & 16 which are designed without chimney stacks and have trellising continued to cover the entirety of the gable end, which was a later characteristic/feature.

Scudamore Place

Moving south further along Thwaite Road on the north west side is a development of bungalows known as Scudamore Place. These are set out in four long single storey back to back rows. The first two earlier rows dating from 1959 are back to back with the south west side are two storey wardens house and community room, with a later garage to the north east side. It is pleasing to the see the garages have a pantile roof, when many at the time would have just have been flat roofs. Chimney stacks remain a feature. Houses are predominantly buff bricks with some yellow and some coloured black for variation. The front gardens have low hedge boundaries or a low white wooden rail, and are generally well maintained and variety of colourful plants provides interest. Front elevations feature white trellising in different patterns.

Attractive hedging and front gardens at Scudamore Place

Garage with pantile roof

Further northwest are two more rows dating from 1963, with private gardens enclosed by Cringle Crankle walls. The north east gable end have a chequerboard brickwork pattern of white/buff gault bricks and blacks bricks, whereas the south west is a just one brick. Although notable they do not have chimney stacks and this does have some impact on the rhythm with the terraces being very long

White trellising is a feature of both terraces. The north terrace unfortunately has replacement concrete tiles. If these were replaced with traditional clay tiles that would be beneficial.

Lower Wells Close

Agnes Hill Court

Lower Wells Close

To the north of Scudamore Place is recently built Lower Wells Close. This has been designed to reference some of the design characteristics of the earlier housing with a long curved continuous terrace partially enclosing the space to its south west. It is mainly two storey, with two single storey bungalows at the south end. Parking is provided relatively discreetly at the rear of the property with small garden areas. The materials of red brick, weatherboarding and pantiles assist in making the building relate to local distinctiveness. Chimney stacks/flues are placed to reinforce rhythm as created in the earlier terraces with the characteristic lower pitch orange pantile roof.

Hollow Hill Road – Agnes Hill Court

On the south west side of Hollow Hill Road is the Agnes Hill Court dating from 1951, and being one the earliest bungalow developments. It is set out in a slight curve. There is small garden at the rear with low fence to a path. The front has an overhang and a slight recess in the door area – with separation between properties provided by a white trellis. The roof is pantile with a strong rhythm of chimney stacks alternating from one pot to two pots, and with the characteristic sloping detail to the top. Bricks are mostly painted although there are some lighter red brick at the south end. The large window is more old fashioned looking than other housing being multi-paned with the opening casement within the window.

Materials & Architectural Details

Part of the success of the design was the careful specification of materials to reflect the local vernacular character, especially at a time when materials were scarcer and housing design had become very generic. All the housing have their original clay pantiles unless replaced. Some replacements have been carried out with clay tiles, whereas other unfortunately with 'heavier' concrete tiles. All roof pitches are relatively shallow slopes. Chimney stacks where they exist on earlier properties are also very characteristic with a unique angled tile capping.

Characteristic chimney stacks

The earliest houses on Windmill Lane are characterised by painted bricks but this changed as a greater variety and better quality finish of bricks became available. Later bungalows have more traditional red (although a lighter red than the typical 'Norfolk red'), buff gault bricks and quite darkly stained bricks. These combinations of bricks have also been used to great effect in diaper brickwork patterns to create interest.

Attached white trellises and original doors. "Callers + Trades" sign

Windows were originally timber or steel opening casements, however many of these have now been replaced by uPVC. The materials have been considered acceptable in the past as long as they replicate the existing window style which is not always the case. Many doors have also been replaced – sometime unsympathetically. It would be a beneficial enhancement to replicate the doors in terms of style, particularly replicating the difference in design between the glazed front doors and vertical boarded second doors, as shown to the right.

For secondary details the houses and bungalows have white timber trellises which is an important detail and used to encourage planting. These should be retained and kept white as an important feature. Also, simple metal porch detail for Windmill Crescent. Bargeboards, guttering and downpipes are also characteristically white rather than black.

Patterned brickwork in gable ends and crinkle-crankle walls

Also noticeable is the absence of wires and aerials. The architects were keen to remove these visually as much as possible.

An interesting features of the terraces is the raised slab on bricks, or 'bench', to the side of the entrances for resting and putting deliveries on.

Natural Character

The large open space of Windmill Green

Feature tree on the corner of Hollow Hill Road and Thwaite Road

Importance of front and rear gardens (Scudamore Place fronting Thwaite Road)

A strong element of the planning was setting out the terraces with generous shared open spaces to the front. These spaces, having been set out over 70 years ago, now have matured examples of trees and there are some outstanding examples. Some of these trees pre-date the development and were thoughtfully integrated into the development rather than being felled. A particular feature tree is the plane tree on the corner of Hollow Hill Road and Thwaite Road.

Gardens are also a particular characteristic feature of the area and are generally well maintained and looked after, adding a lot of vibrancy and colour to the area. Windmill Green also has very long private rear gardens designed for a time when many residents 'grew their own', whereas the bungalows have much smaller more easily managed gardens. Front gardens are enclosed by short hedgerows except in some cases where the boundary treatment has been removed, in one case for parking, and this can be considered detrimental to the character of the area.

There are some areas to the front and sides of development which are lawned and have trees. The trees are a mix and can be ornamental cherry blossoms. To the south side of Thwaite Road a tree that pre-dated the development has been felled but unfortunately not replaced – a smaller tree may be suitable here as at present it appears as an empty space.

Street Furniture, Walls and Railings

K6 telephone box and bus shelter
Dating from 2000

Village sign on Agnes
Hood Green

Around Windmill Green to the south are short white painted concrete posts and metal rails to prevent car parking. These should be retained and maintained as an original feature.

Elsewhere front boundaries are characterised by front hedges or picket fences. Close boarded fences should be avoided.

There are also interesting surviving plaques – the original green and black street signs on Windmill Green. Several properties on Windmill Green and Agnes Green retain their “tradesmen entrance” signs.

Unfortunately, there are also various ‘no ball games’ signs which are quite large and prominent and detract from the conservation area. Bins are also a problem and some coordination in where to put bins would be welcome.

A new bus shelter was built on Hollow Hill Road for the 2000 jubilee. This was designed in a style similar to the Tayler and Green houses, with white timber and a red pantile roof and includes a decorative bargeboard. Next to shelter to the left if K6 Gilbert Scott telephone box, and to the right the village sign.

Conservation Management Guidelines

Highways

Verges on Mill Road and Windmill Green have been eroded and scarred. It is recognised that refuse trucks and delivery vehicles are larger, as well as cars in general.

Consideration should be given to moving the kerb line of Windmill Green space with a strong kerb edge to prevent vehicle damage or laying down matting such as grasscrete which will help protect grass growth from vehicles.

Upgrading Windows and Doors

In some cases windows and doors have been replaced with uPVC and/or different styles.

If door or window frames need to be replaced they should be replaced with the original style of window. The opportunity should be taken to reinstate traditional style windows where they have been unsympathetically replaced in the past. If the windows are in a different material such as uPVC the existing style should be matched as closely as possible whilst being designed to be energy efficient such as double glazing.

Fencing and walls

It is important to retain boundary treatments where they exist as they help to delineate between public and private areas as well as providing a sense of enclosure and definition to the street/pavement. It is recognised that there may be some demand for on plot parking so cars can be electrically charged.

Boundary treatments require careful consideration to ensure the preservation of existing character. If creating an access for on plot parking this should only be allowed if a significant section of hedgerow is retained to preserve the streetscene and a boundary for the garden.

Preserving white trellising

The white trellis is an important original architectural feature and should be preserved.

In some areas the trellising has been removed, and it would be an enhancement to reinstate it. Putting up different colour trellis in the same areas should be avoided.

Painting/colour washing buildings

There are a variety of traditional colours, generally muted pastels to match historic limewash. This was a conscious design consideration to make the housing more locally distinctive.

Colours should be well chosen to match existing palette of pastel colours based on historic limewashes.

Redevelopment of Garage Areas

The garage areas are quite untidy.

Areas could be better landscaped and surfaced to encourage use. There is a possibility, subject to consultation, to repurpose this area to create an off street area for electric charging points.

Maintenance of railings

The railings are an original feature of the development and characteristic of the post-war period. In some places they have been damaged and not repaired.

Concrete posts and railings should be repaired in a timely manner when damaged. This will be investigated with the land owners.

Appendix 1 (i)

Listed Buildings

Hollow Hill Road	25-39
Scudamore Place	1-28 (including attached screen walls and garages)
Thwaite Road	12 and 14, 16-20
Windmill Green	1-9, 10-17 and 18-30

These properties are also subject to an Article 4 Direction which requires planning permission for: alterations and extensions to dwellings; Provision of hard surfaces and gates, fences, walls and other means of enclosure to visible elevations; The painting of the exterior of any building. See the Council website for further details.

Appendix 1 (ii)

Unlisted Buildings/Structures of townscape significance

Hollow Hill Road	K6 telephone box, Bus Shelter, Village Sign

Appendix 2

Policy background

In recent years, the approach to conservation area designation has changed considerably. It is now recognised that development plan policies, development control decisions, and proposals for the preservation or enhancement and the management of conservation areas, can best be achieved when there is a sound understanding of the special interest of the conservation area.

This position is reinforced as follows:

The Planning (Listed Buildings and Conservation Areas) Act 1990 in section 66(1) makes it a duty of local authorities when considering applications to have special regard to the desirability of preserving a listed building or its setting or any features of special architectural or historic interest.

Under section 72 of the same Act, it is a duty with respect to any buildings or land in a conservation area, to pay special attention to the desirability of preserving or enhancing the character or appearance of that area.

Department for Communities and Local Government. National Planning Policy Framework (NPPF) section “Conserving and enhancing the historic environment”.

Joint Core Strategy- Policy 2: Promoting Good design South Norfolk Local Plan

The South Norfolk Local Plan Development Management Policies Document was adopted in 2015 and policy 4.10 covers Heritage Assets.

Public Consultation

.
An informal ‘walkabout’ of the area was organised with the Parish Council on 10th February 2022. This informed the proposed boundary changes and the conservation management guidelines within the draft appraisal. The public consultation on the draft appraisal took place from 1st July until 31th July 2022, with attendance at the parish meeting on 18th July and a pre-council exhibition at which a council officer answered questions. The appraisal was advertised:

- An advert in village noticeboard and local publicity by the parish council
- The draft appraisal being available to view on the council’s website.
- Emailing Ward Councillors, County Councillors, and the Parish Council.

As a result of the consultation some corrections were made to the appraisal and additions to the conservation management guidelines section.

Appendix 3

Ditchingham Conservation Area
Key
Conservation area boundary
Listed buildings
Unlisted buildings of townscape significance
Open space
Key views
Indicative trees
South Norfolk Council
Cygnet Court
Long Stratton
Norwich
NR15 2XE
Tel: (01508) 533633
Fax: (01508) 533695
South Norfolk COUNCIL
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CLERK ROAD
Windmill Green
THE LOKE
HOLLOW HILL ROAD
Scudamore Place
LOWER WELLS CLOSE
WILDFLOWER WAY
POPPY CLOSE
Holly House
Forsythia
Shelter
El Sub Sta
14.0m
11.3m

Appendix 4

Further Reading

Tayler and Green Architects 1938-1973 “The Spirit of Place in Modern Housing” (1998) Harwood and Powers

Internet pages: https://www.ruralise.co.uk/tayler-green/

RIBA Journal LIV October 1947 pp607-9

Ideal Home LXXXVII June 1963 pp 66-69

Architects’ Journal 16 September 1964 p625

Official Architecture & Planning XXVII No10 October 1964 p1178

Design in Town and Village, London HMSO, 1953, -15

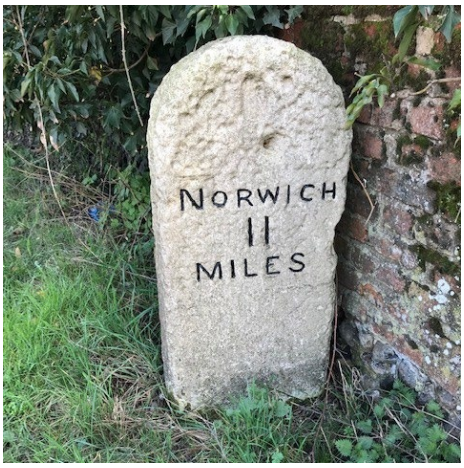
South Norfolk Place Making Guide (2012) Appendix A Case Study 2 p4-7

Housing Design Awards 2009 Historic Winner

Kimberley

Conservation Area Character Appraisal and Management Guidelines

December 2022



South Norfolk COUNCIL

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Introduction

Church of St Peter set amongst trees

The conservation area is in two parts: one an attractive village green designed as part of the renewed landscape of Kimberley Hall, the other developed to support the expansion of the railway network. The varied style of the dwellings are set within a wider rural setting.

Under the terms of Planning (Listed Buildings and Conservation Areas) Act 1990, the Local Planning Authority is required to identify areas of special architectural or historic interest whose character or appearance it is desirable to preserve or enhance, and to designate them as a Conservation Area. The 1990 Act also requires local authorities to prepare management guidance and proposals for conservation areas. Kimberley Conservation Area was originally designated in October 1994. This document should be read in conjunction with the adopted Local Plan, the National Planning Policy Framework and Planning Practice Guidance.

Key Characteristics

- Association with Kimberley Hall Estate, both in terms of the landscape and the distinctive design of their buildings
- Traditional village green
- Dominance of mature trees
- Buildings supporting railway development

Historical Development

The name “Kimberley” is an Old English name meaning “Cyneburg’s woodland clearing”. Kimberley and Carleton Forehoe were originally two hamlets which were united as one parish in 1935. Both areas owe their existence to the historic presence of the Wodehouse family whose seat, Kimberley Hall, lies close by, although the Hall itself is in the parish of Wymondham. The Green is largely an 18th century creation, associated with the landscape changes by Lancelot Capability Brown in 1762 and again in 1778. The Station and its estate cottages, owe their existence to the entrepreneurial flair of the Wodehouse Family in responding to the new means of rural transport.

The Wodehouse family first appear at Kimberley in the late medieval period. Sir John Wodehouse acquired the estate by marriage to the heiress of Sir Thomas Fastolfe. He built a new manor house in which Queen Elizabeth was famously entertained on her progress to Norwich in 1578.

The Manor House was demolished in 1659 and a new hall built to designs by William Talman. This was enlarged in the following century by the additions of four corner towers built in “Holkham Style” in the 1750's. Finally, colonnades were added by the architect Salvin in the early nineteenth century.

Kimberley is the burial place of John Jenkins (1592-1678), one of our earliest identified instrumental composers. He was a residential musician at Kimberley. His epitaph is an amusing example of local seventeenth century speech and sense of humour.

> *"Under this stone rare Jenkins lie,/ The master of the Musick Art,/ Whom from the Earth the God on High,/ Call'd unto Him to Beare his Parte./ Ag’d eighty six October twenty sev'n/ In Anno Seventy Eight he went to Heav’n”.*

In more recent times, the Old Smithy was demolished in the 1980s and replaced by a house on the same site taking some inspiration from its predecessor.

The railway came to Kimberley in 1847 with the opening of the Wymondham to Dereham branch line by the Norfolk Railway. This company was subsequently taken over by Great Eastern Railway with the track doubling and a new station with two platforms in the 1880s and the station renamed Kimberley Park in 1923. Today it is a station on the heritage line – the Mid Norfolk Railway.

The station historically had a goods siding with a loading docks and cattle pen. In more recent times five sidings were created to the north and used for storing Greater Anglia modern diesel multiple units before they came into service in 2021. Several buildings associated with this had temporary permission and now that the trains are in stock they should be removed.

The population of the parish has risen since 2001 when it was recorded at 121 in 52 Households, with the latest figure at 148 in 2021.

Character Assessment

Setting

Kimberley Green is part of a designed landscape set next to the woodland at the western edge of Kimberley Park. The gate lodge at the eastern edge of this part of the Conservation Area marks the transition between public open green and private, enclosed parkland while the ancient trees link the two in one composition. To the north east the landscape setting is more open with gently undulating fields divided by hedgerows and trees. This is also true of the north western side of the Green where the orchard ground and paddocks of Green Farm, contrasts with the open landscape beyond. Further south and west, beyond Smithy House, the landscape setting is open with wide views falling away from the ridge and the open road. East and south east the perimeter tree belt of Kimberley Park forms both the setting and the enclosure around the Conservation Area. The B1108 falls gradually towards Kimberley Station, with the buildings set in a wider landscape setting with open arable fields to the east and west. At the southern end of this part of the conservation area, pasture fields lie beyond roadside hedgerows.

Conservation Area Boundary

The boundary of Kimberley Green includes the surrounding trees, cottages and gardens around the Green including the church, churchyard and the gate lodge to the Park. To the west of the B 1108 , Green Farm and its immediate surroundings are included. South of Wymondham Road the cottages by Smithy House are included. Here the boundary follows the edge of the tree line across Wymondham Road and through the woodland. The boundaries have been updated to better align with existing landscape features and property boundaries.

The boundary of Kimberley Station (south area) follows the line of the road as it runs south downhill from Kimberley Green, from the first pair of estate houses in the north to the south boundary of Station farm with its barns and outbuildings.

Street Patterns and Historic grain

The Green is a traditional village green with cottages on the north and south sides, with Green Farm and its former outbuildings to the west, and the Church of St Peter and the gate lodge to the east. The spaces are also shaped and bisected by the roads; the softer lines of the B1135 in contrast with the more formal B1108.

Most of the cottages are similar in scale, and although of varying dates and architectural quality, and form an attractive composition. This unity of character is reinforced by the dominance of the trees on and around the Green which have a colossal scale in relation to the buildings. The slightly detached positions of The Church and Green Farm close the views.

The K6 telephone kiosk and post box, the former village pump and the village sign provide a welcome focus of attention. The buildings around Smithy House occupy a more private position in this setting, shrouded by trees.

The Station Road part of the area has a linear character, with successive pairs of dwellings on the east side of the road, until the station. Many have large gardens both to the front and rear, with three noticeable gaps to give access to the fields to the east. At the station, the small group of buildings is more concentrated, and varied, with walls or fencing bordering the road but in an open landscape, especially to the west and south.

Perambulation

Kimberley Green

At the northern end, Green Farmhouse and the various outbuildings to the west, form a significant group, although their wider impact is limited, being set well back from the road, and screened by the tall road side hedges. The house is a good example of mid-Victorian Tudor revival style, with patterned brickwork, tiles and decorative bargeboards. The red brick and pantiled outbuildings have been converted to a separate dwelling.

No 7 and The Green

Nos 3 & 4

Across the main road the first pair of cottages (No.7, The Green), on the Green are of the same style, but with a thatched roof. They have the same, highly decorative quality in design and materials with the Wodehouse crest on the chimney. The cottage, now one dwelling, is separated from the Green by a low metal railing. The modern rear extension is not seen from the Green but works well.

The next pair of cottages on this side of the Green (Nos. 5 & 6,) are modern, taller in scale but of a traditional form. The boundary treatments are different; low hedges, metal railings, or paling fences are successful in the area.

Next on this north side of the green are a pair of thatched colour-washed cottages (Nos. 3 & 4). Flat roofed extensions have been added at each end, and at the rear, and windows modernised. They represent a sympathetic post Second World War style of vernacular architecture.

Of identical design as their neighbours, but set at an angle to them facing across the Green, are a second pair of thatched cottages (Nos. 1 & 2,). The trees behind create an attractive backdrop.

In the eastern corner of the Green is St Peter's Church within its flint walled churchyard and gravelled entrance.

The tower of St Peter's Church is manifestly of two builds. The lower part is of fifteenth century date, with carefully set knapped flint and ashlar flushwork, with a later construction in brick and roughly coursed flint above dated 1631. The north wall of the church is of twelfth century date, while on the south wall is a modest porch with plain tiled roof.

If the opportunity arises, the sculpturing of the large tree trunk could add a feature to the setting.

St Peters Church

The School Lodge

The school lodge marks the entrance to Kimberley Park. The choice of cut ashlar and knapped flint makes it comparable only with the church in its construction materials. A wall in the same materials links with the churchyard wall to the north.

The lodge is of single storey with plain tiled roofs below a steeply pitched roof. It is the most Gothic of the estate cottages in the conservation area. The windows have leaded lights in metal frames. Ashlar chimney stacks are attached to the flank walls of each of the two elements and are scaled accordingly.

South of Wymondham Road (B1135) Smithy House is a modern, two storey, buff brick building with hipped, black-glazed pantile roof. It replaced the previous Smithy that was demolished in the mid 1980s. It has a single storey timber porch and a prominent but plain double garage in red brick. The pair form the south eastern enclosure of the green together with the cottage row adjacent.

At right angles, and forming part of the boundary to the Green, is a cottage (Nos. 9 & 10,). It is single storey with plain tiled roof, colour-washed brick, with a single central stack, perhaps too short for this setting, This modest building makes a telling contrast with both its later Victorian estate neighbours and the rebuilt smithy.
Former ancillary buildings to the south and east, tucked behind, are now converted to dwellings.

The K6 red telephone kiosk, and Victorian free standing red letter box, make a positive contribution to the conservation area, together with the village sign and pump.

Station Road

Starting from the northern end, there are three pairs of mid-nineteenth century estate cottages. These are all in the familiar mid- nineteenth century Tudor revival style favoured by the estate, and make a valuable contribution to the character of the street.

The northern and southern pair (Nos. 1 & 2, and 5 & 6) are listed. They share a high standard of decorative brick or flint work, steep plain tiled roofs with crested ridges and fretted barge boards. Yet they are not mirror images of each other; each makes its own statement within the overall design concept of estate buildings.

The unlisted pair of estate cottages (Nos. 3 & 4) between are simpler in detail but still of interest.

Tudor Revival – 5 & 6

The Railway Station

In most cases, the front of these houses has been developed affecting the setting of the houses, even where they are partly hidden by hedges or fences. The various outbuildings and extensive parking areas, are often over dominant.

Modern versions of these semi-detached houses have been built to the south, while a single hipped roofed house lies on the north side of the railway line

The former railway station, which stands adjacent to the level crossing gates, has been altered in recent times, with works still in progress. It consists of two elements, a house with a slate roof, joined to a single storey platform and booking office wing. The platform canopy has been removed but the details of the building below it remain in place. The style is identical to the other mid-Victorian estate buildings in the conservation area.

Station Farm Cottages adjacent to the station have a round coped brick front garden wall modified to allow vehicular access which serves a gravelled front garden. The cottages are semi-detached with a symmetrical elevation and good details which enhance its appearance.

Meadow Cottage, opposite Station Farm Cottages, is single storey with attic. It has an attractive bracketed timber porch, two hood moulded windows and fretted bargeboards complementing that of the porch below, while the roof is plain tiled.

The wall of Station Farm is noteworthy for its age, being contemporary with the mid-18th century listed farmhouse. It is built of red Norfolk brick, laid in Flemish bond with a shaped and shouldered brick coping. Much of it is now hidden by vegetation. It has a contemporary milestone in front of it.

Meadow Cottage

Station Farmhouse

Station Farmhouse is an excellent example of an early 18th century brick house, dated 1716. It has Dutch gables and brickwork of Flemish bond, with decorative brick detailing. The roof of the house is pantiled. Its windows have been altered, but conserve the triple light casements typical of the time of its construction. Two modestly pedimented dormers complete the design, each placed at the outer extremity of the roof plane, again characteristic of the period. The chimney stacks may not be original but are in the correct positions.

The farm buildings at Station Farm are visible from the road and form an attractive setting to the listed building. They include a flint and brick flank wall to the farmhouse garden. The outbuildings range from a low, black-glazed pantiled front range to a set of barns of increasing height and include stables and stock sheds of various dates.

Unfortunately, the house appears to be in poor condition and its garden and outbuildings have been neglected.

Materials & Architectural Details

The area displays red clay pantiles and plain tiles, terracotta and soft red brick, with elaborate decorative designs from the architecture of the Wodehouse estate. Colour washed walls are common, even the 20th century cottages are rendered. Contrasting with these are the Tudor revival pair of estate cottages which have a thatched roof, fretted barge boards and elaborate chimneys. Green Farm and the gate lodge contrast similarly with their non vernacular use of materials. Flint to the Church, with stone to the gate lodge.

Plain tiles and slate can be found in Station Road, with fine brick detailing and shaped barge boards. Timber windows, with metal casements and leadwork survive but many unlisted buildings now have modern versions in UPVC.

Thatch and eyebrow dormers

‘Mock timber’ and decorative bargeboards

Natural Character

Extensive tree coverage on the green

Trees and hedges make a significant contribution to the natural character of the conservation area and its setting.

The Green, on the east side of the main road, is largely surrounded by trees so its impact on the landscape at this end of the Hall estate is screened from approaches from the south, north and east. It does however, create a surprise view and impression at close quarters which adds considerably to the character of this northern part of the conservation area. The church yard also a quite reflective space. In contrast, the southern section is much more open with long views to the west and behind the houses to the east.

Street Furniture, Walls and Railings

Railway crossing gates

K6 telephone box

Around the Green are short paling fences or railings to the cottages with flint and brick walls to the churchyard.

There are historic level crossing gates to the Railway.

The K6 telephone kiosk and post box are a rare survival while the village sign and village pump are a focus in the Green.

The milestone is another precious survival.

The road signs at the junction are prominent.

Conservation Management Guidelines

Highways

The verges on the Green have been eroded in places while the access way to the cottages is in need of attention.

Consideration should be given to restoring the line of the Green and resurfacing the access ways

Painting/colour washing buildings

There is a variety of colours in the area, generally muted pastels to match historic limewash.

Colours should be well chosen to match existing palette of pastel colours based on historic limewashes.

Upgrading Windows and Doors

In some cases windows and doors have been replaced with different materials such as uPVC and/or different styles.

If door or window frames need to be replaced they should ideally be replaced with the original style of windows and materials. The opportunity should be taken to reinstate traditional style windows where they have been unsympathetically replaced in the past

Fencing and walls

It is important to retain the rural character of the area. High front boundaries, outbuildings and car parking with open frontages are often detrimental to the character and appearance of the area.

Boundary treatments require careful consideration to ensure the rural character of the area is preserved. In Kimberley, front boundaries should be defined by traditional hedgerows, picket fences, railings or walls under 1m.

Traffic

Concern was raised at traffic speeds on the B1108 through the conservation area affecting the quality of the environment and being unsafe

Contact county highways to state concerns about traffic. Suggestions included footpath to run between the two parts of the settlement – the green and the station.

Unsightly building adjacent to level crossing

Concern was raised that these buildings, which are temporary in nature and only given temporary permission,

Investigate their removal as they only had temporary permission.

Appendix 1 (i)

All buildings are grade II unless noted otherwise:

Listed Buildings

The Green	Church of St Peter (II*), Green Farmhouse, No 7, K6 telephone kiosk
Station Road	Nos 1 and 2, Nos 5 and 6, Station Farmhouse

Appendix 1 (ii)

Unlisted Buildings of townscape significance

The Green	Oak Lodge, Green Farm, 1 and 2, 5 and 6, 9 and 10. School Lodge, Walls to churchyard, Post Box, Village sign, Pump, No 8.
Station Road	Station House and former railway station, Station Farm Cottages, Meadow Cottage, Farm buildings at Station Farm, Milestone, Front walls to Station Farmhouse.

Appendix 2

Policy background

In recent years, the approach to conservation area designation has changed considerably. It is now recognised that development plan policies, development control decisions, and proposals for the preservation or enhancement and the management of conservation areas, can best be achieved when there is a sound understanding of the special interest of the conservation area.

This position is reinforced as follows:

The Planning (Listed Buildings and Conservation Areas) Act 1990 in section 66(1) makes it a duty of local authorities when considering applications to have special regard to the desirability of preserving a listed building or its setting or any features of special architectural or historic interest.

Under section 72 of the same Act, it is a duty with respect to any buildings or land in a conservation area, to pay special attention to the desirability of preserving or enhancing the character or appearance of that area.

Department for Communities and Local Government. National Planning Policy Framework (NPPF) section covering “Conserving and enhancing the historic environment”.

Joint Core Strategy- Policy 2 : Promoting Good design South Norfolk Local Plan

The South Norfolk Local Plan Development Management Policies Document was adopted in 2015 and policy 4.10 covers Heritage Assets.

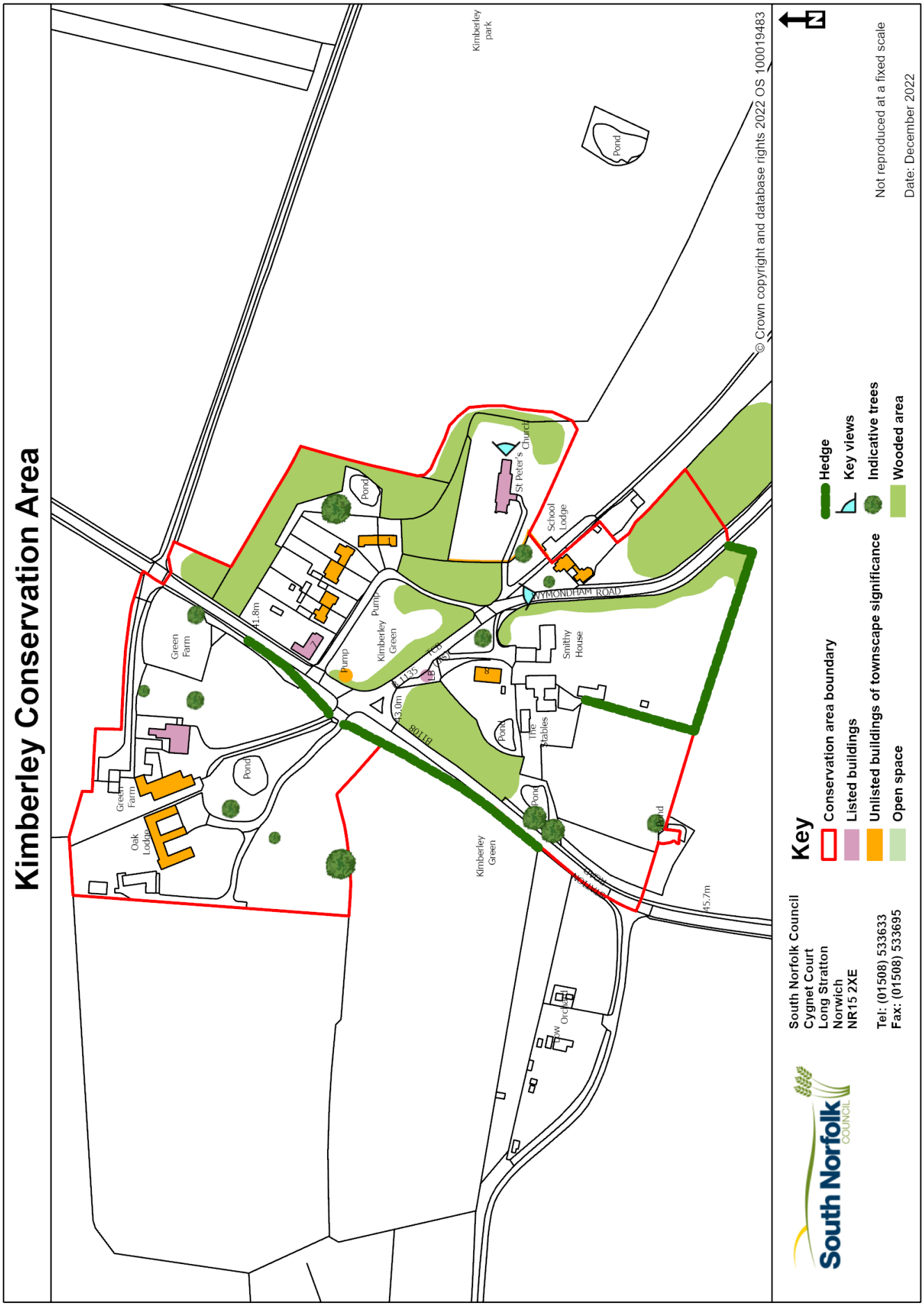
Public Consultation

An informal ‘walkabout’ of the area was organised with the Parish Council on 23rd February 2022. This informed the proposed boundary changes and the conservation management guidelines within the draft appraisal. The public consultation on the draft appraisal took place from 1st July to 31st July 2022, an exhibition was held at St Peter’s Church in 21st July and an officer attended the parish meeting on 27th May. The consultation and parish council meeting were advertised through:

- An advert in village notice board and local publicity by the parish council
- The draft appraisal being available to view on the council’s website.
- Emailing Ward Councillors, County Councillors, and the Parish Council.
- Contacting residents directly affected by the proposed boundary changes by letter informing them of the consequences of being included in the conservation area.

As a result of the consultation corrections were made to the appraisal. There were no changes made to the proposed new boundary.

Appendix 3


Kimberley Conservation Area
Kimberley park
Pond
St Peter's Church
School Lodge
WYMONDHAM ROAD
Green Farm
41.8m
Pump
Kimberley Green
Smithy House
43.0m
B1108
Pond
The Stables
Oak Lodge
Kimberley Green
45.7m
Orchard
Key
Conservation area boundary
Listed buildings
Unlisted buildings of townscape significance
Open space
Hedge
Key views
Indicative trees
Wooded area
South Norfolk Council
Cygnet Court
Long Stratton
Norwich
NR15 2XE
Tel: (01508) 533633
Fax: (01508) 533695
South Norfolk COUNCIL
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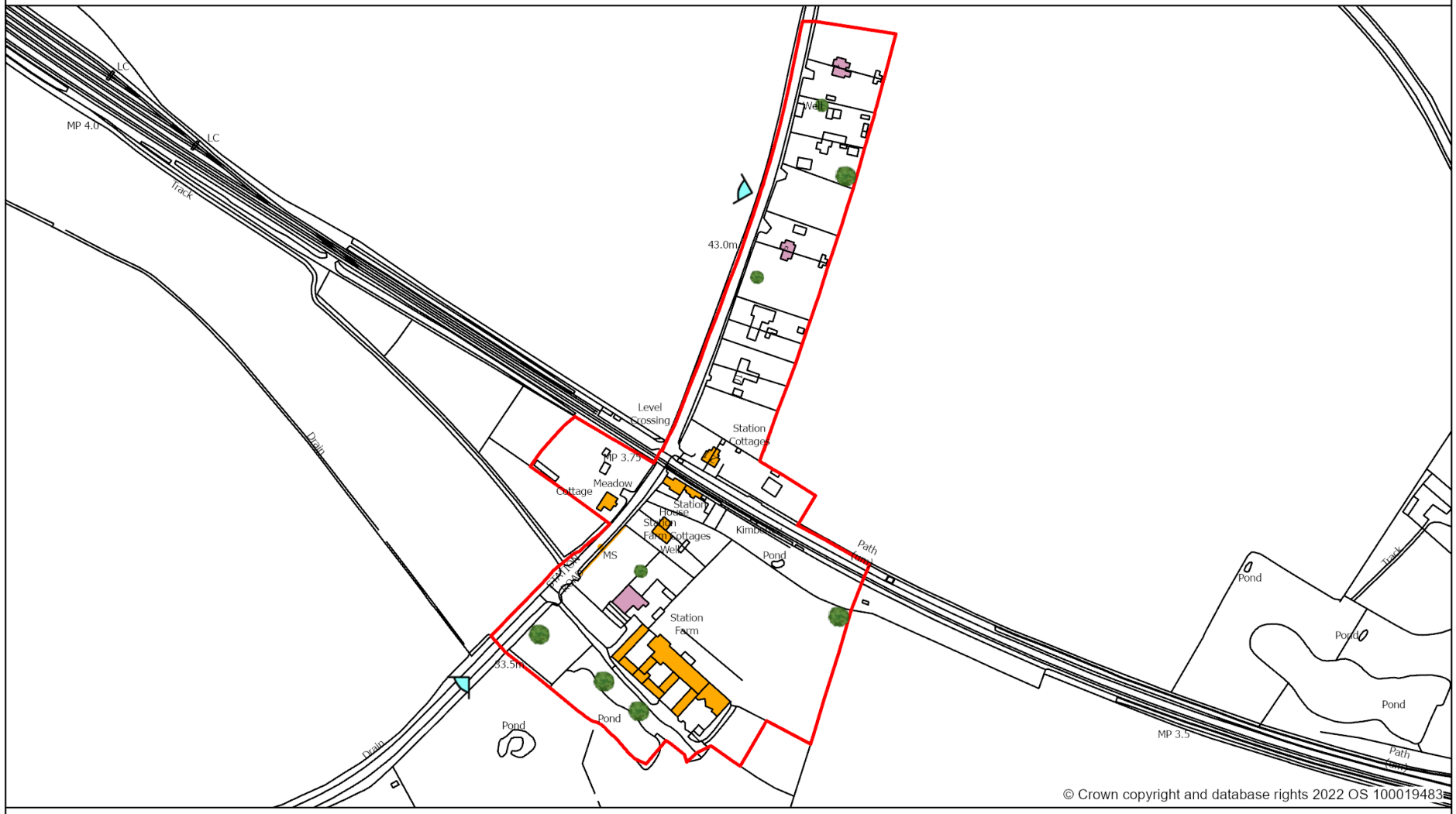
Kimberley Conservation Area



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NR15 2XE

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Fax: (01508) 533695

Key

- Conservation area boundary
- Listed buildings
- Unlisted buildings of townscape significance
- Key views
- Indicative trees

Not reproduced at a fixed scale

Date: December 2022

Agenda Item: 6
Cabinet
5 December 2022

Strategic Performance, Risk and Finance Report for Quarter 2 2022/23

Report Author(s):

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Portfolio: Governance and Efficiency
Finance and Resources

Ward(s) Affected: All

Purpose of the Report:

The purpose of the Strategic Performance, Risk and Finance Report is to provide an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2022/24. This Quarterly Report covers Quarter 2.

Recommendations:

1. Note the revenue and capital position for Quarter 2 (variance details in Appendix 1)
2. Note the 2022/23 performance for Quarter 2 (detail in Appendix 2)
3. Note the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 3).
4. Note the mid-year update of the 2022/24 Delivery Plan (detail in appendix 4)
5. Agree that officers can pre-order Refuse Vehicles from the 23/24 Capital budgets, due to the current long lead in times.
6. Recommend to Council that the 23/24 Remote working Capital Budget of £165,000 is brought forward to 22/23.

1. Introduction

1.1. This report provides an overview of the performance of the Council and is aligned to the key outcomes set out in the Council's Delivery Plan for 2022/24. This Quarterly Report covers Quarter 2.

2. Background

2.1. The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, the Council developed a Delivery Plan for 2022/24 which outlines the proposed projects and business as usual activities we would seek to deliver in the years 2022/23 and 2023/24.

2.2. At the heart of the Strategic Plan 2020-2024, is the vision for our place:

'Working together to create the best place for everyone, now and for future generations'

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

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

2.4. The Delivery Plan sets out the key activities to be delivered within the last two years of the Strategic Plan, broken down into service delivery and major projects/programmes of work. There is clear link between the Council's vision and aspirations, detailed in the Strategic Plan, the Council's priorities and projects, and the Strategic Performance and Finance Reports. To enable the activities to be monitored, the Delivery Plan provides several delivery measures which are reported into Cabinet in Quarter 2, Quarter 3 and Quarter 4.

2.5. This report summarises the Council's performance and finance position for Quarter 2 and the mid-year position, with additional detail set out in the appendices as per below.

Appendix 1 – Finance
Appendix 2 – Delivery Measure Performance for Quarter 2 2022/23
Appendix 3 – Strategic Risk Register
Appendix 4 – 2022/24 Delivery Plan mid-year update

3. Current Position / Findings

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

Financial Summary

3.2. SNC is currently facing a number of inflationary and demand pressures resulting in a number of in year cost pressures. However, these cost pressures are being offset by management action to deliver compensating savings in other areas, and buoyant investment income.

3.3. Management action will also continue to be taken over the remainder of the year to offset cost pressures and deliver further efficiencies

3.4. SNC is currently forecasting to spend £10.607m on capital schemes in 2022/23.

Finance Revenue Dashboard Overview

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

	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual End Sept £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000
CORE SERVICES					
Chief of Staff	3,107	3,107	1,311	3,107	0
Finance	3,115	3,089	1,333	3,067	22
Transformation and ICT / Digital	2,644	2,670	1,375	2,668	2
Economic Growth	462	462	78	460	2
Regulatory	667	667	253	678	-11
Planning	286	286	-1,243	283	3
Individuals & Families	1,311	1,311	180	1,499	-188
Community Services	2,384	2,384	240	2,444	-60
	13,976	13,976	3,527	14,206	-230
LEISURE					
Leisure Services	946	946	632	1,011	-65
Transfer (from) Leisure Services Reserve	-946	-946	-632	-1,011	65
ENERGY REBATE SCHEME					
Discretionary Energy Rebate Scheme			160	185	-185
Transfer from Energy Rebate Reserve			-160	-185	185
OTHER INCOME & EXPEND					
Internal Drainage Board Levy	198	198	100	197	1
Interest Payable / MRP	300	300	0	480	-180
Investment Income – Big Sky	-1,500	-1,500	0	-1,500	0
Investment Income – Treasury Management	-56	-56	0	-751	695
Council Tax Surplus	-70	-70	0	-70	0
TRANSFERS					
Transfers to / (from) Earmarked Reserves	3,542	3,542		3,542	0
Transfers to / (from) General Reserves	296	296		581	285 transferred into reserves
Total to be Funded by Taxpayers and Government Grants	16,686	16,686	3,626	16,686	

3.6. **Chief of Staff** is predicting to spend to budget.

- The current legal spend is currently on track, however the costs have seen a 20% increase since September. We will continue to monitor this closely over the coming months.

3.7. **Finance** is predicting a positive variance against budget of £22,000. The reasons for this are primarily as follows:

- Savings from salary vacancies.

3.8. **Transformation and ICT / Digital** is predicting a positive variance of £2,000. The reasons for this are primarily as follows:

- Agency spend high due to recruitment difficulties. Offset by saving on software, licenses and equipment.

3.9. **Economic Growth** is predicting a positive variance against budget of £2,000. The reasons for this are primarily as follows:

- Savings on economic growth programmes.
- Ella May Barnes building costs or profits to be shared between partnerships. A small reduction in rental income is expected to be offset by rates savings.
- Lower car park and permit income is partially offset by higher EVCP income. Higher electricity costs for EVCPs in expected.

3.10. **Regulatory** is predicting an adverse variance against budget of £11,000. The reasons for this are primarily as follows:

- The dog warden contract was renewed in October. Costs will increase by approximately £5k for 22/23. Agency staff costs may be offset by salary savings.

3.11. **Planning** is predicting a positive variance against budget of £3,000. The reasons for this are primarily as follows:

- Pay savings due to vacancies £44k.
- CIL income is currently expected to be down by £50k (£278k compared to budget of £328k).
- £4k of additional Street Naming/House Numbering income
- £5k of additional Pre-app income is expected to be received.
- The possible reduction to income caused by nutrient neutrality has not yet been fully established and is being investigated by the Development Manager.
- Higher postage costs are expected to lead to a budget overspend. Any reduction in Land Charges income will be covered by utilising HM Land Registry transition payments.

3.12. **Individuals & Families** is predicting an adverse variance against budget of £188,000. The reasons for this are primarily as follows:

- The Cost of Living crisis continues to cause concern with a forecast overspend on Temporary accommodation of £302K, offset by additional

income from TA benefits and Gov grants of £145K. Additional staff are required to meet the ongoing demand £30K.

3.13. **Community Services** is predicting an adverse variance against budget of £60,000. The reasons for this are primarily as follows:

- Significant increase in the cost of fuel, could lead to an overspend circa £200K.
- Trade waste income has increased, providing an addition £20K.
- Saving on fleet maintenance costs £30K.
- A 42% increase in the cost of disposal of Green waste, is expected to lead to a cost pressure c£30K this year (Full year effect £57k). But reduced tonnage has mitigated this cost.
- This could also be added to by the effects of the dry summer, and a considerable reduction in tonnage of garden waste, and therefore a reduction of £90K income from recycling credits. This could be at least 10% of recycling credits due.
- Additional Garden bins provided, an additional £80K income.
- Saving on MRF gate fees from Oct 2021 to March 2022 is expected to reduce disposal costs by £130K.

3.14. **Leisure** is predicting an adverse variance against budget of £65,000. The reasons for this are primarily as follows:

- Expected overspend on salaries of +£65K as a result of additional cost of A grade salaries and NI costs.
- Additional cost of electricity, expected to be +£140K
- Offset by income being higher than budget and a positive Vat refund -£140k.

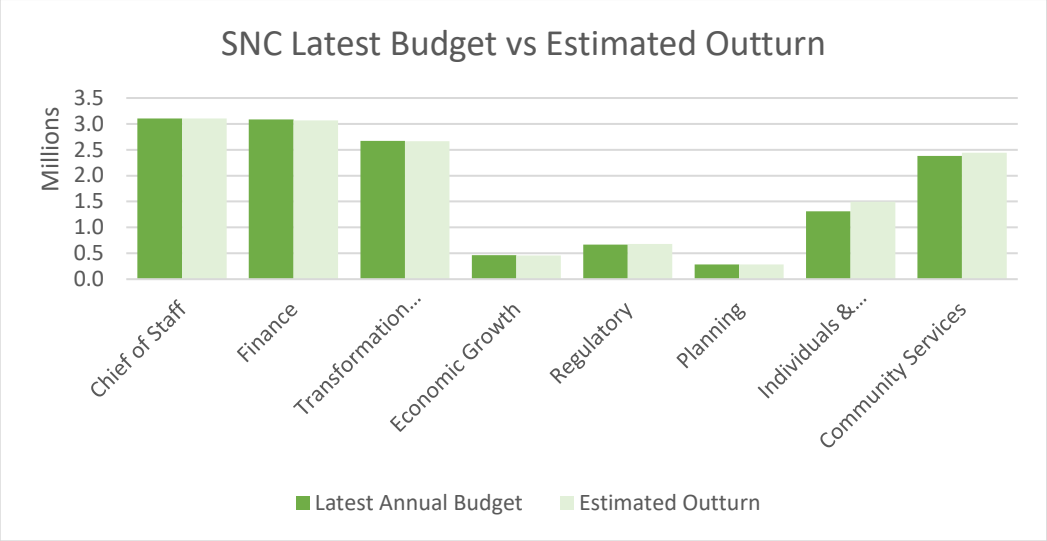
NB Cabinet on 1 June 21 agreed to create a Leisure Recovery Reserve of £2.5m to cover the cost of leisure whilst it recovers. Therefore, rather than the cost of leisure being a charge to the General Reserves, the next cost will be funded from the Leisure Recovery Reserve.

