

COUNCIL

To: All members of the Council

You are hereby summoned to attend a meeting of South Norfolk Council for the purpose of transacting the business set out in this agenda.

Yours sincerely



Trevor Holden
Managing Director

Mr G Minshull
Chairman of the Council

Mrs F Ellis
Vice-Chairman of the Council

PUBLIC ATTENDANCE

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

If a member of the public would like to ask a question on an agenda item, please email your request to democracy@s-norfolk.gov.uk, no later than 5.00pm on Thursday 10 December 2020

AGENDA

Date

Monday 14 December 2020

Time

7.00 pm

Place

To be hosted remotely at:
South Norfolk House
Cygnet Court
Long Stratton
Norwich
NR15 2XE

Contact

Claire White
01508 533669
democracy@s-norfolk.gov.uk
www.south-norfolk.gov.uk

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

Large print version can be made available

The Council's Prayer

A G E N D A

1. **Apologies for absence**

2. **Urgent Items;**

Any items of business which the Chairman decides should be considered as matters of urgency pursuant to Section 100 B (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 – pages 7)

4. **To confirm the minutes of the meetings of the Council held on 21 September 2020;**
(attached – page 9)

5. **Chairman's Announcements;** (engagements attached – page 20)

6. **To consider any petitions received under Section I of the "Rights of the Public at Meetings"**

7. **Notice of Motion:**

Cllr F Ellis and Cllr B Duffin

"South Norfolk Council has an enviable record of getting roofs over peoples' heads with a proven commitment to delivering nearly 1% of the nation's affordable housing stock and building homes of all types for families of all ages and in all circumstances. This work, tied with a commitment to support the most vulnerable is the mark of a compassionate Council.

But as we look years ahead as to how we will address these needs, we must be realistic that sustainable options for large scale settlement extensions are diminishing and we must actively contemplate whether new settlements will be required in the longer term to meet the needs of residents, some of whom may yet be unborn.

The Government is changing the way planning works and we do need to change our approach with it. Now is the time to consider and embrace the idea of new planned communities, close to existing infrastructure but with the opportunity to form low-impact garden communities of the future that we can be proud of in the decades to come. We cannot continue to just keep bolting-on thousands of homes to existing places. A new approach is necessary for our children and grandchildren.

Therefore this Council commits itself to proactively start preparation for the planning of a new settlement in South Norfolk in the middle years of this decade. It instructs officers to work with members to set out the key success factors and objectives and to devise a process by which landowners and communities can respond to an invitation to make a fresh start on a new way of delivering homes in our district.”

8. Recommendations from the Cabinet arising from the meetings held on 28 September, 2 November, and 7 December 2020;

8 (a) Updated Delivery Plan to reflect the Impact of COVID – 19

(updated report and delivery plan attached page 21)

TO RECOMMEND THAT COUNCIL

1. Approves the adoption of the updated Delivery Plan for 2020/21.
2. Approves the development of a one-year plan for 2021/2022, returning to Councils in February 2021.

8 (b) Budget Update Report

(page 12 of the Cabinet agenda for 2 November 2020)

TO RECOMMEND THAT COUNCIL

- (a) Increases the SNC 20/21 IT Capital Budget by £141,000, to fund the rollout of additional laptops to better facilitate the New Ways of Working;
- (b) Agrees that the unspent ‘joint waste budget’ be applied to cover the costs of developing a full business case for a LATC and depot projects.
- (c) Increases the budgetary provision for Covid-19 expenditure from £250,000 to £305,000 to cover the additional £55,000 regulatory expenditure.
- (d) Agrees the proposed changes to the 20/21 income budgets as set out in paragraph 4.17 of the report;
- (e) To agree that the Assistant Director Regulatory, in consultation with the Portfolio Holder for Stronger Economy and the Leader of the Council, is authorised to spend the new Coronavirus Enforcement grant of £57,176, to help the public and businesses understand the latest Covid 19 regulation, and increase compliance work and enforcement checks on businesses
- (f) Remove the post of Assistant Director Consultancy Team from the establishment.

8 (c) Treasury Management Quarter 2 Report 2020/21

(page 31 of the Cabinet agenda for 2 November 2020)

TO RECOMMEND THAT COUNCIL

- a) Notes the treasury activity for the first half of the year and that it complies with the agreed strategy;
- b) Notes the 2020/21 prudential indicators for the first six months of the year.

8 (d) The Vision for a Best in Class Housing Offer and Draft Allocations Scheme
(page 95 of the Cabinet agenda for 2 November 2020)

NOTE: the Allocations Scheme has been updated since Cabinet on 2 November, to take account of public / stakeholder consultation responses. Please see details of amendments and an updated Equalities and Communities Impact Assessment attached at page 93 of this agenda.