3.15. **Investment Income**.

SNC receives loan income from Big Sky of £1.5m and this is on track.
In addition, Interest is received on external cash investments.
The budget was set at a conservative £56,000. Recent increases in interest rates and high levels of cash balances means that we are now expecting to receive £751,000, giving a favourable variance of £695,000.
Further details are available in the Q2 Treasury Update report.

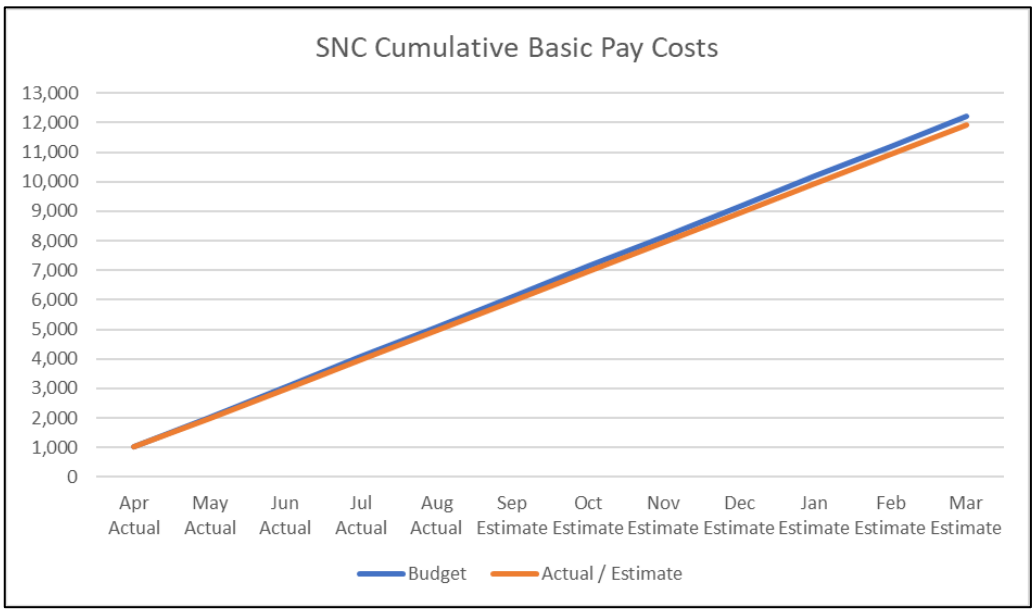
3.16. A more detailed analysis of the variances is attached as Appendix 1.

3.17. The estimated outturn position is shown graphically below.



Salary & Agency Expenditure

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



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

3.19. This is showing that we are likely to have an underspend on basic pay costs of c£300k.

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

Additional Budgets

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

		Revenue Approved Amt £'000	Capital Approved Amt £'000
MTFS and Reserves Update (Cabinet Nov 21)			
Feasibility Reserve for initial feasibility studies / investigations to support development projects	George	600	
Use of Potential Savings (Cabinet Nov 21)			
Insight Project Manager 6 mths - In-flight O365 migration project	Corrine	46	
Investment in Queens Hill / Costessey County Park	George	40	
Wymondham Old Sales Yard feasibility costs	George	50	
Temporary flood officer / Riparian rights officer	Nick	48	
Funding to support various Queen's Jubilee celebrations.	Mike	55	
Opportunity Projects (Cabinet Feb 22)			
Net Zero - Increase the volume of Electric Vehicle Charging Points in existing South Norfolk sites	George		400
Net Zero - Solar Panels on Diss, Long Stratton and Wymondham Leisure Centres	Simon		438
Net Zero - Solar panel carports in car parks at Wymondham / Diss / Long Stratton Leisure Centres	Simon		288
Environment / Net Zero - One off budget for development and delivery of marketing strategy and campaign to improve recycling behaviours (Joint cost split 55/45)	Simon	28	
Net Zero - Clean Growth and Sustainability Manager (Joint post – split 45/55) Update: Have appointed to this post on a 2 year contract from June 22.	Phil	72	
Three new posts (split 45/55) · Growth Delivery Officer · Community Infrastructure Officer · Economic Growth Finance Officer Update: Community Infrastructure and Finance Officer now in post. Currently recruiting Delivery officer.	George	220	
Growth - Loddon Staithe Bridge Repairs. Cabinet report 19 Apr 22 requested £75k. But decision increased this by a further £75k.	George		150
Growth - Temporary Increase in Development Management capacity (Joint cost split 45/55) Update: We are struggling to recruit to a number of DM posts.	Helen	55	
Growth - Feasibility Study Reserve (BDC projects)	George		
Communities - Develop a Hardship Support Offer for residents Update: Likely to be fully spend by end of year.	Mike	200	
Communities - Improving our Temporary Accommodation	Mike		100
Communities - Temporary Accommodation capital fund	Mike		
Communities - Supporting our Community Groups (increase in CAF funding)	Mike	100	

One Team - CRM (Customer Relationship Management System) Implementation (Joint costs split 45/55) Update: Cabinet have recently agreed to progress with this.	Corinne	61	
One Team - The single image build (Joint cost split 45/55) Update: This project is in scoping with some costs already committed with an anticipated completion by March 23	Corinne	33	
One Team - Domain Migration (Joint costs split 45/55) Update: This project is due to complete in December and will be on time and on budget with the full £17,000 already committed	Corinne	17	
One Team - Invest in increasing our Apprentice opportunities in the One Team (Joint cost split 45/55) Update: We continue to invest in our apprenticeship programme, and this funding will be used to cover costs over the next few years as some schemes are multi year apprenticeships.	Jamie	275	
One Team - Ketteringham Depot: Improved Facilities	Simon		43
One Team - Ketteringham Depot Workshop Vehicle Lifting Equipment	Simon		34

Note: Progress with the capital items is reported in the capital spend section below

Business Rates Income / NDR Pooling

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

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

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

Finance Revenue – Coping with In Year Volatility

3.25. Cil income and the recycling gate fee charges can vary significantly.

	Actual 21/22	Budget 22/23	Estimated Outturn 22/23
Cil income	-503	-328	-278
Recycling Gate fee charges	484	680	480

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

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

Loans to Big Sky

3.27. The following table provides a summary of the investment in / loans to Big Sky.

	31 March 2022 £	30 September 2022 £
Shareholding in BSV	6,468,200	6,468,200
Loans to BSPM	3,159,800	3,159,800
Loans to BSD	30,400,000	30,400,000
	40,028,000	**40,028,000**

3.28. The current pause on being able to issue planning approval for new overnight accommodation, due to the new need to demonstrate that new developments can be delivered in a nutrient neutral way, is likely to have an impact on Big Sky. For instance, this is very likely to mean that new housing starts will be delayed, which will have an impact on future sales.

3.29. There are also risks if there is a housing market slowdown due to cost-of-living increases, inflation, potential/further interest rate increases, and reductions in the mortgage approvals.

3.30. The underlying Big Sky development model is still considered to be sound. But the current uncertainties are likely to require alterations to the Big Sky business plan, potentially changing the funding requirements. This could mean that SNC is asked to change the amount loaned which would affect interest earnings.

Finance Capital Dashboard Overview

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

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date(ACT) £000	Year End Forecast £000	Comment
Supporting Individuals - Housing							
New Big Sky Developments	Debbie Lorimer	2,500	-	2,500		-	It is unlikely this funding will be required this financial year. Delays caused by nutrients neutrality issues and property sales mean Big Sky have sufficient funds from previous loans
Development Opportunities on Cambridge/Norwich Arc	Phil Courtier	1,500	-	1,500		-	Businesses case presented for land purchase in Wymondham. Further work required.
Travellers Sites	Mike Pursehouse	300	-	300		-	Original site not available - further options are being investigated
Temporary Accommodation Security Improvements	Mike Pursehouse	11	-	11		-	-
Travellers Sites - Bawburgh	Kevin Philcox	-	114	114		200	Currently at procurement stage - increased cost likely to be circa £200k
Supporting Individuals - Health and Leisure							
Disabled Facilities Grants	Kevin Philcox	1,000	237	1,237	659	1,000	Could exceed this if further commitments are realised
Wymondham Leisure Centre Works	Dan Infanti	173	55	228	47	221	A number of works completed and committed
Long Stratton Pool	Dan Infanti	110	-	110		-	Project no longer proceeding
Diss Leisure Centre	Dan Infanti	170	25	195		166	-
Long Stratton Leisure Centre	Dan Infanti	65	25	90		70	-
Framingham Earl High School	Dan Infanti	11	-	11		11	-
Ketts Park Tennis Facilities	Rob Adams	-	366	366	108	-	-
Ketts Park Works	Dan Infanti	70	-	70		31	-
One Public Estate/Medical/Health Facilities	Jamie Sutterby	-	-	-		-	-

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date(ACT) £000	Year End Forecast £000	Comment
Land Assembly/Investment in Diss	Phil Courtier	1,000	-	1,000		-	Negotiations continue with Land Owners in Diss. An offer was made on the land, which was rejected. Land for sale is now being valued to inform further negotiations.
Improvements in the Public Realm							
Street Lighting	Matthew Yates	24	112	136		-	-
Play Area (works funded by S106 funds)	Gary Howard	-	-	-	72	21	Any additional work in 22/23 funded by S106 receipts
Norfolk Strategic Fund to support Economic Growth	George Denton	679	-	679		679	Harleston Public Realm Project in progress and will be completed prior to financial year end.
Larger Settlements Fund	Emily Larter	1,000	-	1,000		-	-
Larger Settlements Fund (Match funding)	Emily Larter	1,000	-	1,000		-	-
Public Conveniences	Gary Howard	-	-	-	2	2	-
Changing Places (Disabled Public Conveniences)	Graham Peers	20	10	30		30	Final quotation due 08/09/22, followed by procurement exercise - completed by 31/03/23
Opportunities Funding - Loddon Staithe Bridge Repairs	Michael Horton	-	400	400		150	Expect repairs completed by 31/03/22
Protecting the Environment							
Electric Car Charging Points	David Disney	-	28	28		-	-
Environmental Projects	Annie Somazzi	400	-	400		-	No committed spend, options being explored
Opportunities Funding -Electric Vehicle Charging Points	George Denton	-	400	400		150	SNC car park provision will be doubled. Balance may need to be re-profiled - opportunities to be proposed.
Investment in the Economy							
Roxborough House Poringland Business Park	Debbie Lorimer	-	215	215		215	Awaiting final sum to complete project.
Norwich Research Park Enterprise Zone Office (Fit Out)	Nina Cunningham	-	1,466	1,466		373	NALEP Capital swap must be spent by 31.03.23. HOT's with two potential tenants - the outcome of these discussions will determine the expenditure profile of this fit out budget.
Norwich Research Park Buildings 2 & 3	Nina Cunningham	2,000	-	2,000		-	Negotiations continue.

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date(ACT) £000	Year End Forecast £000	Comment
Property Development (Browick Road)	Phil Courtier	3,000	-	3,000		-	Expected delay in the commitment of this funding as this is linked to the ratification of the LDO and a separate loan agreement.
Other Property / Economic Development Investment	Phil Courtier	4,500	-	4,500		-	Unlikely to be spent in 22/23, but will be required in future years to support the bypass delivery
Car Park Improvements	David Disney	35	56	91		10	Slippage to be requested, will be used for resurfacing car parks in rotation as required.
Our Own Needs							
Horizon Building - Purchase/Fit Out	Debbie Lorimer	-	-	-	3,758	4,403	Purchase complete, future costs for fit out & mobilisation.
South Norfolk House - Enhancement Works	Neil Dyball	32	143	175		175	This budget will be transferred to the Horizon Centre. This initial sum covers the items identified in the building, mechanical & Electrical surveys.
South Norfolk House - Disposal	Debbie Lorimer	-	-	-		36	Estimated cost of marketing & advertising fees
IT - Server and PC Replacement Programme	Manny Gomes	225	-	225	67	225	This is to cover BAU replacement programme plus budget for completion of the M365 project. Infrastructure costs to be covered from C/F money from 21/22. Potential overspend with replacement of depot and swim school devices, C/F could be utilised
IT - Members IT refresh	Manny Gomes	46	-	46	2	46	Anticipate new devices at circa £1k each - dependant on outcome from Members IT project trial devices. Devices to be available for May 23 so may slip into new financial year depending on procurement timelines
IT - System Replacement Programme	Angela Schug	275	697	972	119	247	Dependent on timeline for revs and bens, planning, envt health & licencing etc. systems. Planning/Revs & Bens included as per original timeline
IT - Website / Digital	Mark Harris	-	-	-		-	-
IT – Connectivity - Horizon Centre	Angela Schug	220	-	220		-	-
IT - Remote Working Solution	Angela Schug	55	-	55		-	See para 3.32 below
Wheeled Bins Purchase	Steve Williams	165	-	165	78	105	-

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date(ACT) £000	Year End Forecast £000	Comment
Waste Vehicles - Replacement Programme	Steve Williams	1,184	-	1,184	846	1,185	-
Waste Depot	Steve Williams	3,500	-	3,500		-	Potential site found, land may be purchased 22/23, but likely all costs in future years
Opportunities Funding - Depot - Improved Facilities	Steve Williams	-	43	43	9	43	Fully utilised by 31/03/23
Opportunities Funding - Depot - Workshop	Steve Williams	-	34	34	6	34	Fully utilised by 31/03/23
Opportunities Funding - Temporary Accommodation	Richard Dunsire	-	100	100	6	54	-
Opportunities Funding - Leisure Centre Solar Panels	Rob Adams	-	438	438	7	438	Fully utilised by 31/03/23
Opportunities Funding - Leisure Centre Solar Panels - Car Ports	Rob Adams	-	288	288		288	Fully utilised by 31/03/23
TOTAL		**25,270**	**5,002**	**30,272**	**5,881**	**10,607**	

IT - Remote Working Solution

3.32. The delivery of a secure and reliable remote working solution to enable a truly agile workforce is scheduled in our Capital Programme for delivery in 23/24. **Cabinet is asked to recommend to Council that the capital budget of £165,000 is brought forward to 22/23** to accelerate the delivery of this remote working solution.

Replacement Refuse Vehicles

3.33. Each year the Council has an item in the capital programme to purchase replacement Refuse Vehicles. The approved budget for 22/23 is £1,184,000 and the provisional budget for 23/24 is £760,000. Standard practice is for officers to wait for each year's annual budget to be formally approved before placing orders. However, there is currently a very long lead in time for new refuse vehicles (currently 9-10 months) and thus this report requests **Cabinet to agree that officers can pre-order Refuse Vehicles from the 23/24 Capital budgets**.

Performance Dashboard Overview

RAG Rating	Totals
Green Indicator	**21 Measures are meeting the year end success criteria** • *Staff Satisfaction (Measure reference 3)* • *Staff absence levels - working days lost to short term sickness (Measure reference 4)* • *Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6)* • *Collection rate of Council Tax (Measure reference 7)* • *Collection of Business Rates (Measure reference 8)* • *Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15)* • *Number of members across the 4 SNC leisure centres membership sites (Wymondham, Diss, Framingham Earl and Long Stratton (Measure reference 16)* • *Number of residents supported to live independently (Measure reference 18)* • *Delivery of housing standards enforcement (Measure reference 19)* • *Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 20)* • *Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 21)* • *Number of affordable homes delivered (including help to buy) (Measure reference 22)* • *New homes to be developed by 2026 (Measure reference 22)* • *Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 24)* • *Percentage of planning decisions made within statutory timescales – householders (Measure reference 24)* • *Percentage of planning decisions made within statutory timescales – majors (Measure reference 24)* • *Tonnage by household of garden waste being recycled (Measure reference 28)* • *KGs of residual waste collected per household (Measure reference 29)* • *Number of verified missed bins for all waste per 100,000 collections (Measure reference 30)* • *Number of litter picks / clean up initiatives supported (Measure reference 31)* • *Number of confirmed incidents of fly tipping (Measure reference 32)*
Amber Indicator	**8 Measures are currently not meeting the year end target or have missed the target by a narrow margin. Light touch monitoring in place.** • *Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1)* • *Customer satisfaction (Measure reference 2)* • *Staff retention (Measure reference 5)*

	• *Percentage of vacant retail space in market towns (Measure reference 12)* • *External funding to support growth (Measure reference 14)* • *Financial Leisure recovery plan – bottom line cost to the Council for leisure services (Measure reference 17)* • *Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good) (Measure reference 25)* • *Percentage of household waste recycled (Measure reference 27)*
 Red Indicator	**0 Measure have not met the year end target by a significant amount.**
 Baseline	**0 Measures are currently being baselined to determine the target.**

3.34. As part of the Delivery Measure design, not all measures were given a specific 'target' to meet over each quarter. Where 'targets' have been provided, a Red, Amber or Green (RAG) status has been used. A RAG status signifies whether or not progress is on track. In deciding RAG ratings, data on current performance, tolerances and an assessment of progress is considered:

- Green RAG rating – indicates that the delivery measure is on track to meet the year end success criteria and no action is needed.
- Amber RAG rating – indicates that the delivery measure is currently not meeting the year end target or has missed the target by a narrow margin. Light touch monitoring in place.
- Red RAG rating – indicates that the delivery measure is not on track to meet the year end target by a significant amount. Close monitoring in place.

Performance Highlights and Areas for Improvement

3.35. The following section of the report provides an overview of the key performance highlights and areas for improvement for the Council.

3.36. **Cost of Living** - The cost of living has been increasing across the UK since early 2021. Key areas of high inflation are currently Food, Energy, and Transport, with Housing set to rise. Inevitably, this will have an ongoing impact on our residents and businesses, alongside service delivery for the Council and potentially longer-term impact on our performance. The Council is currently working hard internally and with partners to do what we can to alleviate the impacts of the crisis, especially within the areas most impacted by inflation. A report on the Cost of Living Crisis has been provided to Cabinet alongside this performance report, which outlines the impact and work we are doing in more detail. We will continue to monitor the impact on Council performance in the coming quarters.

Growing the Economy

3.37. Collection of Business Rates (Measure reference 8)

Collections rates are above where we were this time last year. The team are dealing with a large proportion of ratepayers who are struggling with payment. They are offering assistance by signposting to Economic Development colleagues and spreading payment over the course of the year.

3.38. External funding to support growth (Measure reference 14)

Although a number of funding proposals have been submitted including Investment Zones and Shared Prosperity Fund, no additional external funding has been secured by the Council for delivering sustainable economic growth during this quarter. South Norfolk is expected to receive £190,593 for projects delivered in 2022/23 from the Shared Prosperity Fund to support local businesses and communities this year.

Supporting Individuals and Empowering Communities

3.39. Financial Leisure Recovery Plan – bottom line cost to Council for leisure services (Measure reference 17)

The leisure service is currently £33K behind budget at the end of Q2, but the second quarter is traditionally the quietest period for leisure. Income for Q2 is on budget at £1,393,000, however, expenditure is £33K over budget at £1,864,000, due to a range of factors, particularly increased utility costs. Utility costs for the year are estimated to be c.£150K higher than originally budgeted.

3.40. Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15)

The target for this measure was exceeded in Q2 at 2,987 for the year so far. This is partly down to a combination of expansion of frontline services, such as Community Connectors and the delivery of a second round of Household Support Fund. However, we are also seeing an increase in demand for community based and non-statutory support provision linked to the cost-of-living increase

Protecting and improving the natural and built environment, whilst maximising quality of life

3.41. Number of affordable homes delivered (including Help to Buy) (Measure reference 22)

We have seen good delivery of new build affordable housing delivery during Q2 within South Norfolk (50 completions by Housing Associations). In fact, the levels of delivery since April this year have exceeded those seen in recent years and are comparable to those seen pre-pandemic. In total we have had 110 new build affordable dwellings completed / handed over to Housing Associations since April this year. This renewed energy amongst house builders has been seen on sites all across the district. We have seen completions at Cringleford (on two sites), Hethersett, Wymondham and Swardeston.

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

189 incidents of fly tipping were recorded in Q2, which was similar to the comparative period in 2021-22. However, at this half year point the total number of incidents is 18% lower than it was 12 months ago largely due to a low recorded incident number in Q1. This bodes well for the achievement of the annual target nevertheless and may indicate that more people are listening to enforcement messages and disposing of wastes responsibly.

Moving with the times, working smartly and collaboratively

3.43. Customer satisfaction (Measure reference 2)

This measure monitors our overall customer satisfaction rating across our services to better understand the customers' experience and the impact of services changes on the customer. Customer Satisfaction is a key metric in our First-Class Customer Service programme of work. Service areas are provided with monthly survey updates including trends on satisfaction and dissatisfaction for continual improvement. Performance at Q2 was 53.1% (bringing the average for the year to 53.25%), just below our target of 55% giving it an amber rating with the quality of information provided and being kept informed being among the main reasons customers cited dissatisfaction.

Work is underway in service areas to review the way we deliver services to our customers and begin to build an optimal operating model in line with the introduction of digital tools to deliver our First-Class Customer Service transformation programme.

3.44. Collection rate of Council Tax (measure reference 7)

Collection rates are holding up, well and are in line with the target. The team are dealing with more calls and enquiries from people who are struggling with bills as a result of the cost of living crisis. This means the length of time spent on calls can be longer and staff are having to sign post residents for debt advice and benefit assistance.

Strategic Risk Dashboard

3.45. During Q2 22/23, CMLT have reviewed and updated the Strategic Risk Register to ensure we are managing the risks effectively and that we are taking the right action to prevent the risk from escalating and ultimately reduce the risk where possible. As part of reviewing the register, CMLT take into consideration:

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

3.46. Since last coming to Cabinet in Q4 21/22, three new strategic risks have been identified and added to the Risk Register in Q1 22/23.These are:

- SNC SI14 – risk of insufficient private and social housing stock to meet growing demand on the Council and Temporary Accommodation

- SNC P2 – inability to fund Gypsy and Traveller sites to meet the need and enable the Greater Norwich Local Plan to be found sound
- SNC SI15 – impacts on demand for council services as a result of the cost of living crisis

3.47. Two strategic risks have been removed or de-escalated from the risk register since the last committee meeting. These are:

- SNC A1 – risk of failure of our ICT Infrastructure. Risk closed due to mitigating actions having been completed.
- SNC SI1 – risk of the council being unable to respond effectively to further waves of the Covid-19 Pandemic. Risk de-escalated from the Strategic Risk Register as the risk is within our appetite. Risk continues to be monitored at an operational level.

3.48. The below heatmap provides an overview of the current risk register with the risks which are being managed at a strategic level. A full version of the Strategic Risk Register can be found in appendix 1, alongside a summary of the key changes to the risks since the last committee meeting.

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Significant	Severe
5	Expected				SNCP1 – Nutrients Neutrality Impacts (no change)	
4	Highly Likely				SNCGE1 – Leisure Memberships (no change) SNCM11 – One Team Capacity and Capability (no change)	
3	Likely			SNCM9 – Collaborative Working (no change) SNCGE3 – Regulatory Functions (no change)	SNCM6 – Reform and Devolution (no change) SNCSI2 – Energy costs and disruption (reduced from 4x4 risk score) <New> SNCSI14 – Cost of Living Crisis	SNCM12 – Cyber Attack (no change) SNCSI3 – Ukrainian Refugee Safeguarding (no change) <New> SNCSI4 – housing demand <New> SNCP2 Gypsy/Traveller site identification
2	Not Likely					SNCM1 – Financial (no change)
1	Rare					

4. Proposed action

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

5. Other options

5.1. None applicable to this report.

6. Issues and risks

6.1. **Resource Implications** – the finance section of this report provides an overview of the finance resource implications for this quarter.

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

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

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

6.5. **Crime and Disorder** – no implications.

6.6. **Risks** – Operational risks to the delivery of our Delivery Plan are managed within directorates. Strategic risks are managed through our strategic risk register which is an appendix to this report.

7. Conclusion

7.1. The report has provided an overview of the position of the Council for performance and finance for Quarter 2 2022/23.

8. Recommendations

1. Note the revenue and capital position for Quarter 2 (variance details in Appendix 1)
2. Note the 2022/23 performance for Quarter 2 (detail in Appendix 2)
3. Note the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 3).
4. Note the mid-year update of the 2022/24 Delivery Plan (detail in appendix 4)
5. Agree that officers can pre-order Refuse Vehicles from the 23/24 Capital budgets, due to the current long lead in times.
6. Recommend to Council that the 23/24 Remote working Capital Budget of £165,000 is brought forward to 22/23.

Appendix 1

Chief of Staff	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Executive Team	464	464	233	464	0	
Chief of Staff	49	49	26	49	0	
Governance	1,078	1,078	481	1,078	0	The current legal spend is currently on track, however the costs have seen a 20% increase since September. We will continue to monitor this closely over the coming months.
Electoral Services	55	55	57	55	0	
Marketing & Comms	486	486	202	486	0	Increased inflationary cost of producing magazines offset by efficiencies in other areas.
Internal Audit	55	55	-136	55	0	
Human Resources	922	922	449	922	0	Training spend to date is low and the HR team are reviewing the training needs analysis to reprofile this budget and ensure the service areas utilise their budget.
	3,107	3,107	1,311	3,107	0	

Finance	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Corporate Costs	2,272	2,246	749	2,246	0	There is cost pressure on external audit fees, but this is being challenged
Finance & Procurement	528	528	297	528	0	
Council Tax	384	384	290	362	22	Savings from salary vacancies.
NNDR	-68	-68	-2	-68	0	
	3,115	3,089	1,333	3,067	22	

Transformation and ICT / Digital	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
IT & Digital	1,791	1,791	828	1,686	105	Agency spend high due to recruitment difficulties £48k. Offset by saving on software, licenses and equipment £150k.
Transformation & Strategy	285	285	119	286	-1	
Customer Services	54	80	48	85	-5	Costs associated with The Octagon and an increase in out of hours contract cost
Facilities	514	514	380	611	-97	Extra costs associated with move to the Horizon Centre. However, if the move did not occur there would be a significant overspend on South Norfolk House due to inflationary pressures.
	2,644	2,670	1,375	2,668	2	

Economic Growth	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Economic Growth	703	703	403	608	95	Revenue savings from limiting use of consultancy budgets and capitalising costs where possible. A contribution to the Cambridge/Norwich Tech Corridor partnership will not be required for 22/23.
Property	-425	-425	-83	-371	-54	Ella May Barnes building costs or profits to be shared between partnerships. A small reduction in rental income is expected to be offset by rates savings. Discussions with potential tenants are ongoing
Car Parking and Public Conveniences	-188	-188	-28	-113	-74	Lower car park and permit income from reduced usage (post-Covid) is partially offset by higher EVCP income. However, higher electricity costs for EVCPs is expected and we are looking at options for ensuring cost recovery
Community Assets	371	371	-214	336	35	£271k of income received for use at Queen's Hills. Only £23k spent to date so significant balance will need to be carried forward. Total expenditure on community assets expected to be £336k with variance on budget of £371k as a result of lower spend on consultants and equipment costs.
	462	462	78	460	2	

Regulatory	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Community & Environmental Protection	539	539	295	552	-13	The dog warden contract was renewed in October. Costs will increase by approximately £5k for 22/23. Agency staff costs likely to be offset by salary savings.
Food Safety & Licensing	128	128	-41	126	2	
	667	667	253	678	-11	

Planning	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Planning	393	393	-148	390	3	+£44k Estimated pay savings due to vacancies -£50k CIL income is currently expected to be down by £50k (£278k compared to budget of £328k). +£4k of additional Street Naming/House Numbering income +£5k of additional Pre-app income is expected to be received. The possible reduction to income caused by nutrient neutrality has not yet been fully established and is being investigated by the Development Manager.
CNC	-333	-333	-1,108	-333	0	
Business Support	226	226	14	226	0	Any reduction in Land Charges income will be covered by utilising HM Land Registry transition payments.
	286	286	-1,243	283	3	

Individuals & Families	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Communities & Help Hub	660	660	-169	660	0	Income has been received in advance of expenditure being incurred. However, we expect to have spent the full budget by the year end.
Housing Standards & Independent Living	428	428	213	428	0	
Housing Benefit Payments	-239	-239	134	-239	0	
Benefits & Housing	463	463	2	651	-188	The cost of living crisis continues to cause concern. -£302k forecast overspend on Temporary accommodation of +£145k offset by additional income from TA benefits and Gov grants of £145K -£30k Additional staff are required to meet the ongoing demand.
	1,311	1,311	180	1,499	-188	

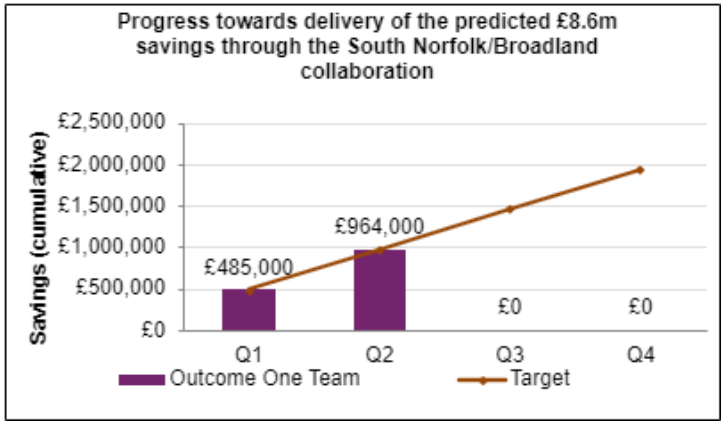
Community Services	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-Act) £'000	Explanation of significant variances
Waste	2,580	2,580	1,047	2,692	-112	-£162k Significant increase in the cost of fuel. +£20k Increased Trade waste income. +£30k Saving on fleet maintenance costs.
Recyclable Waste	-665	-665	-1,177	-755	90	-£30k A 42% increase in the cost of disposal of Green waste, is expected to lead to a cost pressure c£ 30K this year (Full year effect £57k). But reduced tonnage has mitigated this cost. -£90k This could also be added to by the effects of the dry summer, and a considerable reduction in tonnage of garden waste, and therefore income from recycling credits. This could be at least 10% of recycling credits due. +£80k Additional Garden bins provided. +£130k Saving on MRF gate fees expected to reduce disposal costs.
Street Scene	399	399	236	430	-31	Additional fuel costs.
Grounds Maintenance	70	70	134	77	-7	Additional fuel costs.
	2,384	2,384	240	2,444	-60	

Appendix 2

South Norfolk Council – Delivery Measure Performance for Quarter 2 2022/23

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

Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1)



COMMENTS

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

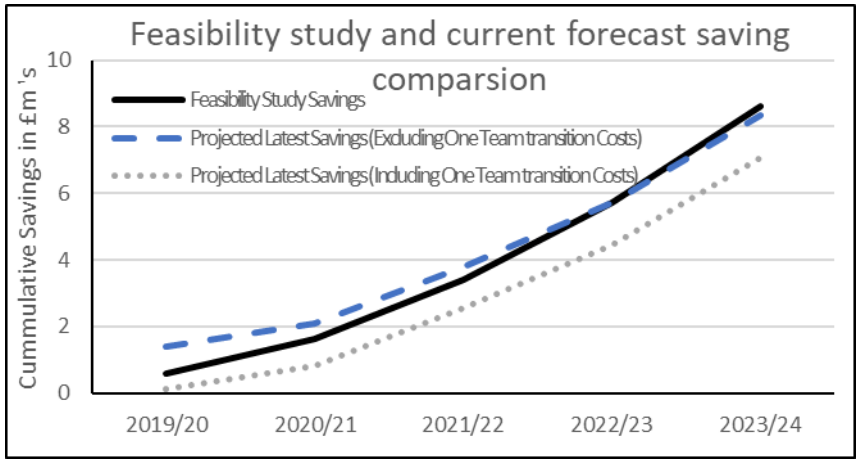
The current five-year saving forecast for the collaboration is £8.336m, this saving is split 45/55 (BDC/SNC).

The figure net of one officer team transitional costs is £7.071m - One Team transitional costs were charged to the relevant Council. Some of the One Joint Officer Team savings have been delayed, due to the impact of the Covid-19 pandemic. However, we are still on track to deliver annual savings of over £2.6m a year by year 5.

RISKS

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

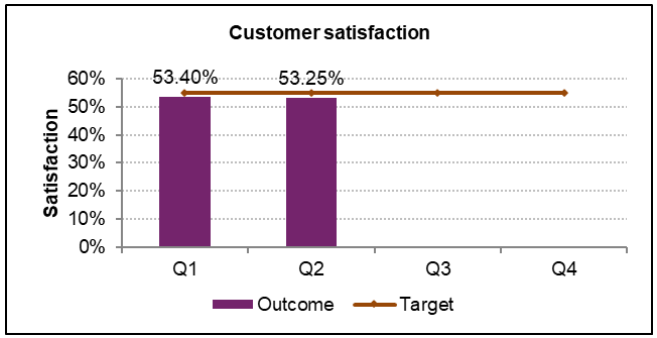
CONTEXT



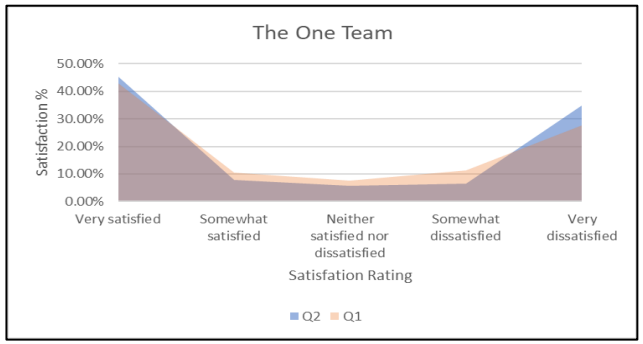
The table below shows the cumulative breakdown of the savings forecast by area.

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Senior Management	271	1,088	1,605	2,121	2,638
One Joint Officer Team	884	2,454	3,579	4,818	6,755
Contracts/Procurement	0	0	80	240	405
ICT Infrastructure Costs	0	-1,394	-1,394	-1,394	-1,394
Transition Costs	-69	-69	-69	-69	-69
	1,385	**2,079**	**2,079**	**5,717**	**8,336**
One Team Transition Costs	-1,265	-1,265	-1,265	-1,265	-1,265
	120	**814**	**2,537**	**4,452**	**7,071**

Customer satisfaction survey (%) (Measure reference 2)



Year End Success Target: 55%



COMMENTS

This measure monitors our overall customer satisfaction rating across our services to better understand the customers' experience and the impact of service changes on the customer. Service areas are provided with monthly survey updates including trends on satisfaction and dissatisfaction for continual improvement. Performance at Q2 was 53.1%, just below our target of 55% giving it an amber rating further improvement is needed. The overall One Team satisfaction profile for Q2 has seen marginal change when compared to Q1. Q2 shows an increase of 2.3% of respondents that are very satisfied and a small increase of 7.2% of very dissatisfied respondents. We've also seen a slight reduction in the middle (neutral) satisfaction ratings when compared to Q1.

Analysis in Q2 shows that the areas of dissatisfaction are in relation to the following:

- Service received/ quality of information given 33.9% (61 responses) very dissatisfied, the services areas who received the largest volume of the dissatisfied responses were:
  - Waste and Recycling (24)
  - Council Tax (13)
- Being kept informed 31% (48 responses) very dissatisfied the services areas who received the largest volume of the responses were:
  - Waste and Recycling (18)
  - Council Tax (10)
- On time delivery/ resolution 31% (48 responses) very dissatisfied the services areas who received the largest volume of the responses were:
  - Waste and Recycling (18)
  - Council Tax (11)

Phones

Overall abandonment rate: The phone abandonment rate across all lines at the end of Q2 was 8% this is an improvement on the previous quarter. Service areas continue to work on improvements to phone configuration for example, within our Council Tax team where we are currently working on understanding demand by analysing the call types received to understand how better to manage call volumes.

Contact centre abandonment rate: Contact centres continue to perform well with the total average abandonment rate at 6% this is lowest it has ever been and is green rated based on the 'industry standards' abandonment rating.

Actions planned:

Digital services: Service areas to continue to work to make further improvements to their digital services to provide customers with an improved digital channel so that they can effectively self-serve where they choose to do so. {March 2023}

Customer Satisfaction: The customer satisfaction survey has now been implemented across our contact centre lines. This data will be analysed and provided alongside the online satisfaction data in Q3. The Customer Experience and Insight Lead to work directly with service areas to help to improve their satisfaction ratings. {Q3}

RISKS

The volume of survey responses will not provide a representative indication of all our customer's satisfaction. The survey data only reflects the online website whilst we continue to develop the satisfaction approach.

Staff satisfaction (Measure reference 3)

Year End Success Target: Continual Improvement

COMMENTS

The annual measure is aimed at looking at the progress towards our ambition to be an employer of choice. The staff survey in June 2022 resulted in a 66% completion rate across the organisation, with a 67% total engagement score, based on average scores over the 40 questions asked.

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

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

67% indicates a good level of engagement across the workforce and we will continue to ensure these levels are not only maintained but increase.

In response to the annual survey, action plans are being developed by Assistant Directors and CMLT, enabling us to take a “you said, we did” approach. Areas to focus on for improvement are: retention of staff, building resilience to manage workloads and developing senior managers.

The employee engagement model is around continuous feedback from employees, this survey is the annual survey and provides a starting point for this measure. In addition, the annual survey pulse surveys are being developed to focus on ley areas such as; wellbeing, office move and culture.

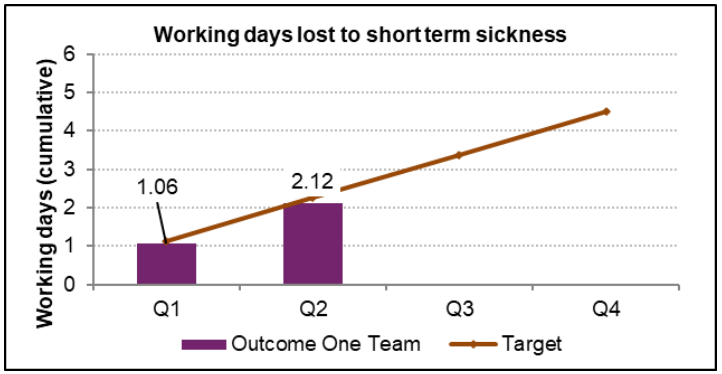
RISKS

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

CONTEXT

In 2020 the response to the staff survey had a lower than 60% response rate, therefore it is encouraging to see response rates improved and staff are actively engaging with us as an employer.

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



Year End Success Target: 4.5 days

COMMENTS

For Q2, staff short term absence rates sit at 1.06 working days lost per FTE, with a cumulative number of 2.12 working days lost to the end of Q2. This falls below the One Team target of 2.26 days lost per FTE at the end of Q2 which gives a green status.

In comparison, long term sickness figures sit slightly lower at 1.05 working days lost per FTE for Q2, with a cumulative total of 2.21 at the end of Q2.

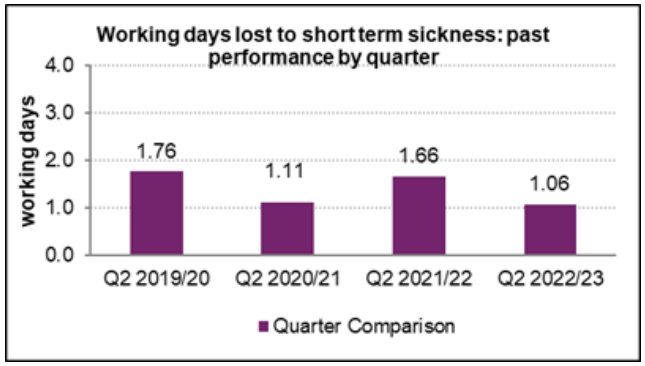
Work is currently underway to provide benchmark data on sickness, both with those in our local government family and those of our neighbour councils.

RISKS

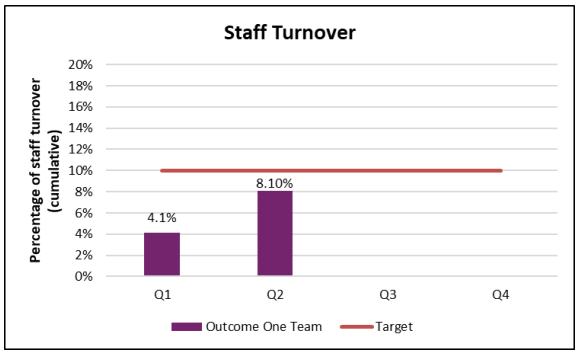
The main risk with sickness is repeated or sustained absences which puts pressure on teams already working at capacity, which in turn can impact on service delivery and in turn customer satisfaction. This is mitigated through careful management of both short term and long-term sickness along with a more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

CONTEXT

The graph to the right shows past performance for staff absence levels for Q2. Rates are similar to that of 20/21 but lower than that of 21/22.



Staff retention (Measure reference 5)



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

COMMENTS

The graph to the left shows staff retention in the form of turnover. The quarterly turnover figure is 4.1% for Quarter 1, and 4% for Quarter 2, meaning a cumulative total to date of 8.1% turnover to date this financial year (resulting in a 92% retention rate for the first half of the year).
Projected to the end of the year, if this trend continues, this would be a total of 16.26% turnover. This has resulted in an Amber RAG rating as projections show that we may go beyond our year end target.

Exit interview data continues to be analysed on a quarterly basis. An extensive review will be undertaken of exit interviews to improve the amount and quality of the data to enable trends to be identified and remedial action taken to support the improvement retention rates.

Work is currently underway to benchmark against our local government family and our local council neighbours. This will provide us with information and data that we can further compare against. This measure now enables us to gather and compare richer data.

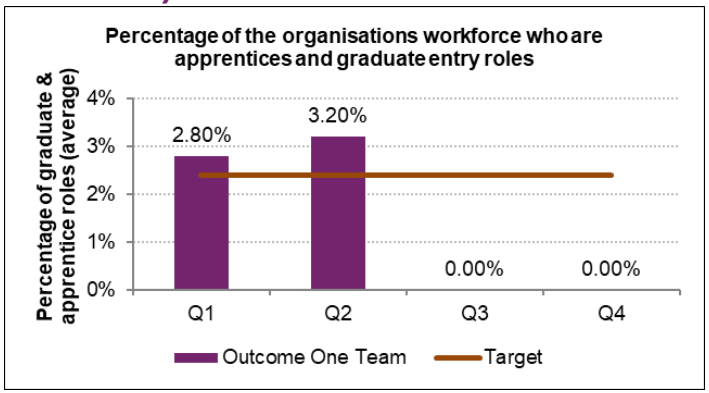
RISKS

There could be reduced service capabilities due to a reduction in staffing levels and/or difficulties in filling vacancies due to increased competition nationally as a result of the agile approach to working being offered by more employers. To mitigate this risk, a more strategic approach to the placement of adverts is being undertaken, which is seeing positive results already. In addition, an improved corporate approach to induction has been rolled out with the focus now being on ensuring this is well delivered at a local level. Proactive transformation will enable more efficient working across service levels, enabling staff to focus on outcomes and service delivery in a more effective way.

CONTEXT

Early review of benchmarking data indicates that this measure is comparable across other councils and our local government family, however further review of this data will need to take place to allow us to focus our efforts on retaining staff and also ensuring a healthy turnover.

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



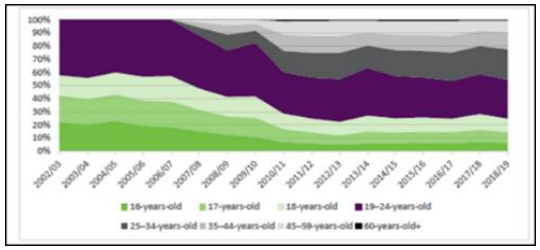
Year End Success Target: 18 new apprentices (2.4% of the workforce)

COMMENTS

For Q2, the percentage of the Organisations workforce in apprenticeships or graduate roles sits at 3.2% of the organisation headcount, or 23 apprentices and 2 graduates. This figure is 0.80% above the target, resulting in green RAG status. This is encouraging as it is a result of a conscious effort by the organisation to grow our own and recruit to more of these posts. Although the apprenticeship levy has already been allocated service areas are looking at bringing apprentice posts in instead of posts forming part of the establishment, in order to ensure the skill levels in the team continue to develop, and there is an established succession plan for roles within teams. The organisation has introduced three different levels of apprentices; the more traditional entry level apprentice roles, undergraduate apprentices who study for their degree while working, for example in Environmental Heath and post graduate apprentices studying for relevant qualifications, for example in Development Management. The organisation also has many successes in recruiting apprentices at all ages and of particular note is the excellent response to the staff survey by apprentices; they were the most engaged and satisfied group after Directors. Of note was the positive feedback on the ongoing support they receive from their line manager and HR. Unfortunately, we were unsuccessful in recruiting graduates via the National Graduate Development Programme this year, which is disappointing as we have had many very able members of staff through this programme. This was due in part with difficulties with the programme and so we are now considering recruiting our own graduates.

RISKS

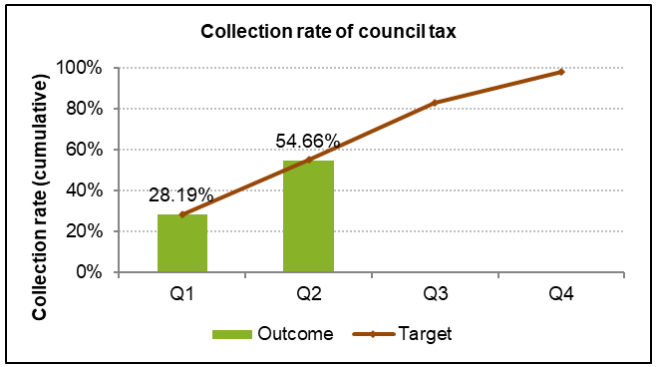
Agile working can result in less face to face and development time for the individual. A low frequency of training providers in the local area available for apprentices has made it more difficult to source suitable courses for apprentices. The risk being low levels of candidates available to take up apprenticeships with the Councils, impacts on workforce planning with less continuity or individuals with skills to work in professional roles.