TO RECOMMEND THAT COUNCIL

- (a) endorses the officers work towards the Best in Class Housing model;
- (b) agrees the adoption of the Allocations Scheme.

8 (e) Public Space Protection Order – Dog Fouling
(page 318 of the Cabinet agenda for 2 November 2020)

TO RECOMMEND THAT COUNCIL:

- (a) Makes a Public Space Protection Order to require people in control of dogs to clean up after them if they foul in a public open space and restrict dogs from enclosed children play areas.
- (b) Sets the Fixed Penalty charge for breaching the Public Space Protection Order to £100 (reduced to £80 if paid within 14 calendar days from issue of the Fixed Penalty Notice).

8 (f) Budget Update Report – Second Wave COVID Funding
(page 16 of the Cabinet agenda for 7 December 2020)

NOTE: the recommendations arising from the Cabinet meeting held 7 December 2020 are to follow

8 (g) Update to Local Development Scheme
(page 31 of the Cabinet agenda for 7 December 2020)

NOTE: the recommendations arising from the Cabinet meeting held 7 December 2020 are to follow

8 (h) Proposals on the Future Governance Arrangements for the Big Sky Companies
(page 50 of the Cabinet agenda for 7 December 2020)

NOTE: the recommendations arising from the Cabinet meeting held 7 December 2020 are to follow

9. Recommendation from the Licensing and Gambling Act Committee arising from the meeting held on 24 November 2020

Licensing Act 2003 Review of Licensing Policy

(Licensing Committee report attached – page 104)

TO RECOMMEND THAT COUNCIL approves the amended Licensing Policy

10. COVID- 19 Update Report; (report attached – page 171)

11. Monitoring Officer Report; (report to follow)

12. Questions to Chairmen and Portfolio Holders

To take questions from Councillors and the Public

Note: Time allocated to be at the discretion of the Chairman. No notice is required of questions; however, it may be necessary for written answers to be provided where an immediate response cannot be supplied. If members choose to submit questions in writing in advance, they will be circulated before the meeting.

a. Cabinet

Please [click here](#) to view the most recent Cabinet minutes available

Questions to the Leader and other Cabinet members:

John Fuller	The Leader, External Affairs and Policy
Yvonne Bendle	Better Lives
Alison Thomas	Customer Focus
Michael Edney	Clean and Safe Environment
Josh Worley	Finance and Resources
Kay Mason Billig	Governance and Efficiency
Lisa Neal	Stronger Economy

b. Scrutiny Committee - Questions to the Chairman

Please [click here](#) to view the most recent Scrutiny Committee minutes

c. Licensing Appeals and Complaints Committee / Licensing and Gambling Acts Committee – Questions to the Chairman;

Please [click here](#) to view the most recent Licensing Committee minutes

d. Development Management Committee – Questions to the Chairman

Please [click here](#) to view the most recent Development Management Committee minutes

e. Electoral Arrangements Review Committee – Questions to the Chairman

Please [click here](#) to view the most recent Electoral Arrangements Review Committee minutes

13. Outside Bodies – Feedback from Representatives;

14. Exclusion of the Public and Press;

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 it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Act (as amended)

15. Exempt Minute of meeting held 21 September 2020; (attached – page 182)

(NOT FOR PUBLICATION by virtue of Schedule 12A Part 1 of Paragraph 1 of the Local Government Act 1972 (as amended))

AGENDA ITEM 3

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 would a member of the public, but you should not partake in general discussion, or vote.