CONTEXT

The Councils were in line with other businesses with regard to apprentice and graduates starting and the LGA targets for public sector. The Councils apprenticeship strategy and recruitment activity has increased in order to fulfil our aims and quoter for apprentices. Hence, the sharp increase in total numbers of apprentices and graduates seen in the figures provided.

Collection rate of Council Tax (Measure reference 7)



Year End Success Target: 98%

COMMENTS

Collection rates are holding up well and are in line with the target.

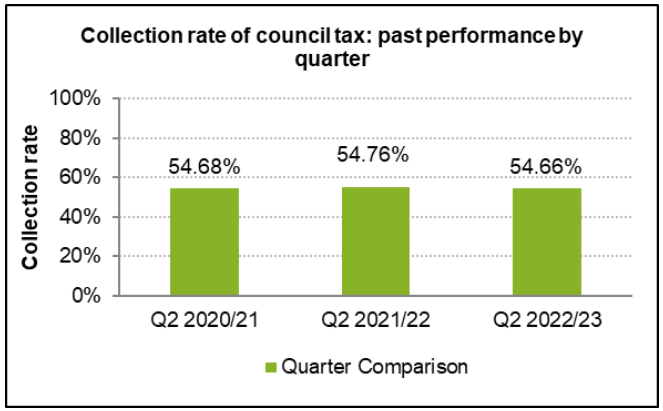
The team are dealing with more calls and enquiries from people who are struggling with bills as a result of the cost of living crisis. This means the length of time spent on calls can be longer and staff are having to sign post residents for debt advice and benefit assistance.

The team have also been heavily involved in supporting the Energy rebate team.

Monthly courts are being held to deal with those that do not engage or pay and this will continue throughout the year.

RISKS

That the collection rate could be affected by the cost-of-living crisis and economic downturn

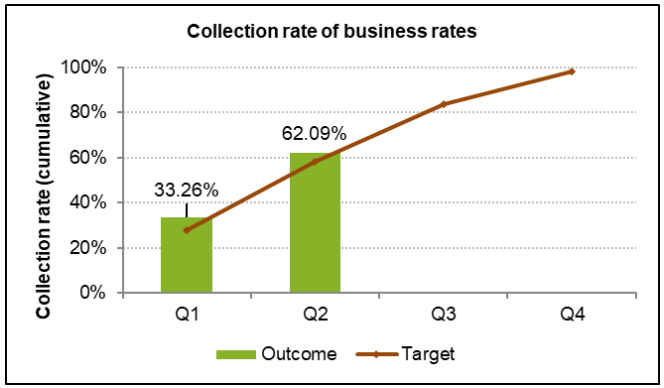


CONTEXT

Our collection rates remain amongst the best in the country. In 2021 the overall collection rate of England was 95.7% and district authorities was 96.9%.

Performance for Q2 22/23 is slightly below the same Quarter in 21/22 as can be seen in the graph on the left.

Collection of Business Rates (Measure reference 8)



Year End Success Target: 98%

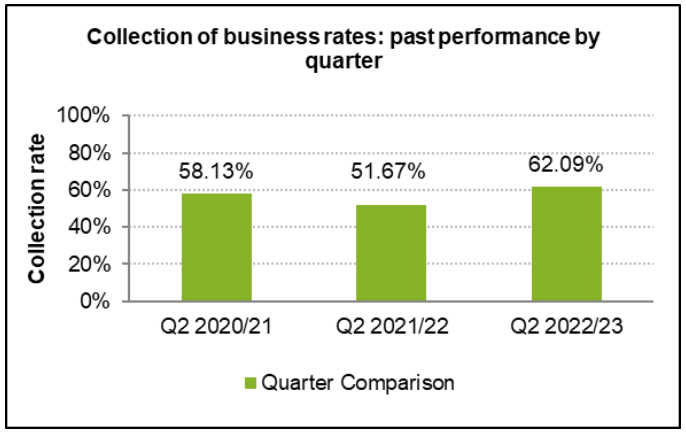
COMMENTS

Collection rates are holding up well and are in line with the target.

The team are dealing with a proportion of queries from ratepayers who are struggling with payment. They are offering assistance by signposting to Economic Development colleagues and spreading payments over the course of the year.

RISKS

There are risks that the collection rate could be adversely affected by the economic downturn

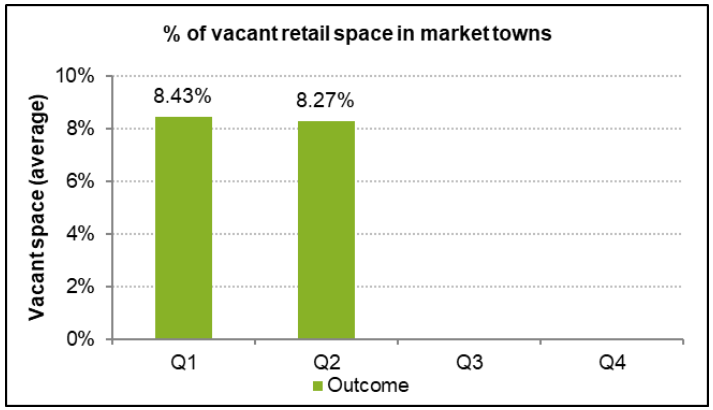


CONTEXT

Our collection rates remain amongst the best in the country. In 2021 England collection rate overall was 93% and district authority's 95%.

Performance for Q2 22/23 is above the same Quarter in 21/22 as can be seen in the graph on the left.

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



Year End Success Target: Less than 8% vacancy

COMMENTS

It is welcome to see that the occupancy level of retail units in the market towns held up well across Q2.

There was a reduction in the vacancy rate of 0.32% on the previous quarter end. Overall retail unit vacancy rate across the 3 market towns of Diss, Harleston and Wymondham stood at 8.1% at the end of Q2.

Across Q2 the net movement is that there is one less vacant retail unit overall

- Numbers of vacant units in Diss and Wymondham are currently above pre-pandemic levels, but in Harleston they are currently the same as pre-pandemic.
- The net shift during Q2 for each of these market towns is that there was one more empty unit in Wymondham, two less in Harleston, and no change in Diss.

RISKS

The true economic impact of the Covid pandemic and cost of living pressures may not yet be fully presenting itself in terms of vacant units. Retail rate discounts are in place and will continue until at least March 2023. Restrictions on retail and hospitality businesses have been fully removed but behaviour patterns of consumers formed during the pandemic may not return to their pre-pandemic levels.

To help support businesses we provide free advice to entrepreneurs considering starting up in business. We are also boosting the marketing of empty properties by featuring properties in our fortnightly newsletter to businesses. This has recently included a freehold high street shop in Diss.

CONTEXT

The calculations of vacant retail space are based on snapshots of the Business Rates database at each quarter end date. There may sometimes be a slight delay in retail units closing or being reoccupied and information being provided to, and records updated by the Business Rates team.

External funding to support growth (Measure reference 14)

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

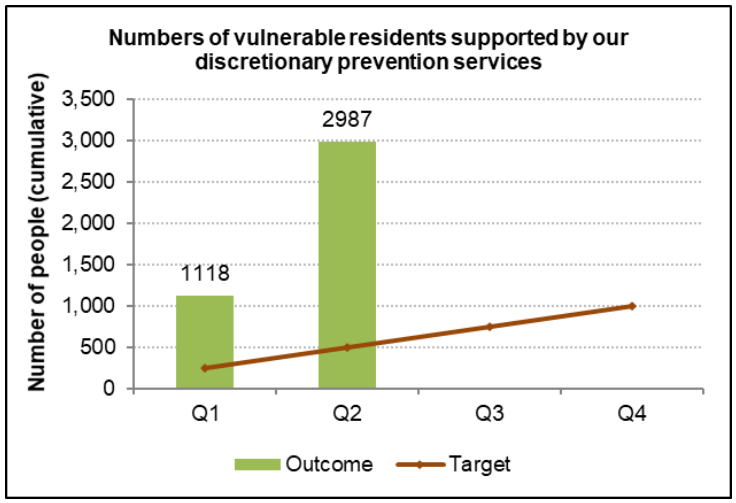
COMMENTS

South Norfolk Council will be receiving £190,593 for projects delivered in 2022/23 from the UK Shared Prosperity Fund to support local businesses and communities. The funding will be used to support growth and build resilient, safe and healthy neighbourhoods across the district. The total funding to be received over the three-year period to March 2025 will be £1,570,485. Further capital funding to support the development of rural businesses and community is expected for 2023/24 with negotiations on potential projects currently underway.

RISKS

The current economic climate relating to securing additional public may impact on the delivery of the overall external funding target

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



Year End Success Target: 2,000

COMMENTS

The target has been exceeded in Q2 at 2,987 for the year so far. This is partly down to a combination of expansion of frontline services, such as Community Connectors and the delivery of a second round of Household Support Fund.

However, we are also seeing an increase in demand for community based and non-statutory support provision linked to the cost-of-living increase. The Council is working as part of the health and wellbeing partnerships to further develop our partnership approach and maximise the collaboration with health colleagues.

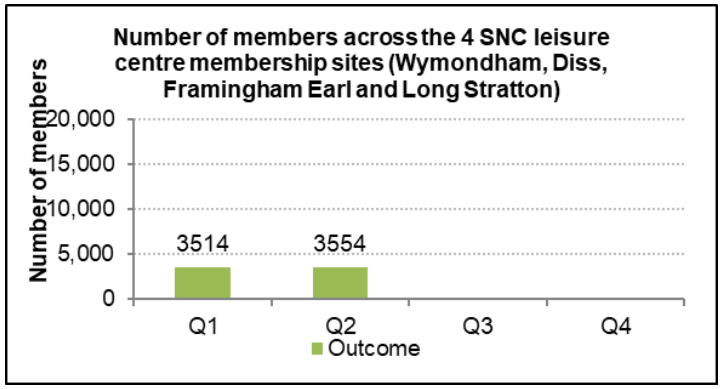
RISKS

Increased customer demand outstripping supply in end-point services: the Help Hub may take a greater number of referrals but the specialist services that cases are referred into may not have the capacity to support customers. Work has been undertaken to strengthen our internal specialist services and we are working with partners across the sector.

CONTEXT

An increased number of individuals and families are struggling with rising living costs which has been well documented. The Council has been developing workstreams in quarter two around supporting residents who are affected by cost-of-living ready to roll out in quarter three.

Number of members across the 4 SNC leisure centres membership sites (Wymondham, Diss, Framlingham Earl and Long Stratton) (Measure reference 16)



Year End Success Target: 3,481 live members

COMMENTS

Total fitness membership across all centres currently stands at 3,554. This is 88% of the pre-Covid level of 4,048. This has increased from 2,211 in April 2021. Total fitness direct debits currently sit at 3,206. **Year 2 DD recovery scenario targets by end March 2023**:

- Scenario 1- 2,707
- Scenario 2- 3,229
- Scenario 3- 3,751 (100% of pre-COVID)

Leisure centres are estimated to have added a social value to the wider community of at least £3,142,627 during the last 12 months (according to Sport England's Moving Communities data). Total footfall for the 6 months April-Sept 2022 is 378,881, which is 96,225 higher than the same period last year. Marketing work with support from TA6 is ongoing, with the overall aim to improve South Norfolk Leisure's brand identity and grow digital reach, in order to help drive recruitment initiatives. The work with TA6 to date has meant our digital reach has been over 600,000 people and engagement on social media platforms has increased by over 100% (January to date). There is a current focus on improving our retention of members. To aid that, staff training (sales and customer experience) has taken place, and this received great feedback. To gather more insight on customer satisfaction and the areas of strength and weakness, work on the implementation of a customer survey and mystery shopper report is currently being developed.

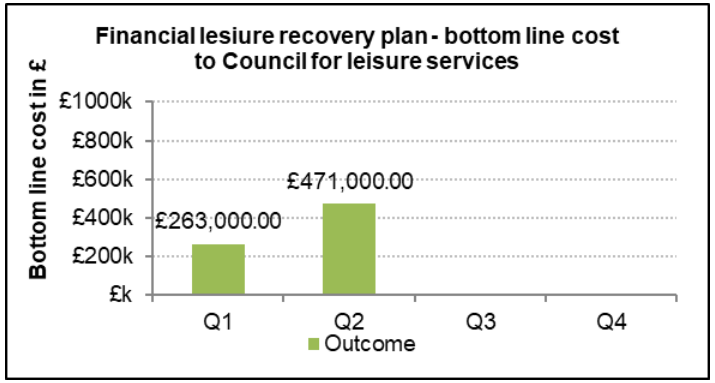
RISKS

- Cost of living crisis leading to a loss of members
- Energy cost increases - particularly in relation to swimming pool costs – installation of solar panels will help to offset some of these costs from April 2023
- Competition from budget gyms, which have a very different delivery model
- Future pricing strategy

CONTEXT

Membership numbers remain positive, although these have plateaued over the last few months. However, this is typical during the summer months, and we are expecting to see growth again now we are heading into the busier winter period. The cost-of-living crisis remains a challenge for leisure spend. With that in mind, considering future pricing strategies, against the backdrop of substantial rising operational costs will be a difficult balance. Ensuring members perceive they are receiving value for money and adding additional benefits to their membership package is more important than ever. The work around customer insight and satisfaction will help to inform decisions going forward.

Financial leisure recovery plan – bottom line cost to Council for leisure services (Measure reference 17)



Year End Success Target: £946,390

COMMENTS

The leisure service is currently £33K behind budget at the end of Q2, but the second quarter is traditionally the quietest period for leisure.

The budget to end of September 2022 was for a net bottom line cost of £438K and the year-to-date figure at the end of Q2, shows a net bottom line cost to the Council of £471K.

Income for Q2 is on budget at £1,393,000, however, expenditure is £33K over budget at £1,864,000, due to a range of factors, particularly increased utility costs.

Utility costs for the year are estimated to be c.£150K higher than originally budgeted.

RISKS

- Cost of living impact, resulting in a reduction on leisure spend
- Energy cost increases - particularly in relation to swimming pool costs
- Potential plateau of membership numbers

CONTEXT

Agreed COVID recovery scenarios:

- Scenario one (worst case) – would take the service back to pre-COVID position by April 2024 net cost to the Council of £550K and cost neutral by end of March 2025.
- Scenario two (stretched target) – would take the service to cost neutrality by April 2024.
- Scenario three – (best case / maximum membership) – would make the service profitable by April 2024

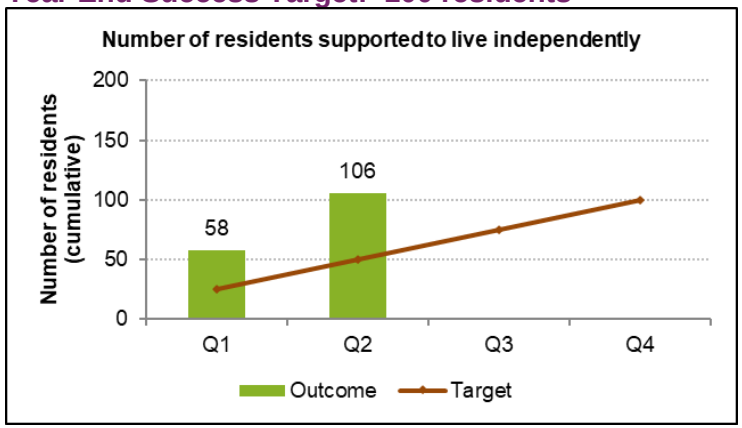
The 2021/22 end of year financial position for the leisure service, was a total bottom-line cost to the Council of £1,049,147

The agreed maximum annual subsidy for each recovery scenario in year two is:

- Scenario one - £946,390 (in line with budget)
- Scenario two - £599,972
- Scenario three - £198,012

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

Year End Success Target: 100 residents



COMMENTS

The team are working with other district councils and county council to explore ways to improve our independent living offer. The aim is to identify and divert residents away from adaptions where possible into more activity-based interventions.

During Q2 2022/23, 42 Disabled Facility Grants (DFGs), 6 additional grants and 4 dementia grants have been completed. This totals 48 homes in the South Norfolk area supported.

These figures compare to 29 DFGs, 10 additional grants and 4 dementia grants in Q2 of 2021/22.

By the end of September, £597,004 of the Better Care Fund allocation had been spent, out of £1,035,425. Our committed budget from 21/22 of £194k was also brought forward into this year, with a current amount of £621k of committed funds.

RISKS

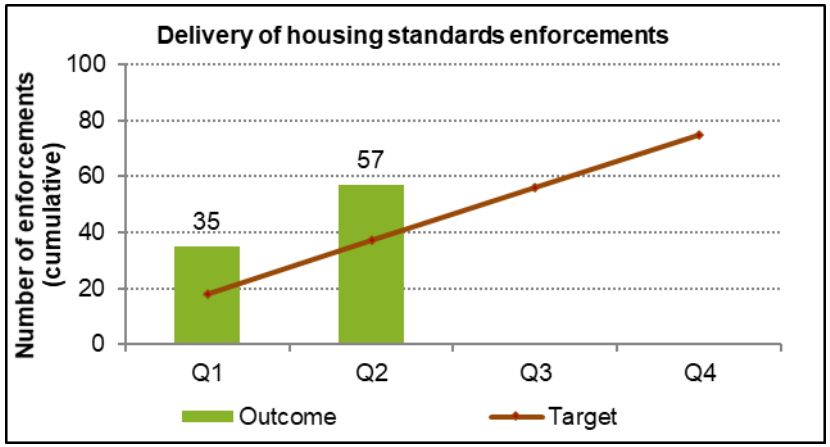
Most of the work undertaken by the Housing Standards team relates to residents who may be clinically or extremely vulnerable. We continue to use PPE and social distancing where it is appropriate, as some residents remain understandably apprehensive allowing people into their homes. Recently our work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

CONTEXT

One of our key responsibilities is to support residents to remain safely in their own homes, which helps to reduce pressure on other services, as well as enabling residents to remain independent and confident in their own homes. We can support residents in a variety of ways, with our key focus being on Disabled Facility Grants (DFGs) that enable us to physically adapt properties to meet the needs to the individual. Additionally, the Council's handyperson scheme offers small household repairs and minor adaptations.

Our yearly target enables us to judge how many people we can support, by assessing trends in cost, complexity, delivery levels and resources

Delivery of housing standards enforcement (Measure reference 19)



Year End Success Target: 75 enforcements

COMMENTS

In this quarter, 22 disrepair complaints have been resolved and there have been no occurrences of unauthorised encampments in the district.

This compares to 27 disrepair cases and 0 reports of unauthorised encampments in Q2 of 2021/22.

The team continue to work closely with business and partners to identify abuse. A recent case in South Norfolk saw several migrant workers sleeping in unsatisfactory accommodation. The team worked with the migrants and business owner to ensure standards were met and workers were safe and could continue to be economically active.

RISKS

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

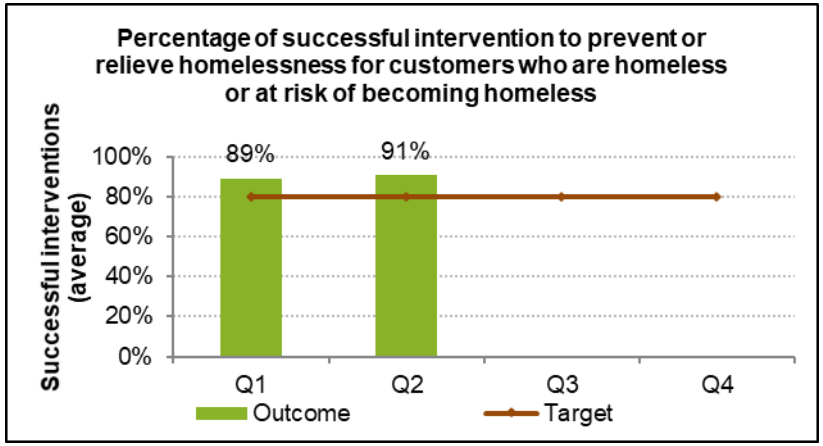
CONTEXT

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

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

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

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



Year End Success Target: 80% successful interventions

COMMENTS

The team continue to perform despite challenges with cost-of-living, which is putting more pressure on our temporary accommodation as we see more residents present as homeless. The Council now has 46 individuals in temporary accommodation which is above average for this time of year as we would normally expect around 30. The main drivers for this remain Domestic Abuse which accounts for 37% of all presentations (national average 17%) and failure in private rental properties as landlords leave the market.

It is likely that we will continue to see an increase in demand for temporary accommodation, which is likely to be maintained for several years and could rise to over 100. This will put significant increase on the budget for the Council and therefore an options report has been prepared for Cabinet in December to mitigate the increase in costs to the Council, and ensure we continue to support our most vulnerable residents.

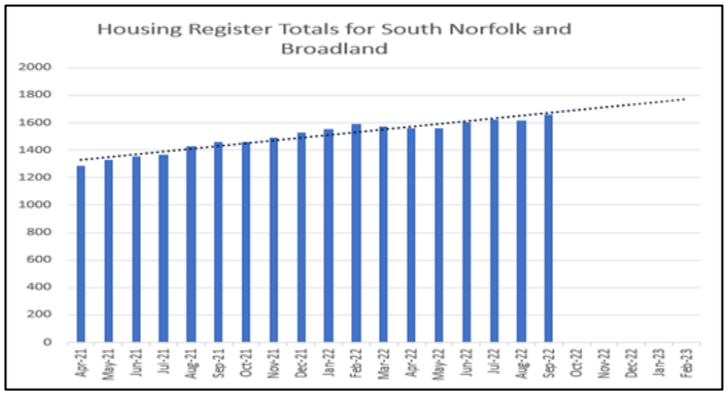
RISKS

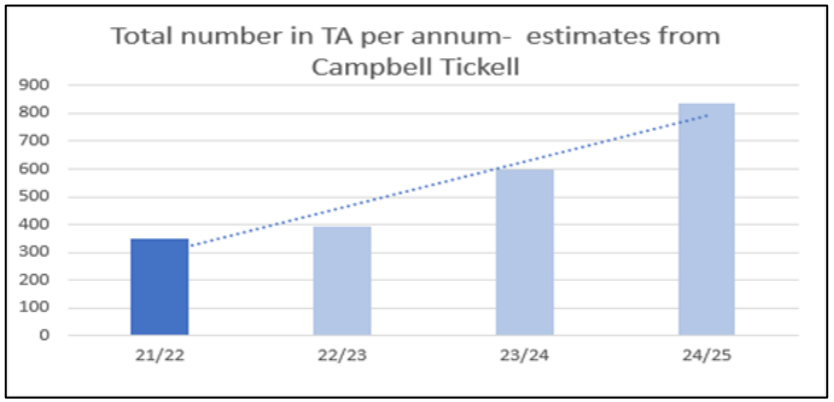
Significant risks lie on the horizon for the team as we anticipate demand to significantly increase in the next 12-24 months. This is going to place significant strain on the team and council revenue as cost of temporary accommodation escalates.

These include:

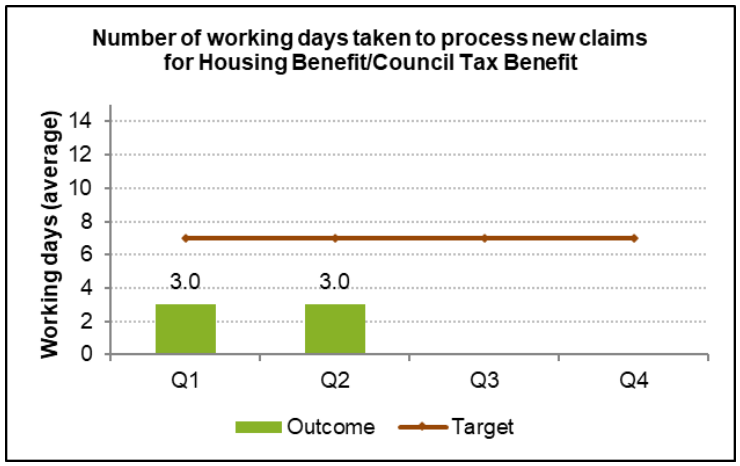
- Ukraine – we are looking at facing a one team increase in homelessness presentations of 60 a month as placements fail/reach their 6-month end date. To put this in perspective we currently face 50 so this could bring the total to 110 a month. Current social housing numbers coming through are circa 60 a month for both councils
- Cost of living – the affordability of housing continues to be a significant challenge for people and often non-payment of rent is the only solution as food and heating becomes a greater priority
- Asylum dispersal – we now have hundreds of Asylum seekers, either places within the district or very close. Once Asylum is agreed our new residents will come to the council for housing assistance. This is a longer-term concern

CONTEXT


Housing Register Totals for South Norfolk and Broadland
2000
1800
1600
1400
1200
1000
800
600
400
200
0
Apr-21
May-21
Jun-21
Jul-21
Aug-21
Sep-21
Oct-21
Nov-21
Dec-21
Jan-22
Feb-22
Mar-22
Apr-22
May-22
Jun-22
Jul-22
Aug-22
Sep-22
Oct-22
Nov-22
Dec-22
Jan-23
Feb-23


Total number in TA per annum- estimates from Campbell Tickell
900
800
700
600
500
400
300
200
100
0
21/22
22/23
23/24
24/25

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



Year End Success Target: 7 working days

COMMENTS

The team have the capacity and skills now, compared to the challenges they faced last year. Residents are having their benefits and council tax assistance assessed within days, many often on the same day. This is essential during a cost-of-living crisis where people need to know every liability they face immediately, so they can make sure their budgets can stretch as far as possible. Where budgets don't stetch, the increased debt team through funding from the Councils opportunities fund is there to support.

RISKS

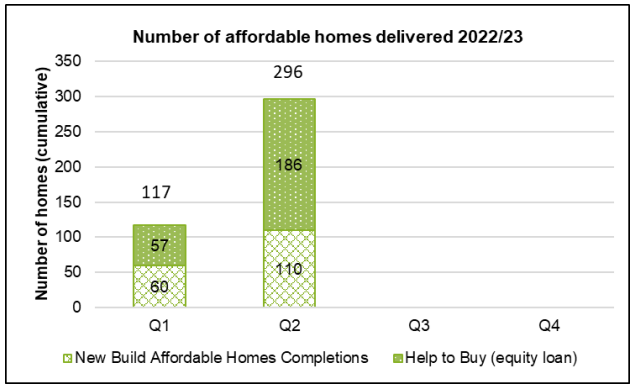
With increased economic challenges that we face nationally it is anticipated that the number of those needing benefit support will increase. There may also be additional short term interim support (for example the energy rebate scheme) put into place that the team will have to administer. Due to the incredible performance of the team, officers remain confident that we will be able to meet this extra demand and still stay within performance measures.

CONTEXT

The team has also arranged for targeted support in addition to the government core support by targeting those who need financial support most. By the end of October, a further £300 will be paid to 495 of the most vulnerable households through the Energy Rebate Discretionary fund. This offer occurs even if they do not apply as we continue to use our vulnerability LIFT dashboard that allows us to proactively reach those who are at most risk. This is true early prevention of hardship and possible homelessness.

With such sustained performance, officers now feel the highest value is to utilise the LIFT dashboard to identify those who could obtain further benefits but fail to claim. Officers will be visiting individuals to complete necessary claim forms to make sure the income is maximised as much as possible allowing our most vulnerable residents to have far greater resilience when facing the cost-of-living crisis.

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



Year End Success Target: Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment. The Local Housing Needs Assessment (HNA) for Central Norfolk (2021) indicates a yearly target of 169 new affordable homes for South Norfolk.

COMMENTS

We have seen good delivery of new build affordable housing delivery during Q2 within South Norfolk (50 completions by Housing Associations). In fact, the levels of delivery since April this year have exceeded those seen in recent years and are comparable to those seen pre-pandemic. In total we have had 110 new build affordable dwellings completed / handed over to Housing Associations since April this year.

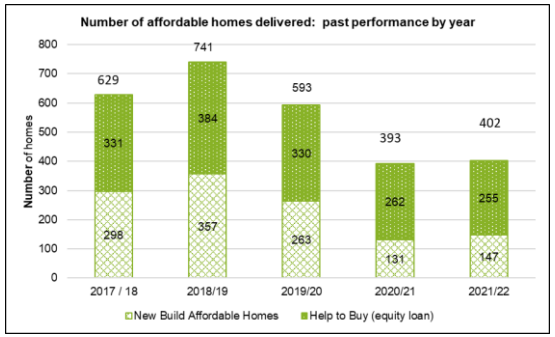
This renewed energy amongst house builders has been seen on sites all across the district. We have seen completions at Cringleford (on two sites), Hethersett, Wymondham and Swardeston.

In addition to the new build delivery we have also seen continuing completions of Help to Buy (equity loan) dwellings on sites across the district. Since April there have been 73 equity loan sales completions within the district. However, we note that this Government-funded mechanism into home ownership is due to end in March 2023

It is anticipated that 70+ more affordable homes will be completed by the end of Q4, so the annual total will exceed the revised Local HNA for Central Norfolk (2021) target of 169.

RISKS

All affordable homes to be delivered by March 2023 are under construction, and little slippage beyond that date is anticipated. However, we note that recent rises in mortgage interest rates and the current climate might lead to some uncertainty in the house-building market in the longer term. So, although we are seeing strong delivery in 2022/23, it is hard to predict how the housing market will be impacted by the current cost of living crisis.

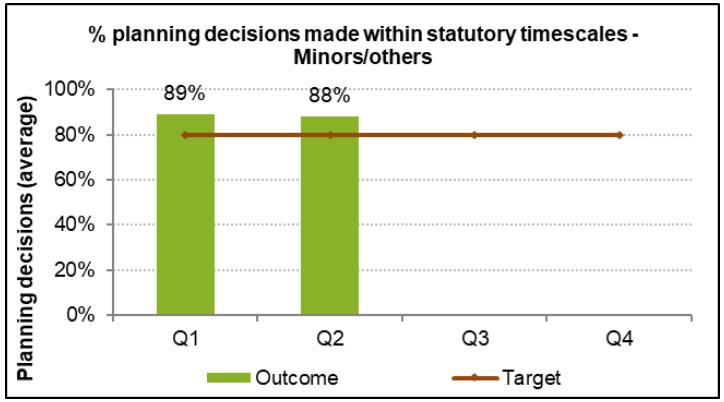


CONTEXT

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

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

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



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

COMMENTS

87.6% of applications were determined in time within Q2 (254 out of 290 applications) bringing the average for the year to date to 88%. 164 applications were determined in the statutory time period of 8 weeks and a further 90 were determined in an agreed extension of time.

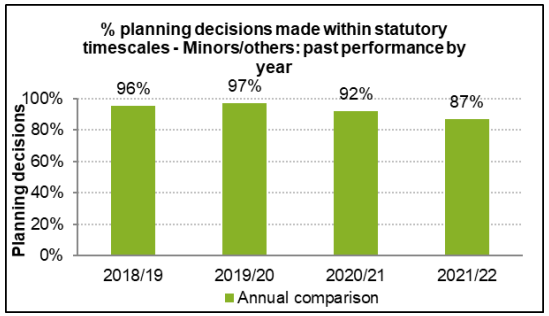
The national average for "Other" applications determined in 8 weeks or agreed time limit for Q2 in 2021 was 84%.

We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 70%, we will have special measures introduced. Our current rolling 2-year performance for minors/others is 88.6 %, which against the national target of 70% is good, and as such the Authority is not at risk of special measures. “Other” applications include advertisement consent, Listed Building consent, Certificates of Lawfulness, etc

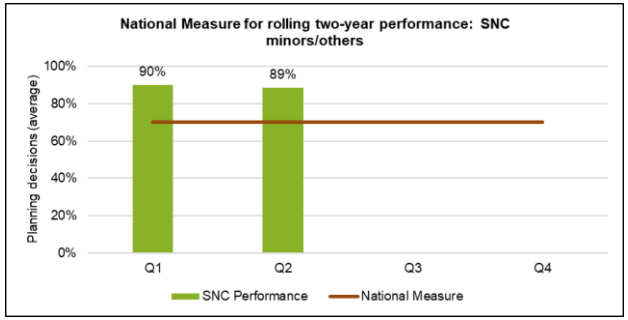
RISK

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

CONTEXT

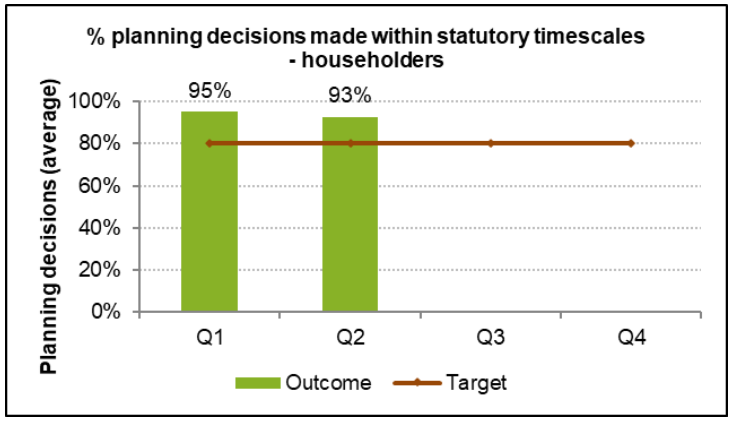


The graph above shows a comparison for previous years.



This graph above shows the 2 year rolling average.

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



Year End Success Target: 80% of decisions

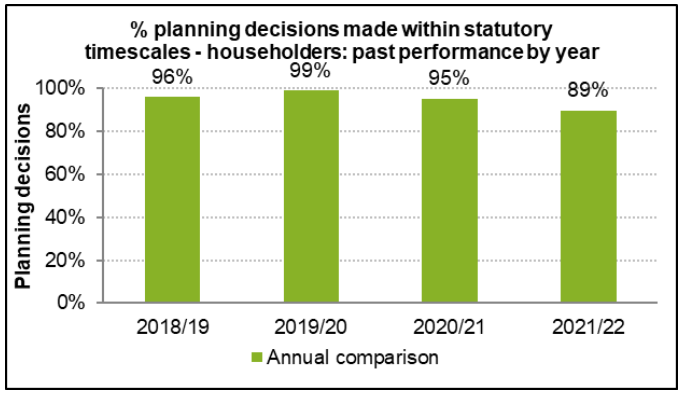
COMMENTS

90.2% of applications were determined in time within quarter 1 (174 out of 193 applications) bringing the average for the year to date to 93%.

128 applications were determined in the statutory time period of 8 weeks and a further 46 were determined in an agreed extension of time. 14% were determined in 6 weeks or less.

RISKS

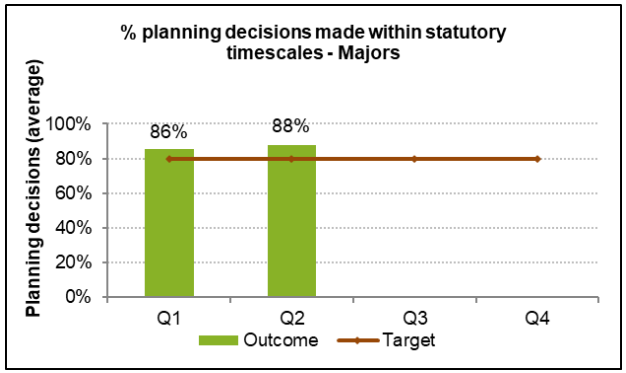
We are exceeding our measure of success of 80%. The team continues to work hard to ensure extensions of time are agreed and we continue to employ additional resources to maintain and improve performance to ensure we meet targets.



CONTEXT

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

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



Year End Success Target: 80% of decisions

COMMENTS

In Q2 90% of applications were determined in time (9 applications out of 10) bringing the average for the year to date to 88%. 1 application was determined within the statutory time limit and 8 were determined within an agreed extension of time.

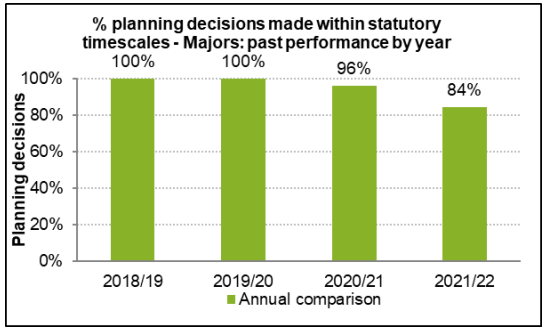
The national average for "Major" applications determined in 13 weeks or agreed time limit for Q2 in 2021 was 85%.

We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 60% we will have special measures introduced. Our current rolling 2-year performance for majors is 87.8%, which is against the national target of 60% means the Authority is not at risk of special measures

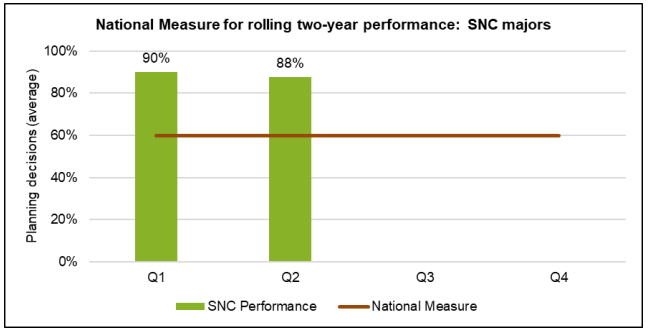
RISKS

We are above our internal measure of success of 80%. We are in excess of the national measure of 60% both for the quarter and the rolling two-year measure and as such, are not at risk of special measures. We continue to work with the team to ensure extensions of tie are agreed and are seeking additional resources to ensure we meet targets.

CONTEXT

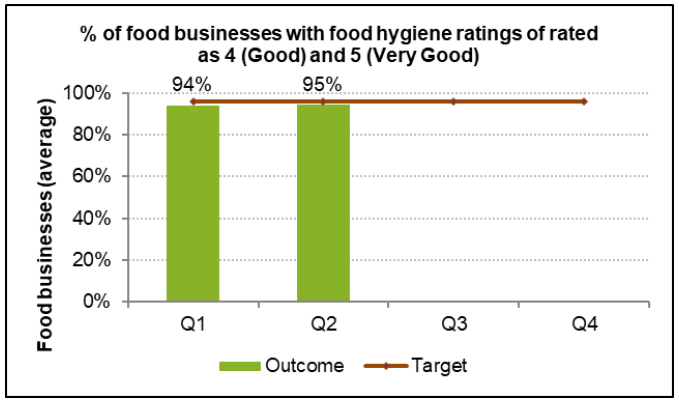


The graph above shows a comparison for previous years.



The graph above shows the 2 year rolling average performance

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



COMMENTS

This measure shows businesses within the Food Hygiene Rating Scheme (FHRS) with a rating of 5 (very good) or 4 (good) - representing a total of 715 and 86 businesses respectively. There are a total of 846 food businesses within the Food Hygiene Rating Scheme.

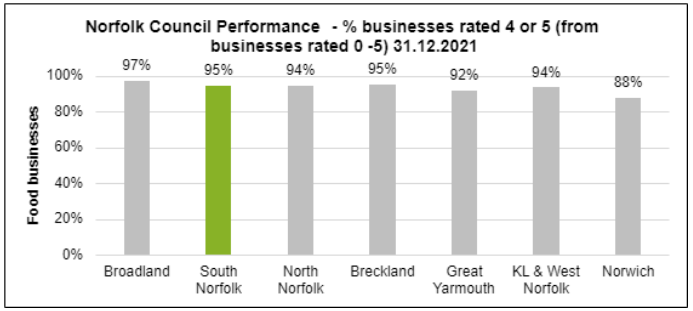
During Q2, a total of 62 food safety visits were carried out, these include food safety inspections, sampling visits and advisory / monitoring visits. This includes focussing on the higher risk businesses and newly registered food businesses, in line with Food Standards Agency advice to local authorities.

During Q2 there has been a 16% decrease in the number of 'unrated' new food businesses awaiting inspection, where there has been a focus on inspections of new food businesses during the quarter.

Year End Success Target: 96%

RISKS

There is potential to see a percentage reduction of those businesses receiving the highest ratings (4 – Good and 5 Very Good) based upon early indications, as the food inspection programme continues and starts to visit food businesses that have an inspection frequency of every 2-years. Due to service delivery impacts, a number of these food premises shall be coming forward for a food inspection for the first time since the start of the COVID-19 pandemic, where those businesses with medium food risks had a deferment of their normal inspection cycle. We are encountering a slippage in compliance levels and ratings, where inspection frequencies were extended, with an increase in formal action arising. The Food Standards Agency LA Recovery Plan is still concentrating on higher risk food businesses or those that are broadly non-compliant (0, 1 or 2 rating), plus new food businesses and good progress is being made. The inspection programme for South Norfolk will continue to focus on pending inspections of newly registered food businesses in Q3.

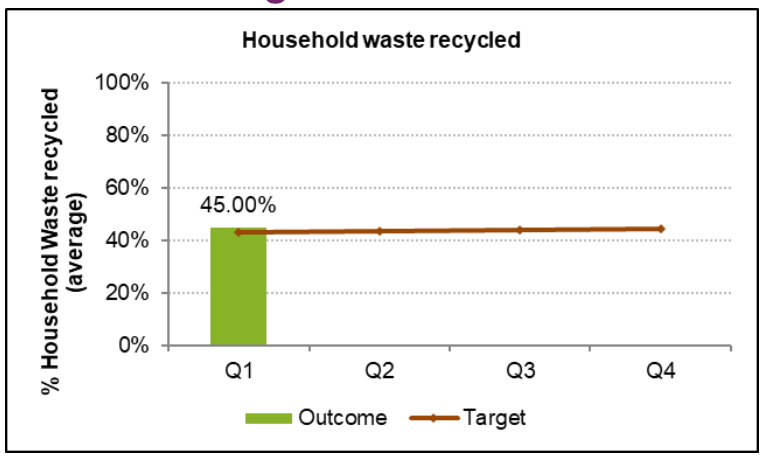


CONTEXT

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

Source: Food Standards Agency.

Percentage of household waste recycled (Measure reference 27)



Year End Success Target: 2% increase

COMMENTS

Note Q2 2022/23 data is not yet available. The information below relates to Q1 2022/23.
The total recycling rate in Q1 2022/23 was 44.8% which is an increase of 6.6% from 38.2% recorded in Q4 2021/22. The increase is mainly due to seasonal variations impacting the amount of garden waste collected. Further analysis of the data shows that the dry recycling rate decreased by 4.5% whilst the composting rate (garden waste) increased by 11.1%.

The overall annual recycling rate for 2021/22 was 43.1%, which is 1.3% higher than in 2020/21. This increase is due to an increase of 1.8% in the composting rate (garden waste), however there was 0.3% decrease in the dry recycling waste (excluding garden waste).

RISKS

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

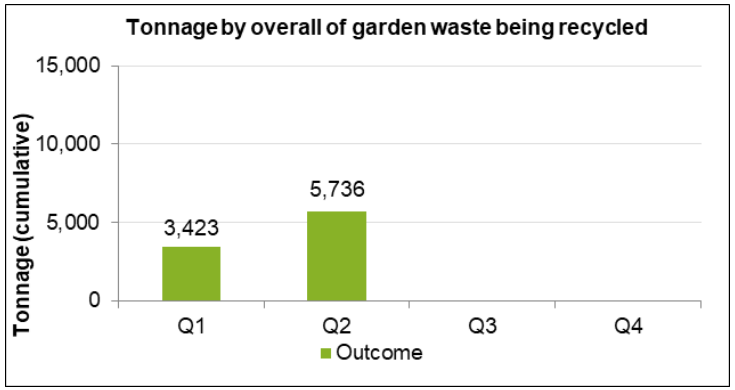
CONTEXT

During Q4 the Council participated in the following which would have had an impact upon Q1 figures:

- Food Waste Action Week in March, encouraging residents to waste less food
- Began the second phase of the compositional analysis
- Engaged with UEA students on a range of projects

The total recycling rate for all Norfolk Authorities, except for Kings Lynn and Norwich, decreased in Q1 2022/23 compared to the same quarter last year, according to Waste Data Flow. The total year end recycling rate for all Norfolk Authorities increased in 2021/22 compared to 2020/21, and South Norfolk remains the district with the second highest recycling rate across Norfolk.

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



Year End Success Target: Increase in tonnage

COMMENTS

A total of 2,313t of household garden waste was recycled in Q2 2022/23. This is a reduction of 1,110t compared to Q1 2022/23 and 1,844t compared to the same quarter last year, this was due to the warmer temperatures resulting in less growth.

The total number of bins on the service at the end of Q2 2022/23 was 34,584 which is 2,148 higher compared to the same quarter last year.

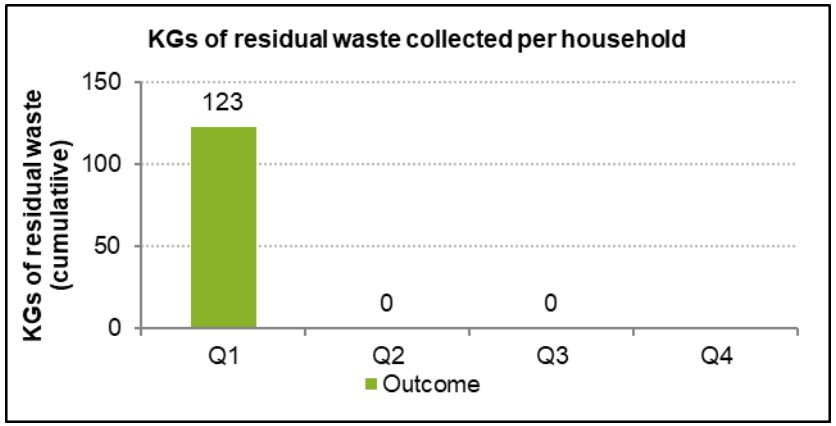
RISKS

- Weather - Drier and hotter months will lead to reduced growing and overall lower weight of garden waste in the service, this in turn impacts upon the level of Recycling Credits that the Council is able to reclaim.
- Subscriber numbers **-** Reduced number of subscribers due to financial pressures, although this risk has not yet materialised.