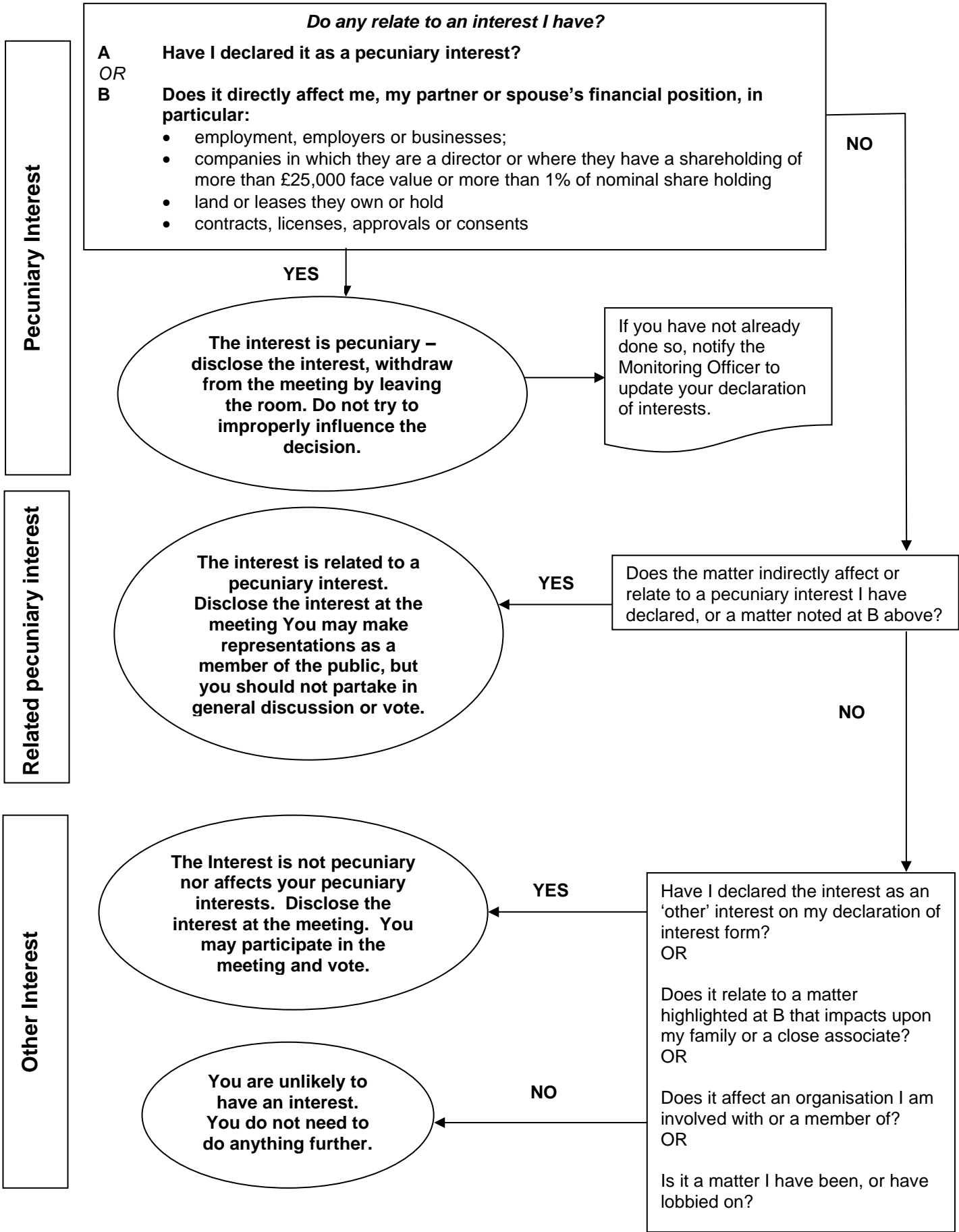
Is the interest not related to any of the above? If so, it is likely to be an 'other' interest. You will need to declare the interest but may participate in discussion and voting on the item.

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

What matters are being discussed at the meeting?





COUNCIL

Minutes of a remote meeting of South Norfolk District Council held on Monday 21 September 2020 at 7.00pm

Members Present:	Councillors: Minshull (Chairman), Amis, Bendle, Bills (part of the meeting), Brown, Burrill, Clifford-Jackson, Dewsbury, Duffin, Easter, Edney (for part of the meeting), Elliott, Ellis, Fuller, Glover, Halls, Hardy, Holden, Hudson, Hurn, Kemp, Knight, Laidlaw, Legg, Mason Billig, Neal, Overton, Ridley, Rowe, J Savage, R Savage, Thomson (for part of the meeting), J Wilby, M Wilby and Worley.
Apologies:	Councillors: Bernard, Blundell, Curson, Dearnley, Elmer, Hornby, Kiddie, Nuri-Nixon, Spruce and Thomas
Officers in Attendance:	The Managing Director (T Holden), the Director of People and Communities (J Sutterby), the Director of Place (P Courtier), the Director of Resources (D Lorimer) the Assistant Director, Governance and Business Support (E Hodds) and the Assistant Director of Finance (R Fincham)
Also in Attendance:	Cllr W Nunn (for part of the meeting)

3549 DECLARATIONS OF INTEREST

Cllr V Clifford-Jackson declared an 'other' interest as a Trustee of Voluntary Norfolk.

Cllr J Knight declared an 'other' interest with regard to minute 3558, relating to the Broads Authority.

3550 MINUTES

The minutes of the meetings held on 27 July 2020 were confirmed as a correct record and signed by the Chairman.

3551 CHAIRMAN'S ANNOUNCEMENTS

The Chairman referred Members to the list of civic engagements for the Chairman and Vice-Chairman, for the period 27 July to 20 September 2020.

He was sorry to inform members that former district councillor, Pauline Allen, was currently unwell. On behalf of the Council, he had sent flowers conveying his very best wishes to both Pauline and her partner, former Councillor, Murray Gray.

3552 NOTICE OF MOTIONS

Cllr C Brown moved the following motion, seconded by Cllr D Burrill:

“This Council notes:

- **The publication by Government of the White Paper, ‘Planning for the Future’ on 6 August 2020, which set out proposals on reforms to the planning process for the future.**
- **That the vast majority of planning applications are given the go ahead by local authority planning committees, with permission granted to around 9 out of 10 applications.**
- **That research by the Local Government Association has said that there are existing planning permissions for more than one million homes that have not yet been started.**

This Council is concerned that the proposals seek to:

- 1. Reduce or remove the right of residents to object to applications near them.**
- 2. Grant automatic rights for developers to build on land identified as ‘for growth’.**
- 3. Remove section 106 payments for infrastructure and their replacement with a national levy.**
- 4. Reduce the level of affordable housing delivered on many schemes.**

This Council Further Notes:

- 1. The Royal Institute for British Architects called the proposals ‘shameful and which will do almost nothing to guarantee delivery of affordable, well-designed and sustainable homes’. RIBA also said that proposals could lead to the next generation of slum housing.**
- 2. Shelter has raised concerns about the delivery of social housing without Section 106 agreements, stating “it makes no sense to remove this route to genuinely affordable homes without a guaranteed alternative.”**
- 3. The reforms are opposed by the all-party Local Government Association, currently led by Conservative Councillors.**

This Council Believes:

- 1. That existing planning procedures, as currently administered by our own team in South Norfolk, allow for local democratic control over future**

development, and give local people a say in planning proposals that affect them.

- 2. That proposals for automatic rights to build in ‘growth’ areas, and increased permitted development rights, risk unregulated growth and unsustainable communities.**
- 3. That local communities must be in the driving seat on shaping the future of their communities, and local determination of the planning framework and planning applications play an important part in this process.**
- 4. That delivering significant affordable housing is a vital part of ensuring that our planning system meets the needs of local communities.**

This Council resolves to:

- 1. Take part in the consultation in the planning proposals, and to make representations against the proposals as outlined in this motion.**
- 2. Write to and lobby our Members of Parliament, urging them to oppose these proposals and to circulate their replies to members.**
- 3. Highlight its concerns over these proposals with Town and Parish Councils and local residents.”**

Cllr Brown explained that the motion was in response to the publication of the Government White Paper, ‘Planning for the Future’ on 6 August 2020, which set out proposals on reforms to the planning process for the future.

Cllr Brown explained that many Members had already raised concerns regarding local consultation and how the proposals in the paper would reduce the ability of local residents to have their say on planning applications. He also expressed concerns regarding the proposals on affordable housing and the potential increase to the threshold to 40 or 50 houses, before affordable housing was required on a development. He felt that this would have a significant negative impact on the delivery of affordable housing in the District.

Cllr Brown reminded Council that Planning was one of the core functions of the Authority, and it impacted on all Members and all residents. He hoped that Members would support his motion to actively engage in the consultation and to raise concerns at the highest levels.

The Portfolio Holder, Cllr L Neal advised Members that the Government had recently issued two consultations; the White Paper: Planning for the Future (to which Cllr Brown’s motion referred), which was a fundamental review of the Planning system, and Changes to the current Planning System, which looked at more shorter term proposals for change. Members noted that proposed responses to both consultations had been considered at the meeting of the Regulation and Planning Policy Committee held 17 September, and this Committee had made recommendations to Cabinet, where the responses would be considered at its meeting on 28 September. With this in mind, Cllr Neal felt it

would be premature to debate the motion that evening and proposed that the matter be referred to the Cabinet to discuss, at its meeting on 28 September.

Cllr Fuller seconded this proposal, explaining that he felt Council was not the forum to have a detailed debate and suggested that all issues, including those not raised by Cllr Brown, could form part of a more holistic detailed discussion at Cabinet. He shared Cllr Brown's concerns and supported the sentiment of the motion, but stressed that some points in the consultation documents were positive and should be welcomed by Members.

After brief discussion, it was agreed that the matter be discussed in detail at the meeting of the Cabinet on 28 September, and members were invited to forward any comments to members of the Cabinet and / or officers, ahead of the meeting.

RESOLVED: That the matter be referred to Cabinet for consideration

3553 RECOMMENDATIONS FROM THE CABINET MEETING HELD ON 24 AUGUST

(i) Update to Local Development Scheme

Cllr J Fuller introduced the recommendations from Cabinet, which sought amendments to the current May 2019 Local Development Scheme.