CONTEXT

Q2 2022/23 data is not yet available on Waste Data Flow to provide a comparison with other Norfolk authorities.

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



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

COMMENTS

Note Q2 2022/23 data is not yet available. The information below relates to Q1 2022/23.

The total kgs of residual waste collected per household in Q1 2022/23 was 120kg/hh compared to 123kg/hh in Q4. This is a positive decrease of 2.9kg/hh (2.3%).

Comparing Q1 2022/23 to the same quarter in 2021/22 shows that there has been a 7.8kg/hh reduction in residual waste.

RISKS

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

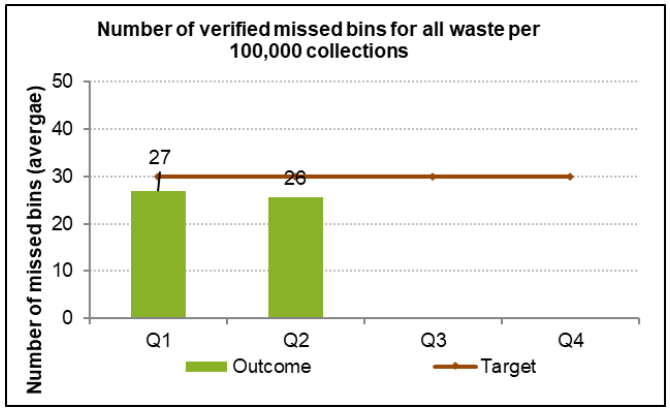
CONTEXT

During Q4 the Council participated in the following which would have had an impact upon Q1 figures:

- Food Waste Action Week in March, encouraging residents to waste less food
- Began the second phase of the compositional analysis
- Engaged with UEA students on a range of projects aimed at reducing waste

Comparative data with other Norfolk authorities for Q1 2022/23 and the same period in 2020/21 shows a decrease in kgs of residual waste per household for all authorities. The largest decrease for this period was Kings Lynn recording a 10.4kg/hh reduction.

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



Year End Success Target: Less than 30 justified missed bins per 100,000 collected

COMMENTS

The SNC waste collection operation has continued to operate in an effective and efficient manner. Justified missed bin performance has improved in Q2, from a figure of 27 justified missed bin per 100,000 collected in Q1 down to 24.33, this equates to a total of 84 garden waste and 188 refuse bins.

This performance improvement was mainly due to digital feedback from the In-Cab system highlighting that many bins were not placed out for collection at the prescribed time.

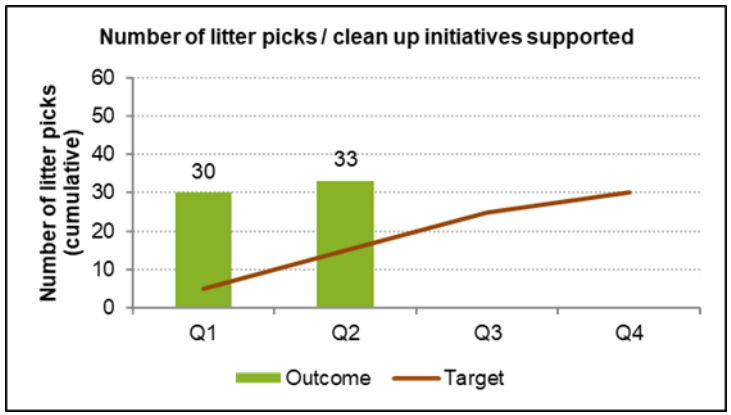
RISKS

The main risks to achieving this target are unforeseen road or access issues, bad weather and staff sickness, resulting in unfamiliar staff collecting on a different round. The on-going risk will also be exacerbated by the need to find a replacement for the existing Ketteringham Depot which the service will soon outgrow, limiting the number of vehicles the service will be able to operate.

CONTEXT

The improved level of performance is testament to the hard work of the collection crews and the logistical organisation at the Depot. The figure compares extremely well to a national average of over 50 missed bins per 100,000 collections.

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



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

COMMENTS

The number of volunteer litter picks has greatly reduced from Q1, with only 3 taking place, however we continue to support any groups that would like to volunteer litter pick all year round.

The prize draw for the scheme has been run and 20 x £220 prizes and 13 x £20 prizes have been awarded to all of the groups who took part in the scheme, consisting of mainly Parish Councils and Community Groups.

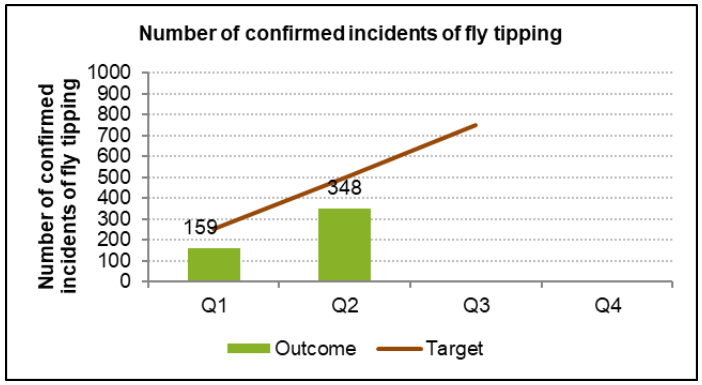
RISKS

- Weather - Wetter cooler weather may discourage volunteers from taking part
- Financial pressures – Apathy towards volunteering during a cost-of-living crisis leading residents to prioritise their time, effort and how they spend their money
- Lack of awareness or interest among the wider population that support and funding is available

CONTEXT

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

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



Year End Success Target: No more than 1,000

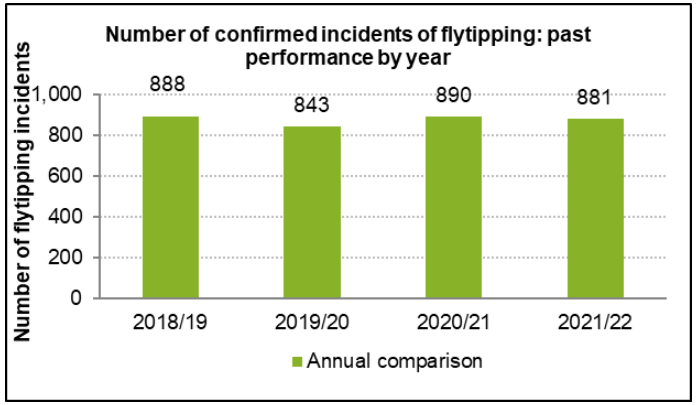
COMMENTS

189 incidents of fly tipping were recorded in Q2, which was similar to the comparative period in 2021-22. However, at this half year point the total number of incidents is 18% lower than it was 12 months ago largely due to a low recorded incident number in Q1. This bodes well for the achievement of the annual target nevertheless and may indicate that more people are listening to enforcement messages and disposing of wastes responsibly.

Investigation and enforcement activity remains strong and the Early Intervention ASB Officers have been providing increased visibility and reassurance to affected communities. In line with the new Regulatory Enforcement Policy, prosecutions for environmental offending will by default be published on the Council's website. This will help to further deter fly tipping in future.

RISKS

Officers will continue to monitor incidents and offending behaviours closely, to detect offenders and target hotspot locations, and to robustly enforce legal responsibilities. Fly tipping offending rates are sensitive to economic pressures. Rising cost of living pressures could worsen both residential and commercial / trade offending levels. Strong messaging about the unacceptability of fly tipping and the harm caused will be a key focus going forwards alongside 'duty of care' awareness and – where possible – publicising the Council's fixed penalty notice enforcement.



CONTEXT

Previous year data is shown in the graph.

Appendix 1

South Norfolk Council – Strategic Risk Register

Last reviewed – November 2022

South Norfolk Council – Strategic Risk Management

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

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

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

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

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

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

Key Changes to Strategic Risks

The review of the of the strategic risk register from Q1 to Q2 has generated the following changes:

Risk Ref	Risk Score Change	Risk description change	Risk consequence change	Risk mitigations change	Risk owner change	New Strategic Risk	Commentary
SNCM1				Yes			Risk mitigations updated to reflect cost of living rise
SNCSI1	Yes						Risk score reduced from 12 to 6 due to changing environment rather than mitigation implementation, which remains in place. De-escalated from Strategic Risk Register in Q1 22/23.
SNCM6							
SNCM9				Yes			Completed mitigations (implementation of finance system and undertake accommodation review) removed. New mitigations added including changes reflect the office relocation and implementation of a Project Management Office.
SNCM11	Yes	Yes	Yes	Yes			Risk description, controls and mitigating actions added to. Risk score increased from 12 to 16 to reflect changing likelihood score due to current environment.
SNCGE1	Yes						Risk score increased from 12 to 16 due to changing environment.
SNCGE3							
SNCA1							Risk score reduced from 15 to 3 as mitigating actions now delivered. Risk closed in Q1 22/23.
SNCM12							
SNCSI2							
SNCP1							
SNCSI3				Yes			Mitigation 3 added.
SNCSI4						Yes	Risk added to the Strategic Risk Register in Q1 22/23.
SNCP2						Yes	Risk added to the Strategic Risk Register in Q1 22/23.

Strategic Risk Register

						Risk with existing Controls							Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 4
Moving with the times, working smartly and collaboratively	SNC M1	**Risk** - Financial - The Council fails to anticipate and respond to large scale changes in the external environment that impacts on our ability to deliver our MTFP. **Consequence** - A negative impact on the Council's finances, either from reductions in income or funding, or from increased cost pressures.	Medium Term Financial Plan (MTFP) budget process and scenario planning. Quarterly review of performance and risks to the organisation. Regular Horizon Scanning. CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies. Implementing Broadland/South Norfolk Collaboration. Active Membership of different groups such as the DCN, LGA, RSN etc.	2	5	**10**	**Monitor**	1. Lobby government for adequate funding, acknowledging impact on costs & demand of cost of living rises. 2. Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government. 3. Feed into any relevant networks e.g LGA and DCN to influence policy creation. 4. Ensure local MPs are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings. 5. Continued regular horizon scanning and policy updates to CMLT and management team to ensure we stay abreast of changes and are able to have influence. 6. Regular monitoring of our current position and	**Director of Resources**	1. Prior to Autumn budget 2. As appropriate when consultations open 3. As Appropriate 4. At regular MP Briefings 5. Monthly 6. Quarterly	2	5	**10** ⟺	**No**	**No change to risk score this quarter.** 1. Requirement to continue to lobby for a multi-year settlement in future & recognition that cost of living rise will squeeze council budgets as both costs & demand for services increase. 2. As appropriate when consultations open. 3. As Appropriate. 4. At regular MP Briefings. 5. Monthly horizon scanning, and policy reports are developed for CMLT. 6. Completed on a quarterly basis.

								reporting to Members.								
Moving with the times, working smartly and collaboratively	**SNC M6**	**Risk** - The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform and devolution. **Consequence** - Failure to achieve potential for greater devolved funding and/or decision making to the region and the benefits this would bring for residents and businesses in our area.	Regular Horizon Scanning. Active Membership of different groups such as the DCN, LGA, RSN etc Implementing Broadland/South Norfolk Collaboration. Quarterly review of performance and risks to the organisation. CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.	3	4	**12**	**Reduce**	1. Review the outcomes of the Devolution White Paper when it is released. 2. Continued regular horizon scanning and policy updates to CMLT, management team and Members to ensure we stay abreast of changes and are able to have influence. 3. Lobby MPs on specific policy issues and the implications for our residents. 4. Work with our partners where appropriate to present a collaborative response to political changes.	**Director of Resources**	1. Expected in Autumn 2021 2. Monthly 3. As appropriate 4. As appropriate	3	4	**12** ⟷	**No**	**No change to risk score this quarter.** 1. The Levelling Up White Paper has been published and Officers have reviewed the opportunities that it offers, however currently the paper states the negotiations will be held with the County Council who will make the decision on which option they want to progress with the expectation Counties will work closely with the districts. 2. Regular policy updates are presented to CMLT and the wider organisation to ensure we stay abreast of key changes. A new monthly horizon scanning report is produced for CMLT. Members have been briefed and are lobbying nationally that the relationship between Districts & County are not hierarchical as perceived by Government. 3. This is ongoing and done as appropriate, with MPs briefed on the levelling up option that would be favoured as Districts to deliver the best outcome for our residents. 4. This is ongoing and done as appropriate.
Moving with the times, working smartly and collaboratively	**SNC M9**	**Risk** - The Council is unable to take advantage of the benefits and opportunities from collaborative working with Broadland Council and other key partners through autonomous policy decision-making. **Consequence** - Failure to achieve efficiency savings through economies of scale and increased chance of not delivering the	Transformation approach (SPARK) and programme of work in place based on the collaboration roadmap. ICT/Digital Strategy in place which aligns systems and transformation to deliver a First-Class Customer Service, with increased resilience, while enabling efficiencies and savings to be realised at the same time. Customer Service Strategy developed and	3	4	**12**	**Reduce**	1. Embed the SPARK transformation programme across the organisation. 2. Establish a corporate Programme and Projects Office to provide support to the Project Programmes, to ensure that we manage our resources efficiently to deliver the collaboration roadmap. 3. Following agreement of	**Director of Resources**	1. Through 22/23 2. Amend approach during Q1/2 22/23 3. Continue through 22/23 4. Continue to implement through 22/23. 5. Relocate Jan 2023 6. Minimise costs Q2/3 & Dispose of site Q3	3	3	**9** ⟷	**Yes**	**No change to risk score this quarter.** 1. Transformation guides and toolkits continue to be developed and cascaded to teams through Connect. We have also introduced Improvement Apprenticeships across the transformation network to drive forward projects. 2. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. Programme portfolios for Transformation now taking shape. 3. The joint Finance and Income systems have been implemented and are now being embedded, although work continues on training, processes and procedures. Work continues on

		collaboration Feasibility Roadmap.	agreed by Council which sets out our approach to enhancing and providing a consistent customer service. CTCF committee has Member oversight and steering of the collaboration programme. Regular updates and briefings to CMLT (6 weekly) and CTCF on the collaboration. Collaboration costs and savings tracked half yearly.					ICT/Digital Strategy, business cases to be developed and taken through for approval for each IT system. 4. Implementation of the Customer Service Strategy. 5. Purchase and relocation to a single office at the Horizon Centre. 6. Minimise office costs during transition to the Horizon Centre and Disposal of South Norfolk House.							the implementation of the Idox project covering planning, food & licensing, environmental health and elements of waste. 4. The Customer Services Strategy and Charter has been approved by Cabinet and is in the process of being implemented. 5/6. The agreement by both Councils to purchase and move to a single office at the Horizon Centre will deliver significant savings together with cultural and environmental benefits.
Moving with the times, working smartly and collaboratively	**SNC M11**	**Risk** - Capability and capacity does not meet organisational requirements. **Consequence** - Poor standards of service delivery, service disruption, slow or minimal transformation and inability to meet savings targets as a result. This could also lead to budget underspends if the lack of capacity leads to projects being delayed.	Four-year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years. Delivery Plan for the Council developed and in place which sets out the detailed projects and BAU for the Council in the coming year to 2022. Management/ Leadership Training and Development in progress. Regular Budget Monitoring.	4	4	**16**	**Reduce**	1. Scope and develop a talent management programme. 2. Build our own talent - Develop projects to consider our use and opportunities of apprenticeships, internships, career placement, graduates etc. 3. Succession planning to ensure capacity is maintained. 4. Implement successful recruitment campaigns particularly in service areas where there are specific needs for skills which are hard to recruit to or shortage of resource available (e.g. nationally). Agile Working Policy enables a broader approach to recruitment.	**1 - 4 Chief of Staff** **5 - 6 Director of Resources** **7 - 9 Chief of Staff**	1. April 2022 - March 2023 2. March 2021 - completed strategy, ongoing placements are now BAU 3. April 2022 - March 2023 4. New recruitment approach now in place and being actively progresses as part of BAU - complete. 5. Amend approach during Q1/2 22/23 6. From Aug 22. 7. June 2022 onwards - now part of BAU and the way we work - complete 8. Data submission and access available from August 2022 - data now to be analysed	4	4	**16** ⟷	**No**	**Risk score was increased in Quarter 1 from 12 to 16 but no change in Quarter 2. This is due to current market pressures and the retention and recruitment risk that this is bringing. Some areas of the organisation with high qualification/experience requirements feeling this increased difficulty in recruitment/retention. Grow our own and apprenticeship/Career Grade strategy unlikely to bear significant fruit until at least 2023/24.** 1. The work has commenced, with ongoing work throughout the financial year to build the position for the organisation & take appropriate action 2. Successful apprenticeship recruitment drive held, with apprenticeship levy target now being met. 3. Initial discussions have been held with Assistant Directors to look at succession planning and potential knowledge gaps - management & leadership training programme will have a positive impact on knowledge in relation to people. Demographic review being undertaken for the workforce 4. Further work required on recruitment approach with recruiting

								5. Amendments to programme and project management processes to improve how we manage our capacity to deliver. 6. Additional financial monitoring of key projects. 7. Delivery of agile working approach and cultural shift to better attract and retain talent. 8. Local authority benchmarking across the region and wider to ensure pay and benefits on a role specific basis remain comparable and competitive.		and reviewed for further action.					managers and in particular the hard to recruit to posts 5. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. 6. This is ongoing 7. Policy now in place and cultural shift underway 8. Early data available, this now needs to be reviewed and action take as necessary
Growing the Economy/ Supporting individuals and empowering communities	**SNC GE1**	**Risk** – The Council is unable maintain memberships and income levels at its Leisure Centres as a consequence of Covid-19. **Consequence** – Membership levels decrease. Expenditure levels exceed income levels and the commercial viability of the service decreases.	Detailed Covid-19 procedures in place Regular contact with existing members Marketing campaigns to increase membership Review of existing member offer and pricing structures Budget monitoring	4	5	**20**	**Reduce**	1. Provide a range of incentives to encourage existing and new members to return 2. Delivery of the savings through reduced staff resources and utility costs 3. Look for further income generating opportunities and review of membership offer	**Assistant Director Community Services**	All timelines are in line with the Leisure Recovery Plan to March 2024 1. Ongoing 2. Ongoing 3. Ongoing	4	4	**16** ⟷	**No**	**Risk score was increased in Q1 from 12 to 16, but no change to risk score in Q2.** 1 and 3 - The service continues to provide a range of incentives and marketing campaigns in conjunction with TA6 to encourage membership take up, which while continuing to grow is showing signs of plateauing. The current issues around the increased cost of living could have a negative impact upon membership and usage levels as residents cut back on unnecessary expenditure, but it is too early to see any impacts. 2. The increase in utility costs, particularly electricity will have a negative impact upon expenditure currently projected to be in the order of c£150k although the installation of solar panels will help to reduce the impacts.
Growing the Economy	**SNC GE3**	**Risk** - Failure to provide a regulatory function that meets the demand and statutory requirements arising from a fast-changing external environment. Big resignation, labour market is shrinking,	Two councils staffing resources provide resilience. Regular horizon scanning and professional networking. Recruitment to	4	3	**12**	**Monitor**	1. Collaborate locally and nationally to ensure a collective response and optimised sharing of burdens is available in the event that sudden re-training or changes in resource deployment become	**Assistant Director Regulatory**	1. Ongoing - short/med/long term solutions 2. Ongoing over five-year minimum qualifying period, 21/22 to 26/27. 3. Raised	3	3	**9** ⟷	**Yes**	**No change to risk score this quarter**. 1. Continue to explore options for collaboration with Norfolk Environmental Health Leads / Heads of Regulatory Services and newly formed national Association of Chief Environmental Health Officers to build collective responses and sharing of common burdens

		employee driven labour market. **Consequence** - Detrimental impact on local businesses and residents, including unmanageable demands on council services.	apprenticeships within regulatory services to provide additional support. Regular response to consultations to ensure we play an active influencing role in changing regulatory policies.					necessary. Understand One Team demographic and succession plan accordingly i.e invest in skills development in area which has an aging workforce (long term). Offer skills development for mid careers movers (short/med term). Apply Hybrid Working Policy to positively attract Talent from any region to assist with skills shortages (short term). 2. Optimise development of environmental health, planning, surveyor apprentices to help secure future workforce. 3. Identify scope for market supplements to enhance ability to attract professional recruits, and to help retain existing staff. (Equally applies to Regulatory and Planning professionals). 4. Temporary contractor support secured, and service reviews planned for Licensing (in 21/22) and Food & Safety regulation (in 22/23). 5. Temporary additional resources secured over short term (22/23) for Community Protection to help meet exceptional demand.		currently for CMLT consideration. 4. Proposed for reporting in Q4 21/22 (Licensing service review) and Q3 22/23 (Food & Safety service review). 5. Ongoing					2. 2 x Graduate environmental health apprentices recruited and commenced formal training in 21-22 and two more in 22-23, ongoing development of training programme. Post graduate planners recruited, survey recruitment planned for September 2022 (next intake) 3. Shortage of professional applicants to vacancies continues to cause concern and the potential value of market supplements is being explored. 4. Licensing service review underway and will report in Q3 22/23.
Moving with the times, working	**SNC M12**	**Risk -** There is a heightened threat of a cyber-attack in the current climate due to	Geo-blocking of traffic originating from black-listed countries.	3	5	**15**	**Reduce**	1. Ensure the effectiveness of the Controls - commission a third-	**Director of Resources**	**Ongoing**	3	5	**15** ⟷	**No**	**No change to risk score this quarter.** 1. Draft cyber maturity assessment

smartly and collaboratively		the volatile situation in Ukraine and the potential for state-sponsored attacks to NATO members, including the UK. **Consequence** - A successful cyber-attack could render the ICT infrastructure and line of business systems unusable for a protracted period of time, significantly impacting the Council's ability to function.	Timely application of security updates to all software and firmware Ensuring Anti-Virus software updated and functioning Monitoring of adherence to security policy ensuring there are no exceptions					party review of the Council's security posture 2. Review the organisation structure to ensure clear accountability for the effective implementation of security controls and the day to day monitoring and management of security events 3. Raise awareness of the risk of cyber-attack with the business and the importance of adhering to the security policy 4. Ensure ICT staff adequately trained and skilled to apply security controls and manage security events 5. Ensure Members are aware of Cyber-security risks through the completion of SkillGate							report received and reviewed by the ICT and Digital Manager. 2. On receipt of final report Internal Audit findings and Cyber Maturity Assessment report findings will be combined into one action plan and built into BAU delivery.
Supporting individuals and empowering communities/ Growing the Economy	**SNC SI2**	**Risk** – Increasing energy costs for leisure and depot, plus unsecure or disruption to supply of fuel (gas/diesel/HVO) **Consequence** – Increase costs of operating the facilities and risk to be able to deliver the waste operations	Energy supplies purchased through ESPO framework agreements and established relationship with fuel supplier	5	4	**20**	**Reduce**	1. Purchase of 31K storage tank at depot 200% increase in fuel storage - 3 weeks supply 2. Diversification of fuel types being used in vehicles to include HVO 3. Regular discussion with suppliers to understand current position in market, availability and costs 4. Develop contingencies to be able to transport	**Assistant Director Community Services**	1. March 2022 2. Ongoing 3. Ongoing 4. Ongoing 5. Ongoing survey completed, procurement commencing, estimated delivery by the end of the calendar year	3	4	**12** ↓	No	**Score reduced this Quarter from 16 to 12** The costs of diesel and electricity have begun to stabilise, the decision not to switch to HVO fuel has helped to reduce fuel costs at the depot and while electricity costs will remain high from Oct to March 2023 to unit costs, will then reduce down to pre-inflated levels. The project to install solar panels on the leisure centres is progressing and will reduce electricity costs from April 2023.

								staff into depot if there are fuel shortages 5. Investigating installation of PCVs on roofs of leisure centres to reduce reliance upon external electricity supplies							
Protecting and improving our natural and built environment, whilst maximising quality of life	**SNC P1**	**Risk** – Nutrients Neutrality advice impacts all planning decisions for overnight accommodations. **Consequence** – Potential adverse impact upon the ability to demonstrate delivery of sites in Five Year Land Supply leading to speculative development pressures outside of the affected catchment area.	Working with NE and key stakeholders to understands the implications and potential mitigation measures.	5	4	**20**	**Reduce**	1. Lobbying Govt to suspend Housing Delivery Test and housing land supply 2. Working with partners and stakeholders on mitigation measures 3. Regular briefing for members 4. Regular engagement with applicants 5. Regular monitoring of position	**Director of Place**	1. Ongoing, via PAS and other organisations 2. Short-term mitigation of impact on planning - ongoing, Long term mitigation strategy 9-12 months 3. Ongoing 4. Ongoing 5. Ongoing	5	4	**20** ⟷	**No**	**No change to risk score this quarter.** 1. Ongoing. We continue to meet with local MPs to raise these points and a meeting is arranged for 31 October 2. Consultants appointed to develop a long-term mitigation strategy. Weekly meetings with Anglian Water and WRE continue to progress short term mitigation options and work up proposals for a Joint Venture. 3. Portfolio Holders and Leaders are regularly updated at scheduled fortnightly/weekly catch ups 4. Regular contact and update meetings with strategic site promoters. Updates given at Agents and developers forum in September 5. Ongoing
Supporting individuals and empowering communities/Growing the Economy	**SNC SI3**	**Risk-** The safeguarding and welfare of Ukrainian refugees arriving in South Norfolk and Broadland. The reputational risk and extra strain on Council services if placements breakdown. **Consequence-** Besides reputational risk to the Councils and the extra pressure on already strained temporary accommodation services, there is potential for Ukrainians to be abused intentionally or unintentionally by host families and	Housing suitability and welfare visits are being undertaken prior to the Ukrainian family arriving to ensure suitability to prevent these breakdowns. Temporary accommodation options are being investigated and agreed for emergency accommodation in the event of placement breakdown and lack of contact with Home Office prior to Visas being granted. Email address provided to send placement failures to alert the Home Office to lack of suitable placement.	4	5	**20**	**Reduce**	1. Regular updates, actions and discussion at Internal Steering Group, Bronze Group and wider County groups to ensure the most affective joined-up approach is being taken. 2. Keep track of updates and information from the Home Office. 3. Additional staffing and temporary accommodation resources put in place, with the money made available by Govt, to manage additional demand on the housing, benefits	**Director of People and Communities**	1. Ongoing 2. Ongoing 3. In place	3	5	**15** ⟷	**No**	**No change to risk score this quarter.** 1-3 Actual arrivals and projected arrivals in South Norfolk as with Norfolk, under the Homes For Ukraine scheme have stabilised. Placement breakdowns are occurring but so far are contained within existing additional resources and therefore are a managed risk. Government plans around wider asylum dispersal may provide further risk to strain on council resources, and this is being kept under careful review.

		suffer further displacement and loss.	A list of visiting officers is being compiled with the intention of getting priority fuel for those officers undertaking visits to ensure they can be carried out. Requested MPs assistance with pushing for information from the Home Office. Keeping up to date with Home Office information and guidance.					and housing standards and communities teams							
Supporting individuals and empowering communities	**SNC SI4**	**<New risk for Q1-Q2 22/23>** **Risk -** There is insufficient private and social housing stock to meet the demand on the Council, and temporary accommodation **Consequence -** Unable to provide a housing throughput which results in blockages to temporary accommodation. This will result in increased costs and poorer outcomes for vulnerable residents. This will also have an impact on our partners and the wider system such as care leaver and the system will rapidly become silted up.	Well managed allocation policy, and clear banding guidelines. Online form to allow early access to support, including linking to help hub infrastructure. Current team resources in place and funded. Housing enablement partnership in place to consider options to increase additional stock.	4	5	**20**	**Reduce**	1. Maintain current staff resource levels, which is being worked through in customer journey report. 2. Additional funding to provide temporary accommodation to ensure adequate emergency options are available to residents. 3. TA review looking at future housing options including buying more property which will offset longer term costs. 4. More strategic approach to future housing strategy and delivery, including being confidence to explore new and different options. 5. Manage housing register more closely to reflect reality and demand alongside support	**Assistant Director of Individuals and Families**	1. Staff resource in place by April 2023. 2. In place from Oct 2022 3. Report due Nov/Dec 22 4. Ongoing 5. Ongoing.	3	5	**15** ⟷	**No**	**No change to risk score this quarter.** 1-5 A report is due to Cabinet in December 2022 to refresh our temporary accommodation approach, providing support to deal with the predicted increase in support through a financially viable model.
Protecting and improving our natural and built environment,	**SNC P2**	**<New risk for Q1-Q2 22/23>** **Risk-** The inability to find Gypsy and Traveller sites to meet	Working with Greater Norwich partners to identify appropriate G&T sites.	4	5	**20**	**Reduce**	1. Continue to work with partners to find suitable sites	**Assistant Director Planning**	1. Ongoing	3	5	**15** ↓	**No**	**No change to risk score this quarter.** 1. A meeting has taken place to update the Members on the current situation. We are still awaiting

whilst maximising quality of life / Growing the Economy		the need and enable the Greater Norwich Local Plan to be found sound **Consequence-** The local plan will not be found sound which leaves the Council without an adopted local plan and open to speculative development														confirmation from the Planning Inspectorate on how the sites will be considered through Main Modifications, and the impact this will have on the timetable for adoption of the plan.
Supporting individuals and empowering communities	**SNC S15**	**<New risk for Q2 22/23>** **Risk** - As a consequence of the cost of living crisis, there may be a significantly increased demand for council services **Consequence** - This could lead to service areas becoming overwhelmed meaning the council is unable to support residents in need with both statutory and discretionary support.	Two councils staffing resource provides resilience A programme manager is in post to manage the council's humanitarian and community response to the cost-of-living crisis.	4	5	**20**	**Reduce**	1. We are currently looking at options to maintain supernumerary staffing levels in the housing team utilising external funding, to support possible Ukraine placement breakdowns. 2. An options appraisal on methods to provide for the projected levels of required temporary accommodation sustainably is being conducted. 3. We are proactively targeting and prioritising support for those estimated to be most greatly affected by hardship using council data (the 'LIFT' - Low Income Family Tracker) 4. The council officer team is providing place leadership to partners to ensure complementary and effective collective use of resources in other statutory and voluntary sector agencies.	**Assistant Director Individuals and Families**	1. Q4 2022 2. Q4 2022 3. Ongoing 4. Ongoing	3	4	**12**	**No**	**This is a new risk for Q2. An update on progress against actions will be provided in the Q3 reports.**

De-escalated/closed risks in 22/23

Risk Ref	Reason risk was de-escalated/closed	Quarter risk was de-escalated/closed
SNC A1 Risk - Our ICT Infrastructure fails due to running old infrastructure at near capacity with intention of increasing the load. Delay in our new Infrastructure project due to global shortage in switches.	Risk was closed due to mitigating actions being implemented.	Quarter 1 22/23
SNC SI1 Risk - The Council is unable to respond effectively to further waves of the Covid-19 Pandemic.	Risk was de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite.	Quarter 1 22/23

Our Delivery Plan

2022/23 – 2023/24

Broadland District Council
Community at heart

South Norfolk Council

Our Delivery Plan for 2022/23 - 2023/24

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2018 which has seen the councils develop a single officer team working across two districts.

Largest partnership of its kind with responsibility for

563 sq miles

Home to the

NRP, Lotus, The Broads

and the visitor attraction with the highest footfall in Norfolk (Dinosaur Park)

Location of over

10,000

businesses across the two economies

Home to

260,000

residents

10 market towns

Both in the

top 5 economies

to bounce back from Covid (Grant Thornton)

Our partnership has enabled us to have a stronger voice nationally, securing increased funding of £147.4m from central government to support our coronavirus response. This has enabled us to continue providing the local services our communities value. This comes at a time when many councils are facing funding pressures and budget gaps. Some of the things our One Team has achieved so far include:

- Launching a new housing system, giving you more flexibility to choose your own home
- Securing millions of pounds to support our local businesses
- Developing an Environmental Strategy for each district to protect and enhance our local environment
- Delivering a new Enforcement Strategy and Plan across the two Councils, supporting our high-quality customer-focused service delivery
- Unveiling Broadland Country Park for you to enjoy exploring, walking, cycling and horse riding
- Throughout coronavirus South Norfolk innovated and launched a new and enhanced leisure online platform making it easier for you to stay fit and healthy
- Creating a single website and email address for the Councils, helping us develop and improve our digital services for you
- New telephony system to make it easier for you to access our services, and support remote working, allowing us to be accessible for you in any location.

Our Strategic Plan for 2020-2024 has outlined our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next three years working as a partnership.

Challenges in the future are changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those challenges. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

As coronavirus continues to be the biggest challenge the UK has faced in generations, the last two years have been exceptionally difficult for the people and businesses in our district. Its impact on people's health, wellbeing and the economy continues to be substantial. The collaboration has meant that with increased capacity, resilience and closeness to the community, our Councils are able to quickly step-up and provide on-going help at times of need and support during the recovery. Since the end of March 2020, here are some examples of successes from some of our one team:

Help Hub

20,104
calls taken from residents asking

5,000
calls made to shielding residents

7 day a week working

Hub support line opened
until 22:00

4,373
individuals visited on enhanced contact tracing to support self-isolation

Financial support to residents

51,764
calls taken by the Housing and Benefit Team

5,821
Benefit and Council Tax Support Claims received

£73,000
paid through Covid-19 hardship fund

£1,260,935
paid in extra Council Tax support

£263,000
paid in track and trace payments

In the community

2,750
prescriptions collected

3,150
shopping trips done

560
households in food poverty fed

4,000
food parcels delivered

8
tonnes of food distributed to residents

45
community support groups formed with **4,000** volunteers

Housing

294
residents provided with temporary accommodation

739
residents housed

781
people helped onto the housing register

1,694
people a month provided housing advice

Corporate Achievements

85%
of staff working remotely

15%
of staff working from our offices

32
of our leisure staff redeployed to the NHS, 48 of our staff offering time to help the NHS

Launched zoom for over
600
staff and councillors

140
virtual committee meetings broadcast on YouTube, with over 19,500 views, totalling 4700 hours watch time

44
Trained Mental Health First Aiders

Supporting Businesses

£84 million
in grants to local businesses

10,000
businesses called offering support

First Councils to distribute
£1 million
to businesses forced to close

£1 million
of support distributed for every week of lockdown

We reviewed our working and office layouts to ensure we keep our customers, staff and members safe in Covid secure work-spaces.

The Councils recruited jointly to a new team – our Covid Support Advisors – who have offered practical help and support to both our businesses and residents.

Following the closure of the leisure centres, the Leisure Team worked across the one team in both districts, helping to support teams who were under pressure. The leisure team also helped at testing and vaccination sites and on the local hospital wards.

A Joint Covid Recovery Plan was agreed by both Councils in July 2020 which is currently being reviewed and updated.

Celebrated and thanked our Covid Community Heroes to recognise their amazing efforts in helping us with our response to Covid-19

Our One Team – delivering for the residents of Broadland and South Norfolk.

This document, our Delivery Plan, has been developed around our priorities and ways of working and describes our intended activities for 2022/23 - 23/24.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions linked to each priority. These are underpinned by how we deliver our services through our people, our approach and performance.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focussed on the three service areas the council is made up of, with each activity carried out being linked back to the key priority areas.

The Vision for our place

Working together to create the best place and environment for everyone, now and for future generations

Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.

Supporting individuals and empowering communities

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

Protecting and improving our natural and built environment, whilst maximising quality of life

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.

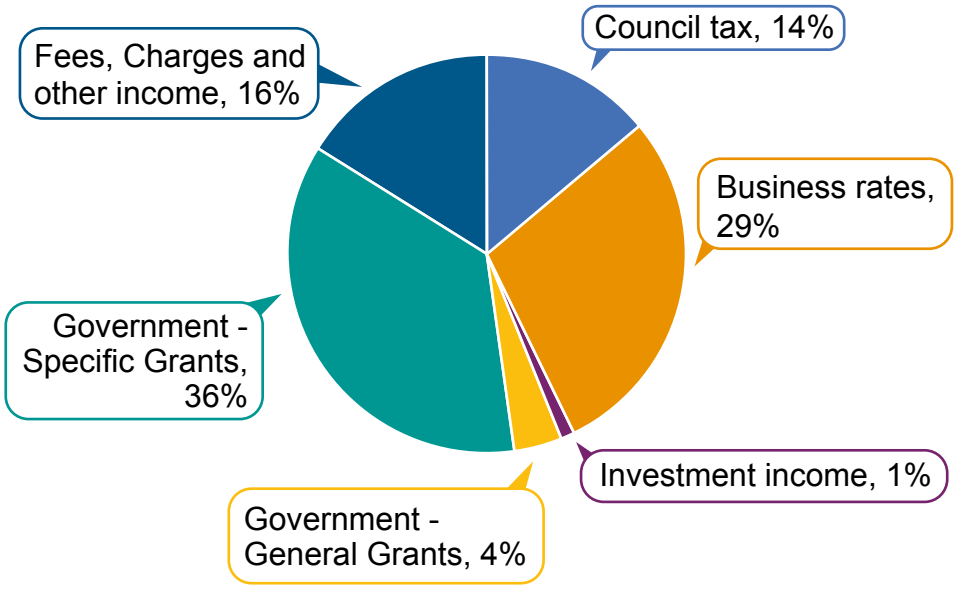
Moving with the times, working smartly and collaboratively

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

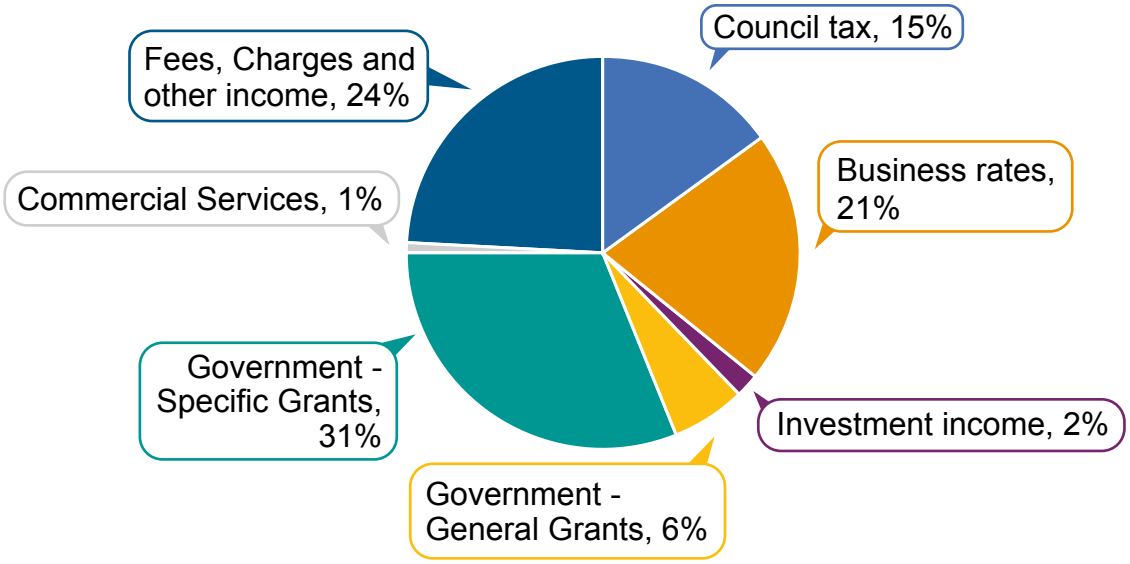
Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment.

Broadland District Council - Where does the money come from

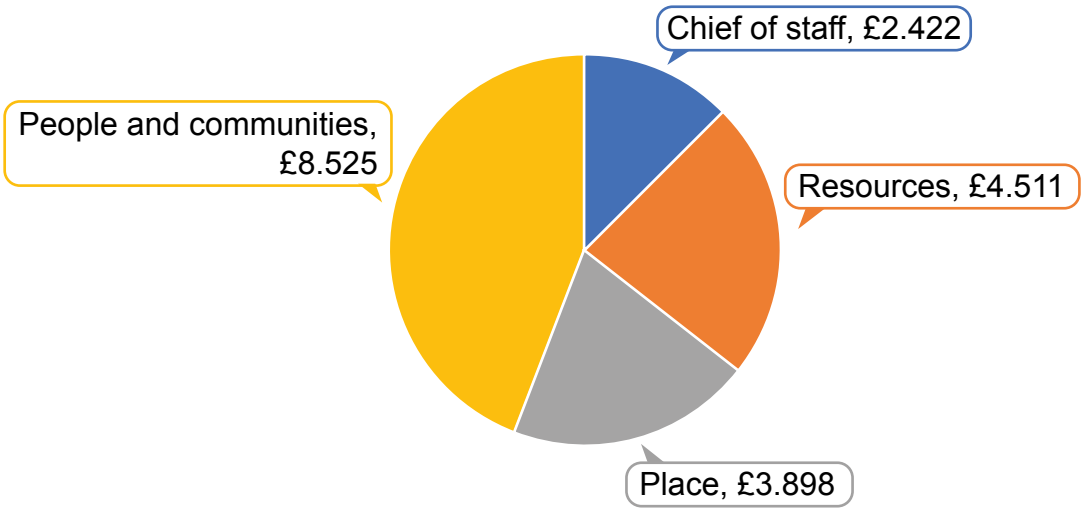


South Norfolk Council - Where does the money come from

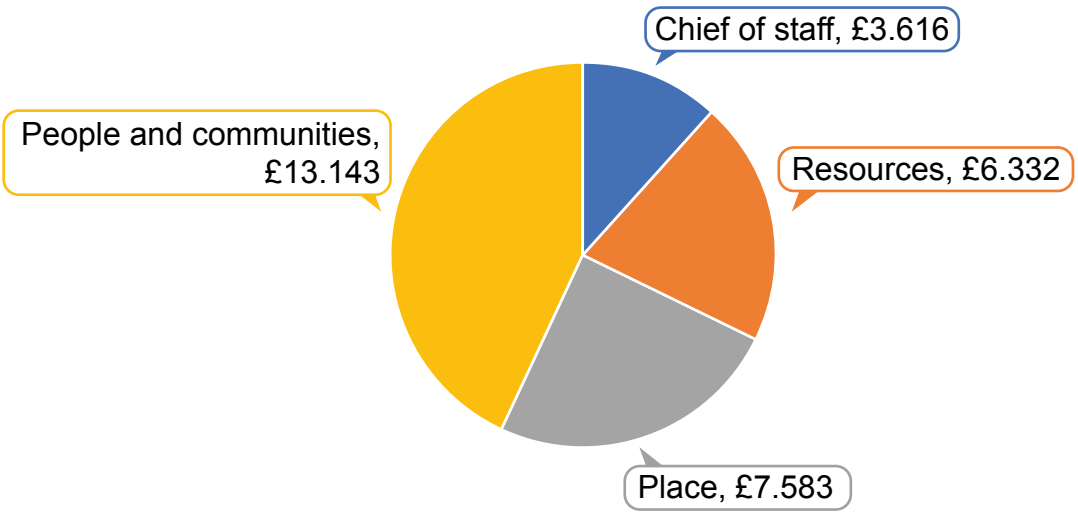


How our budget is to be spent in 2022-23

Broadland District Council -
(Spend in millions)



South Norfolk Council -
(Spend in millions)



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Delivery Programme - Projects for 2022 – 2024 (Updated in November 2022)

Growing the economy

Our long term ambitions:

- Promote our areas as a place that businesses want to invest in and grow, attracting investment for our areas
- Build a productive, high performing and dynamic economy for the future
- Create an inclusive economy which promotes skills and job opportunities for all

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

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer	Rationale for changes
GE1	**(Both) Economic Development Strategic Plan** Delivery of an Economic Strategic Plan to support economic recovery and take advantage of future growth opportunities.		October 2021 – June 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Programme Manager - Economic Growth	Project completed
GE2	**(SNC only) Harleston Public Realm Improvements** Creating a template for High street and public realm enhancement documents for future funding opportunities.	✓	October 2021 – ~~June~~December 2022	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth & Market Towns & Business Development Manager	Delays experienced due to consultation process and also with external delivery partners
GE3	**(Both) Car Parking & Electric Vehicle Charging Points (EVCP)** Work with the Norfolk Parking Partnership to develop and implementa car parking strategy for Broadland and South Norfolk including the provision of electric vehicle charging points.		November 2021 – ~~October 2022~~March 2023	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Market Towns & Business Development Manager & Clean Growth and Sustainability Manager	We are currently out to tender for both BDC and SNC Council-owned sites and investigating opportunities with community for

						further EVCP provision
GE4	**(SNC only) Electric boat charging points** Work with the Broads Authority to enable the provision of electric boat chargingpoints.		Pilot Project Launch May 2022	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth & Market Towns & Business Development Manager	Completed
GE5	**(BDC only) Food Innovation Centre and wraparound support package** Providing grow-on space and innovation support for eligible food and drink businesses.	✓	Capital Build Complete Wraparound support: June 2021 – ~~December 2022~~ June 2023	Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager	Wraparound support project is funded to June 2023 and we are looking at opportunities for how this support will be continued beyond this date
GE6	**(Both) Comprehensive Review of Council Owned Assets** Collation of council assets into a single Works Programme for the maintenance, repair and re- purposing of Council assets to optimise use and to support ongoing projects.		September 2022 – September 2023	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Community Assets Manager	
GE7	**(Both) ~~Housing Development Strategy~~ Affordable Housing Commuted Sums – operational plan** Finalise and implement a plan for spend of the Affordable Housing Commuted Sums. ~~Development Strategy that~~ which will aim to maximise the delivery of new affordable homes whilst making best use of all suitable funding opportunities.		September 2021 – ~~June 2022~~March 2023 Draft complete September 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager	Following legal and governance advice it has been determined that as the criteria for the use of S106 funding is restricted by specific agreements this will be detailed

						and managed in an operational plan. Delays are associated with extended legal advice as part of the options appraisal
GE8	**(Both) One Public Estate (OPE) Programme** Providing shared facilities as part of the OPE programme. This is an ongoing programme which will identify new projects that may generate commercial return for the Councils.	✓	July 2021 – ~~April 2023~~March 2024 (and ongoing)	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager	This is an ongoing programme which will identify new projects that may generate commercial return for the Councils.
GE9	**(Both) Development of Business Cases for Further Commercial Investment Opportunities** Explore commercial and strategic opportunities which can contribute to and support growth in the economy.	✓	August 2021 – March 2024 (and ongoing)	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager & Strategic Growth Projects Manager	This is an ongoing programme which will identify new projects that may generate commercial return for the Councils.
GE10	**(SNC only) Develop Local Development Orders for Consideration at Key Employment Sites** If approved, these planning outcomes will secure and fast-track economic growth opportunities.	✓	March 2022 – March 2024	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth Strategic Growth Projects Manager	

Supporting individuals and empowering communities

Our long term ambitions:

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

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

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer	Rationale for changes
SI1	**(Both) Review of our holiday activity schemes including Tots2Teens and Kids Camp** Provide a consistent approach that meets the needs of families and is financially sustainable.		October 2021 – July 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC) Cabinet Member for Customer Focus (SNC)	AD Individuals and Families & AD Community Services	Project completed
SI2	**(Both) Review to explore improvements to the way to- support independent living**		September 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families	Project completed
SI3	**(Both) Deliver improvements to how customers access and are supported through housing** Drive efficiency, reduce unnecessary contact and provide more preventative information and advice.	✓	October 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager	Project completed

SI4	**(Both) Review of our temporary accommodation** Enable more efficient use of our temporary accommodation and a clearer pathway from homeless to sustainable housing.	✓	October 2021 – December 2022~~June 2022~~	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager	This programme has been pushed back due to demand pressures on operational business. A Cabinet report is due in the Nov/Dec Cabinets
SI5	**(Both) Development of our successful help hub and partnership approach** Providing prevention, advice and support to residents.		April 2022 – February 2024	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager	
SI16	**(SNC Only) Finalise options and a decision made for the future leisure provision in Diss** Enable communities to be as active and healthy both physically and mentally as possible, development of business plan for enhanced facilities.		April 2023 – linked to GE8~~September 2022~~	Cabinet Member for Customer Focus (SNC)	AD Community Services and Leisure Business Development Manager	Need to link options to wider comprehensive OPE programme in GE8
SI17	**(SNC Only) Expand leisure offer in the East** Enable communities to be as active and healthy both physically and mentally as possible, development of business plan for enhanced facilities.		April 2023~~Sept 2022~~	Cabinet Member for Customer Focus (SNC)	AD Community Services and Leisure Business Development Manager	On-going discussions with NCC on options for redevelopment of Framingham Earl site
SI18	**Delivering a locality Health and Wellbeing strategy** via the development of locality led Health and Wellbeing Partnerships in each district to drive partnership work and increase investment in prevention and addressing inequality.	✓	January 2022~~- –~~ January 2023~~Sept 2022~~ (then ongoing BAU)	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	Director of People and Communities / AD Individuals and Families	The strategy is being developed through a partnership approach and aligning with the emerging health and wellbeing boards. This has taken more time to develop and therefore the programme has

						been pushed back six months.

Protecting and improving the natural and built environment, whilst maximising quality of life

Our long term ambitions:

- Take proactive steps to preserve the natural and built environment
- Ensure we have the right homes for everyone
- Build a place that everyone can be proud of

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

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer	Rationale for changes
PE1	**(BDC only) Work with Veolia to continue the successful mobilisation and monitoring of new Broadland waste contract, including the introduce of WEEE collections and the expansion of food waste across the whole district from October 2022 -**	✓	November 2021 – October 2022	Cabinet Member for Environmental Excellence (BDC)	AD Community Services	Project completed
PE2	**(Both) Planning for a New Settlement** Assess the availability, suitability and achievability of New Settlement proposals in Greater Norwich.	✓	March 2023~~2~~ – March 2024~~3~~	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Place Shaping Manager	Progress has been delayed as the focus has been on the GNLP, where the timetable has been extended and where the resources have been focussed.

PE3	**(Both) Develop and deliver a strategy and specific action plans to decarbonise council activities towards achieving Net Zero**		Develop decarbonisation strategy and outline action plans by March 2023 Develop and implement costed actions from 2022 through to March 2024 and beyond	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD ~~Regulatory~~Economic Growth & Clean Growth and Sustainability Manager	Work programme now sits within Economic Growth service area
PE4	**(Both) Review of existing Tree Preservation Orders** Ensure we have up to date Tree Preservation Orders, enabling us to protect specific trees, groups of trees or woodlands in the districts.		December 2022 – June 2025	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Development Manager	
PE5	**(Both) Finalise options and develop full business cases for the improvements to Frettenham depot and replacement for Ketteringham depot** Reduce carbon footprint, improve quality of staff welfare and facilities, future proof facilities and ensure safe operations.	✓	April 2022 – April 2024	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Community Services	
PE6	**(Both) Tree Planting** Deliver a programme of community engagement activity and enabling including specific projects to deliver tree planting targets.		April 2022 – March 2024	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD ~~Regulatory~~Economic Growth & Clean Growth and Sustainability Manager	Work programme now sits within Economic Growth service area
PE7	**(BDC only) Review of opportunities of a Green ~~Bond~~Finance model~~s~~** Enabling capital-raising and investment for new and existing projects with environmental benefits.		October 2021 – March 2023	Cabinet Member for Finance (BDC)	AD Finance	Project title revised following legal advice

Moving with the times, working smartly and collaboratively

Our long term ambitions:

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

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

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer	Rationale for changes
MT1	**(Both) Implementation of a new Finance system (forms part of the Systems Transformation Programme)** Enabling a single system and improved working practices delivering on the One Team Collaboration.	✓	September 2021 – April 2022	Cabinet Member for Finance (BDC) Cabinet Member for Finance & Resources (SNC)	AD Finance	Project completed
MT2	**(Both) Waste Customer Services Review** Review alignment of our waste customer services and operational systems including utilisation of In-Cab technology.	✓	December 2020 – March 2023~~June 2022~~	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Community Services & Waste Senior Operations Manager	Delayed due to integration of systems with ECHO and priority given to reviewing Garden Waste billing
MT3	**(Both) Business Case for a Customer Relationship Management (CRM) system** Scope and opportunities identified with the aim to support the	✓	January 2022 - May~~rch~~ 2023~~2~~	Cabinet Member for Transformation and Organisational	AD ICT/Digital and Transformation	The funding for the discovery phase has been agreed. The project is now moving into the

	organisation to organise and manage our customer relationships.			Development (BDC) Cabinet Member for Governance and Efficiency (SNC)		procurement phase with the specification being drawn up. On contract award the work will commence to deliver a costed business case to be taken to Cabinet for investment decision.
MT4	**(Both) Review of our office accommodation and implementation of recommendation(s); including projects such as hub and spoke model** Enable a work environment that supports our core principles and culture.	✓	December 2021 – ~~December~~ March 2023~~2~~ (timeline agile depending upon outcomes of the review)	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	Director of Resources	Timeline amended in accordance with decision made by both councils in May 2022 to purchase the Horizon Centre.
MT5	**(Both) Explore options of introducing webchat functionality for customers to establish the potential of webchat as an access channel** Enabling customers to be able to access our services through their channel of choice.		April 2022– December 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	

MT6	**(Both) Expansion of Office 365 product suite** Facilitate further digital transformation and innovation in the way we work.	✓	June 2022 – January 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	
MT7	**(Both) Delivery of Phase 2 of the joint website** Implementation of new features, services, and capabilities within the Digital Services offerings.		June 2022 – January 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	
MT8	**(Both) Provision of a remote access solution** Enable true workforce agility using a robust and secure solution.	✓	Exploration June 2022 – December ~~March~~ 202~~3~~2 Delivery January 2023 - March 2023 ~~– October 2024~~	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	An accelerator workshop has been completed and this has moved us into the investigation phase. We now anticipate delivering the remote access solution by the end of the financial year a

						year ahead of the original plan.
MT9	**(Both) Implementation of a new Planning System (forms part of the Systems Transformation Programme)** Enabling a single system and improved working practices.	ü	March 2022 – March 2023	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Business Improvement Manager	
MT10	**(CNC) Record Digitilisation** Comprehensive review of all historic paper files currently stored at several locations, to digitise all necessary records and securely dispose of remaining records.		April 2022 – April 2025~~3~~	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	CNC Service Manager	As agreed by CNC Board to enable full business case to be prepared.
MT11	**(Both) Delivery of Moving Towards a First-Class Customer Service Strategy** Embed progressive services that are driven by customer insight and engagement to ensure they meet customer need.	✓	April 2022 – April 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Customer Focus (SNC)	AD ICT/Digital and Transformation	
MT12	**(Both) Back scanning of planning files** Enabling a fit for purpose electronic planning application data set.		April 2022 – March 2024	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Business Improvement Manager	
MT13	**(Both) Implementation of a new Revenues & Benefits System (forms part of the Systems Transformation Programme)**	✓	April 2022 – October 2023~~Mid – 22/23~~	Cabinet Member for Finance (BDC) Cabinet Member for Finance &	AD Individuals and Families	Procurement phase now complete. Now moving onto

	Enabling a single system and improved working practices.			Resources (SNC) Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)		implementation of chosen joint system.
MT14	**(Both) Implementation of the Elections Bill** Achieve compliance with the new legislation.	✓	April 2022 – March 2024	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff	
MT15	**(Both) Review and alignment of Constitutions** Processes and delegations are aligned to assist effective governance across one officer team.	✓	April 2021 – March 2024	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff	
MT16	**(Both) Delivery of One Team Staff Development Programme** Attracting and retaining key talent to the One Team.	✓	April 2022 – March 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	Chief of Staff	
MT17	**(Both) Delivery of the Business Intelligence Programme**	✓	Proof of Concept agreed: February 22	Cabinet Member for Transformation	AD ICT/Digital and Transformation	

	Providing performance data which is easy to access, reliable and available at the right time to the right people to support strategic and operational decision making and drive service improvement		Delivery:April 2024	and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)		
MT18	**(BDC) Migration of data to Her Majesty's Land Registry (HMLR)** Centralisation of local land charges as required by the Infrastructure Act 2015 which transferred responsibility for local land charges to HM Land Registry	✓	~~January~~ April 2023 – December 2023	Cabinet Member for Planning (BDC)	Director of Place & Business Support Manager	To align with the completion of the M3 / Idox migration
MT19	**(Both) Electoral Boundary Review** Every polling district has an accessible polling station. Our electoral boundaries ensure that communities are fairly represented	✓	October 2023 – January 2025	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff	
MT20	**(Both) Review the provision of WiFi to ensure it is fit for purpose and value for money.** Implement the review recommendations to ensure the Wi-Fi provision is up to date and fit for purpose to support our new ways of working		December 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	

MT21	**<NEW> (BOTH) Complete the migration of M365.** Provide a streamline and efficient technology architecture to enable staff to unlock new ways of working by integrating the current SNC & Broadland domains into one new southnorfolkandbroadland.gov.uk domain	✓	May 2022 - December 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	
MT22	**<NEW> (BOTH) Review the ICT and Digital Strategy and devise the associated IT Roadmap.**	✓	June 2022 – March 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	
MT23	**<NEW> (BOTH) Implement the Portfolio Approach for Transformation projects and programmes.** Provide an effective and embedded governance approach to managing projects and programmes that aligns delivery with resource and provides transparency and effective reporting of transformation benefits.		October 2022 – March 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	

	MT25	**<NEW> (BOTH) Implement a single network to increase performance and resiliency.**		April 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation	

Our Business As Usual Activities which support us to achieve our ambitions:

Alongside delivering our key projects and programmes, the main bulk of our work is delivering key and critical Council services to our customers. The below table provides the overview of these BAU activities:

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	A Chief of Staff – Governance					
A1	**Review of members Code of Conduct**	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	May 2023	Monitoring Officer	Links to all priority areas	
A2	**Review process for Freedom of Information Requests and Subject Access Requests**	A new process / system which would streamline the process, for all involved, with a view to linking into the CRM project if possible	July 2022	Chief of Staff	Moving with the times, working smartly and collaboratively	Paused whilst the initial work in relation to the CRM is undertaken

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
A3	**External review of the Internal Audit Service against the Public Sector Internal Audit Standards**	Continued compliance with the Public Sector Internal Audit Standards.	December 2022	Head of Internal Audit	Moving with the times, working smartly and collaboratively	Complete
A4	**Provision of Governance & Democratic function**	Decisions are made in accordance with legislation and the constitution.	Ongoing	Chief of Staff	Links to all priority areas	
A5	**Member development and training**	Well informed members who make sound decisions	Ongoing	Chief of Staff	Links to all priority areas	
A6	**Data Protection and Freedom of Information (FOI) compliance**	Minimal data protection breaches, with very few requiring report or resulting in complaints to the Information Commissioner's Office (ICO). FOI requests are responded to in statutory timeframe, the Councils receive minimal internal review and complaints to the ICO.	Ongoing	Chief of Staff	Links to all priority areas	
A7	**Equalities - monitor and assist compliance with public sector equality duty**	The Councils are compliant with their equality duties, ensuring equality considerations are at the centre of policy formulation and decision making.	Annual report - 31 January Review and Publish Equality Objectives by April 2024	Chief of Staff	Links to all priority areas	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
A8	**Provision of a high-quality Internal Audit Service to both Councils across Norfolk and the East**	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Ongoing	Head of Internal Audit	Links to all priority areas	
A9	**Publishing and maintaining the electoral register, including the annual canvass**	The electoral register is accurate and complete as possible, ensuring that everyone who is eligible and wants to vote is able to do so.	• July/August - data matching exercise • August/November – annual canvass • 1 December – publish an electoral register • February – postal voter identifier refresh	Electoral Registration Officer	Links to all priority areas	
A10	**Deliver effective and efficient elections for all types of election activity**	Polls are delivered to ensure a consistent high-quality experience for voters and those wanting to stand for election.	• Any by-elections that occur up to 2024 • District and parish elections – 4 May 2023	Returning Officer/ Chief of Staff	Links to all priority areas	
A11	**Civic Receptions**	Well planned and successful civic and Chairman events that promote the Council and ensure that the community is well represented.	Ongoing	Chief of Staff	Links to all priority areas	
	B Chief of Staff - HR and OD					

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
B1	**Management of employee absences and turnover**	Short term and long-term sickness absence targets % reduction in absence Staff retention target of 90%	Monitored and reported Quarterly	Chief of Staff	Links to all priority areas	
B2	**Employee Wellbeing**	Utilisation of Employee Assistance Programme and Mental Health First Aiders	Ongoing	Chief of Staff	Moving with the times, working smartly and collaboratively	
B3	**Create a culture to enable employees to be the best version of themselves**	• % response rate employee opinion survey • % improvement wellbeing survey • % improvement employee opinion survey • % completion rate half year and end of year appraisals	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively	
B4	**Workforce Planning Strategy to include hybrid working, talent management, graduates & apprentices and future skills with partner organisations**	• # Output measured high performance ratings • # career moves / internal promotions • # recruits against strategic target	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
B5	**Build on and create an inclusive One Team culture**	• Completed gender pay submission • Completed action plan	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively	
	C Chief of Staff – Marketing and Communications					
C1	**Create targeted and effective stakeholder communication strategies to ensure all stakeholders receive the information they need at the right time through the right channels**	• Growth in social media engagement and following • Over 60% positive and neutral sentiment press clippings • Volume increase year on year of positive and proactive coverage • More than 75% of staff believe they are adequately to extremely well informed	• Residents' magazines March 2023 and 2024 July 2023 and 2024 November 2023 and 2024 • Social media Year round • Public relations Year round Internal communications annual plan September 2022 and 2023 • Internal communications benchmarking survey August 2022 and 2023	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	
C2	**Creation of revenue streams through the creation of third-party advertising and sponsorship opportunities**	• 10% increase in revenue compared with 2021/2022 • 10% increase in revenue compared with 2022/2023	• March 2023 • March 2024	Chief of Staff	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
C3	**Promotion of annual events such as the Community Awards, Staff Awards and the Business Awards**	• Number of nominations comparable with previous years for all awards • Positive engagement with social posts promoting event and event winners • Positive level of business engagement through sponsorship of awards	Award dates TBC	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	
C4	**Delivery of Marketing and Comms campaigns for each service area**	A good level of awareness of promoted support/service with targeted stakeholder. Exact measures to be documented in the relevant Marketing and Comms Plan.	Ongoing throughout the year	Chief of Staff	Links to all priority areas	
C5	**Supporting resident engagement on County-wide initiatives**	A good level of awareness of promoted support/service with targeted stakeholder detail of which will be documented on the communications plan.	Ongoing throughout the year	Chief of Staff	Links to all priority areas	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	D Resources – Council Tax and NNDR					
D1	**Implement NDR Revaluation on 1 April 23**	Revaluation of NDR delivered accurately and on time.	1 April 2023	Internal Consultancy Senior Lead (CTAX NNDR)	Moving with the times, working smartly and collaboratively	
D2	**Collection of Council Tax and NDR**	Collection rate exceeds the target set.	Ongoing	Revenues Manager	Moving with the times, working smartly and collaboratively	
	E Resources – Finance					
E1	**Financial support to key corporate projects**	Development of a sound financial case and support where applicable. Procurement advice to be provided as required.	Ongoing dependent upon poject timelines	Senior Finance Business Partner & Procurement Team	Moving with the times, working smartly and collaboratively	
E2	**Implementation of new accounting standard (IFRS 16) for leases**	Successful implementation for ~~22/23~~23/24 Accounts	May 202~~43~~	Capital Accountant	Moving with the times, working smartly and collaboratively	Nationally implementation has been deferred until the 23/24 Accounts.
E3	**Retender contracts eg Cash Collection Contract. Merchant Acquiring Contract**	New contact in place	December 2022	Finance Manager	Moving with the times, working smartly and collaboratively	
E4	**Produce a new Procurement Strategy and review approach to sustainability in Procurement**	New Strategy delivered	~~December 2022~~April 23	Procurement Consortium	Moving with the times, working smartly and collaboratively	Staffing changes in the procurement consortium have delayed this project

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
E5	**Delivery of core Accountancy services**	The Councils' resources are managed effectively and provide value for money.	• Feb – Budget • Jun - Accounts	Finance Manger & Senior Finance Business Partner	Moving with the times, working smartly and collaboratively	
E6	**Delivery of core Financial Transactions services**	The Councils' resources are managed effectively and provide value for money.	Ongoing	Finance Manager	Moving with the times, working smartly and collaboratively	
E7	**Delivery of core Procurement services.** Nb: Will be working in collaboration with Breckland so will be looking to standard processes and develop contract management practices.	The Councils' resources are managed effectively and provide value for money.	Ongoing	Procurement Consortium	Moving with the times, working smartly and collaboratively	
	F Resources – Customer Services					
F1	**Expand and improve our customer access channels in line with our Digital Strategy and our Systems Transformation Programme**	Customers can access our services through their channel of choice. Each access channel is cost-effective in its delivery of services.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
F2	**Support the delivery of the outputs of the Accommodation Programme**	Providing the best service, we can to our customers.	December 2022 (depending on ourcomes of accommodation review)	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
F3	**Maintain effective and efficient customer contact centre that reflect both customer and business need in line with the strategic direction of the One Team**	Core customer contact team understands and acts on operational data with a suite of relevant KPIs. Call centre understands demand, resources and continually identifies/shares insight that applies to service areas across the organisation.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
F4	**Support transformation projects by embedding the use of customer insight data across the organisation**	Customer insight drives appropriate business decisions using toolkits, techniques and data.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
F5	**Align Out of Hours contracts to ensure they remain value for money and reflect business need**	Provide the customers with a accessible and cost-effective out of hours phone system.	October 22 – March 23	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
	G Resources – ICT/Digital					
G1	**Support the technical delivery of the Systems Transformation Programme**	ICT/Digital platforms that are aligned to the One Team, delivered to requirements	Ongoing – dependent upon project business case timelines	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
G2	**Support the delivery of corporate projects such as Accommodation Review, Business Intelligence**	Projects are supported from ICT/Digital to be delivered.	Ongoing – dependent upon project business case timelines	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
G3	**Support in the delivery of existing and any emerging customer access channels such as, the Telephony System**	Optimised customer access channel that delivers on the vision of our Digital Strategy and Customer Charter	Throughout 2022	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
G4	**Deliver effective and efficient ICT operations service that meets the needs of the customer**	Council systems, infrastructure and the service desk are operating in line with the business need and customer expectations	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
G5	**Keep abreast of new and emerging technologies and the opportunities for their adoption across the One Team**	An adaptable and progressive ICT/Digital service that delivers on customer need.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
G6	**<NEW> Implement an ITIL-based Service Management capability**	A service desk that meets operational need with a customer-first focus	June 2022 – March 2023	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
	H Resources – Facilities					
H1	**Delivery of capital works to Council offices**	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Dependent upon outcome of accommodation review.	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
H2	**Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to**	Zero disruption to Council services/operation due to property issues.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	residents and businesses.					
H3	**Review the current opening hours of the Councils' HQ buildings**	Our office opening hours reflect the needs of customers and the business and are consistent across sites.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively	
	I Resources – Innovation, Strategy and Programmes					
I1	**Development and delivery of a new planning and performance framework**	The organisation has a clear vision and framework for performance, ensuring it stays abreast of any key service delivery issues at all levels and risk is minimized.	May 2022	Strategy and Programmes Manager & Transformation Lead Officer	Moving with the times, working smartly and collaboratively	
I2	**Implementation of System Transformation Service Reviews within Planning/Environmental Health & Food, Safety & Licencing**	The service area is supported to deliver an impactful transformation review which delivers efficiencies, cost-effectiveness and increased levels of service.	~~September 2022~~January 2023	Transformation, Innovation and Internal Consultancy Manager	Moving with the times, working smartly and collaboratively	The reviews have been completed and the findings and outcomes are being finalised,
I3	**Implementation of Business Transformation Service Reviews across the organisation**	Service areas are supported to deliver impactful transformation reviews which deliver efficiencies, cost-	Expected to start in 2023/24	Transformation, Innovation and Internal Consultancy Manager	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
		effectiveness and increased levels of service.				
I4	**Development of a new 4-year Strategic Plan for the two Councils, leading to the end of the current Strategic Plan in 2024**	The Councils remain efficient and effective, future focused and plans activities to achieve our vision and goals.	April 2023 – April 2024	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively	
I5	**Programme management of SPARK Transformation Programme**	Delivery of Feasibility Study collaboration roadmap.	Ongoing	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively	
~~I6~~	~~**Programme management of the Officer led Resources Co-ordination Group**~~	~~Resources are managed effectively across the organisation, ensuring we can deliver our Delivery Plan~~	~~Ongoing~~	~~Strategy and Programmes Manager~~	~~Moving with the times, working smartly and collaboratively~~	Now reflected in MT23
I7	**Monitoring, analysing and reporting of strategic risk, performance and finance to CMLT and Members; including in year reviews and updates of the Delivery Plan for 2022/23 – 2023/24**	Risk is minimised where possible and performance is used to drive service improvement.	Quarterly	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively	
I8	**Provide training and support to the Internal Consultancy Team**	Capability within the team is built and the Transformation agenda is delivered in an effective way.	Ongoing	Transformation, Innovation and Internal Consultancy Manager /Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
I9	**Build understanding and capacity within the central transformation and strategy team and then wider organisation of agile working and the concept of innovation.**	Better support to the organisation to increase productivity and efficiency, and creativity for transformation and change.	Ongoing	Transformation, Innovation and Internal Consultancy Manager /Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively	
I10	**Monitoring the performance of the business through the Quarterly Business Governance Quarterly Reports to CMLT**	Corporate Governance oversight which provides assurance against statutory requirements and other key metrics and to inform corporate decision-making process.	Quarterly	Transformation Lead Officer	Moving with the times, working smartly and collaboratively	
	J People and Communities – Early Help					
J3	**Refreshed post-Covid approach to support good physical and mental health through well placed / timed interventions**	Increased participation in activity in identified thematic and geographical hotspots such as anti-social behaviour, falls, obesity	Supporting four target cohorts per annum	Help Hub and Communities Senior Manager/Leisure Business Development Managers	Supporting Individuals & Empowering Communities	This has been workstream which is part of core business and no requirement to be made a specific project.
~~J4~~	~~**Ensure range of Apprenticeship/Graduate opportunities exist for those that want them**~~	~~Promote benefits of Apprenticeships to local businesses and provide quality opportunities across~~	~~September 2022~~	~~AD Individuals and Families~~	~~Supporting Individuals & Empowering Communities /Growing the Economy~~	This workstream is part of core work and not a specific project

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
		~~hard to recruit Council roles~~				
J5	**Influence the range of training opportunities to support South Norfolk and Broadland businesses, employability and encourage lifelong learning**	Increase in residents accessing training, confirmed via annual skills survey	March 2023~~Septmber 2022~~	Assistant Director Individuals and Families Assistant Director of Economic Development	Growing our economy	
J6	**Support a range of events, activities and networks to raise awareness of community-based services and celebrate success**	• Annual Community at Heart awards completed • Annual Community Awards completed • Queens Platinum Jubilee	Oct each year Oct each year June 22	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities	Completed
J7	**Continued support for victims of domestic abuse through raising awareness of services and effective collaboration with partners**	Earlier identification of victims and their families.	Ongoing	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities	
	K People and Communities – Leisure					
K1	**Implement the ongoing Leisure Recovery Plan to increase use and income with an enhanced centre and non-centre-based leisure offer to improve**	Increase in: • Participation and footfall • Membership subscriptions	Return to Pre-COVID position by March 2024 Operationally cost neutral by March 2025~~4~~	AD Community Services Lesiure Operations Managers	Supporting Individuals & Empowering Communities	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	activity levels of residents (SNC only)	• Enhanced on-line offer • Profitability – achieving cost neutrality • Customer satisfaction levels at centres • Increased targeting and market segmentation – use of Datahub • Improved in-house marketing • Improved service offer • Non-based and more informal community based physical activities				
K2	**Review/ development of Broadland and South Norfolk Leisure Strategy**	A new joined up and clear Health and Leisure strategy, covering April 2022 – December 2024. To include recovery plan from COVID and expansion of non-centre-based leisure	Dec 2024	AD Community Services Leisure Business Development Officers	Supporting Individuals & Empowering Communities	
K3	**Work with Greater Norwich Growth Board, FMG Consulting and other stakeholders, to help develop the new**	Strategy documents published by Spring 2022, with clear insight to inform policy decisions and strategy	May 2022	AD Community Services	Supporting Individuals & Empowering Communities	Completed

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	Greater Norwich Sport & Physical Activity Strategy	going forward, until 2038				
K4	**Continue to develop the jointly managed / funded South Norfolk and Broadland Locality Development Officer position, working in partnership with Active Norfolk**	Successful partnership working and achievement of locality objectives, including leading the development and implementation of a strategic framework for physical activity for Broadland and South Norfolk	December 2022	AD Community Services	Supporting Individuals & Empowering Communities	
K5	**Facilitate a wider leisure offer, enabling communities to be as active and healthy both physically and mentally as possible**	An agreed policy position for development of community-based leisure opportunities, with each business case considered on its individual merit.	Individual timelines to be informed and agreed as part of Business Cases	AD Community Services/AD Economic Growth/AD Individuals & Families	Supporting Individuals & Empowering Communities	
K6	**Improved utilisation of Ketts Park, delivering appropriate improvements, including completion of tennis court refurbishment, car park improvements, exploration of café and soft play business cases (SNC only)**	Tennis court refurbishment completed and increased utilisation and income generation. Car park repair completed. Café and soft play business cases developed.	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
K7	**Review the online class offering, with a view to ensuring value for money and creating a service that is utilised by the wider community and hard to reach groups**	Proposed move to more on demand content, explore opportunities to target specific underrepresented and hard to reach sectors (e.g. housebound, care homes, awaiting orthopedic surgery)	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities	
K8	**Develop use of and access to Framingham Earl Sports Centre (SNC only)**	Business case developed for improvements to facilities	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities	
K9	**Business case and Installation of EGYM equipment at Wymondham and Long Stratton Leisure Centres (SNC only)**	EGYM equipment installed and creation of additional membership category to create new income stream. Scoping completed and agreed way forward proposed.	September 2022- – Equipment now ordered	AD Community Services	Supporting Individuals & Empowering Communities	Completed
K10	**Efficient and safe operational delivery of the Leisure Centres and community leisure offerings**	Implementation of COVID-19 recovery Plan. Working towards Quest Quality Accreditation across the other leisure sites.	Ongoing	AD Community Services Lesiure Operations Manager	Supporting Individuals & Empowering Communities	
K11	**Review of Leisure Centre management systems (SNC only)**	Explore opportunities to replace the current and somewhat limited	March 2023~~September 2022~~	AD Community Services	Supporting Individuals & Empowering Communities	Delayed due to needing to integrate any

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
		database management system with one that is more fit for purpose		Lesiure Operations Manager		new system to new EGYM equipment
K12	**Review of Joint Use Agreements with Long Stratton and Wymondham schools/leisure centres (SNC only)**	Undertake a review of these to ensure they are mutually beneficial to both parties and fit for the future growth in both towns.	Ready for September 2022 school year	AD Community Services Lesiure Operations Manager	Supporting Individuals & Empowering Communities	Completed
	L People and Communities – Waste Services					
L1	**Increase recycling rates and reduce contamination**	Improve the environment by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction Increase recycling rate to 60% across both Council's April 2024	Ongoing	Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment	
L2	**Retendering of Garden Waste Contracts**	Successful re-tendering of contracts	Q3 2022	Internal Consultancy lead – Waste	Protecting and Improving Our Natural and Built Environment	Completed
L3	**Delivery of Government Waste Strategy**	Required service changes and improvements are	TBD	AD Community Services	Protecting and Improving Our Natural and Built Environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
		efficiently delivered in line with the Governments strategy	Develop implementation plans to ensure compliance with new strategy - Ongoing	Contracts, Policy and Partnerships Officer		
L4	**Deliver effective waste services**	• Ensure compliance and H&S of both waste services • Maintain operator license accredited quality assurance standard (SNC). • Effective monitoring of Broadland contract in partnership with Veolia	Ongoing	AD Community Services Waste Senior Operations Manager Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment	
L5	**Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement**	• Improve the environment through actions in our Environmental Strategy • Reduce time taken to clear up fly-tipping • Reduced level of instances and complaints relating to street scene recorded, – improved environment and reduced Anti-Social Behaviour	Ongoing	AD Community Services Waste Senior Operations Manager Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	M People and Communities – Housing Standards & Independent Living					
M1	**Promoting and enforcing the Minimum Energy Efficiency Standards in the private rented sector**	To reduce the numbers of non-compliant poor energy efficient properties and create a sustainable process for future enforcement actions.	Ongoing	Senior Housing Standards Manager	Protecting and Improving Our Natural and Built Environment	
M2	**Continue to align our housing standards team. Widen scope of delivery to address hard to reach housing issues**	Preventative grant schemes reviewed and implemented. New Independent Living Assistance Policy delivers flexibility addressing strategic issues such as mental health and hospital discharge within 12 months.	New Independent Living Policy and grant Schemes to be fully implemented by July 2022 months.	Senior Housing Standards Manager	Supporting individuals and empowering communities	Completed
M3	**Ensuring homes in Broadland and South Norfolk are safe and healthy through robust enforcement of legislative standards**	• Vulnerable residents are supported through our core services. • Increase in identification of HMOs • Four empty hones enforcement procedures started per annum.	Ongoing	AD Individuals and Families	Protecting and Improving Our Natural and Built Environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
M4	**Delivery of the Warm Homes Programme for residents**	Refresh the programme following changes to funding from April 2023~~Creating a long-term plan to continue to address fuel poverty and raise household expenditure through energy efficiency and other cost reduction initiatives~~	Ongoing	AD Individuals and Families	Supporting individuals and empowering communities	The funding from central Government has changed since this workstream was developed. We will now look to understand the future requirements of the funding and how the Council can continue to develop the programme.
	N People and Communities – Housing & Benefits					
N1	**Improve accommodation options and safety for victims of domestic abuse**	Improved outcomes for victims of domestic abuse	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities	
N2	**Continue work with partners in line with our rough sleeper strategy and central Government to focus on rough sleeping.**	No one in South Norfolk or Broadland faces a second night out on the streets without an offer of accommodation.	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities	
N3	**Deliver housing advice services in line with the**	The Councils provide sustainable outcomes which meet the	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	priorities of our homelessness strategy	ongoing and changing needs of residents and prevent homelessness.				
N4	**Deliver effective and efficient benefit services, and work with partners and clients to support people out of hardship post-Covid and avoid dependency trap**	Working age claimants are supported into employment options Non-working age support to remain independent at home	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities	
	O Place – Economic Growth					
O1	**Market Towns and High Street Innovation:** • Develop and implement Market Towns plan. • Explore and implement opportunities relating to innovative use of space on the high street. • Investigate further opportunities for public realm improvements.	Reduction in vacant retail space in market towns.	Plan Development September 2022 Implementation January 2023 and ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy	
O2	**Infrastructure and facility improvements to protect and enhance Broadland and Queen's Hills Country Parks**	• Provision of high-quality open spaces. • Increased visitor numbers.	Broadland Country Park Milestones to come from the delivery of the masterplan – due ~~April 2022~~January 2023.	AD Economic Growth Community Assets Manager	Protecting and improving our natural and built environment	Other priorities on site have delayed the masterplan. Specialist consultants now appointed to deliver masterplan.

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
O3	**Delivery of ongoing improvements and enhancements to the Bure Valley Path and Bure Valley railway site:** • Working with Norfolk County Council to improve information and access. • Bridge improvement programme. • Boundary fence improvements.	• Improve the quality of the infrastructure and the visitor experience. • Increased visitor numbers.	Completion of Bure Valley Path improvements - March 2023 Path improvements complete October 2022 Fence improvements complete Bridge improvements September 2022 – March 2024	AD Economic Growth Community Assets Manager	Protecting and improving our natural and built environment Supporting individuals and empowering communities	Updated in respect of elements which have now been completed.
O4	**Delivery of infrastructure improvements to support and enable growth**	• Securing funding for sustainable transport along the Stanfield Spur (Hethel – Wymondham). • Delivering highways infrastructure to support growth in the Broadland Growth Triangle Area Action Plan.	Ongoing	AD Economic Growth Growth Delivery Manager Strategic Growth Projects Manager	Growing our economy Supporting individuals and empowering communities Protecting and improving our natural and built environment	We are working to secure funding for delivery of Hethel infrastructure. Plumstead Road T-junction: completion expected by December 2023
O5	**Work with partners to promote Cambridge Norwich Tech Corridor**	Attract sector and place-based investment into	Ongoing	AD Economic Growth	Growing our economy	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
		Broadland & South Norfolk.		Growth Delivery Manager Strategic Growth Projects Manager		
O6	**Food Enterprise Zone & Norwich Research Park** Progress further opportunities for development on the enterprise zones.	Continue to promote and attract inward investment.	Ongoing	AD Economic Growth Strategic Growth Projects Manager Growth Delivery Manager	All priorities	
O7	**Business Support and Facilitation** Review current provision for networking and business to business events.	• An evolving package of business support to enable growth and development of local enterprises. • A successful platform to showcase our leading businesses.	Ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy	BDC Business Builder programme launched in Oct 2022.
O8	**Promote Visitor Economy and Tourism** • Work with Destination Marketing Organisations (DMO's) and other partners to define the Tourism Sector Deal, promote the wider area to	The visitor economy within our districts grows and continues to be seen as a key sector.	Ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	visitors and support local tourism businesses. • Raise awareness in and generate income for our area as a destination for use by the TV and Film industries.					
O9	**Business Support through Training** • Promotion of Apprenticeships and other work-related training to businesses. • Engage with businesses to understand skills gaps and evolve the package of direct/indirect delivery to address local needs.	• Increase in number/skill level of apprentice placements across the districts over rolling 12-month period. • Enhanced programme of business-related courses linked to the needs of local businesses.	~~Create and maintain online forum for local and internal opportunities – June 22~~ October 2022 – September 2024 Programme of training courses that target identified skills gaps – ~~September 2022~~ongoing	AD Economic Growth AD Individuals & Families Programme Manager – Economic Growth	Growing our economy Supporting individuals and empowering communities	Activity picked up through the BDC Business Builder programme launched in Oct 2022. Working with Norfolk Chambers on the Local Skills Investment Plan to understand and address skills gaps.
O10	**Management of Council-owned Assets** • Continued operation and improvement of assets in accordance with regulations. • Maximise the use of our assets through	Provision of high-quality public areas that meet the needs of the community. Improved management of council owned assets to deliver:	Ongoing	AD Economic Growth Community Assets Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	repurposing, disposal or development where appropriate. • Continuous improvement in our approach to estate management. • Tree Maintenance and Inspection Programme.	• Improved safety. • Lower costs. • Better utilisation. Supporting green initiative/ambition.				
O11	**Green Infrastructure Strategy and Action Plan** • Work in partnership with the GNIP (Greater Norwich Infrastructure Partnership) to update the Green Infrastructure Strategy. • Develop and implement a Green Infrastructure Action Plan to maximise available opportunities.	• Production of an updated Green Infrastructure Strategy from which new Action Plans will be created/developed. • Successful submission of bids for Community Infrastructure Levy funding, to allow delivery of key Green Infrastructure projects.	Green Infrastructure Action Plan – ~~July 22~~January 2023. Ongoing delivery throughout the reporting period, based on the Action Plan	AD Economic Growth Growth Delivery Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment	This work is now being carried out inhouse by NCC rather than externally procured. The delay to timescales is due to this
O12	**Implement a Community Infrastructure Action Plan to focus our support of the important growth being delivered by Parish and Town Councils**	• Successful implementation of a Community Infrastructure Action Plan. • Working with and supporting Parish and Town Councils in the spend of	Ongoing	AD Economic Growth Growth Delivery Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
		their commuted sums to deliver Community Infrastructure				
	P Place – Planning					
P1	**Plan for and co-ordinate the delivery of future development need across the Greater Norwich area**	Production of local plan document in accordance with the Local Development Scheme Successful adoption of Neighbourhood Plans in preparation	GNLP Adoption ~~Dec 2022~~Q4 2023/24 Village Clusters Adoption ~~March 2023~~Q1 2024/25 Redenhall with Harleston Neighbourhood Plan made October 2022	AD Planning Place Shaping Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment	Delays to GNLP examination are as a result of impact of nutrient neutrality and progress with Gypsy and Travellers site allocations. Delays to the progress of the Village Clusters Plan result from a combination of the scale of work associated with assessing the high number of sites and consultation representations alongside

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
						higher than expected technical and general workloads associated with the detailed assessment of potential allocations.
P2	**Scope and implement any outcomes of the Planning Bill**	Effective and timely implementation of new Planning Bill requirement.	Dependent upon release from Government	AD Planning All Planning Managers	Supporting individuals and empowering communities Protecting and improving our natural and built environment	
P3	**Scope, implement and integrate any outcomes of the Environment Bill**	Effective integration and implementation of new requirements into planning policy and practice.	Dependent upon release from Government	AD Planning Place Shaping Manager/ Development Manager	Protecting and improving our natural and built environment	
P4	**Working with partners and on the Transport for Norwich (TfN) project delivery group in respect of design, ensuring acceptable impacts on other sites and consents and securing planning**	Delivery of schemes by Norfolk County Council	March 2024	AD Planning Development Manager	Protecting and improving our natural and built environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	for the implementation of Infrastructure Projects					
P5	**Work as part of the Greater Norwich Growth Board, plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including:** • **Preparation of the 2022/23 Greater Norwich Five Year Infrastructure Investment Plan (5YIIP) and Annual Growth Programme (AGP)**	Funding secured for the delivery of infrastructure to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2022/23 identifying the delivery of planned infrastructure projects for the area.	**5YIIP & AGP** Agreed by GNGB (Greater Norwich Growth Board) Q3 2021/22 (DECEMBER) Agreed by Councils – Q4 2021/22 (MARCH) Council decision ratified by GNGB – Q4 2021/22 (MARCH)	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment	Completed
P6	**Working with partners, effectively plan for the identified infrastructure needs**	Delivery of right infrastructure at the right place at the right time	Ongoing	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment	
P7	**Review of SNC and BDC Development Management Policies and scope options for a joint plan**	Adoption reviewed Development Management Policies for both Councils.	Deferred pending outcome of changes to Local Plan system within LURB.~~Scope in September 22~~	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment	Changes to Local Plan system within LURB may remove or limit the scope for locally defined Development Management Policies.