Cllr Fuller advised that it was no longer possible to keep to the previously published Local Plan timetable without running significant risks to the soundness of the document, and therefore a delay of approximately six months was inevitable. He felt it regrettable that the Local Plan could not be published until 2023, however, he drew attention to proposals in the Government's White Paper, "Planning for the Future", regarding a more accelerated and streamlined approach to the production of a Local Plan.

Voting was carried out by roll call and it was unanimously:

RESOLVED: To approve the proposed amendments to the current, May 2019, Local Development Scheme.

(ii) Covid-19 Response – Norfolk-wide Fighting Fund

Cllr J Fuller presented the recommendations from Cabinet regarding the allocation of funds to the Covid-19 Response Norfolk-wide Fighting Fund.

Cllr Fuller informed Council that since the Cabinet meeting held in August, £6.6m had been ringfenced to the fund, of which £2m had been ringfenced for tourism and hospitality. This had been divided between the participating councils on a formula devised by Norfolk County Council and South Norfolk had received £140,000. In addition to this, the Council had also secured a further £400,000 to support retailers and Cllr Fuller outlined plans to assist Harleston in upgrading its public realm and make it a more attractive place to shop.

Voting was carried out by roll call and it was unanimously

RESOLVED: To delegate authority to the Assistant Director of Finance, in consultation with the Leader of the Council, to allocate £150,000 to the Norfolk-wide Fighting Fund.

(iii) Risk Management Policy and Strategy

Cllr P Hardy presented the recommendations from the Cabinet which sought approval for the Risk Management Policy and Strategy.

He was pleased that the Council was now in position to incorporate risk management as part of the terms of reference of the Finance, Resources, Audit and Governance (FRAG) Committee. This was, he informed Council, best practice and would allow the Committee to scrutinise both strategic and operational risks across the Council. He thanked the Assistant Director Governance and Business Support, and the Internal Audit Manager for their work and support on this matter.

The Portfolio Holder, Cllr J Worley, echoed Cllr Hardy's comments and commended the recommendations to Council. He thanked the members of the FRAG Committee for its valued work.

Cllr V Clifford-Jackson also expressed her support and thanked staff for their work in this area.

Voting was carried out by way of roll call and it was unanimously

RESOLVED: To approve the Risk Management Policy and Strategy, subject to an amendment at paragraph 14.2, to ensure that Cabinet receives quarterly updates on risks, with a separate review in quarter 1 to examine the previous year's outturn.

3554 MONITORING OFFICER REPORT

Cllr J Fuller presented the report of the Monitoring Officer, which proposed an archive policy for the live streaming of Council meetings, a change to the speaking time allocation for District Members at the Development Management Committee, and also provided an update on the meeting arrangements for the Development Management Committee.

Cllr Fuller expressed his support for the archive policy, to ensure that the information presented to the public was relevant and up to date, and consistent with the retention of other records. He reminded Members that even when the meeting was recorded, it was the approved written minutes of a meeting that was deemed as the official record.

Moving on to the proposals regarding the Development Management Committee, he felt it sensible to amend the standing orders accordingly to bring in line the speaking time allocation for Local Members, to that of other parties (five minutes). This would, he informed Council, not prohibit the Chairman from allowing more speaking time in exceptional circumstances, to all parties. With regard to the arrangements for the Development Management Committee meetings, he felt that considering that the position concerning Covid-19 was no different to that back in March, he felt it wise to not change the current arrangements at present.

Referring to hybrid meetings, he advised Council that having participated in a few such meetings with officers, it was clear that to make these work and mix participants on screen and in a room, it was vitally important to ensure that the acoustics, lighting and background were right. Members noted that the Council had engaged, free of charge, the expertise of a television expert, to examine how best the Council could make that work in the Council Chamber. Cllr Fuller reminded Members that the legislation to permit council meetings to happen virtually would expire in May 2021, and it was possible that new regulations might be issued before the Council met again in December.

Cllr V Thomson, the Chairman of the Development Management Committee explained that he had reviewed the current arrangements for the Development Management Committee meetings and was satisfied that status quo for now was the sensible option. He reminded Members that these committees attracted more residents than for any other committee, and he could not see how meetings could be held in any other way at present. He stressed that increasing the number of members on the Committee would mean longer roll calls, and that more members did not necessarily result in better decision making. In response to queries, he confirmed that the five minutes would need to be shared with fellow councillors in multiple member wards. He thanked officers and Members for ensuring that the virtual meetings ran as smoothly as possible, adding that they were always looking for ways in which to improve the running of meetings.