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
P8	**Delivery of affordable housing to meet the needs of our communities**	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	AD Planning Development Manager	Protecting and improving our natural and built environment	
P9	**Review Self-build register and align processes**	Single approach to Self-Build Register with consistent process.	~~September 2022~~March 2023	AD Planning Place Shaping Manager	Moving with the times, working smartly and collaboratively	As a result of the additional resource demands associated with the ongoing work associated with the GNLP and VCHAP, coupled with current unfilled vacancies in the team, this has been delayed from Q2 to Q4 to allow for resources to become available.
P10	**Update Statement of Community Involvement**	Continued effective engagement with stakeholders as part of the planning process.	Dependent upon release from Government	AD Planning	Protecting and improving our natural and built environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
P11	**Implement charges for street naming and numbering (BDC only)**	Charges implemented successfully.	April 2022	AD Planning Business Improvement Manager	Moving with the times, working smartly and collaboratively	
P12	**Review and Preparation of Design Guides for Broadland and South Norfolk**	Adoption of Design Guide(s) compliant with national guidance.	Review outcome of funding bid Q1 22/23 Scope any further work Q2 22/23	AD Planning Development Manager	Protecting and improving our natural and built environment	
P13	**Adopted Local Plan delivery and implementation**	• The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and economic growth. • Protecting the environment in line with adopted policies. • Maintaining a 5-year land supply of land for housing, putting the Councils in a strong position to determine planning applications in line with the development plan	Update to Housing Land Supply Assessment – Q4 2021/22 Agree AMR for 2020/21 – Q4 2021/22. Ongoing –Prepare funding bids to overcome blockages to development, including CIL, BRP applications and monitoring.	Place shaping manager	Protecting and improving our natural and built environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
P14	**Statutory Development Management function**	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: • 90% of minors/others in agreed time • 95% of householders in agreed time • 95% of majors in agreed time	Ongoing	Development Manager	Protecting and improving our natural and built environment/ Growing our economy	
P15	**Undertake Conservation Area Appraisals (CAA's) across the two districts**	Heritage Assets are protected, and planning decisions are informed	Conservation Area Appraisals completed by end of Q4 22/23	Development Manager	Protecting and improving our natural and built environment	
P16	**Planning Enforcement**	There is an effective investigation of all alleged breaches of planning	Ongoing	Development Manager	Protecting and improving our natural and built environment	
	Q Place – Environmental and Community Protection					
Q1	**Robust and dynamic anti-social behaviour rapid response and early intervention service to maximise community safety and public reassurance**	Successful completion of pilot early intervention service: • Swift response • Rapid solution • High impact • Low re-occurrence	~~Ongoing~~ Extension of the pilot to conclude by March 2024 (subject to confirmation of external funding).	AD Regulatory	Protecting our natural and built environment	Emerging opportunity to extend the pilot. Timescale updated to

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
						reflect current position.
Q2	**Anti-social behaviour (proactive) mapping, analysis, planning and multi-agency coordination to achieve high impact and robust enforcement**	Strong and effective inter-agency coordination. Robust tactical response to medium and high Anti-social behaviour threats	Ongoing	AD Regulatory	Protecting our natural and built environment	
Q3	**Continue coordinating on enforcement and campaign for 'Making every contact count' across public protection and community safety services**	Strong watchful professional awareness maximises the protection of our communities when potential problems happen.	Ongoing	AD Regulatory	Supporting individuals and empowering communities	
Q4	**Pilot and mainstream implementation of 'Integrated early action' team to catch and resolve problems seriously affecting people's lives before they worsen**	Catch early symptoms of problems that would escalate into more extensive, serious, complex and potentially damaging problems requiring regulatory solutions.	March 2023	AD Regulatory	Supporting individuals and empowering communities	
Q5	**Dynamic, robust ongoing implementation of environmental enforcement (reactive)**	• Reduction in new offences • Strong defense of hot spot areas minimizes offending. • Rapid response to reported	Ongoing	AD Regulatory	Protecting our natural and built environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
		incidents maximizes evidence gathering and detection offenders. • Robust enforcement action.				
Q6	**Environmental enforcement (proactive):** Programme of proactive detection and enforcement to tackle root causes	Complete knowledge and analysis drives targeting environmental offending at source and robust enforcement	March 2024	AD Regulatory	Protecting our natural and built environment	
Q7	**Community Safety through close partnership working to minimise crime and disorder**	Crime, disorder and anti-social behaviour in our districts are prevented as far as possible and remains low.	Ongoing	AD Regulatory	Protecting our natural and built environment	
Q8	**Coordinate Regulatory resources to identify and minimise risks of exploitation of vulnerable people through Community Safety Partnership and local action**	Good watchfulness, intelligence, challenge and minimal exploitation activity in our districts.	Ongoing	AD Regulatory	Protecting our natural and built environment	
Q9	**County Lines: work through strategic group and in practical coordination to respond**	Good intelligence and minimal County Lines activity in our districts	Ongoing	AD Regulatory	Protecting our natural and built environment/ Supporting	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	to threats facing vulnerable members of our communities				individuals and empowering communities	
Q10	**Flood water management: mapping, risk assessment, analysis and local work with communities at highest risk of flooding threat to life and property**	• Local flooding threats are well understood • Communities well informed • Targeted action in high-risk locations	Ongoing	AD Regulatory	Protecting our natural and built environment/ Supporting individuals and empowering communities	
Q11	**Deliver key environmental protection campaigns to protect health and homes**	High compliance with good standards and targeted action to tackle risks.	Ongoing	AD Regulatory	Protecting our natural and built environment	
Q12	**Deliver and review planning consultation impact when commenting on environmental safeguards, standards and controls in new development proposals**	Review of consultation process to maximise impact	Ongoing	AD Regulatory	Protecting our natural and built environment	
Q13	**Deliver and continually develop our Environmental Strategies and ~~their action~~delivery plans to achieve our aims for environmental improvement, sustainability and ~~community~~**	~~• Effectiveness of environmental strategies and action plans is widely recognised.~~ • ~~Evidence of strong community engagement and~~	As per developing action plan and programme	AD ~~Regulatory~~Economic Growth Clean Growth and Sustainability Manager	Protecting our natural and built environment	Work programme now sits within Economic Growth service area

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	~~involvement~~clean economic growth	~~support in a range of activities.~~ • Implementation of actions as outlined within the environmental strategies and action plans.				
Q14	**Decarbonisation programme of environmental improvement in council activities to reach net zero carbon emissions.**	~~Programme and individual projects, building on the Carbon Audit, on target to reduce carbon emissions towards net zero across council activities~~ Reduction in Council carbon emissions.	Ongoing	AD ~~Regulatory~~Economc Growth Clean Growth and Sustainability Manager	Protecting our natural and built environment	Work programme now sits within Economic Growth service area
Q15	**Continue ongoing establishment of the 24/7 Emergency Incident Officer scheme to give maximum support to local communities when they face serious emergency incidents threatening lives, property and the environment**	Scheme offers reassuringly strong protection of our communities when significant emergency incidents happen	Ongoing	AD Regulatory	Protecting our natural and built environment	
Q16	**Work with the Norfolk Strategic Flood Alliance on strategic, tactical and**	Action plan and programme in place are achieving	Ongoing	AD Regulatory	Protecting our natural and built environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	action planning to maximise the protection of our communities from flooding of homes and businesses	increased protection for our local communities.				
Q17	**Community emergency plans**: **Campaign to promote and maximise resilience and self-reliance in local communities.**	• Strong capabilities and local resilience provided under effective Community Emergency Plans • Review completed of rest centres	Ongoing	AD Regulatory	Protecting our natural and built environment	
Q18	**Deliver a full programme of public protection for community protection, community safety and environmental protection, providing support and help to our communities, working closely with key partners**	Comprehensive protection offered to our communities with strong evidence of local support and partnership working	Ongoing	AD Regulatory	Protecting our natural and built environment	
Q19	**Refresh and update of Business Continuity plans and preparedness**	Robust Business Continuity plans and full support programme assures well-informed, up-to-date business continuity supporting council service delivery and full capability to deliver our commitments	Ongoing	AD Regulatory	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
Q20	**Continued review of plans for rest centre premises for emergency evacuation of residents and training of staff to support these venues**	Full review completed of local rest centre accessibility and availability, informed by community emergency plans	Ongoing	AD Regulatory	Protecting our natural and built environment	
	R Place – Food, Safety & Licensing					
R1	**Implement the Food Standards Agency COVID-19 Recovery Plan (backlog of food safety regulation) to fully protect our communities**	Full up-to-date food safety protection restored after pandemic, through a programme of recovery activity	Ongoing	AD Regulatory	Protecting our natural and built environment	
R2	**Deliver a programme of encouragement, 'nudge' and challenge mechanisms to maximise regulatory compliance**	Improved regulatory compliance and business support	Ongoing	AD Regulatory	Protecting our natural and built environment	
R3	**Business Regulatory Support & Advice Hub**	Successful piloting of the service: • Improved regulatory compliance and business support • Encouragement to take up additional information, advice and support	~~Ongoing~~ Extension of the pilot to conclude by March 2024 (subject to confirmation of external funding).	AD Regulatory	Protecting our natural and built environment	Emerging opportunity to extend the pilot. Timescale updated to reflect current position
R4	**Pilot and mainstream additional commercial compliance support services to businesses**	Enhanced regulatory compliance service offer is funded by new commercial income	March 2024	AD Regulatory	Protecting our natural and built environment/Growing our economy	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	and give added protection to our communities					
R5	**Implement new Licensing Act, taxi and gambling policies**	Updated, robust policies and processes to best support licensing functions	Ongoing	AD Regulatory	Protecting our natural and built environment	
R6	**Refine event licensing and partnership working to secure safe, successful community events, closely supported by the Safety Advisory Group**	Safe licensed events benefit from high compliance and public confidence, promoting enriched community life	Ongoing	AD Regulatory	Protecting our natural and built environment/Growing our economy	
R7	**Animal licensing: Ongoing development and implementation of new licensing system, inspection and enforcement**	Updated, robust policies and processes to best support animal licensing functions	Ongoing	AD Regulatory	Protecting our natural and built environment	
R8	**Deliver a full programme of Food Safety,Health & Safety and Infectious Disease Control**	Comprehensive protection offered to our communities with strong evidence of local support and partnership working	Ongoing	AD Regulatory	Protecting our natural and built environment	
R9	**Deliver a full programme of and Licensing administration, inspection, regulation and intervention**	Comprehensive licensing protection offered to our communities and level business playing field, with strong partnership working and public confidence	Ongoing	AD Regulatory	Protecting our natural and built environment	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	S Place - CNC					
S1	**Review and respond to recommendations emerging from the Building Safety Bill**	Ensure compliance as a Building Control Service	~~March~~ October 2024	CNC Service Manager	Moving with the times, working smartly and collaboratively	The LABC's pathway training introduces a mandatory training and validation programme. All surveyors must complete validation by the end of 2024
S2	**Deliver the statutory building control service for the five local authority partners**	Continued and sustained delivery of the building control function	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively	
S3	**Plan and implement a marketing strategy to increase market share and improve our reputation in line with our brand image**	• Increase our market share. • Improved customer feedback about our services and brand	April 2023~~2~~	CNC Service Manager	Moving with the times, working smartly and collaboratively	Agreed with CNC Board to bring this forward in Q4
S4	**Use a dashboard of measures to improve service delivery and team performance**	Receive positive customer feedback with an improving customer satisfaction score over time	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively	
S5	**Deliver service efficiencies through the implementation of a**	Optimised systems and processes, such as online inspection booking, able to deliver	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively	

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link	Rationale for changes
	range of service and IT system improvements	CNC services in line with the needs of the customer				
	T Place – Business Support					
T1	**Directorate Business Support: Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation**	Customers are dealt with in an efficient and effective way	Ongoing	Business Support manager	Moving with the times, working smartly and collaboratively	

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These measures get tracked quarterly to our Corporate Management Leadership Team and reported through to our Cabinets as set out below:

- Broadland District Council Cabinet – Quarter 2 and Quarter 4
- South Norfolk Council Cabinet – Quarter 2, Quarter 3 and Quarter 4

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

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

14	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth
15	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents by year end	Quarterly	Communities and Early Help
16	(SNC only) Number of members across the 4 SNC leisure centre membership sites (Wymondham, Diss, Framingham Earl and Long Stratton)	Achieve leisure recovery scenario 2 assumption of 3,229 Direct Debit memberships, by end of March 2023 (86% of pre-COVID level). Achieve 3,481 total live members, by end of March 2023 (86% of pre-COVID	Quarterly	Leisure
17	(SNC only) Financial leisure recovery plan - bottom line cost to Council for leisure service	Achieve leisure recovery scenario 1 bottom line cost of £946,390 in year 2	Quarterly	Leisure
18	Number of residents supported to live independently	800 persons assisted to live independently	Quarterly	Communities and Early Help
19	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions	Quarterly	Communities and Early Help
20	Percentage of successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80%	Quarterly	Communities and Early Help
21	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	No more than 7 working days	Quarterly	Housing and Benefits
22	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning

23	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	Quarterly	Planning
24	% Planning decisions made within statutory timescales	• ~~90%~~ 80% of minors/others in agreed time • ~~95%~~ 80% of householders in agreed time • ~~95%~~ 80% of majors in agreed time • Targets amended at the request of Cabinet.	Quarterly	Planning
25	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	98%	Quarterly	Food, Safety & Licensing
26	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
27	Percentage of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
28	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
29	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
30	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
31	Number of litter picks/clean up initiatives supported	30 SNC 30 BDC	Quarterly	Waste Services
32	Number of confirmed incidents of flytipping	No more than: 1,000 SNC 500 BDC	Quarterly	Environmental Protection

Agenda Item: 7
Cabinet
5 December 2022

Treasury Management Quarter 2 Report 2022/23

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Portfolio: Finance & Resources

Ward(s) Affected: All

Purpose of the Report:

This report reviews the treasury management activity during the first six months of the financial year 2022/23 and reports on the prudential indicators.

Recommendations:

Cabinet is recommended to:

1. Endorse the treasury activity for the first half of the year and that it complies with the agreed strategy.

2. Note the 2022/23 prudential indicators for the first six months of the year.

1 SUMMARY

1.1 Investments totalled £96,383m as at 30 September 2022. This includes loans and equity in the Council's wholly owned companies of £40.053m.

1.2 Interest received on external cash investments during the financial year is forecast to be around £745,100 which is £695,000 above the budget of £50,000.

1.3 There has been no need to externally borrow so far this financial year.

1.4 There have been no breaches of the Council's Prudential Indicators.

2 INVESTMENT ACTIVITY

2.1 The Council's investments over the past 6 months are outlined below.

Investments 30/09/22	Interest Rate	End Apr 22 £'000	End May 22 £'000	End Jun 22 £'000	End Jul 22 £'000	End Aug 22 £'000	End Sep 22 £'000
Instant Access							
Barclays	1.35%	15.2	6.0	6.1	4.0	9.8	0.8
Money Market Funds (MMFs)							
Aberdeen		10.0	5.0	5.0	5.0	3.0	3.0
Federated		10.0	10.0	10.0	10.0	10.0	10.0
Invesco							
CCLA		10.0	5.0	5.0	5.0	5.0	8.0
Longer Term Investments							
Goldman Sachs 95DN	0.19%	3.5	3.5	3.5	3.5	3.5	
Goldman Sachs fixed 19/05/22	0.26%	2.0					
Qatar National Bank fixed 19/08/22	0.59%	2.0	2.0	2.0	2.0		
Standard Chartered (Sustainable) fixed 19/08/22	1.04%	2.0	2.0	2.0	2.0		
Standard Chartered (Sustainable) fixed 15/09/22	1.45%	5.0	5.0	5.0	5.0	5.0	
Lloyds Bank Corporate Markets (NRFB) 15/09/22	1.47%	5.0	5.0	5.0	5.0	5.0	
First Abu dhabi Bank PJSC 15/09/22	1.56%	2.0	2.0	2.0	2.0	2.0	
SMBC fixed 23/06/22	1.07%	4.0	4.0				
Qatar fixed 28/10/22	1.65%	3.0	3.0	3.0	3.0	3.0	3.0
National Bank of Kuwait fixed 28/10/22	1.62%	2.0	2.0	2.0	2.0	2.0	2.0
Goldman Sachs fixed 19/05/23	2.22%		3.0	3.0	3.0	3.0	3.0
First Abu Dhabi Bank PJSC fixed 23/12/22	2.16%			2.0	2.0	2.0	2.0
National Bank of Kumait fixed 23/12/22	2.12%			2.0	2.0	2.0	2.0
Lloyds Bank via K&S fixed 06/01/23	1.95%				3.0	3.0	3.0
Qatar National Bank	3.79%					2.0	2.0
Standard Chartered (sustainable)	3.47%					2.0	2.0
Bayerische Landesbank London	3.43%						3.5
Standard Chartered (sustainable)	4.09%						5.0
Goldman Sachs	4.18%						3.5
Goldman Sachs	5.55%						3.5
Total		**75.7**	**57.5**	**57.6**	**58.5**	**62.3**	**56.3**

2.2 As at 30 September 2022, the Council held £6,468,000 of equity shares in Big Sky Ventures Limited, the holding company for the Council's property companies. No further loans have been made to Big Sky Developments Ltd up to 30 September 2022.

2.3 The Council holds £25,000 in shares in the Municipal Bonds Agency. This is an equity investment and was accounted for as capital expenditure.

INCOME FROM INVESTMENTS

2.4 The Council's budgeted investment income for the year had been set at £50,000 and interest earned to 30 September £381,600. A forecast of £745,100 is predicted at year-end, around £695,000 above budget. Economic volatility has led to interest rates increasing significantly since budgets were approved in February 2022 and the authority has taken advantage of these rates in recent months by the use of fixed term investments.

2.5 There were outstanding loans as at 30 September 2022 of £3,160,000 to Big Sky Property Management Ltd, to enable it to purchase rental property from Big Sky Developments Limited (BSD) and other sellers within the district. Interest rates on these loans are applied at a commercial rate of 4%, reflecting the relative risk in the company and the market environment.

2.6 The Council also had outstanding loans of £28,400,000 as at 30 September 2022 to Big Sky Developments Ltd (BSD), at a commercial interest rate of 6%, except for the Homes England Grant funding for the Accelerated Construction which was on lent at base rate to reflect this being Government Grant funding.

INVESTMENT PROPERTIES

2.7 The Council has a commercial rental portfolio worth around £6.5 million. The majority of these properties are rented out, so the return obtained on these properties is as important as if the Council had invested the same amount in the Treasury Strategy. However, under CIPFA's code they are recognised as Capital Assets in the Balance Sheet.

2.8 The average forecasted rate of return for the total investment portfolio for 2022/23 is 6.8% gross, calculated on the property value as at 1 April 2022. This is a significantly better rate of return than if the same value had been invested with financial institutions.

3 BORROWING ACTIVITY

3.1 There has been no need to externally borrow so far this year.

3.2 The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). The Council's CFR is shown below and represents a key prudential indicator.

CFR (£m)	31 March 2022 Actual	31 March 2023 Estimate
Closing Balance	£19.735	£23.735m

4 COMPLIANCE WITH PRUDENTIAL INDICATORS

4.1 The Council approved a set of Prudential Indicators for 2022/23, in February 2022, as part of the Council's Treasury Management Strategy.

4.2 The authority's Treasury Management Strategy for 2022/23 followed the principles in DLUHCs 2010 'Guidance on Local Government Investments' ("Guidance") and CIPFA's 'Treasury Management Code of Practice 2017 (TM Code"). Security and liquidity of investments take priority over yield and surplus funds have been invested in high credit quality counterparties. No counterparty in which the Council has invested funds had a credit rating lower than A- as stated in the Council's Annual Investment Strategy 2022/23.

4.3 The 2022/23 Treasury Management Policy set an operational boundary for external debt of £35m and an authorised limit of £40m. This means that if the authority's level of external debt (including notional debts on implied finance leases) exceeds £35m at any stage during the year the fact must be reported to Council as soon as possible and that debt is not allowed to exceed £40m without receiving prior authorisation from Council. No overdrafts have been incurred as part of treasury operations. The Operational Limit of £35m on debt has not been breached at any point.

4.4 Under the Council's Constitution, the Full Council approves the Treasury Management Strategy and therefore any deviation or breach must be reported to Full Council. In practice, all breaches are also reported to Cabinet prior to Full Council. The prudential indicators can be found in Appendix A. There were no breaches of the indicators between April and September.

5 ECONOMIC ENVIRONMENT & INTEREST RATES

5.1 The second quarter of 2022/23 saw:

GDP in Q1 2022/23 revised upwards to 0.2% q/q from -0.1%, which means the UK economy has avoided recession for the time being;

Signs of economic activity losing momentum as production fell due to rising energy prices;

CPI inflation ease to 9.9% y/y in August but domestic price pressures showing little sign of abating in the near-term and

The unemployment rate fall to a 48-year low of 3.6% due to a large shortfall in labour supply.

5.2 In August, the Bank of England's Monetary Policy Committee (MPC) increased Bank Rate to 1.75%, and on 22nd September moved rates up a further 50 basis points to 2.25%. The increase reflected a split vote – five members voting for a 50 basis points increase, three for 75 basis points and one for 25 basis points. The MPC continues to grapple with getting inflation back on track over a three-year horizon.

The Government has announced that the Office for Budget Responsibility (OBR) will scrutinise their spending plans on 23rd November, after the MPC next meets on 3rd November. Naturally, the Bank Rate forecast set out below will be dependent on a more joined-up set of communications from the Bank of England and the government than that which we have seen or heard so far. In addition, the fiscal governance aspects referred to in the OBR's upcoming review in November will need to be suitably couched in reassuring language and analysis to persuade the markets that fiscal rectitude has not been abandoned.

5.3 What happens in Ukraine will also impact the global economy, but particularly in Europe. The search for alternative providers of energy, other than Russia, will take both time and effort. The weather will also play a large part in how high energy prices stay and for how long.

5.4 On the positive side, consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more affluent households whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

5.5 The latest interest rate forecasts from the Council's Treasury Management Advisors, LINK Asset Management, are shown in the table below. The latest forecast on 27th September sets out a view that both short and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy, whilst the government is providing a package of fiscal loosening to try and protect households and businesses from the ravages of ultra-high wholesale gas and electricity prices.

Link Group Interest Rate View	27.09.22											
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
BANK RATE	4.00	5.00	5.00	5.00	4.50	4.00	3.75	3.25	3.00	2.75	2.75	2.50
3 month ave earnings	4.50	5.00	5.00	5.00	4.50	4.00	3.80	3.30	3.00	2.80	2.80	2.50
6 month ave earnings	4.70	5.20	5.10	5.00	4.60	4.10	3.90	3.40	3.10	3.00	2.90	2.60
12 month ave earnings	5.30	5.30	5.20	5.00	4.70	4.20	4.00	3.50	3.20	3.10	3.00	2.70
5 yr PWLB	5.00	4.90	4.70	4.50	4.20	3.90	3.70	3.50	3.40	3.30	3.20	3.20
10 yr PWLB	4.90	4.70	4.60	4.30	4.10	3.80	3.60	3.50	3.40	3.30	3.20	3.20
25 yr PWLB	5.10	4.90	4.80	4.50	4.30	4.10	3.90	3.70	3.60	3.60	3.50	3.40
50 yr PWLB	4.80	4.60	4.50	4.20	4.00	3.80	3.60	3.40	3.30	3.30	3.20	3.10

5.6 The LINK central forecast for interest rates was previously updated on 9th August and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by delivering a succession of rate increases. This has happened but the "fiscal event" has complicated the picture for the MPC, who will now need to double-down on counteracting inflationary pressures stemming from the government's widespread fiscal loosening.

5.7 Further down the road, we anticipate the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures are behind us – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.

5.8 The CPI measure of inflation will peak at close to 10.4% in November 2022. Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market.

6 ISSUES AND RISKS

6.1 All investments were made within the statutory requirements that govern local authority money market activities.

6.2 The CIPFA Code of Practice on Treasury Management requires the authority to report on treasury management activities at least twice a year, including a report on the Prudential Indicators

6.3 The main aim of the investment strategy is to minimise the risk of loss of principal. The Council's investments are with counterparties offering higher security, at the expense of yield if necessary. The Council works with its financial advisors to ensure that risks are reduced.

6.4 The report has no specific impact on Equalities. Treasury decisions are made primarily on the basis of the security of counterparties, with the needs of the authority's cash-flow second and other considerations such as equality and diversity given lower priority.

7 RECOMMENDATIONS

7.1 Cabinet is recommended to:

1. Endorse the treasury activity for the first half of the year and that it complies with the agreed strategy.

2. Note the 2022/23 prudential indicators for the first six months of the year.

Appendix A: Prudential Indicators

Capital Financing Requirement and Borrowing

Estimates of the Council's Capital Financing Requirement for 2021/22 to 2023/24 are shown in the table below:

	31/03/2022 Outturn £000s	**31/03/2023 Estimate £000s**	**31/03/2024 Estimate £000s**
Capital Financing Requirement before MRP	19,735	23,735	18,145
Less Minimum Revenue Provision	0	0	-300
Capital Financing Requirement	19,735	15,525	17,845

The table below shows the maximum borrowing planned, which is both internal borrowing from cash balances and external borrowing from funders such as PWLB.

	31/03/2022 Outturn £000s	**31/03/2023 Estimate £000s**	**31/03/2024 Estimate £000s**
Existing Profile of Borrowing	0	20,000	20,000
Less: Other Long Term Liabilities	0	0	0
Borrowing in Year	20,000	0	0
Cumulative Maximum Borrowing Requirement	**20,000**	**20,000**	**20,000**

Balances and Reserves

Estimates of the Council's level of Balances and Reserves (both Revenue and Capital) for 2020/21 and future years are as follows:

	31/03/2022 Actual £000s	31/03/2023 Estimate £000s	31/03/2024 Estimate £000s
Balances and Usable Reserves	34,570	28,234	27,051

Prudential Indicator Compliance

(a) Authorised Limit and Operational Boundary for External Debt

- The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached.
- There was no external borrowing in 2022/23 to date and therefore the limits set for 2022/23 were not breached.

(b) Interest Rate Exposure

- The Council has managed the extent to which it is exposed to changes in interest rates. It has done this during the year to date by making a combination of fixed and variable rate investments.

(c) Maturity Structure of Borrowing

This indicator sets upper and lower limits for the proportion of borrowing at both fixed and variable rates that is repayable within defined timescales (maturity is defined as the earliest date at which the loan could be required to be repaid).

Maturity Structure of Borrowing	Lower Limit (Cumulative) %	Upper Limit (Cumulative) %	Actual Borrowing as at 30/09/22 £000s	% Borrowing as at 30/09/22	Compliance with Set Limits?
Under 12 months	0	20	0	0	Yes
12 months to 2 years	0	80	0	0	Yes
2 years to 5 years	0	90	0	0	Yes
5 years to 10 years	0	95	0	0	Yes
10 years and above	0	100	20,000	100	Yes

(d) Total principal sums invested for periods longer than 364 days

- This indicator allows the Council to manage the risk inherent in investments longer than 364 days.
- The limit for 2022/23 is set at a maximum of £5 million medium term (up to 5 years) and £5 million long term (up to 10 years)

Agenda Item: 8
Cabinet
5 December 2022

Rural England Prosperity Fund

Report Author(s): Nina Cunningham & Debra Baillie-Murden
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Portfolio: Stronger Economy and Finance & Resources

Ward(s) Affected: All

Purpose of the Report:
To retrospectively seek approval for South Norfolk's Rural England Prosperity Fund (REPF) proposal which will be submitted as an addendum to UK Shared Prosperity Fund (UKSPF) investment plan on the 30 November 2022. The addendum will include specific project/s with measurable outputs and outcomes that reflect local needs and opportunities.

Recommendations:

Cabinet to agree to:

1. Approve the principal areas of investment as set out in section 4 of this report.
2. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, to make any non-substantive changes to the principal areas of investment as required by the Department for Environmental, Food and Rural Affairs.

1. Summary

1.1 The REPF supports the aims of the government's Levelling Up White Paper and Future Farming Programme. It funds capital projects to support business development, farm business diversification and community infrastructure with the aim of improving productivity and strengthening the rural economy and rural communities.

1.2 The REPF is integrated into the UKSPF which supports productivity and prosperity in places that need it most. For eligible local authorities, the REPF is a rural top-up to UKSPF allocations. It supports activities that specifically address the particular challenges rural areas face. It is complementary to funding used to support rural areas under the UKSPF. South Norfolk Council has been allocated £915,788, subject to the receipt of a compliant proposal.

1.3 The REPF replaces European Funding from LEADER and the Growth Programme which were part of the Rural Development Programme for England. It provides £110m of funding for local investment between April 2023 and March 2025 with local authority allocations based on their population, the importance of farming to the area and the number and productivity of rural businesses in the area.

1.4 It is proposed that South Norfolk Council focuses on a single intervention, linked to the Cambridge Norwich Tech Corridor work programme. If approved, this approach will maximise the impact of the funding and better secure the delivery of outcomes within the required timeframe.

1.5 The deadline for submission of the addendum to the Council's investment plan is 30 November 2022.

1.6 Due to the deadline for submission, the addendum for South Norfolk will be submitted prior to the Cabinet meeting on 5 December 2022. Officers have exercised powers under the Constitution which allows for decisions to be made by Cabinet retrospectively. In accordance with the Constitution and requirements of the funding, the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council will approve the proposal prior to submission.

1.7 The Department for Environment, Food and Rural Affairs will undertake an assessment and provide feedback as required, with approval anticipated in January 2023.

1.8 The first payments are expected to be received in April 2023.

2. Background

2.1 Hethel employment land has been identified as a focus for further jobs growth in order to achieve the core spatial planning objective *"to promote economic growth and diversity and provide a wide range of jobs",* including a requirement to expand

Hethel by around 20ha to focus on advanced engineering and the growth of technology capabilities.

2.2 An allocation of land to fulfil this requirement is established within the Site Specific Allocations and Policies of South Norfolk. As the proposed infrastructure provides a number of access points to this employment land, this would fulfil the intention of the policy and would enable further expansion as/when required.

2.3 Due to the importance of this employment site, a collaboration between New Anglia Local Enterprise Partnership (NALEP), Norfolk County Council, South Norfolk Council, Group Lotus and Hethel Engineering Centre has been operational for number of years. Deliverables to date include a number of site-specific studies including an overview of employment sites along the Cambridge Norwich Tech Corridor, a Foreign Direct Investment (FDI) analysis, an indicative masterplan for the Technology Park and outline designs for the required infrastructure.

2.4 In July 2022, Cabinet approved the principal areas of South Norfolk UKSPF investment plan and the governance arrangements of the fund. The investment plan has been submitted and feedback is expected shortly. Cabinet approved as follows:

2.4.1 Approve the principal areas of investment.

2.4.2 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the sign off and submission of a three-year investment plan to meet the requirements of the UKSPF.

2.4.3 Delegate to the Director of Place to finalise the initial and ongoing Governance arrangements for the UKSPF.

2.4.4 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, to make any non- substantive changes to the investment plan as required the Department of Levelling up Housing & Communities and to sign the contract and accept the terms of the UKSPF, subject to appropriate legal advice.

2.4.5 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the commitment and expenditure of the Council's allocation of UKSPF in line with the investment plan.

2.5 The REPF is additional funding linked to the UKSPF providing capital funding to support the following UKSPF Investment Priorities a)*Support Local Businesses,* and b)*Community and Place* which includes:

2.5.1 Support for new and existing rural businesses to develop new products and facilities that will be of benefit to the local economy. This includes farm businesses looking to diversify income streams.

2.5.2 Support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy.

2.6 Projects must be in a rural area i.e., in a town, village or hamlet with a population below 10,000 or in a market or 'hub town' with a population of up to 30,000 that serves the surrounding rural area as a centre of employment and in providing services.

2.7 The REPF prospectus and guidance contains information on interventions, outputs and outcomes including as well as the opportunity to propose alternative measures which align with local opportunities.

2.8 South Norfolk Council has been allocated a total of £915,788 over the two-year period from 1 April 2023 to 31 March 2025.

2.9 The funding must be used on capital projects, with grants provided for business or community purposes. Where consistent with the investment plan submitted, UKSPF funding may be used for the administration of grants, and any revenue costs associated with projects. No further revenue funding is included in the REPF.

2.10 To access the allocation, South Norfolk has been asked to submit an addendum to the UKSPF investment plan by 30 November 2022 for consideration.

2.11 There is a requirement for local rural partners to be consulted as part of the development of proposals and delivery of the fund. The prospectus document includes guidance on utilising a local partnership group, i.e., South Norfolk's UKSPF board, and inviting additional members with a particular specialism in rural development.

2.12 The governance arrangements and financial monitoring of REPF will be managed in line with UKSPF requirements.

3. Current position/findings

3.1 On 31 October 2022 Cabinet approved:

3.1.1 A financial commitment of £300,000 to support delivery of the Hethel Employment Land Infrastructure improvements from the Council's allocation of the Norfolk Business Rates Pool 2020/21.

3.2 The REPF provides additional capital funding, allocated to rural local authorities to support rural businesses and communities. Funding is expected be received as part of the UKSPF allocation with a split of 25% of the allocation in year 1 and 75% of the allocation year 2 as set out in the Table 1 below

	2023/24	2024/25	Total
SNC Total	£228,947	£686,841	£915,788

Table 1: REPF annual allocations

3.3 Construction costs and uncertainty over interest rates continue to impact on the development costs of unlocking employment land which have seen significant rises c. 41% over the past 12 months (PWC and Urban Land Institute, 2022)

3.4 There is an opportunity for REPF to help secure a significant FDI for Norfolk which will not only provide new jobs and GVA to the local economy but will also add value to the Cambridge Norwich Tech Corridor programme of work, attract new suppliers and investment to this location, generate additional business rates for the benefit of residents as well as creating the demand to deliver an improved sustainable transport route between Hethel, Wymondham and Norwich.

3.5 Businesses currently located within the Hethel Innovation Centre are unable to secure additional space to allow them to grow as the Centre is at capacity. The potential to secure additional grow-on space on the allocated employment land, could result in c.300 new jobs. If the infrastructure constraints of the site continue to act as a blocker to development, the delivery of grow on space is unlikely to be delivered.

3.6 Group Lotus plans to secure significant Foreign Direct Investment to significantly increase electric vehicle car production, creating c.1,000 new jobs. The ongoing increases in construction costs and inflation rates, have resulted in the estimated cost of the infrastructure project doubling since its inception and it is now estimated to be in the region of £8m. To secure the economic opportunity for Hethel employment land, additional funding is required to deliver these works.

4. Proposed Action

4.1 £268,354 of capital funding is included within South Norfolk's UKSPF allocation. Within the investment plan submitted, it has been proposed this is used as part of the Pride in Place Programme to support rural communities. It is therefore proposed that no additional REPF is used to support this area of work from the REPF.

4.2 In order to achieve the economic growth ambitions at Hethel, where forward investment will provide an ongoing return on investment to residents of South Norfolk from the Business Rates generated over time, it is proposed that the Council's full REPF allocation is used to enable the delivery of a suitable road network to open up the allocated employment in Hethel which is required to cater for increased road transport movements to serve the planned growth within this location.

4.3 If supported, the proposed infrastructure supports the delivery of the Levelling Up agenda within South Norfolk by expediting growth within a rural area. It ensures

that the population, in one of the fastest growing parts of the UK, has access to the high value jobs created through new opportunities, existing businesses realising their growth ambitions, supply chain opportunities and further inward investment.

4.4 As part of the wider **Cambridge Norwich Tech Corridor Shared Prosperity Fund work programme,** the proposed REPF project supports the rural business investment priority, delivering a programme '*responsive to local circumstances' whereby Councils are allowed to utilise flexibility to design and deliver fund interventions.*

4.5 By unlocking the employment land, the proposed infrastructure will support intervention *1.1: capital grant funding for both small scale investment in micro and small enterprises in rural areas* enabling new jobs creation jobs and increasing private sector investment in growth-enhancing activities through targeted support for small and medium sized businesses.

4.6 Measureable outputs for this programme include:

4.6.1 *Proposed output: amount (ha) of employment land unlocked*.
4.6.2 *Proposed output: amount (£) of private sector investment secured to the area.*

4.7 Indicative outcomes for this programme include:

4.7.1 Jobs created/safeguarded.
4.7.2 Number of businesses adopting new technologies or processes.
4.7.3 Number of businesses experiencing growth.

4.8 Based on the lead-in time for the proposed investment and that the as construction is not planned to start until Autumn 2023, it is proposed that the Council requests all of the spend is attributed to 2024/2025

	2023/24	2024/25	Total
SNC Total	£0	£915,788	£915,788

Table 2: Proposed REPF annual allocations

4.9 Once appraised by the Department for Food Rural Affairs (DEFRA), the proposal may be subject to changes following negotiations and contract award.

5. Other Options

5.1 The Council's REPF allocation could be used in part, or fully to provide additional support the *Pride in Place Programme*. If supported, this intervention would fit into the supporting rural communities investment priority, directly linking to intervention *2.2: capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups.* Due to the substantial

allocation from the UKSPF for this programme, it is proposed REPF is used to focus on supporting local business growth.

5.2 Within the *Cambridge Norwich Tech Corridor Programme*, the Council's REPF allocation could be used in full or partially to provide grant funding to support a number of rural businesses in line with Priority *1.1: capital grant funding for both small scale investment in micro and small enterprises in rural areas.* Capital grants could be offered to businesses to enable the purchase of equipment to facilitate growth within the business. This proposal would require significant resource to manage funding calls, applications and grant claims. This option is unlikely to have the same impact in terms of achieving the desired outputs for South Norfolk over the longer term.

5.3 Members may also decide to retract the Addendum to the UKSPF investment plan. This would then mean the Council is unable to draw down any of the REPF for the benefit of the district.

6. Issues and risks

6.1 Resource Implications – No additional revenue funding is available through REPF for the administration of the fund. The 4% administration allowance within the UKSPF can be utilised to assist in managing grant calls and appraising grant applications, monitoring contract compliance and administering grant payments, however administering multiple, smaller grant calls will require significantly more resource than larger investments.

6.2 A delay in securing the detailed designs and/or securing planning permission could mean that the infrastructure fails to be completed within the required timeframe and the Council is unable to draw down the funding.

6.3 Legal Implications – As with UKSPF, appropriate UK government logos and reference to REPF and UKSPF must be prominently displayed on all websites and printed materials relating to funded activity. A plaque of significant size must also be installed at a location readily visible to the public, bearing the appropriate UK government logos, project name and standardised text.

6.4 Compliant Subsidy Control advice has been secured for the Council in line with the funding requirements.

6.5 Equality Implications – It is a requirement for all decision making to meet the requirements of the Public Sector Equality Duty.

6.6 Environmental Impact – Infrastructure design will incorporate cycleways and pathways which will in time enable connectivity with sustainable transport links between Wymondham and Hethel.

6.7 Crime and Disorder – N/A

6.8 **Risks** - The project is reliant on match funding being secured. If this is not secured within the expected timeframe, the project programme is likely to slip which could impact the in-year output delivery in March 2025.

6.9 The programme is reliant on working closely with external stakeholders. There is a potential reputational risk associated with poor stakeholder engagement leading to disengagement and possible bad press.

6.10 A risk register will be developed on approval of the Investment Plan and maintained throughout programme delivery. This will include the risk that the Council's Addendum is not approved and has to be resubmitted.

7 Recommendations

7.1 Approve the principal areas of investment as set out in section 4 of this report.

7.2 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, to make any non-substantive changes to the principal areas of investment as required by the Department for Environmental, Food and Rural Affairs.

Background papers

Rural England Prosperity Fund: prospectus - GOV.UK (www.gov.uk)

Rural_England_Prosperity_Fund_interventions__objectives__outputs_and_outcomes_list.pdf (publishing.service.gov.uk)

Emerging Trends in Real Estate®: Europe 2022: PwC

Agenda Item: 9
Cabinet
5 December 2022

Best in Class Housing – Temporary Accommodation

Report Author(s): Mike Pursehouse
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Portfolio: Better Lives

Ward(s) Affected: All wards

Purpose of the Report:

This report sets out the expected future increase in demand for temporary accommodation (and the associated significant increase in cost) and provides a plan to help address this.

Recommendations:

Cabinet is asked to:

Capital Items

1. Delegate authority to the Assistant Director of Individuals and Families, in consultation with the Section 151 Officer, the Portfolio Holder for Better Lives and the Portfolio Holder for Finance to purchase individual properties up to £750,000.

Cabinet is asked to recommend to Council:

2. Create an additional capital budget of £1,808,000, to purchase additional temporary accommodation and to capitalise the staff costs of any purchases.

3. To agree the recruitment of 1 x FTE officer for every additional purchase of 10 units of temporary accommodation, which will be paid for by the additional income received from those properties.

1 Summary

1.1 The Council has a strong track record of delivering effective and compassionate statutory housing services, to ensure our most vulnerable residents are supported when they need help the most. Having access to good quality housing is a fundamental basic need if we are to support residents back to good health and economic activity.

1.2 The Councils partnership approach towards preventing homelessness has been highly effective and continues to pay dividends as we maintain our performance against our PI of preventing 80% of homelessness. This is incredible performance based on the demand we are facing. This prevention is due to our holistic support both within the housing team but also the help hub, inclusive of the numerous external partners within it.

1.3 Due to the current and worsening economic climate, the Council is facing a significant increase in homelessness and therefore requirement to provide temporary accommodation, much of which are beyond prevention. Key factors causing this demand are as follows:

- an increase in demand caused by covid
- an increase in demand caused by the cost-of-living crisis
- reduced housing stock in both social housing and the private rented sector.

1.4 If we do nothing, the Council will have no other option but to accommodate this increased demand by commissioning expensive temporary accommodation (Bed and Breakfast).

1.5 The proposal therefore is to remodel our temporary accommodation offer by increasing the amount of temporary accommodation that the council directly owns and manages. This will mitigate the increased costs as well as maintaining our best-in-class support to vulnerable residents.

2 Background

2.1 The Best-in-Class Housing & Homelessness Offer report in 2020 set out a transformational programme for our housing services. The report set out how we would transform our services to maximise the benefits of two Councils, one team by,

- modernising our housing allocation policy,
- improving our data system,
- improving our customer pathway,
- and re-imagine our temporary accommodation offer.

2.2 The Housing Allocations Policy and new data system were launched in April 2021, with an update to the policy in April 2022. The housing system is operational and has brought the two teams together, improved service efficiency and team resilience to deal with enhanced demand, as well as providing joint savings to both Councils of £72,000 over four years.

2.3 The Council has a statutory obligation to deliver housing services under the Housing Act 1996 and the Homelessness Reduction Act 2017. Although we no longer have our own general housing stock, we are required to support residents who are at risk of homelessness or are homeless. The Council is also the gateway into social housing, working with our 14 registered social landlords to ensure residents have access to the right social home.

2.4 Within the statutory obligation the Council is required to provide accommodation to anyone who has no alternative provision available if they are assessed as having a priority need. This assessment is based on the test of whether the customer "would be significantly more vulnerable than an ordinary person would be if they became homeless". (code of guidance)

2.5 The Council has a substantial track record in investing in prevention services. The formation of the help hub, district direct, social prescribing as well as a housing service that focuses on preventing homelessness rather that reacting to demand has led to the Council being able to deliver exemplar services. This approach will help us more effectively deal with increases in demand, and we are well placed to mitigate where we can through early intervention and working with partners.

3 Current temporary accommodation

3.1 Our current temporary accommodation offer has remained relatively stable over the last few years. The portfolio is detailed in the table below.

South Norfolk Council	Kestrel House: 6 x self-contained studio apartments for families, (all ground floor with wet room showers) St Andrews: 1 semi-detached 3-bed house, used for3 x singles/couples (1 box room only suitable for a single person). I bathroom, 1 kitchen, 1 living room or can be used for 1 x large family The Manse: 6 x shared rooms, 3 bathrooms 1 large kitchen for singles or couples – 2 ground floor rooms, 4 upstairs, 1 communal lounge.

We are currently accommodating 42 households across South Norfolk, we are currently relying on B & B accommodation, which we are forced to use as we have no alternatives available. The 2022/3 temporary accommodation budget for spot purchasing is £75,000 per annum.

Accommodation Type	Current Households in accommodation	Net cost per week
Owned accommodation	13	£-95.28
Bed and Breakfast	27	£290.46
Other (Private Sector)	2	£79.42

3.2 In addition, the Council has benefited from the collaboration with Broadland which provides more options to the housing team, as both Councils have their own stock and leased properties. The flexibility of this accommodation, and the resilience that two Councils, one team brings allows us to think more ambitiously than if we were not collaborating.

4 Expected increase in demand for temporary accommodation

4.1 The housing sector is facing both supply and demand issue as the sector becomes silted. The reduction of supply for safe affordable properties is both driven by social and private forces. Whilst this is a system issue the main drivers are as follows:

Demand

4.2 We employed consultants, Campbell Tickell to do a robust demand assessment. The holistic figures are detailed within appendix A. The principal drivers are detailed below

- Increased demand from Ukraine and Asylum dispersal schemes – South Norfolk has overseen a huge community effort to assist those fleeing the violence in Ukraine with 119 sponsor/host households supporting 259 guests at present. Although numbers may increase in the future. Every one of these placements will require support to move on. It is anticipated that at least 60% of these placements will need more detailed homeless support with potential access to social housing. We are also projecting significant impact because of being an asylum dispersal area, for those placed in dispersal accommodation or contingency hotels in the district once asylum claims have been processed

- Lost owner-occupied property – as interests rates increase the Bank of England are now expecting them to rise above 4% early next year and this is expected to last until mid-2024. We anticipate that many owner-occupiers and landlords will find that they are no longer able to afford their Mortgages resulting in repossessions., forecasting shows that this demand is potentially going to increase by 833%

- Rent arrears (Private Rented Sector) – as the cost of living takes hold of the economy, we are already seeing residents contact us regarding their inability to afford their current home. With the pressure landlords will be experiencing they will more than likely increase their rent significantly at their annual rental review. This will only cause further issue for our most vulnerable residents. Demand for this reason is already present however we anticipate this to grow by a further 200%

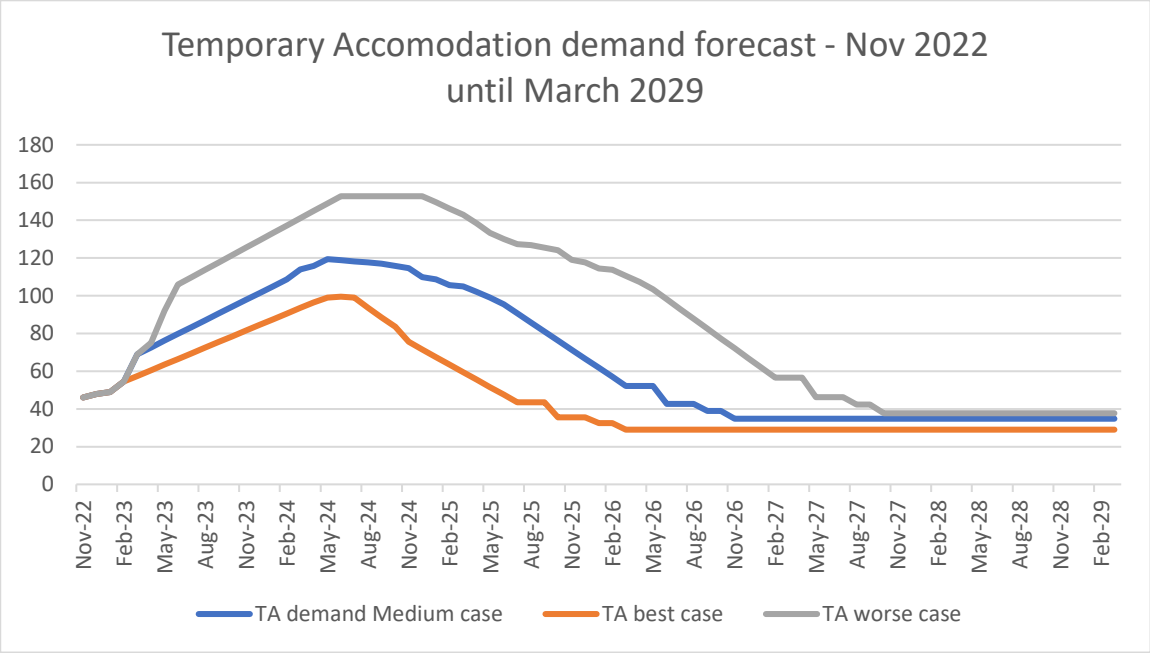
- Rent arrears (social let) – affordability remains an issue. Whilst many will be able to manage on lower income, those subject to the bedroom tax or benefit cap will struggle. We anticipate that this demand caused by unaffordability will also increase by 200%. We have previously met this need through tools such as the discretionary housing payment, however with demand in all areas growing the challenge is going to be too high for this to be a sustainable solution for all.

4.3 **Supply**

- Private rental property stock has decreased in the East of England. In August 2022, there was a 26% shortfall in rental properties on the previous year despite a 6% increase in demand. This demand is likely to increase greatly as those on fixed rate mortgages have their deals end, at which point high mortgage rates are predicted to push people into the rental market. At the same time, those renting will be less likely to transition to the housing market, slowing down supply further.

- Private sector rents have increased by 19% in two years due to inflationary pressures and the increased demand on remaining stock. Recently advertised two bed homes in Norfolk are averaging £930 per month rent. The current Local Housing Allowance for central Norfolk and Norwich is £598.34 per month. This is therefore pricing many of our customers out of the market.

4.4 The graph below represents the demand forecast over the next seven years. Further breakdown is in Appendix A. Utilising current models of economic recovery the best-case scenario accounts for the economy improving in 2024 (see appendix C) with a slight delay accounted for, to allow for the necessary throughput of cases. As well as increase in numbers to accommodate, the length of time it is taking to move people through the system is increasing. This is due to the lack of move on accommodation and the increasing complexity of cases. These assumptions are taken from the predicted economic growth, reducing interest rates supporting reductions in demand from Mid-2024.