Cllr C Brown wished to thank staff for their valued input in Zoom meetings and was pleased to hear that both officers and Members were constantly reviewing better ways of working. He advised Council that he supported proposals for an archive policy for committee meeting recordings on YouTube, however, could not support the proposals to restrict a district member's speaking time at the Development Management Committee to five minutes. He felt that Council should trust Members to use their time appropriately, and if they did ever exceed five minutes, he imagined that it would only be in exceptional circumstances for complex applications. He also expressed his disappointment that the membership of the Committee would not yet be increased back to nine, suggesting that a higher number of Members would demonstrate a broad range of views and that robust debates took place before decisions were made.

Cllr J Halls was also disappointed that the membership of the Committee would not be increased back up to nine, which he felt was entirely achievable via Zoom.

Cllr V Clifford-Jacksons supported the views expressed by Cllr Brown and Halls, explaining that often local members, after hearing the debate, wished to raise additional points at the meeting, without having to worry about time. She hoped

that the reduction in membership would not become permanent, and she hoped to see a further review of the arrangements shortly.

Cllr T Laidlaw expressed concern regarding the current quorum of the Committee, which at three, he considered to be very low when considering contentious items. He reminded Members that applications were often contentious to somebody if they had reached Committee, and he suggested that often agendas were reasonably light, which allowed more time for debate.

Cllr K Mason Billig expressed her support for the Chairman of the Development Management Committee. She stressed that the Council was having to operate during difficult times, and she believed that the arrangements in the current circumstances, to be fair and reasonable.

Summing up, the Chairman stressed the need for equality and consistency of approach. He congratulated the Chairman of Development Management Committee on the efficiency of the meetings held on Zoom, and he reminded Members that the Committee was now having to meet more frequently, so that meetings did not go on too long. He felt all the proposals to be sensible and proportionate.

Voting was carried out by way of a roll call and it was unanimously

RESOLVED: To approve the archive policy for live streaming of Council meetings.

With 27 votes for, 5 against, and 1 abstention, it was

RESOLVED: To approve the change to the speaking allocation for District Members at the Development Management Committee, as outlined in the report.

It was also

RESOLVED: To note the update on the arrangements for Development Management Committee.

3555 UPDATE TO THE COUNCIL'S STATEMENT OF COMMUNITY INVOLVEMENT

Cllr J Fuller introduced the report of the Place Shaping Manager, which sought the approval of minor amendments to the Council's Statement of Community Involvement.

Cllr Fuller explained that following the issuing of Government guidance on local authority plan-making and related consultations during the Covid-19 pandemic, officers had reviewed the Council's Statement of Community Involvement and consulted on minor amendments relating to the availability of hard copy consultation documents from the Council offices. Following this consultation, it was proposed that the Council made a number of minor amendments, the most significant being the shift in focus to on-line communication.

In response to queries, Cllr Fuller explained that the natural review point would be in May 2021, when the current provisions would expire, or be extended. However he stressed the need to ensure that the Council learnt from any successes and was able to adopt new ways of working on a permanent basis, if appropriate.

During discussion, some concerns were conveyed regarding those who were unable to access IT and one member queried whether a register of such people had been collated and whether these people could be visited by volunteers to explain consultations.

Cllr Fuller explained that many areas, not just Planning, were having to shift focus to on-line communications. He referred to the Government White Paper on Planning which proposed a further and faster digital approach by default for the Planning System, and he felt it would be impractical for individuals without access to IT to be visited on every occasion. However, he understood the need for equality, and he pointed to other support mechanisms such as the local parish clerk, and parish and district members. The Managing Director referred Members to the Equalities Statement included in the report and stressed that officers would ensure that the Council met its obligations under the Equalities Act. He encouraged Members to contact officers after the meeting if they had further additions or queries in relation to this. The Director Place explained that the Statement did outline the multiple ways in which the Council could communicate with residents and he concurred with Cllr Fuller's point that there was a clear shift and emphasis on a more digital approach to Planning, outlined in the recent Government White Paper, "Planning for the Future".

Voting was carried out by way of a roll call and it was unanimously

RESOLVED: To:

1. Note the responses to the public and stakeholder consultation on the proposed, minor amendment to the Council's Statement of Community Involvement, as set out in Appendix
2. Approve the proposed minor amendments to the Statement of Community Involvement, as highlighted in Appendix 2.

3556 QUESTIONS TO CHAIRMEN AND PORTFOLIO HOLDERS

(a) Cabinet

Cllr J Overton queried with Cllr J Fuller, what the current status of the relationship was between the Council and Broadland District Council, making particular reference to the recent decision by Broadland not to pursue a joint waste service via a Local Authority Trading Company (LATC).

Cllr Fuller explained that like many Members, he had felt disappointed with Broadland's decision, made very late in the day, to pursue a different path. A joint LATC would have resulted in a strengthening of service provision in addition to approximately £1m savings between both councils. Unfortunately this change in

path came after each council had spent a six figure sum in commissioning consultants and working up a business case, and it seemed that when coming to its decision, no consideration was given to the adverse impact on South Norfolk Council. In response to this, Cllr Fuller had asked to invoke review clauses in the section 133 agreement between both councils. He recognised that both councils were still two separate sovereign bodies but felt there was an expectation for alignment where possible, to avoid duplication and to work efficiently, delivering best value for residents in both districts. He advised Members that he had written to the Leader of Broadland Council, Cllr S Vincent, to make these points and to stress that the Council would not wish to find itself in a similar position following other joint projects, such as those in IT and Housing. He hoped that Broadland would engage positively and constructively to these points.

Cllr K Mason Billig added that a joint informal Cabinet meeting had been scheduled, where both Councils could discuss in more detail the section 133 agreement.

Cllr F Ellis asked Cllr J Fuller what arrangements were in place to allow democratic oversight of the Local Resilience Forum and the arrangements for any future lockdown in South Norfolk.

In response, Cllr Fuller reminded Council that although there had been a low number of cases in Norfolk, when compared with the rest of the country, outbreaks could happen, and he praised the way in which the infection outbreak at Banham Poultry had been successfully addressed by Public Health. He explained that the Covid-19 Engagement Board, which was made up of Norfolk Leaders, had been set up to lead on communications with the public, in relation to local outbreaks and was required to endorse any decisions relating to local small scale lockdowns. Cllr Fuller did think that there might be an opportunity to extend the terms of reference of this Group further, to develop a more coordinated approach going forward, and so that elected representatives and residents across Norfolk had some insight and scrutiny of the decisions made, to ensure that decisions were well evidenced and proportionate. He hoped to discuss this matter later in the week with other Norfolk Leaders.

The Managing Director advised Council that the Local Resilience Forum was officer led and brought together all the various agencies working on the pandemic. The political oversight was an area for progression but he wished to stress that the work of the various agencies and decisions made were constantly under review.

Cllr C Brown referred to the work in Harleston to ensure that the town was Covid-19 secure, and Cllr Fuller's earlier remarks regarding the proposed works there to improve the shopping environment. There had been some disquiet amongst businesses, partly due to the changes having to happen quickly without time to fully consult, and he wondered if there was now an opportunity to work more closely with the Town Council and local businesses on the way forward. He knew that many small businesses in Harleston were struggling, and with the recent appointment of the new Assistant Director Economic Growth, he wondered what plans were in place to assist these businesses grow and move forward.

Cllr Fuller reminded Council that back in June, the Council was tasked with ensuring clean, safe and secure shopping spaces to encourage people back in the market towns. This had to be done swiftly, and due to the peculiar figuration of Harleston, which did not lend itself to social distancing, the Council had needed to be creative in its approach. He acknowledged that these changes had not been universally welcomed by everyone, but he understood that footfall was up and that four businesses had opened in the town during the last 3 weeks. He referred to a recent and ongoing consultation, which included local businesses, the outcomes of which would help to shape proposals to improve the town further with a £400k capital investment. He understood that pedestrian prioritisation, which still allowed traffic through, was a popular option.

Cllr Fuller advised Members that the Council was responsible for distributing the Covid-19 Support Payments for those people in receipt of in-work benefits, and forced to self-isolate. He was confident that the Council would be able to provide payments promptly and efficiently.

Cllr Brown referred to a Council press release back in November 2018, regarding South Norfolk being the first to achieve 100% Broadband coverage. Cllr Brown was disappointed that some residents and businesses were still unable to receive fast Broadband allowing them to, for example, hold meetings online, and he was aware that residents had been advised by Better Broadband for Norfolk, that the areas in which they were living would not be upgraded. He asked how the Council was working to address this issue.

Cllr Fuller explained that the Better Broadband Programme was working with Open Reach, and it was true that some areas would never be covered by this provider. However, the Council had invested a six-figure sum to work with In Touch systems to provide strategically placed transmitters across the District which would allow high speed broadband through a radio receiver. He was also aware of alternative fibre-based systems across the District.

(b) Scrutiny Committee

There were no questions to the Chairman of the Scrutiny Committee.

(c) Licensing Committee

There were no questions to the Chairman of the Licensing Committee.

(d) Development Management Committee

There were no questions to the Chairman of the Licensing Committee.

3557 EXCLUSION OF THE PRESS AND PUBLIC

After brief discussion, and having followed the advice provided by the Managing Director, it was

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

3558 BROADS AUTHORITY FOLLOW UP REPORT

Members considered the exempt report, which updated Members on matters concerning the Broads Authority

RESOLVED: To note the recommendations of the report.