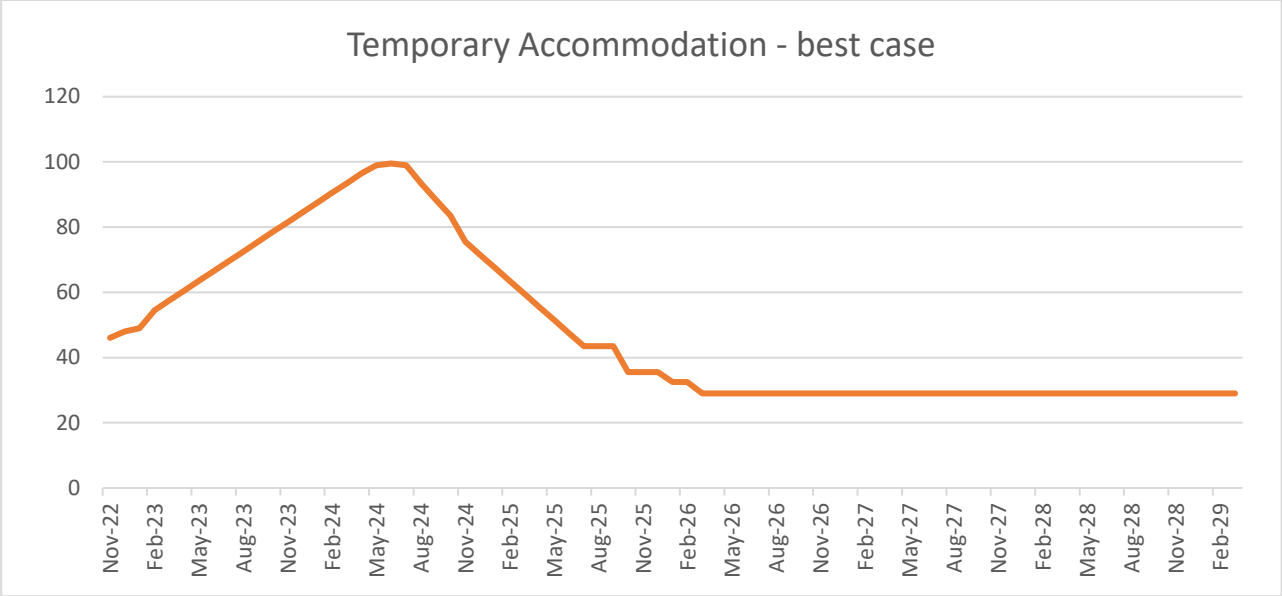


5 Expected cost if we maintain current stock and staffing

5.1 The need for temporary accommodation is expected to more than double over the next three years. If we stay as we are with the current stock and staffing, we predict that our numbers in TA would be impacted due to staffing levels and there would be an increased reliance of B & B accommodation.

5.1 If we continue with the current model this would put the South Norfolk Homelessness Team existing temporary accommodation budget from a pre-covid budget allocation of £45,000, to an annual budget rising to £1.7m in 2024/25.

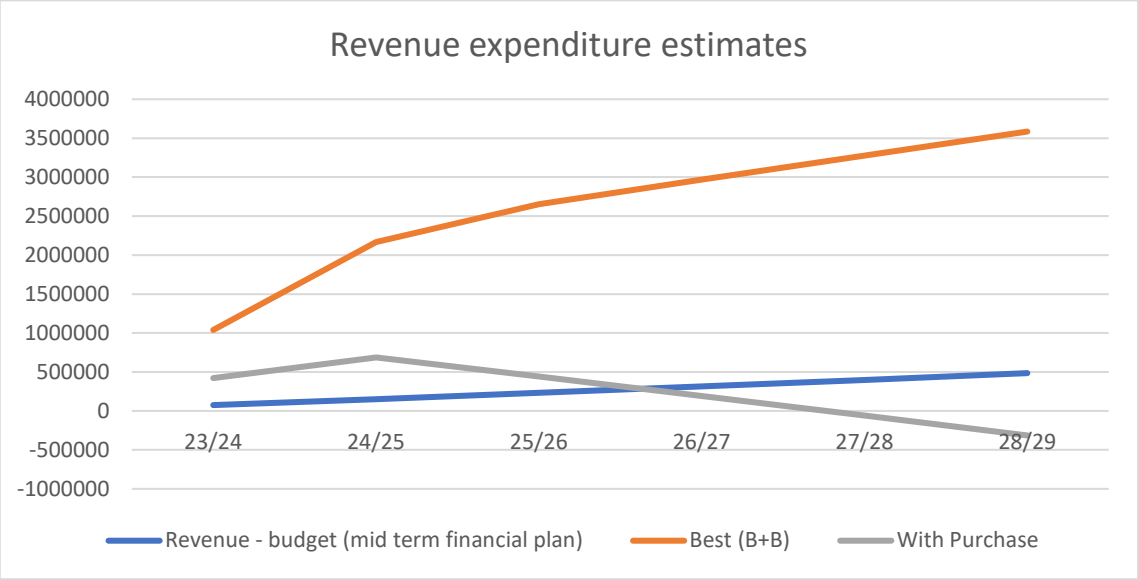
5.2 Current monthly expenditure on temporary accommodation sits at £30k per month or £360k per year. Due to the expected sudden surge in demand, all of which having to be met by expensive B+B this number will increase significantly in the coming year



Estimated cost if we continue using current model

	Best	Medium	Worse
23/24	1,114,247	1,347,506	1,752,724
24/25	1,205,422	1,666,545	2,210,600
25/26	566,570	1,132,982	1,809,553
26/27	394,836	564,946	1,809,553
27/28	394,836	481,764	591,799
28/29	394,836	481,764	591,799
Total	**4,070,747**	**5,675,507**	**8,766,028**

5.3 The impact from a revenue point of view is stark if no action is taken. Considering the already budgeted £75,000 per an annum accounted for the graph below advises the impact no action would have on our medium-term financial plan



5.4 This not only puts a huge financial pressure on the Council, but with the lack of availability of good quality accommodation, we would have to purchase space in poor quality and unsuitable bed space (which the Council only uses as a last resort). This would put our already vulnerable residents in a poorer situation at a time where we want to stabilise their situation and empower them to move back to good health, independence and economic activity.

5.5 However, the model recommended also provides the Council a revenue surplus of circa £60000 by 2027/8, and £314000 surpluses, in our midterm financial plan by 2028/9.

5.6 We have also seen B+B prices increase from £35.00 per night to £50.00 per night since 2020 as it is a seller's market. Our current projected modelling is subject to market forces and therefore, as other districts face the same demand competition officers anticipate prices to further increase. These increases are an unknown therefore have not been accounted for within the attached workings however these should be considered as best case.

6 Cost of different types of temporary accommodation

6.1 The cost of temporary accommodation varies according to housing type. The table below, based upon current costs for the Council, shows the cost difference between bed and breakfast and owned temporary accommodation.

Cost per week, per unit	Cost of rent £	Cost of maintenance, utilities and insurance for properties £	Staff costs to support residents £	Income from HB £	Lost interest on investmen 3% £	Net £
Bed and Breakfast	350.00	0.00	38.46	-98.00	0.00	290.46
Owned accommodation	0	81.00	38.46	-252.00	37.26	-95.28

6.2 This shows that the cost of each B&B placement is £290 a week, whereas owned accommodation brings in additional funds.

7 Private Sector Leasing Options

7.1 One option considered has been to lease properties to meet the increased the increased demand. Current properties within the PSL scheme at Broadland Council average at the following cost per unit per week:

Cost per week, per unit	Cost of rent & Maintenance £	Staff costs to support residents £	Income from HB £	Net cost £
PSL	129.23	38.46	88.27	£79.42

7.2 Whilst PSL has a place within the offer it to is an expensive option with current weekly costs amounting to £167.69. Whilst this is cheaper than B+B and therefore has a place within the model this would require significant yearly revenue investment with no asset or legacy to show for it. The type of properties that are also normally suitable for this model are also the same models that our customers could utilise as their long-term home, thus reducing options for moving on the TA even further and causing further saturation.

7.3 Although these are average costs and rent for the PSL properties within Broadland we anticipate due to the demands on the sector as detailed we would have difficulty sourcing properties within the costs above and envisage that these would be higher.

8. Expected cost if we move to more owned accommodation and increase staffing (as detailed in 9.5)

8.1 The proposal is to increase the number of owned accommodation stock. We have analysed the predicted demand and concluded that 43 units would be optimal in terms of ensuring a high utilisation (90%) of accommodation, meaning a maximum return on capital investment to the council.

8.2 However, there will always be cases for using B&B, due to the Council housing higher risk residents, needing to create a suitable mix of residents in an

accommodation block and making sure any property portfolio the council purchase has long term suitability as demand reduces as predicted.

8.3 This approach would mitigate the increase cost of temporary accommodation whilst also providing a significantly better quality of accommodation to our vulnerable clients.

8.4 South Norfolk's yearly budget is £75,000. The table below shows the budget forecasts for this recommendation:

	a. With Purchase (per annum)	b. With Purchase revenue (cumulative)	c. Revenue (-) budget (Cumulative including the current SNC budget above*)
23/24	496,468	496,468	421,468
24/25	342,074	838,542	686,292
25/26	-162,973	675,569	443,752
26/27	-168,379	507,190	193,418
27/28	-168,379	338,811	-59,374
28/29	-168,379	170,432	-314,699

8.5 Within 6.2 you can see the above figures and the extent that they mitigate the potential significant revenue concern

Portfolio Management

8.6 The modelling suggests that demand would likely subside after 24/25. If this happened this would leave the Council with two options.

1. disposal or redevelopment of unneeded temporary accommodation.
2. selling spare capacity to partners such as children's services, the NHS or district councils

The projected reduction of demand, depending on economic conditions, by 24/25 also drives the desired 43 units. Each unit will require initial capital investment of £11,519 on average. This is accounted for within the capital request. To simply pay back this initial investment and transaction costs within income of £95.28 per week would take 2.58 years. At this point demand should have subsided to circa 43 meaning we will not be facing voids properties that have not yet paid back their initial investment. At this point we will have resilience if demand does not subside to such levels or ability to consider the options detailed in 8.6.

8.7 Conversations with partner agencies regarding using any surplus capacity in our owned estate to meet partners' accommodation demand are ongoing, and for which the council holds the statutory powers. We know that accommodation is in high demand, particularly from Adult and Children Social care and, through close monitoring, we will be able to support vulnerability in the district and maximise the utilisation of costs.

8.8 The desired number of properties recommended within the report is the sensible middle ground between purchasing sufficient stock to meet all accommodation needs which would be a considerable investment as opposed to making sure we are not overburdened with empty stock once demand falls to more reasonable levels. The model allows for resilience if prediction models prove to be more generous than they turn out to be as we will sufficient resilience within the council's stock.

8.9 Based on the current cost of suitable property per square feet (£200), which has been identified through working with industry providers, the Council would need to spend £1,808,000 to purchase appropriate units.

8.11 Whilst delegation is sought to expedite the purchase of properties, where an individual property value exceeds £750,000 properties will be submitted to Cabinet for approval.

9 Team Workload

9.1 Whilst the increase in need puts pressure on bed spaces, it also puts pressure on the housing solutions team's workload. Currently we have a core staff resource based on pre-covid demand, which is complemented by temporary extra resource funded through Covid. This funding ends in April 2023. In order to maintain the quality of service the council expects, and meeting the sustained and escalating demand anticipated, it is expected these temporary staff will be required until 2024/5, at which point the service will seek to return back to its baseline level

9.2 Whilst the funding settlements for local government remain unclear, it is expected that for the 23/24 financial year, all the staff required can be met via external sources of funding. However, assuming demand does not fall during the 23/24 financial year, extra resources will also be required for 24/25. It is unclear how these will be funded and hence may create a temporary budget pressure. Breakdown of staffing costs are detailed below.

Grade	Current per (FTE)	New total establishment (FTE)	Cost (Annum including on costs)	Cost to BDC	Cost to SNC

Triage (Grade B)	2.09	3.09	24495	11022.75	13472.25
H register (Grade C)	2.3	4.21	56582	25461.9	31120.1
HSO (Grade D)	14.45	17.05 including early prevention specialist	91135	41010.75	50124.25
Manager (Grade F)	7.8	9.8	93932	42269.4	51662.6
				£119,764.80	£146,379.20

9.3 In addition to help manage a broader in-house temporary accommodation estate as outlined above, staff will need to be recruited to manage the maintenance of the accommodation and provide tenancy support to those under our duty of care as a landlord. Based on experience of managing estate to date and via other similar functions, an optimal staffing ratio is one additional housing officer for every 10 units purchased. We currently have tenancy management officers within the team to manage existing stock and support those in TA, these being paid at Grade C. There is sufficient management cover within the structure to manage the 5 additional posts that this investment will attract. The cost of these staff have been accounted for in section 5 and will be paid for by the additional housing benefit we can draw down and so will be nil cost to the Council, and this resource is factored into financial modelling above.

9.4 Currently the purchasing of property is carried out by existing senior Individual and Families staff. With current workloads and skills sets, this is proving ineffective as we are unable to react quickly to opportunity. The proposal is to bring in a specialist resource to identify properties and complete the necessary checks to support senior managers. This similar approach in economic growth has proven an effective use of resource. The cost for this will be taken from the allocated capital budgets and will speed up the purchase of properties to help release savings. This cost has been built into the financial figures.

10 Joint management of stock portfolio

10.1 The extra properties will be managed by the One Team as a whole system as the current properties is now, both with the necessary resilience needed to meet the council's eclectic need.

10.2 Each Council will have its own stock which it will be responsible for costs and maintenance, it is not proposed to have a pooled stock. Residents will be placed in their district owned stock first (following assessment of risk and safety), and then if unsuitable or no stock available, that resident will be placed in the other Councils stock as a second option. Should the risk be too high, there is no suitable accommodation, or no capacity then the resident will be placed in other temporary accommodation. This approach maximises the use of each Councils stock, which

reduces costs and improves accommodation standards for tenants and will mitigate oversupply.

10.3 If supported, then officers will predominantly be looking at larger properties that provides an economy of scale model where several tenants are in the same place. This helps to manage staff time and operational costs. As part of our future transformational work will be undertaken to look at the most optimal ownership and operating model for our accommodation and wider estate portfolio.

10.4 To make sure the portfolio of housing that the council plan to procure is suitable, officers will consider transports links to infrastructure but also support services and employment opportunities. This will mean any purchase will have to be on a regular bus route that runs from 8am to 6pm as a minimum.

10.5 The Council is committed to a carbon neutral footprint which applies to all its buildings. Whilst the costs presented do not consider making a property carbon neutral, how energy efficient a property is will be part of the criteria for selection, with the committed to making carbon neutral as soon as financially possible.

11 Other options considered as part of this report.

11.1 This is potentially a significant investment being made by the council. Officers have recommended purchase as the most desirable option however there are other options. Detailed below are the findings of these options.

11.2 Option – purchasing caravans and placing on council land, however this has been discounted due to the suitability of the offer long term, especially in winter months. The investment in infrastructure required is high, the potential management concern it would raise, the political impact of the council housing in caravans and the reduced income we would obtain as rental yield. To add caravans do have a significantly reduced shelf life therefore long-term capital repayment would be unlikely, plus as this would be additionality there would be an argument that nutrient neutrality would be impacted. The final reason for discounting caravans is their carbon footprint. They are not environmentally friendly at all and to make them so to achieve the councils aim of been carbon neutral would cost significant funds

11.3 Option – building modular housing has also been considered and not completely discounted by officers. The main concern is the delay that nutrient neutrality could cause in delivering the modules, the long-term value of such units and finally sourcing suitable builders to develop. Officers will continue to keep this option under consideration and providing any delivery can occur within desired timeframe, and within the target costing detailed within section 7.6

12 Review

To ensure the recommendations and ongoing management and future of the portfolio we will report to members via the quarterly performance reports.

13 Issues and risks

13.1 **Resource Implications** – the resource implications are detailed in this report.

13.2 **Legal Implications** – All purchases will be part of the Councils normal procedures which will be subject to legal advice.

13.3 **Equality Implications** – This proposal supports the most vulnerable in our districts. An equality impact assessment has been completed.

13.4 **Environmental Impact** – whilst purchasing buildings will increase our carbon emissions, this is essential to deal with the demand on temporary accommodation. This increase will be mitigated through making net zero emissions a factor in the purchase, through assessing the current efficiencies, and potential reduction opportunities of the buildings.

13.5 **Crime and Disorder** – Poor or inadequate housing and environment is one of the main pathways into, and out of, offending behaviour.

13.6 **Risks**

- Property prices could fall therefore meaning a loss in capital. However, the Council is only at risk if it sells properties at a loss. This proposal looks to the long term to retain property as an investment, only selling in the market is right.

- Temporary accommodation is currently paid by housing benefit. The projections are based on this remaining in housing benefit however it may go to Universal Credit. However, it is envisaged that funding will continue to be made available to pay for rent.

- Demand may outstretch current modelling. Whilst this would further validate the capital investment made, we would still see the revenue spend, albeit somewhat mitigated. If this were to happen, we may have to invest further.

- Purchasing properties in the current market requires an expediency that does not match the housing team staff resources and the Council governance structures which we need to address if we are to be commercially aware and maximise opportunities.

14 Conclusion

14.1 The Council faces a substantial increase in demand for temporary accommodation.

14.2 The proposal is to react to this demand proactively and put measures in place to ensure we support the most vulnerable in our district, whilst implementing a financially viable scheme.

15 Recommendations

Cabinet is asked to:

15.1. Delegate authority to the Assistant Director of Individuals and Families, in consultation with the Section 151 Officer, the Portfolio Holder for Better Lives and the Portfolio Holder for Finance to purchase individual properties up to £750,000.

Cabinet is asked to recommend to Council:

15.2. Create an additional capital budget of £1,808,000, to purchase additional temporary accommodation and to capitalise the staff costs of any purchases.

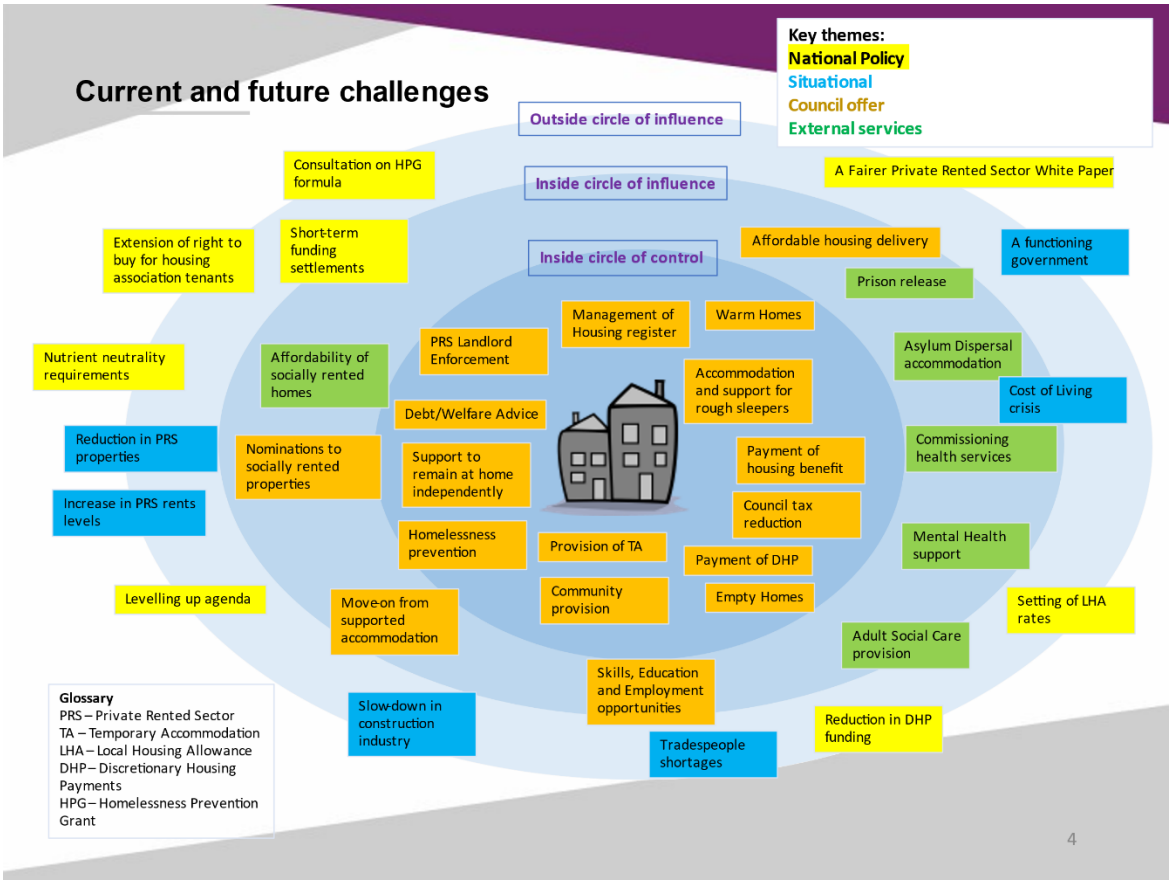
15.3. To agree the recruitment of 1 x FTE officer for every additional purchase of 10 units of temporary accommodation, which will be paid for by the additional income received from those properties.

Appendix A

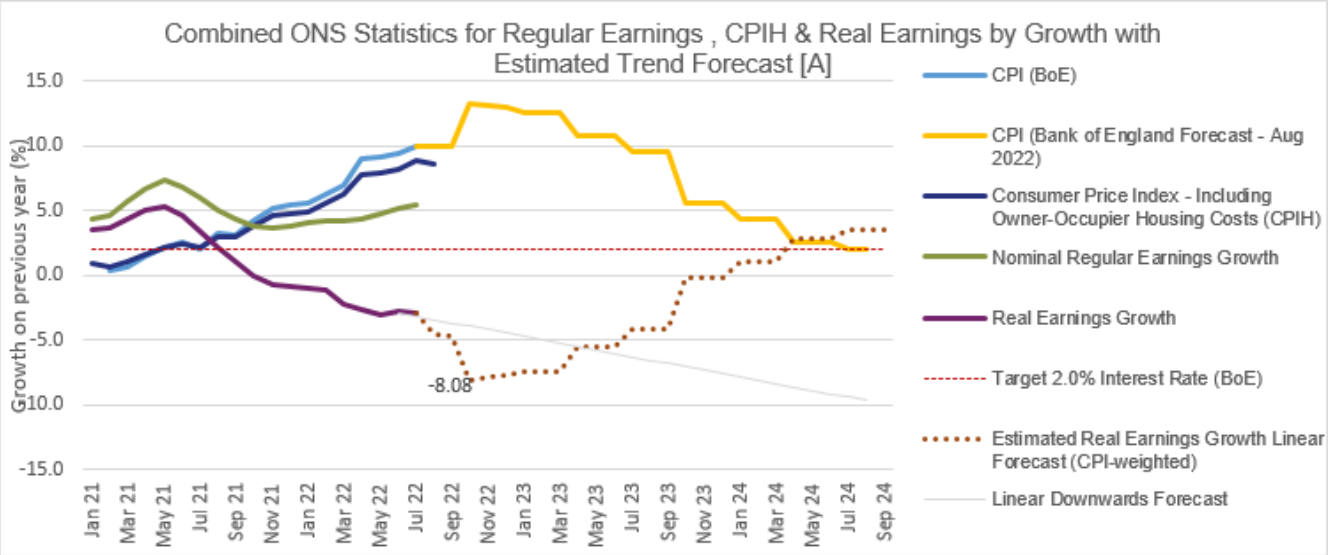
Reason for TA placement	Average based on last 12 months			23/24 Estimate		
	singles	families	Total	singles	families	Total
1) Parents, extended family or friends no longer able or willing to accommodate	66	48	114	79	58	137
2) End of private rented tenancy (record figure by reason below)						
Landlord wishing to sell, or relet property	12	10	22	22	18	40
Rent arrears, or can no longer afford the rent (whether section 8 notice or section 21 given)	8	6	14	16	12	28
Breach of tenancy – not rent arrears (whether section 8 notice or section 21 given)	4	0	4	4	0	4
Landlord has their property repossessed	0	0	0	3	3	6
Other reason including relationship breakdown (not domestic abuse, illegal eviction and abandonment	12	0	12	12	0	12
End of PRS Tenancy not AST	16	8	24	24	12	36
3) End of Social housing tenancy (record figure by reason below)						
Evicted for rent arrears	6	0	6	9	3	12
Evicted for breach of tenancy	0	0	0	0	0	0
Abandoned tenancy	0	0	0	3	3	6
4) Homeless due to being a victim of domestic abuse (regardless of tenure but record refuge cases separately below)	66	40	106	66	40	106
5) Lost owner-occupied property (repossession cases) include shared ownership cases here	4	2	6	6	44	50
6) Lost supported accommodation	16	2	18	16	2	18
7) Homeless NFA (include rough sleepers, left prison, left institution	8	0	8	16	0	16
8) Ukraine household homeless due to breakdown of family visa accommodation or homes for Ukraine sponsorship arrangements	0	0	0	15	37	52
9) Afghan household leaving Home Office Bridging Hotel	0	0	0	0	5	5

Reason for TA placement	Average based on last 12 months			23/24 Estimate		
	singles	families	Total	singles	families	Total
10) Required to leave NASS Asylum Support accommodation by the Home Office	0	0	0	2	3	5
11) Fire, flood or other disaster	6	4	10	6	4	10
12) Non-domestic abuse threats/harassment	10	4	14	10	4	14
13) Property disrepair	8	2	10	8	2	10
14) Relationship Breakdown non-violent	22	4	26	24	5	29
Total monthly placements actual and predicted 2022/23 and predicted 2023/24	**264**	**130**	**394**	**341**	**255**	**596**

Appendix B



Appendix C


Combined ONS Statistics for Regular Earnings , CPIH & Real Earnings by Growth with Estimated Trend Forecast [A]
Growth on previous year (%)
15.0
10.0
5.0
0.0
-5.0
-10.0
-15.0
-8.08
Jan 21
Mar 21
May 21
Jul 21
Sep 21
Nov 21
Jan 22
Mar 22
May 22
Jul 22
Sep 22
Nov 22
Jan 23
Mar 23
May 23
Jul 23
Sep 23
Nov 23
Jan 24
Mar 24
May 24
Jul 24
Sep 24
CPI (BoE)
CPI (Bank of England Forecast - Aug 2022)
Consumer Price Index - Including Owner-Occupier Housing Costs (CPIH)
Nominal Regular Earnings Growth
Real Earnings Growth
Target 2.0% Interest Rate (BoE)
Estimated Real Earnings Growth Linear Forecast (CPI-weighted)
Linear Downwards Forecast

Agenda Item:10
Cabinet
5th of December 2022

Report on South Norfolk Council's Cost of Living Response

Report Author(s): Kerrie Gallagher and Ella Howman
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Portfolio: Better Lives

Ward(s) Affected: All

Purpose of the Report:
The cost-of-living crisis has been widely reported on in the media and current estimates indicate that this rise in the cost of living is likely to continue. This report sets out the background to the current crisis, the expected impact on residents and council services and the Council's current response to the ongoing crisis.

Recommendations:
Cabinet is asked to:

1. Endorse the current programmes and direction of travel of the council to support the rise in cost-of-living, as set out in this report, and
2. Comment on other potential areas to explore.

1. Summary

1.1 The cost-of-living has already increased significantly since the middle of 2021, and changes to energy prices, and inflation look set to continue until at least 2024.

1.2 With inflation and a likely recession, the cost-of-living will have an impact on residents, businesses, and staff.

1.3 The Council, with our knowledge and ability to work closely with our communities, is best placed to identify, and support residents who are in most need, and galvanise community capacity and infrastructure.

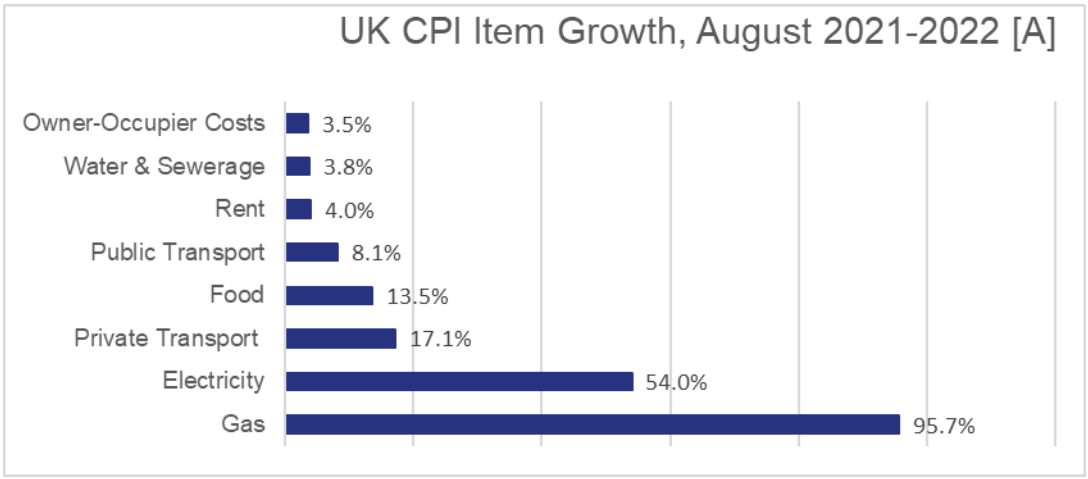
1.4 This report focuses on the Council's current response to supporting residents and businesses through the cost-of-living crisis, and how we are using our resources and assets to enable direct support and lobby Government.

1.5 Officers will be assessing the impact on resources to deal with contact with the Council to ensure we are able to meet demand, which will form part of the Cabinet report.

2. Background: What we understand of the cost-of-living crisis

2.1 The cost of living has been increasing across the UK since early 2021. Key areas of high inflation are currently Food, Energy, and Transport, with Housing also set to rise.

2.2 The chart below shows the UK wide consumer price inflation for typical household bills –



2.3 Current predictions indicate that by April 2023, when the Government's Energy Price Guarantee (EPG) is set to end over 37% of households across South Norfolk district will be in fuel poverty.

2.4 Across England, transport costs have increased by 8.1% (public) and 17.1% (private) respectively. Insurance costs have also increased by 13.8%, which has hit 18-20-year-olds the hardest. It is expected this increase in costs will lead to an increased movement to urban areas impacting house prices, as well as leading to a potential rise in unemployment where individuals are no longer able to commute

to their place of work. Elderly individuals living in rural areas may also become more isolated, as family members become unable to afford the fuel costs to visit.

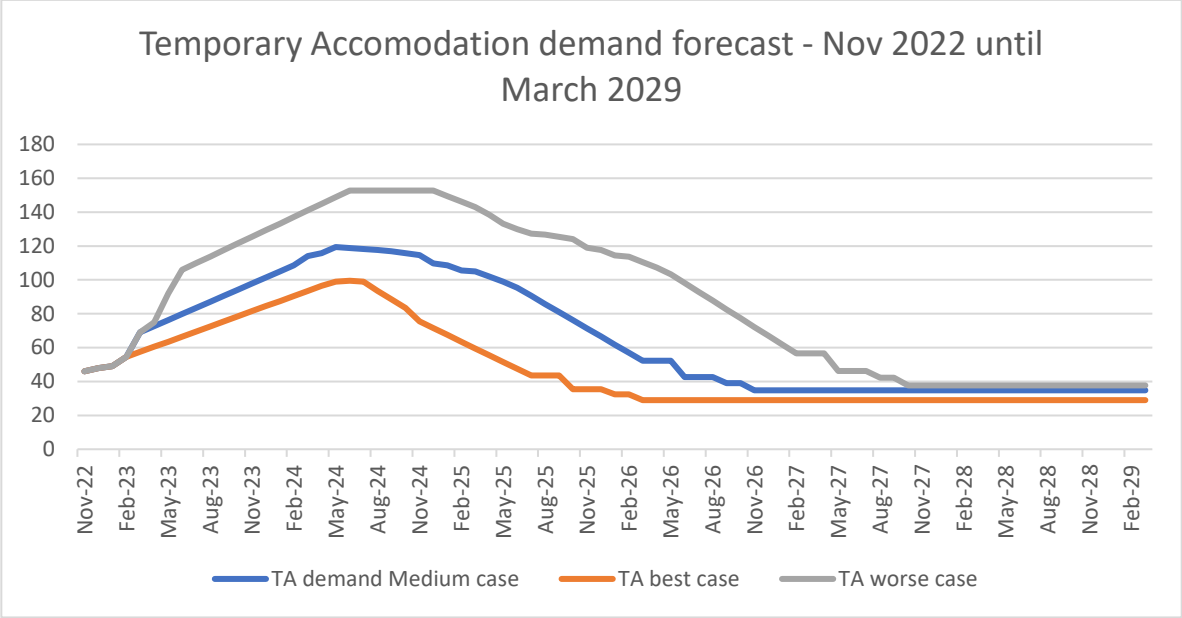
2.5 Food prices are currently up by 13.5% leading to households being more likely to fall into food insecurity. Households with children or those with disabilities have been disproportionately impacted.

2.6 Inflation of rent for occupied properties and owner-occupier running costs remains low. However, asking rents on sites advertising properties have gone up 11.8% which may indicate a greater trend.

2.7 In august 2022 there was a 26% shortfall in rental properties available despite a 6% increase in demand. With the increase in mortgage interest rates, demand for rental properties is set to further outstrip supply as people are pushed into the privately rented sector.

2.8 This, alongside court backlogs on repossession proceedings within South Norfolk, means there is likely to be an increased demand for temporary accommodation services, which are already under pressure.

2.9 The chart below shows a forecast for the rise in demand for temporary accommodation services within South Norfolk from 2022-2029



2.10 From our initial forecasting our most vulnerable groups are expected to be:

- Low-income households
- People dependent on benefits
- Households with at least one workless individual
- Lone parents
- Households with children
- Elderly people and those with care needs

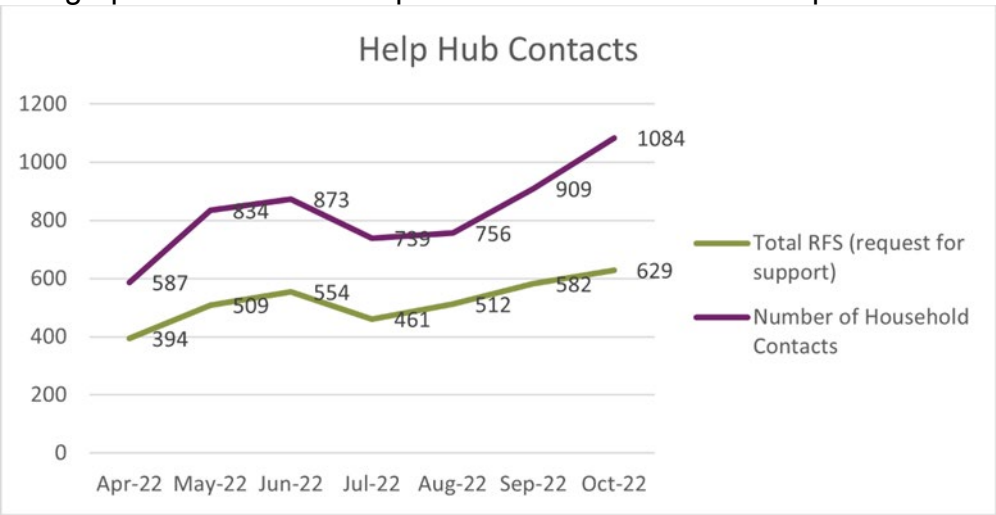
3. Current position and findings

3.1 South Norfolk Council has a crucial role in responding to the cost-of-living crisis, the strength and resilience that we as a district council can give to our places in utilising our local knowledge and close ties to community groups and town and parish councils is immeasurable and it makes us best situated to make a real difference to those people whose lives are being made even harder by the rising cost of living. This is already demonstrated in the response to the crisis across the country, it is local government organisations that are stepping up, finding solutions to alleviate the impacts of the crisis, and making a difference.

3.2 Having historically invested in preventative programs and support of vulnerable residents through our Help Hub, we are well-placed to respond quickly to the growing need and crisis with existing resources. We demonstrated through the Covid pandemic that we can flex resources quickly to meet demand, and working collaboratively with our partners and communities, provide support locally, right down to street level.

3.3 Despite this, we will need to keep a firm watch on the impact that changes in demand have on our capacity, monitoring of contact points across the Help Hub already indicates that there has been a rise in requests for support, and a sharp rise in the number of households making contact. As a result of these observations, we are conducting a piece of work to try to determine our current capacity, map this to forecasted demand and therefore prioritise what resources we have available.

3.4 The graph below shows Help Hub Contact Trends from April 2022-October 2022



3.5 A framework of support has been adopted that will support residents through the cost-of-living rise. Our overarching aim is to enable our residents, employees, and businesses to weather the impacts of the cost-of-living crisis now and in the future. The objectives to achieve this are to:

- Reduce the impact of cost-of-living rise on households
- Reduce the ongoing impact on Council, and partner agency services
- Offer community interventions where necessary to protect and keep people safe

3.6 While all households will be affected, we will be specifically and proactively targeting our identified vulnerable groups to offer proactive support.

3.7 Data and intelligence will be critical to identify households that fit into these groups and others in need as well as to prioritise the support available. Therefore, we will be using our LIFT (Low Income Family Tracker) tool which utilises all of our own data and the partnership data we have been given access to, primarily this has come from the Department of Work and Pensions and Housing Associations.

3.8 Despite our work with LIFT, this is a stop-gap measure and data analysis and use of business intelligence remains an area where there could be further opportunities in the future, particularly supporting us to understand demand and develop proactive interventions based on evidence and predictions. To ensure we can target the right support, for the right residents, at the right time when we are likely to be met with ever-increasing demand. Further commitment to our work with Power Bi and data analytics would be a key enabler to this.

3.9 We have successfully stood up an internal strategic group, an internal operational group, and an external strategic and operational group to deliver the cost-of-living programme. Broadly mirroring the model used during the COVID-19 crisis and for Homes for Ukraine, Asylum dispersal.

3.10 Our programme approach will be split into four work streams:

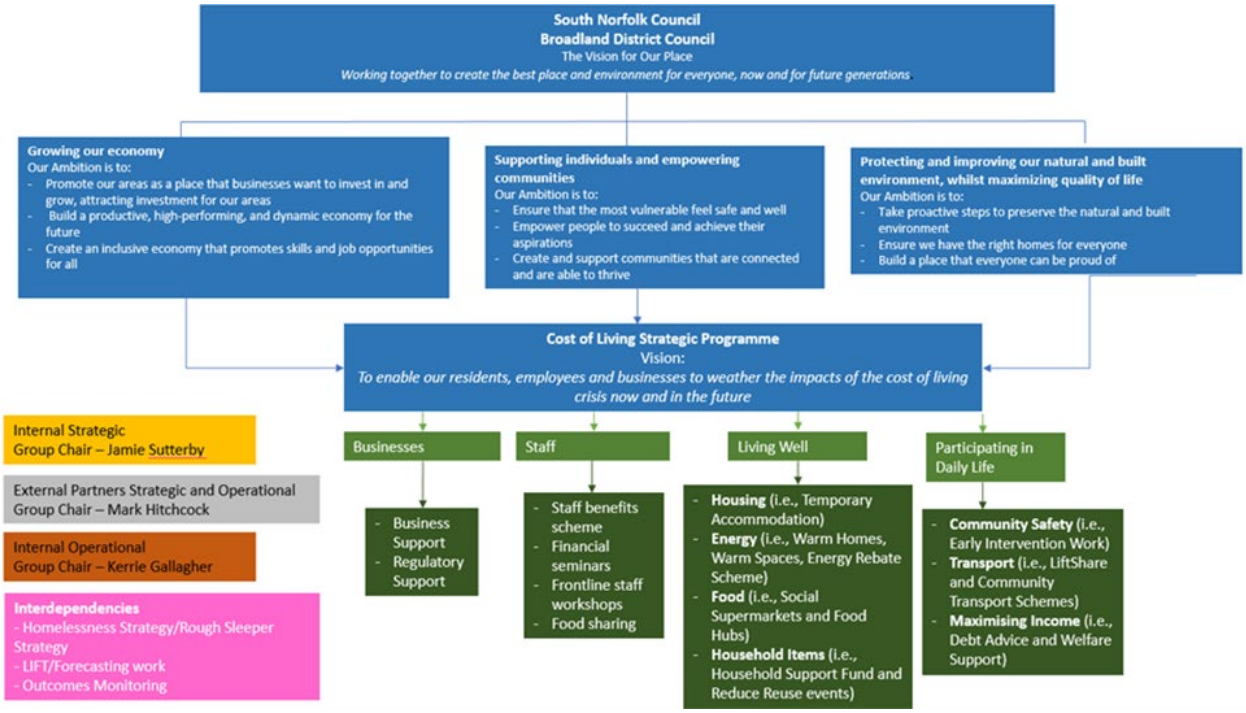
- **Living Well** – support for residents in ensuring they have necessities such as energy, housing, food, and household items.
- **Participating in Daily Life** – support for residents in reducing isolation and ensuring they feel safe and able to be part of their local communities and carry about their daily life. Support here revolves around transport, community safety and income maximisation.
- **Our Businesses –** support for businesses that may have been impacted by the crisis through targeted grant provision and regulatory advice.
- **Our Staff** – support and training for our staff to help them deal with rising demand for our services, alongside the personal impacts of the crisis.

3.11 Our residents need support now, therefore we have focused initially on key areas where we were able to mobilise quickly, to support residents during the winter months.

3.12 To ensure we maintain pace, these programmes will continue to be explored and implemented as required through the existing delegation powers within the Council, in consultation with the relevant portfolio holder. Where needed, programmes will go through the formal governance process.

3.13 As with the Covid and Ukraine workstreams, learning and feedback from residents and partners, along with data, will help inform us to amend and develop programmes as we progress through the winter.

3.14 Below is a flowchart showing the current cost-of-living programme governance structure -



4. Current and proposed action

4.1 Partnership Working

We are using our role as place leaders to work with partners through the Help Hub and South Norfolk Health and Wellbeing Partnership to do what we can to alleviate the impacts of the crisis and resulting health inequalities. The hardship workstream of the Health and Wellbeing partnership especially has provided a forum for public and charity sector organisations operating across the district to share learning and trend observations as well as to map out what support is available, where from, eligibility, and how to access that support, which has streamlined the referral process and has helped to prevent duplication of activity.

In addition to the work we are doing with our Health and Wellbeing partners we also have two community capacity officers within the establishment which has enabled us to better coordinate our cost of living response with town and parish councils, other community groups, and churches. As demand for support increases it will become more important that our officers and representatives of these community groups know what provision is available and where.

4.2 Living Well

4.3 Food

We are working with the Norfolk Community Foundation to set up a series of Social Supermarkets and Food Hubs across South Norfolk. These are aimed towards helping those who are unable to afford full-priced food yet earn enough to fall outside the criteria for food banks, the setup will also mimic a supermarket so as to be more familiar to the target audience, who may not have used food banks

before. We are looking to put 3 Food Hubs in place across the district and one Social Supermarket. The locations of these are still in discussion but will be based upon ascertained need.

We have also created our own affordable cookbook for families of 4 to cook for £40 a week and are running ongoing projects to reduce food waste and improve diet and nutrition.

4.4 Housing

Due to the increased demand for temporary accommodation, we are increasing our temporary accommodation offer to keep up with the rise in demand. We are also using the whatever it takes fund to enable individuals to prevent homelessness, where short-term financial intervention makes this possible.

4.5 Energy

Through our partnership with Norfolk Community Foundation, we are creating a network of Warm Spaces, where residents can come together to stay warm, enjoy a cup of tea and some food, and get access to essential items and support, we are additionally providing in-person Help Hub support at each host's request. We have funded the setup of 9 Warm Spaces across South Norfolk, these being in Alburgh, Ashwellthorpe and Fundenhall, Geldeston, Harleston, Long Stratton, Morley, Thurley, Tivetshall, and Wymondham. The list will be continually updated on our website: https://www.southnorfolkandbroadland.gov.uk/communities/south-norfolk-warm-spaces-grant/2 and a map of all Warm Spaces across Norfolk including those set up by our partners can be found at: https://warmspaces.org/spaces

Our Warm Homes scheme has allowed us to aid residents by giving expert advice and support to improve their household's energy efficiency, helping people live in warmer homes while reducing energy usage and saving them money. Alongside that, we have advised households on how to deal with their energy debts and can offer grants for energy efficiency installations such as ground source heat pumps and wall and loft insulation for those whose income is less than £30,000 and whose houses EPC rating is E, F, or G.

Our Energy Rebate Scheme, set to end on the 31st of November has allowed us to support residents across South Norfolk who were on low income and needed help with the increases to their energy bills. 50,508 grants have been paid to total £7,638,300 this covers both the mandatory and discretionary schemes. In their Autumn budget, the government announced further financial support of £150 per household to start in April 2023 for those reliant on oil or LPG heaters, both of which are in high usage within South Norfolk.

Through our Cold Homes Poor Health scheme, we will be offering financial support for energy costs to those with COPD or Severe Asthma who have had at least one acute hospital admission in the past year. This will be funded through Tranche 3 of the Household Support Fund.

4.6 Household Items

Our Household Support Fund enables us to provide grant support usually of around £150 to help cover the costs of household bills or essential items for those in need. South Norfolk has been allocated £99,041 through Tranche 3 of the fund which is set to run until March 2023. For Tranche 1 of the fund which ran between October 2021-March 2022 for which South Norfolk was allocated £150,731, we were able to support 470 households. For Tranche 2, South Norfolk was allocated £82,643, which was used to support 505 households between April 2022-September 2022. In their autumn budget, the government confirmed that financial support for the household support fund will continue after March 2023.

4.7 Participating in Daily Life

4.8 Transport

Though our ability to influence the local transport offer is minimal, we are looking into what can be done to fund community transport or promote schemes such as LiftShare, especially in rural areas where public transport may not be available or is limited.

4.9 Maximizing Income

We are offering Debt, Welfare, and Budgeting Support for those in need through our Help Hub, measuring performance from 01/04/22 to 10/11/22, the amount gained for residents by full yearly equivalency comes to £1,473,892.5. As a result of the incoming cost-of-living crisis, we expanded the team earlier this year, which will now include 6 full-time and 2 part-time employees. We are currently receiving 105 new welfare rights cases and 60 debt cases each month, with an ongoing debt caseload of 80 which is carried over. Historically 45 or so cases would be carried over each month, but increased demand has had an impact on this figure. We are currently in the process of recruiting another debt advisor so this situation should improve however, as the time taken to resolve cases varies on a case-by-case basis, there is concern that as the crisis escalates the complexity of cases that come through to the team will increase taking up additional resources. This situation is being monitored and we are exploring plans of coordinating with other debt advice organisations to manage demand.

Through the Help Through Crisis project in collaboration with Citizens Advice Diss and Thetford and Citizens Advice Norfolk, we are also offering support for those in crisis through personalised plans managing step-by-step interventions through multiple partners. This is because while direct payments to households have been invaluable, maximising household income will help households to support themselves, reducing the likelihood of needing support in the future.

4.10 Community Safety

We have two early intervention/antisocial behaviour officers funded until March 2023 for rapid response to new incidents, high visibility, and community reassurance in local neighbourhoods, making a strong positive impact with excellent customer feedback. This additional service element is able to prioritise incoming calls and respond to escalating cost-of-living related community impacts, working closely with the council's prevention, diversionary activity, and help hub services.

4.11 Business Support

We are supporting our businesses through our one-stop shop for regulatory support to ensure new start-ups are compliant and successful.

4.12 Staff

While we acknowledge the impact that the crisis will have on our residents, we also understand that there is likely to be an impact on our staff, both financially and because of increased demand for our services.

To support our staff, we are holding a series of internal workshops to share best practices and referral pathways to help frontline workers manage the expected increase in demand from our residents.

4.13 Comms

We are working on our comms approach to the cost-of-living crisis. We are looking to send out a clear message to residents about what support is available and will utilise the Help Hub as the focal point for this. As part of this, we are refreshing the Help Hub brand, and this will coincide with launching a specific cost-of-living page on our website that will be linked from a button on our front page.

With our partners through the Health and Wellbeing Partnership and through Local Parishes and Community groups we are reiterating the idea of there being 'no wrong door' to access support – when a customer tells their story, they shouldn't have to repeat it.

We have advertised the range of support currently available through our resident magazine and have successfully advertised the energy rebate scheme through a targeted social media campaign. We will continue to look at what targeted messaging we can use to promote support to vulnerable individuals going forward, especially as demand for services increases and we need to manage this. We are considering other methods of communication including but not limited to radio, television, and newspapers as appropriate.

4.14 Below is a full list of our current and proposed projects to support the rising cost-of-living

Programme	Funding	Timescales
Interdependencies		
Hardship identification. Learning from Covid, through internal and external sources, we will identify specific cohorts of households who are specifically at risk, who are likely to need immediate support.	Within existing budgets	September
Living Well		

Energy rebate scheme • £150 payments to council tax band A- D • £150,000 Discretionary payments in addition	Externally funded	Currently operational on track to be spent by November 31st 2022
Household Support Fund • Small grant payment to provide direct support to pay for essential costs. The average grant is around £150.	All funding allocated from tranche two, recently received £99,041 for tranche three.	Third tranche now active.
Discretionary Housing payment • Short-term payments to assist shortfalls in welfare payments, to allow people to remain in their homes	Within existing budgets	Ongoing
Whatever it takes fund • Short-term payment to relieve, or prevent homelessness	External funding	Operational, Funding due to run out March 2023
Rough Sleeper Initiative • Direct support to resolve rough sleeping	External funding	Current scheme operational until March 2025
Temporary accommodation • In-house and private sector leased accommodation to provide short terms housing support to resident	Within existing budgets Current budget deficit	Ongoing Overspend likely to be gross £510,814.00, net £272,592 (across both South Norfolk and Broadland District Councils)

Improving energy efficiency in the home • Through retrofitting existing homes and provision of energy and bill-saving advice	Externally funded via the Housing Decarbonisation Fund circa £6m for Norfolk	Government Programme agreed March 2023
Green loans • For low-income families to upgrade their home with efficiency measures	Already agreed	Programme agreed to start in quarter 4 2022/3
Food waste Prevention – • Recycling Team are looking at proactive work to increase impact to reduce household bills	Within existing budgets	Existing programme, ongoing
Affordable cookbook • Cooking for family for four for £40 per week	Within existing budgets	Cookbook is complete and will be available for distribution in December 2022
Pass on suitable bulky waste to Emmaus to recycle to families	Within existing budgets	Ongoing
'Pop-up' reuse events • To provide residents with access to free household items	Within existing budgets	Will run between quarter 4 2022 and quarter 1 2023
Enforcement of minimum energy requirements in the rental sector. • To ensure no property is rented below an E unless an exemption.	Within existing budgets	Within internal existing capacity and skills resources

Supporting people with Chronic Obstructive pulmonary disease (COPD) who are in fuel poverty to prevent cold homes aggravating the condition.	Funding to come from the Household Support Fund	Starting within Q4 2022
Warm Spaces – • In collaboration with Norfolk Community Foundation provide funding to existing community groups to provide warm, safe spaces to reduce heating costs and links to support services	£15k	Ongoing
Access to Food. • Working with Norfolk Community Foundation to give residents access to affordable food and learning how to cook efficiently	Within existing budgets and potentially utilising funded allocated to the healthy living workstream of the Health and Wellbeing Partnership	Start quarter 4 2022/3

Participating in Daily Life	Funding	Timescales
Financial Wellbeing Team • Combining Debt Advice, Welfare Rights and money management support. • 6 full-time and 2 part-time staff directly focused on tackling debt, supporting financial well-being and stability	4 x staff permanent 3 x staff budget until Sept 2025 1 x staff budgeted until June 2023	Scaled up programme until 2025.
Support via the Help Hub • To help residents access prevention help including, finance, mental and physical wellbeing, domestic abuse and housing.	Within existing budgets	Ongoing

Community Safety focussed problem- solving and reassurance work • To maintain order and harmony in locally impacted communities.	Within existing budgets subject to review of Early Intervention Antisocial Behaviour Officers pilot	Ongoing
Housing Benefit and Council Tax Support • Staff resource to ensure correct payments and support working age claimants into work / more income	Within existing budgets	Ongoing
Council tax discretionary relief • Short term payment to assist with shortfall in Council tax • £30862.00 remaining of the initial £35k allocation	Within existing budgets	Ongoing
Improved focus on Scams Partnership to promote about scamming dangers. • We currently offer free half day sessions on cyber security for personal & business users in partnership with the police. Community Protection focus on deterring doorstep scammers.	Within existing budgets	Ongoing
Employment support • For those who are under-employed, including young people and second income	Choices programme core funded, for 2022/23 enhanced would require additional funding	Quarter 4 2023/4

Affordable transport • One of the key barriers to employment opportunity. Lobbying programme to provide cheaper transport / improved infrastructure options	To be determined (would need significant government investment)	To be agreed
Digital courses to support people to access on-line discounts	£5k	Start quarter 4 2022/3

Our Businesses	**Funding**	**Timescales**
One stop shop • For business regulatory support for successful start-up and assured compliance.	Pilot funded to January 2023	12-month pilot service to be reviewed in Q3 2022/23
Support and compliance inspection • Business visits to food, safety and licensed premises, events and activities	Within existing budgets (service subject to review)	Ongoing

5. Issues and risks

5.1 **Resource Implications** – There is sufficient resource to support this programme of works at the present time, but this will be continually monitored in case the situation changes with the predicted rise in demand.

5.2 Officers will be working separately on resources required to deal with any projected increase in demand for council services to present to Cabinet.

5.3 **Legal Implications** – There are no known legal implications.

5.4 **Equality Implications** – The cost-of-living rise will disproportionally affect low-income households, people dependent on benefits, households with at least one workless individual, lone parents, households with children, elderly people and those with care needs, so these groups will be targeted as a priority for support.

5.5 **Environmental Impact** – Whilst there are no direct environmental impacts for this proposal, inefficient homes will cost more to heat as well as producing more carbon emissions. Household and business financial difficulties are likely to lead to increased fly tipping and potential environmental pollution impacts of localised incidents and poorer maintenance of drainage, waste and fuel storage systems.

5.6 **Crime and Disorder** – The rising cost-of-living is likely to put further tension on households and mental health, which is an underlying factor in crime and disorder. poverty is commonly linked with increases in acquisitive crime, anti-social behaviour and environmental offending.

5.7 **Risks** – No specific risks identified.

6. Conclusion

6.1 We are at a crucial time in supporting our vulnerable families through the escalating cost-of-living. The Council is closest to our communities, and as throughout Covid, can react quickly to identify and support vulnerable residents. As well as using our existing resources and our partners/communities' assets, we can look at longer-term programmes/lobbying to reduce some of the impact of the cost-of-living on residents.

7. Recommendations

7.1 Cabinet is asked to:

1) Recommend that Cabinet endorses the proposed programmes and direction of travel of the council to support the cost-of-living rise, as set out in this report, and
2) Comment on other potential areas to explore.

Agenda Item:11
Cabinet
5th December 2022

Anti-Social Behaviour Policy

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Portfolio: Clean and Safe Environment; Better Lives

Ward(s) Affected: All Wards

Purpose of the Report:
This report presents a proposed new Anti-social Behaviour Policy for adoption.

Recommendations:

1. Cabinet to recommend to Council to agree the adoption of the proposed Anti-social Behaviour Policy at Appendix 1.

1. Summary

1.1 This report and the proposed new overarching Anti-social Behaviour Policy at Appendix 1 set out arrangements applicable to a range of the Council's services referred to in paragraph 2.1.

1.2 If adopted, the proposed Anti-social Behaviour Policy will:

a) Be a new addition to the Council's broad policy framework.
b) Set out the Council's principles and broad policy for ASB investigation, intervention and robust enforcement.
c) Support both informal early intervention and efficient enforcement where it is needed.

1.3 There is no legal or statutory requirement to put in place a formalised Anti-social Behaviour Policy. The Council is however a primary agency responsible (1) for dealing with anti-social behaviour as it affects our communities, and (2) for exercising enforcement powers including those under the Anti-Social Behaviour, Policing and Crime Act 2014. The Anti-social Behaviour Policy is designed to clarify what communities can expect from the Council, to endorse and support partnership working, and to clarify how intervention / enforcement approaches will be pursued in appropriate cases.

1.6 It is proposed that a common Anti-social Behaviour Policy approach is adopted with that of South Norfolk Council as a collaborating partner. This would see a common set of ASB policy provisions being adopted by both Councils, reflecting common geographic and community concerns about ASB in both districts, as well as providing clarity and certainty to common officer teams in how they approach and administer ASB advice and support, investigation and intervention / enforcement services.

2. Background

2.1 The Council has statutory responsibilities under the Crime and Disorder Act 1998 (as amended) and the Anti-Social Behaviour, Policing and Crime Act 2014. Neither of these Acts require the Council to document its Anti-social Behaviour Policy.

2.2 The Council is responsible for administering a wide range of planning and design, prevention, diversionary activity, licensing and regulatory, intervention and enforcement services to address the potential for anti-social behaviour to have harmful impacts on our communities. The proposed Anti-social Behaviour Policy at Appendix 1 will have specific implications for the Council's help and intervention services (help hub, community protection, community safety, environmental protection, licensing, housing standards, housing management, homelessness, and planning enforcement).

2.3 Documenting the Council's Anti-social Behaviour Policy serves two key purposes:

a) To establish a documented policy framework informing the Council's approaches, decision-making and practices for dealing with ASB and its causes, working with key partner organisations (principally, housing associations and Norfolk Constabulary).

b) To provide information and assurance about the Council's policy approach to those people and communities afforded protection from ASB under the Policy, so that they can know what to expect and can assure themselves when facing potential enforcement.

2.3 The Economy and Environment Policy Committee has considered prevailing ASB service delivery experience, ASB principles, appropriate prevention and enforcement approaches, a range of policy implications during the development of this proposed Policy, and the drafted Policy.

3. Current position/findings

3.1 Following the informal considerations by the Economy and Environment Policy Committee, elected member support was expressed for the proposed Anti-social Behaviour Policy at Appendix 1, to formalise the Council's position on tackling ASB and relevant portfolio holders have been consulted.

3.2 During the development of the proposed Policy, Council services have been:

a) Responding to a wide range of ASB incidents, intervening to nip them in the bud
b) Using the Council's informal and formal ASB powers to challenge unacceptable behaviours.
c) Forging partnerships with Norfolk Constabulary, the Office of the Police and Crime Commissioner, and partners in the Norfolk County Community Safety Partnership (CSP).
d) Putting closer working and enforcement coordination arrangements in place.
e) Developing the Council's existing hub-style approach to further co-locate Council and police colleagues who will jointly monitor, respond and act on ASB incidents, patterns and themes.

3.3 In common language, various matters tend to be described as 'anti-social'. It is important to define the matters proposed to be addressed by the Council as anti-social behaviour (ASB). The proposed Policy identifies some matters that will be deemed not to fall within the scope, or to fall below the threshold for, an ASB concern being acceptable for action by the Council. This is helpful to ensure that the Council's resources are directed towards the right cases. Policy Committee members and partner agencies have commented favourably on this definitive clarity.

3.4 The Council's overarching Enforcement Policy has recently been updated and it will be necessary for the proposed Anti-social Behaviour Policy to operate smoothly and consistently with it.

3.5 The approach proposed in the development of the Anti-social Behaviour Policy is to enable services to respond quickly and accountably to emerging ASB incidents and threats.

4. Proposed action

4.1 The draft Anti-social Behaviour Policy at Appendix 1 is proposed as suitable for consideration and adoption by both South Norfolk and Broadland District Councils, preferably as a common policy to support its implementation by officers.

4.2 The council's progressive and robust approach to ASB is supported in the proposed Policy by:

a) Clear ASB definitions, policy aims and objectives.
b) A systematic way of prioritising ASB cases proportionately.
c) Assigned responsibilities for coordinating and responding to ASB.
d) Commitments around victim support, vulnerability and safeguarding.
e) Preventative and enforcement measures.
f) Arrangements for partnership working, including with housing providers and Norfolk Constabulary.

4.3 Whilst this proposed new Policy adopts a fresh and more documented format, many of the considerations are consistent with and codify the Council's existing policy principles and approaches for service delivery.

4.4 As previously stated, there would be a minimum threshold below which intervention by the Council might be inappropriate. However, the Policy proposes an early intervention approach in cases that do warrant the Council's involvement. Early intervention can have the desirable effect of nipping problems in the bud and can prevent problems from escalating and requiring more extensive and complex investigation and enforcement.

4.5 The key requirements in any formalised intervention / enforcement consideration under the Policy will be that under the delegations in place (1) the Council is satisfied that the legal tests are met for the use of a specific legal power to intervene, and (2) if and when an enforcement consideration is required, there is sufficient evidence and public interest, and that it is necessary and proportionate, to carry out enforcement. There is therefore a strong link with the overarching Enforcement Policy that has recently been adopted by the Council and which is published on the Council's website.

4.6 Adopting the proposed Anti-social Behaviour Policy will provide supportive documented policy foundations going forwards. It is proposed that a common Anti-social Behaviour Policy approach corresponds with that of South Norfolk Council as a collaborating partner, and this would see a common set of ASB policy provisions being adopted by both councils. This would give the clarity and certainty to common officer teams in how they approach and administer ASB advice and support, investigation and intervention / enforcement services. This is recommended by officers because, from an ASB services perspective, both districts share similar characteristics, profiles of ASB issues and impacts, and

enforcement requirements. No significant ASB policy distinctions or special requirements have been identified that would affect the adoption of the proposed Anti-social Behaviour policy.

5. Other options

5.1 **Option 1 – Do Nothing.** The council is not legally obliged to document its Anti-social Behaviour Policy, however doing nothing would fail to reflect opportunities identified in this report and the management of reasonable expectations on the Council.

5.2 **Option 2 – Pursue a different policy.** The Council could decide to document its policy but to take a different line on anti-social behaviour principles, approaches and detailed considerations than those proposed in Appendix 1.

6. Issues and risks

6.1 **Resource Implications** – No new budget implications have been identified. The existing approach of balanced prevention, early intervention and robust intervention and enforcement manages service demands, with attendant benefits for managing officer time and legal costs, is confirmed in this documented Policy. In other respects, the proposed Policy contains no changes raising significant new resource implications.

6.2 **Legal Implications** – The adoption of the proposed Policy is supportive of robust and enforcement. Legal advice has been taken on the draft policy and no new legal implications have been identified.

6.3 **Equality Implications** – The proposed Policy includes specific considerations concerning balanced engagement with vulnerable people, whether as victims or perpetrators of ASB. There are no identified impacts on any specific individuals or groups having protected characteristics.

6.4 **Environmental Impact** – Positive service delivery under the proposed Policy to tackle ASB is protective of the environment. No adverse implications have been identified.

6.5 **Crime and Disorder** – Positive service delivery under the proposed Policy to tackle ASB is protective of our communities from crime and disorder. No adverse implications have been identified.

6.6 **Risks** – Adopting the Policy as proposed raises no identified risks beyond the matters covered in this report.

7. Conclusion

7.1 The proposed Anti-social Behaviour Policy will meet the expectations of recognised good practice. Adopting the Policy will document the council's position,

supporting communities with balanced prevention, intervention and positive enforcement.

8. Recommendations

8.1 Cabinet to recommend to Council to agree the adoption of the proposed Anti-social Behaviour Policy at Appendix 1.

Background papers

None.

Anti-Social Behaviour Policy

2022 - 2025

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1 Introduction

1.1 The South Norfolk district enjoys relatively low levels of anti-social behaviour (ASB) and crime, high levels of safety, and generally good quality of life. However, the Council recognises the damage that persistent ASB can cause to the stability, cohesiveness and health of communities that experience it. There are vulnerable people living in local communities and there are victims of ASB, ranging from low level, often unintentional neighbour nuisance to belligerent, targeted behaviours that pose serious and escalating threats to individuals and households.

Whilst in the South Norfolk district the ASB incidence rate is relatively low, when people are vulnerable or victimised then the consequences can be just as devastating and lasting as anywhere else in the country.

The Council has key duties and responsibilities for tackling local ASB, which is a cross-cutting theme for its frontline services. Alongside other local agencies, the Council occupies a key position in offering local community leadership.

This Policy will support a shift in the way the Council tackles ASB, moving from a re-active service to a combination of pro-active and re-active actions, designed to make the Council's services efficient and effective at preventing ASB from occurring in the first place.

1.2 Although ASB can be difficult to define because of its impact being perception led, the Council has set out in section three of this Policy the definition and general principles it will work to when addressing issues and service requests about ASB. The perception-led nature of ASB has required the Council to acknowledge the possibility of unjustified or unreasonable service requests being made and that under such circumstances an investigation would not be offered or would be halted.

1.3 The Council acknowledges the disproportionate impact that ASB can have upon vulnerable members of local communities, the connection with safeguarding, the need for effective partnerships to exist, and that the primary responsibility is always to protect victims from further harm or distress. The Council is committed to working with partners to ensure all victims, especially vulnerable victims, are listened to, kept informed and supported during any investigation.

1.4 This Policy provides an overview of the action(s) that the Council will take to deal with ASB and what route a person can take if they are not satisfied with the service they have received.

1.5 The Council will not tolerate incidents of anti-social behaviour (ASB). The Council will intervene appropriately where possible under this Policy and enforce matters relating to ASB when required. This approach will be made clear to all residents within and visitors to the district.

1.6 This Policy will apply to how anti-social behaviour services are offered to all South Norfolk residents, their families and any other occupants or visitors. The Policy will be observed by members of staff and any other persons working on behalf of the Council.

1.7 The Council has a responsibility to protect staff members whilst they are undertaking Council business. The Council will not tolerate anti-social behaviour directed towards staff and robust action will be taken against those that engage in such behaviour.

2 Policy Context

2.1 Relationship with the Council's Strategic Plan and Delivery Plan

Our Council's joint Strategic Plan 2020-2024 contains four key priorities:

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

We operate a two-year Delivery Plan to deliver against and achieve these priorities, and the Delivery Plan specifically address a range of services dealing with anti-social behaviour.

2.3 The ASB Policy directly contributes to a number of the above objectives and should be read alongside the Council's enforcement policies and published service commitments.

2.4 The Council is an active member of the Norfolk County Community Safety Partnership (NCCSP) which brings together a number of organisations to work together with local people to build safer and stronger communities.

2.5 Safer Norfolk Plan

Resilience and cohesion help communities to look out for and help each other, which is key to communities thriving. Communities need to be able to withstand, adapt to and recover from adversity and residents need to feel they belong and are comfortable mixing and interacting with others. Everyone has the right to feel safe in their local neighbourhood.

Within the Safer Norfolk Plan there is a commitment to further develop the multi-agency evidence base regarding anti-social behaviour affecting communities, enabling targeted interventions to be developed. Communities will be empowered to increase their resilience to anti-social behaviour through Community Connectors.

3 What is Anti-Social Behaviour (ASB)?

3.1 There is no single definition of what is meant by ASB. For the purpose of this Policy, the Council has adopted the definition applied by the Anti-Social Behaviour Crime and Policing Act 2014:

a) Conduct that has caused, or is likely to cause, harassment, alarm or distress to any person.
b) Conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises.
c) Conduct capable of causing housing-related nuisance or annoyance to any person, or
d) Conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of business premises.

3.2 ASB covers a wide range of unacceptable activity that causes harm to an individual, to their community or to their environment. This could be an action by someone else that leaves you feeling alarmed, harassed or distressed. Anti-Social Behaviour may include but is not limited to the following:

Noise:

a) Loud music
b) Persistent, unnecessary or excessive noise
c) Shouting or yelling
d) Persistent Alarms
e) Excessively loud or persistent parties
f) Dogs persistently barking

Intimidation and harassment:

a) Verbal or written abuse including via social media
b) Threats of violence
c) Damage or threats to damage property
d) Keeping or failing to control an aggressive dog

Environmental:

a) Graffiti
b) Dumping rubbish and littering
c) Dog fouling
d) Fly posting
e) Abandoned vehicles
f) Vandalism

g) Anti-social behaviour as a result of alcohol or drug misuse, including street drinking
h) Inconsiderate or inappropriate use of vehicles e.g. off-road motorbikes

3.3 What is not deemed by the Council to be Anti-Social Behaviour and will not normally be accepted for investigation by officers of the Council under this Policy includes:

a) The use of leaving of vehicles outside schools, homes or businesses, including traffic that is stationary or otherwise, unless satisfied that of a potential statutory nuisance or that the Council's powers to deal with abandoned vehicles apply.
b) Children playing in the street or communal areas.
c) Young people gathering socially unless they are being intimidating.
d) Being able to park outside your own home.
e) Parking related issues on a highway or shared access drive.
f) DIY and car repairs unless they are taking place late at night.
g) Civil disputes between neighbours, i.e. boundary disputes or disputes over shared driveways.
h) Reasonable day to day noise, i.e. children within a household, appliance noise.
i) One-off service requests about noise, e.g. parties.
j) Clashes of lifestyle differences between residents, except where they constitute significant anti-social behaviour or a potential statutory nuisance.
k) Service requests about controlled drug usage in a domestic setting, unless deemed a potential statutory nuisance or forming part of wider anti-social behaviour.

3.4 It is important to acknowledge that some service requests about ASB might be considered malicious, vexatious, trivial, or unreasonable. Children playing in an area designed for play, for example a skateboarding park or multi use games area, may fall within this category. Other examples may be someone having a one-off event such as a milestone birthday party with some associated noise, a baby crying for attention, or a misplaced wheelie bin temporarily blocking access or egress. Although the incident may be annoying at the time, it is the role of the Council's officers when assessing new requests for service to decide whether or not each request is reasonable and acceptable under the terms of this Policy. An investigating officer will advise a complainant if they believe the service requests is unreasonable or cannot be accepted. Persistent unreasonable service requests can often be perceived as harassment by the subject, and/or lead to a counter-complaint being made. In the event of any remaining uncertainty about whether a new service request should be accepted or an ongoing service request should be closed, the relevant service manager will be consulted, and they will have the discretion afforded under this Policy to decide accordingly.

3.5 The Council will work together with partners to utilise the resources and legal powers it is provided with to reduce environmental crimes, problematic street drinking, graffiti, vandalism and all other types of ASB. The Council will endeavour normally to respond to an initial ASB service request within five working days.

3.6 The Council's activity to tackle ASB is intended to help make people in South Norfolk's communities feel safe, welcome and secure that they have a pleasant place in which to live, work and visit.

4 Policy Objectives

4.1 The Council aims and is committed to:

1. Preventing anti-social behaviour where it can and, where it happens, to minimise it as far as possible.

2. Responding promptly and nip problems in the bud, discouraging them from escalating.

3. Intervening assertively with enforcement action in cases of serious or persistent anti-social behaviour.

4. Working across Council services and with partner agencies to maintain vigilance, coordinate support and offer reassurance to affected communities.

Across the Council's district a core focus will be adopted on prevention and response to incidents of anti-social behaviour involving:

a) Close working between Council services (e.g. community connectors, early help and support referrals, housing standards regulation, homelessness assistance and housing options, community and environmental protection, environmental offending including fly tipping and dog fouling, premises licensing, and various community safety functions) and with partner agencies including Norfolk Constabulary and adult and children social services.

b) Collective coordinated responsibility for operational information pooling and sharing, coordinated tasking, frequent tactical planning, targeted attention to ongoing problems, and regular strategic review at a sub-county level.

The focus warrants an integrated approach favouring intervening early, taking measured action to stop problems from worsening, and following cases through to closure.

It is not the purpose of this Policy to describe how the Council will deal with anti-social behaviour on a day-to-day basis, nor how it will coordinate with partner agencies. More detail can be found on anti-social behaviour in pages on the Council's website.

4.2 The six objectives of this Policy are to:

Objective 1: **Deploy a lean and agile joined-up service to incidents and reports of anti-social behaviour.**

We will:

Optimise the Council's reactive and targeted response; assertively challenge ASB and intervene / enforce; demonstrate rapid impact and effective results; cultivate inter-agency shared commitment, communications and information sharing; engage close joint working with operational policing's response / neighbourhood / beat manager teams; exploit opportunities for profitable co-location and extended service delivery hours; operate clear and strong intelligence, prioritisation and exit strategies; aim to dispel community tensions and apply restorative justice and reassurance.

Objective 2: **Adopt a preventative early intervention approach, where possible getting to and tackling the underlying and root causes, and a focussed strategic commitment.**

We will:

Engage full support from Community Safety Partnership partners and from housing associations; promote referral pathways for perpetrators and victims into early help and support services (social care, mental health, substance abuse, youth offending); maintain strong safeguarding vigilance.

Objective 3: **Develop and optimise close partnership working, founded on solid and rounded collective awareness of ASB.**

We will:

Reinforce existing partnership working; grow new partner agency relationships; develop highly effective tactical and operational partnering.

Objective 4: **Closely work with local people and ensure ASB services are delivered with and not to them, recognising the shared community responsibility for building strong communities.**

We will:

Encourage elected member facilitation and early reporting of ASB symptoms and concerns; work with and encourage existing community networks and resources; promote community-led and self-sustaining solutions.

Objective 5: **Focus programmed, intelligence-led and targeted operational ASB activity in support of tactical planning, aims and objectives arising over time.**

We will:

Inform tactical planning with annual strategic assessments and quarterly assessments collated from inter-agency data.

Objective 6: **Drive down avoidable and wasteful demands, impacts and costs on public services, local communities and community assets.**

We will:

a) Work with partners to support and protect victims of ASB
b) Deliver a range of appropriate early interventions when responding to incidents of ASB
c) Use enforcement and legal powers with partners to target those who continue to cause ASB

4.3 Prioritisation

Many kinds of impact from one person's activities on another person can cause irritation or annoyance. As statutory agencies the Council will seek to ensure its activities are prioritised and undertaken with regard to clear evidence of need, sound consideration of how effective the work to be undertaken is likely to be, and a clear understanding of the agreed outcomes. The Council must be satisfied that it is justified, necessary and proportionate for it to become involved in each new case.

The starting point for an accepted new case will be that, based on an assessment of risk and vulnerability of the parties involved, the Council determines which initial rating should be applied as outlined in the Table 1 below. This grading may affect how quickly the Council can respond, assess and deal with the case, however officers will

keep an open mind and will periodically review and change the rating if, based on the evidence available, the case has become more or less serious than it previously appeared to be.

Table 1 Prioritisation rating ASB cases according to risk and vulnerability

High	Cases involving acute threats of serious and imminent harm or victimisation to individuals or a community (as identified in the risk assessment). Reports where acute needs for support are identified. Reports where individuals with care needs (as set out in the Care Act 2014) are involved and there is a serious and imminent risk of victimisation. Reports originally classed as 'Medium Risk' where the risk has escalated sufficiently to be classed as 'High'. *Notes:* *Incidents such as serious threats of violence or abuse, assault, violent criminal activity, drug-related activity, sexual abuse and other serious crimes should be reported to Norfolk Police by dialling 999 if in emergency.* *Non-emergency incidents should be reported by dialling 101 or Norfolk Constabulary on-line.*
Medium	Cases involving a likelihood of significant and potentially serious harmful consequences, or aggravated anti-social behaviour.
Routine *(with due consideration for early intervention, resources permitting)*	Reports of continuing or persistent, unreasonable anti-social behaviour or nuisance to individuals not of the same household. This could include (but is not limited to): • Intimidating or harassment of people (including verbal abuse, aggressiveness). • Statutory Nuisance. The Council can only deal with what it considers to be actionable* matters, include environmental offences. *Note: The Council must be satisfied that a routine case is potentially actionable, within its responsibilities, policies and procedures, and resources.*

General note:

Registered Social Landlords (housing associations) have their own policies and powers for dealing with anti-social behaviour. If a concern relates to a tenanted property where the landlord is a housing association, that should be where the report is made.

If the behaviour of concern includes commission of a crime for which the police is the enforcing authority, then it should be reported to the Police by dialling 101 (in an emergency dialling 999).

5 Responsibilities

5.1 We will use a range of mechanisms to coordinate the Council's ASB services and activities:

a) Joined-up service-specific enforcement strategies
b) Internal tactical coordinating group and a partnership working equivalent
c) Operational enforcement coordinating group
d) ASB action group (ASBAG)
e) Safety advisory group (SAG)
f) Partnership problem solving forums as appropriate, for example with housing providers

5.2 The response to ASB incidents is provided across the Council's areas and responsibilities are outlined as follows:

Assistant Director Regulatory – Responsibility for ensuring that the Council's ASB Policy is in place and is being delivered effectively. The Assistant Director Regulatory has responsibility for the authorisation of high level ASB enforcement including service of a Closure Notice or legal proceedings.

Environmental Protection Manager – Responsible for the maintenance and monitoring of the ASB Policy, and authorisation of some formal interventions. The Manager is responsible for the monitoring of any raised risk ASB cases and any Community Triggers made to the Council. Together with the **Community Protection Team Leader**, the Environmental Protection Manager is responsible for managing operational service delivery.

Senior Community Protection Officers – Qualified environmental health officers with responsibility for all cases involving statutory nuisance. They will tend to lead the investigation of complex, serious and protracted cases and provide support to Community Protection and rapid response ASB Officers to effectively perform their roles.

Community Protection Officers – Responsible for dealing with all cases of ASB. They have delegated authority to take forward any enforcement action, except cases of statutory nuisance.

Rapid response, **Early Intervention ASB Officers** (where appointed) – Responsible for providing an initial rapid response to reports of low level ASB and delivering the Council's door-stepping approach to nip issues in the bud. Assist with tasked actions in ongoing cases led by more senior officers.

6 Supporting the Victims of ASB

6.1 In accordance with the principles of the Anti-Social Behaviour, Crime and Policing Act 2014, the Council will give priority to supporting victims of ASB. To support the focus on victims, the Council will carry out the following actions:

a) Refer cases to the commissioned service in the South Norfolk district for offering support to victims of ASB and crime. This is provided by Victim Care at the time of writing this Policy.

b) Set up multi-agency meetings as to identify how vulnerable victims could be best supported and take agreed actions.

c) Train staff to identify vulnerability and feel confident to take appropriate action.

d) Work closely with other agencies to share information where appropriate so that victims do not get overlooked.

6.2 The Council takes the welfare and support of victims of ASB seriously and will continue to work with local communities to ensure that victims feel that they are listened to and supported. Service requests regarding ASB can be made online, by telephone, or in person and referrals are often made through partner agencies and services, e.g. Community Protection, Police and schools. These reporting options are important to ensure that victims can access the services they need as easily as possible.

7 Vulnerability and Safeguarding

7.1 Whilst accepting that being a victim of ASB is distressing for anyone who is affected, the Council recognises that for some people the impact may be far worse because of an identified vulnerability.

Vulnerable victims are likely to be disproportionately affected by ASB and vulnerabilities can be a caused by a wide range of factors, such as isolation, a mental health condition, physical disability, age, or substance misuse.

7.2 Sometimes it will be necessary to make a safeguarding referral and cases that require this course of action will be additionally recorded as part of safeguarding procedures. Concerns about ASB and safeguarding often overlap which reinforces the necessity for strong partnership working.

8 Actions and Enforcement (in conjunction with the Council's enforcement policies)

8.1 To deal effectively with ASB the Council recognises that it is necessary to affect a long-term change in people's behaviour so that individuals are able to make alternative behavioural choices that are more acceptable to the communities within which they live.

8.2 However, the Council recognises that behavioural change can be achieved in many other ways and will therefore explore all reasonable interventions that could bring about the desired change in behaviour. This will generally be the initial approach whilst reserving the option to take early enforcement action, where appropriate. The Council will take an assertive approach to the initiation of enforcement action for cases of ASB in order to protect victims.

8.3 The Council will take an approach to dealing with ASB that is proportionate and appropriate to the behaviour being produced or complained about and Table 2 below outlines some of the main actions it will take. The Council will endeavour within reason to prevent ASB, and will pursue proportionate enforcement action in appropriate case whilst employing any preventative measures deemed necessary.

8.4 The Council has reviewed working practices in relation to enforcement and as a result have moved to an evidenced-based methodology using tried and tested problem-solving methods to identify root-cause behaviour. This is supported by a set of service commitments for Regulatory services and an overarching Enforcement Policy.

Table 2 Preventative Measures (this is not intended as an exhaustive list).

Diversionary activities	We will collaborate internally and externally to take advantage of opportunities to attract external funding to support diversionary activities. For example, in an area where youth related ASB is identified, funding could be utilised to provide temporary youth out-reach work to engage with and identify the needs of young people in that locality and ensure they are involved in the delivery process.
Other preventative services and measures	We will utilise Community Connectors to support victims and perpetrators of ASB to seek behaviour change. As a planning authority, the Council will work to identify where changes to the built environment can prevent ASB. For example, using conditions to ensure car parks on retail parks are closed after hours to prevent their use for unlawful gatherings, vehicles stunts and general places of congregating.

Mediation	The Council will use qualified experts in mediation to try to resolve issues and come to agreements on a way forward.
Referral to support services	A range of support services is available via the Help Hub.
Warnings	Often it is appropriate to issue a warning, which could be either verbal or in writing. Warnings would be issued by the Council's officers, another individual agency e.g. Police, social landlord.

8.6 If early intervention and preventative measures are not successful in resolving issues, then proportionate enforcement actions will be considered. Enforcement may be taken, for example, under powers provided by the Anti-Social Behaviour, Crime and Policing Act 2014. Given the broad legal definition of ASB, this legislation and the powers it contains may in individual cases be more appropriate to consider, and enable earlier intervention, than other legislation such as the Environmental Protection Act 1990.

8.7 Prosecution for breaches of formally imposed anti-social behaviour controls can result in fines, the issue of court orders, lead to injunctions, and even imprisonment. In all cases these powers will be used only where they are judged to be necessary and proportionate in individual cases, and only when considered appropriate. Whenever enforcement powers are used, they will be in accordance with the Council's Enforcement Policy. The Council may decide to pursue preventative measures before or alongside taking formal enforcement action.

Table 3 Enforcement Measures – People

Community Protection Warning	To challenge a person, business or organisation causing anti-social behaviour which spoils the community's quality of life. A Community Protection Warning can be issued by police or authorised officers of the Council with delegated powers to do so. The officer must be satisfied that the behaviour has a detrimental effect on the quality of life of those in the locality, be persistent in nature, and be unreasonable.
Community Protection Notice	To intervene formally with a Community Protection Notice may be issued if there is evidence that a Community Protection Warning is not adhered to. The Notice can direct any individual over the age of 16, business or organisation responsible to stop causing the problem. It could require the person responsible to take reasonable steps to ensure that it does not occur again. It is a criminal offence if a person served with a Notice does not comply, subject to fixed penalty notice enforcement or prosecution for non-compliance.

Criminal Behaviour Orders	These are Court orders, normally following prosecution, typically made when evidence satisfies the Court beyond reasonable doubt that the individual has engaged in behaviour that has, or is likely to cause, nuisance, harassment and distress to any person(s) and that an Order is necessary and proportionate to correct the individual's behaviour.
Civil Injunctions	Civil injunctions are issued in the County Court for over 18's or in the Youth Court for under 18's. They must meet legal tests and reflect evidence that, on the balance of probabilities, the individual has engaged or likely to engage in behaviour that causes nuisance or annoyance and the Court finds it just to impose an Injunction to legally stop or prevent individuals from engaging in anti-social behaviour.

Table 4 Enforcement Measures – Places

Closure Order	An Order which provides the police or Local Authority to close a premises, which is being used, or likely to be used, to commit nuisance or disorder. An initial Closure Order can close a premises for 48 hours however, if the disorder is of such a level, the police or Local Authority can apply to the Magistrates Court for an Order for up to a period of maximum 6 months, which can see a premises closed and access to the premises restricted.
Public Space Protection Order (PSPO)	A Public Space Protection Order is a formal Order made by the local authority to render unlawful specific types of antisocial behaviour in public places by individuals or groups of people. Local authorities have the powers to make such Orders however they must be satisfied that the behaviour has had a detrimental effect on the quality of life of those in the locality, and has been both persistent in nature and unreasonable.

8.8 Where appropriate the Council will publish enforcement action outcomes in the press or via the Council's social media platforms on a case per case bases, taking into account public interest, and the level of enforcement taken.

8.9 Although the Council will employ a range of measures to tackle ASB its **overriding principle is that victims must be protected from those who perpetrate ASB, and the Council is committed to reducing ASB in its communities.** This means that the Council will use all legal powers at their disposal and encourage partners to do likewise. The Council may use various techniques including collation of evidence using both covert and overt CCTV, diary records and witness statements.

9 Partnership Working

9.1 To ensure that it tackles ASB effectively, the Council will work with a number of external partners and is committed to effective partnership working. Partners include:

a) Norfolk and Suffolk Police.
b) Registered providers of social housing.
c) Norfolk County Council.
d) Victim Care.
e) Probation.
f) Health.
g) Change, Grow, Live (commissioned drug and alcohol service)
h) Schools and educational facilities.
i) Norfolk Fire and Rescue Service.
j) Other local authorities, including town and parish councils.
k) The Environment Agency.
l) Voluntary agencies and the third sector.

9.2 By working with partners and sharing information, the Council is able to adopt the best method to deal with each individual case and in many cases enforcement action is jointly taken forward. Sometimes the Council may be the lead enforcement agency whereas on other occasions it may play a supporting role. This depends on the nature of the ASB and the matters being enforced.

9.3 The Council is an active partner of the Norfolk County Community Safety Partnership (NCCSP) and will support this partnership to improve community safety generally and tackle ASB across the districts.

10 Working with other Housing Providers

Those social housing tenants responsible for behaving in an anti-social manner put themselves at risk of tenancy enforcement action. Those who live in accommodation provided by private landlords may put themselves at risk of similar action. The Council will share information and support other Housing providers to enable the use of early intervention tools and offer guidance and support to them in developing effective policies in order to deal with anti-social behaviour. The use of legal remedies by other housing providers will be the responsibility of that landlord, however the Council will provide supporting evidence to them subject to the provisions of the Data Protection Act 1990, as amended and other relevant legislation.

11 Community Trigger (also known as the ASB Case Review)

The Anti-Social Behaviour, Crime and Policing Act 2014 introduced specific measures designed to give victims and communities a say in the way that service requests of anti-social behaviour are dealt with.

The Community Trigger gives victims of persistent antisocial behaviour reported to any of the main responsible agencies (such as the Council, police, housing provider) the right to request a multi-agency review of their case where a local threshold is met.

The Community Trigger process is different from a single agency Complaints process which looks at faults in the way an agency has responded. The Community Trigger aims to bring agencies together to take a joined up, problem solving approach, to find a solution and ultimately stop the anti-social behaviour.

More information about the Community Trigger (ASB Case Review) process is on the Norfolk County Council website.

12 Equalities

12.1 The Council has made a commitment to ensuring that it complies with the requirements of the Equalities Act 2010. Part of this commitment requires an understanding of how policies may affect people with 'protected characteristics' under the legislation.

12.2 The Council recognises that people with 'protected characteristics', such as those who are older or younger, who have disabilities or who are from a minority ethnicity, may be particularly vulnerable to ASB. The Council will work to ensure that any risk assessments or consultation takes this into account and that its response is tailored accordingly.

Hate motivated ASB or behaviour that is malicious in nature, offensive, or targeted towards a particular group of society will be dealt with as a high priority because of the elevated risk.

13 Policy Review and Updates

13.1 This Policy will be reviewed at least once every three years. However, interim amendments may be required to reflect any legislative or procedural changes.

14 Complaints and Feedback

14.1 Please contact the Council with any complaint about service such as how a case has been dealt with, or with comments regarding this Policy.

14.2 The Council operates a Complaints procedure that can be accessed through the Council's website, via the customer service teams or by writing to the Council. More information on how to make a formal complaint about the service you have received from the Council can be found on the Council's website.

15 Legal Framework

As a minimum, the Council's approach to anti-social behaviour will be compliant with the following legislation:

General Data Protection Regulations
Data Protection Act 1998 and 2003
Human Rights Act 1998
Freedom of Information Act 2000
Equalities Act 2010
Mental Health Act 1983 (amended 2007)
The Crime and Disorder Act 1998 (as amended)
Anti-Social Behaviour, Policing & Crime Act 2014
Housing Act 1996
Environmental Protection Act 1990
The Noise Act 1996 (as amended by Antisocial Behaviour Act 2003, and the Clean Neighbourhoods and Environment Act 2005)
Children's Act 2004
Harassment Act 1997
Homelessness Act 2002
Police Reform Act 2020
Police and Criminal Evidence Act
Criminal Justice and Police Act 2001

End.

CABINET CORE AGENDA 2022/23

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
5 Dec		Best in Class housing phase two development – Temp Accommodation	Richard Dunsire	Alison Thomas	
		Support the Cost of Living	Mike Pursehouse	Alison Thomas	
	Key	Anti-Social Behaviour Policy	Nick Howard	Alison Thomas	
	Key	Rural England Prosperity Fund	Nina Cunningham	Lisa Neal	
	Key	Adoption of Conservation Area Appraisals for Bergh Apton, Ditchingham and Kimberley	Chris Bennett	Lisa Neal	
		Performance Report Q2 2022/23	Sinead Carey / Helen Hall	Adrian Dearnley / Kay Mason Billig	
		Treasury Management Q2 Report	Darren Slowther	Adrian Dearnley	
	Key	South Norfolk Co-Investment Fund Application – Easton Community Centre	Emily Larter / Tanya Nelson	Lisa Neal	Exempt
Council Meeting 12 December					
9 Jan	Key	South Norfolk Village Clusters Housing Allocations Plan - Publication of Regulation 19 Draft Plan	Paul Harris	Lisa Neal	
	Key	HR Payroll System and Payroll Bureau	Emma Hodds	Adrian Dearnley	Exempt
	Key	To establish and enter into a joint venture to deliver a Programme of Mitigation for Nutrient Neutrality	Phil Courtier	John Fuller	
	Key	GNLP Gypsy and Traveller Sites Consultation	Helen Mellors	Lisa Neal	
13 Feb	Key	Greater Norwich 5-year Infrastructure Investment Plan	Paul Harris	John Fuller	
	Key	Draft Local Development Order FEP	Nina Cunningham/ Glen Beaumont	Lisa Neal	Exempt
	Key	Draft Local Development Order Browick Interchange	Nina Cunningham/ Glen Beaumont	Lisa Neal	Exempt
	Key	Council Tax Assistance	Richard Dunsire / Lindsay Sayer	Alison Thomas	
	Key	Revenue Budget and Council Tax 2023/24	Rodney Fincham	Adrian Dearnley	
	Key	Capital Strategy and Capital Programme 2023/24 to 2027/28	Rodney Fincham	Adrian Dearnley	
	Key	Treasury Management Strategy Statement 2023/24	Rodney Fincham	Adrian Dearnley	

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
	Key	Licensing Service Review	Nick Howard	Graham Minshull	Exempt
	Key	Licensing Fees and Charges	Nick Howard	Graham Minshull	
	Key	Food Safety Service Review	Nick Howard	Graham Minshull	Exempt
	Key	Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) – Governance	Paul Harris	Lisa Neal	
	Key	Public Sector Decarbonisation match funding	Annie Sommazzi	Graham Minshull	Exempt
Council Meeting 22 February					
20 Mar	Key	Ratification Local Development Order FEP	Nina Cunningham/ Glen Beaumont	Lisa Neal	
	Key	Ratification of Local Development Order Browick Interchange	Nina Cunningham/ Glen Beaumont	Lisa Neal	
		Health and Wellbeing Strategy	Mike Pursehouse	Alison Thomas	
		Performance Report Q3 2022/23	Sinead Carey / Helen Hall	Adrian Dearnley / Kay Mason Billig	

A key decision is an executive decision which will:

*(a) result in the Council spending, or saving a **significant** amount compared with the Budget for the service or function the decision relates to; or*

*(b) to be **significant** in terms of its effects on communities living or working in an area, comprising two or more wards in the area of the Council, in that it will:*

(i) Have a long-term, lasting impact on that community; or

(ii) Restrict the ability of individual businesses or residents in that area to undertake particular activities; or

(iii) Removes the provision of a service or facility for that community; or

(iv) Increases the charges payable by members of the community to provide a service or facility by more than 5%; or

(v) Have the potential to create significant local controversy or reputational damage to the Council; or

(vi) Is a matter that the decision maker considers to be a key decision.

When assessing whether or not a decision is a key decision the decision maker must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will generally be considered to be a key decision if:

(a) the amount spent is £200,000 or more of revenue expenditure; or
(b) savings of £75,000 or more per annum, or
(c) capital expenditure of £200,000 or more (where a decision makes a commitment for spending over a period of time, it is the total commitment that must be considered to see if it is a key decision).