(The meeting concluded at 9.45 pm)

Chairman

**CIVIC ENGAGEMENTS FOR THE CHAIRMAN and VICE CHAIRMAN
FOR THE PERIOD: 21 September – 13 December 2020**

Date	Event
September	Battle of Britain; The Chairman was invited to view the Battle of Britain commemorative event, hosted by the Chairman of Norfolk County Council. The event included speeches from the Armed Forces Commissioner for Norfolk and Norfolk County Council's Chaplain.
7 October	AGM; The Chairman attended the Norfolk and Norwich University Hospital's AGM, which was held remotely and focused on how the Critical Care team treated an unprecedented number of patients with acute respiratory problems.
4 December	Annual Civic Immersion The Chairman joined the virtual immersion event, which was hosted by RAF Lakenheath and RAF Mildenhall. The event included the bases' plans for 2021, which includes the arrival of the F35 jet.

Updated Delivery Plan to reflect the impact of Covid-19

Report Author(s): Sinead Carey
Strategy & Programmes Manager
01508 533661
scarey@s-norfolk.gov.uk

Portfolio: The Economy and External Affairs

Ward(s) Affected: All

Purpose of the Report:

The purpose of this report is to set out the updated Delivery Plan for 2020/21 which reflects the updated priorities of the Council, following the recent impacts of the Covid-19 pandemic.

It was originally proposed to Council when the Delivery Plan for 2020/21 was agreed, that we would seek to develop a two-year plan for 2021/22, alongside a two-year budget setting process. This had the aim of allowing us to plan effectively into the future and to outline our programme of work for the coming years. With the ongoing impacts of Covid-19 and the constantly changing environment, this report also recommends that Council postpone the development of a two-year Delivery Plan and Budget setting process for the period of one-year and allow for the development of a one-year plan for 2021/22, alongside the budget, returning to Council in February 2021.

Recommendations:

1. To recommend that Council approves the adoption of the updated Delivery Plan for 2020/21.
2. To recommend that Council approves the development of a one-year plan for 2021/22, returning to Councils in February 2021.

1 SUMMARY

- 1.1 Covid-19 has had a significant impact on our residents, communities, businesses and Council and challenges for the future are becoming clearer. In light of these challenges and changing environment in which we operate, this report outlines the resetting and repositioning of the 2020/21 Delivery Plan, which sets out the key pieces of work we plan on delivering leading to April 2021.
- 1.2 Prior to coming to Council, Cabinet has reviewed the updated Delivery Plan and made recommended addition to include wording on future economic development projects. This addition has been made under ref F9.
- 1.3 which have been included in the version of the report for Council.

2 BACKGROUND

- 2.1 At present, South Norfolk Council has a Joint Delivery Plan for 2020/21 in conjunction with Broadland District Council, which came into effect in April 2020, alongside the Councils' Strategic Plan leading to 2024.
- 2.2 The Delivery Plan (see appendix A) sets out the key activities to be delivered within the first year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. To enable success of the activities to be monitored, the Delivery Plan provides several Delivery Measures which will be reported into Members on a quarterly basis.
- 2.3 The Delivery Plan is broken down into the following areas:
 - An introduction to the plan and how it links with the Strategic Plan and vision for the two Councils
 - An overview of where our money comes from and how it is planned to be spent in 2020/21
 - The key Delivery Measures for each priority which will be reported through to Members on a quarterly basis
 - The key activities and budgets which are broken down by directorate
- 2.4 In April 2020, it was anticipated that this plan would be an interim one-year plan for 2020/21, while a new two-year plan was developed for 2021/22, aligned to a new two-year budget setting process.
- 2.5 In late March 2020, the Covid-19 pandemic hit the UK, which is continuing to have significant impacts on our communities, businesses and Council.
- 2.6 In response to the pandemic, the Council in July this year, agreed to the implementation of the organisational Recovery Plan, and to take the opportunity to review, in light of the response and recovery efforts of the pandemic, the key focus areas of the Delivery Plan for 2020/21.

3 CURRENT POSITION/FINDINGS

- 3.1 Following Councils agreement in July to review and update the Delivery Plan, teams across the organisation have been working on identifying the impacts of Covid-19 on the plan and developing a new iteration for Councils consideration.
- 3.2 The updated Delivery Plan for 2020/21 attached to this report outlines the proposed amendments (seen as tracked changes in the report) to be made to the key priority focus areas and projects for the Council. These have been revised taking into account and reflecting:
- The key pieces of work identified in the Recovery Plan (agreed by Council in July)
 - Continuing and ongoing Covid-19 response work
 - Impacts on timescales and key milestones
 - Adjustments to focus areas based on resource allocations
 - Budgetary implications on particular projects/programmes of work
- 3.3 This Delivery Plan currently takes us up to April 2021, where based on original timelines, a new two-year Delivery Plan was due to be developed.

4 PROPOSED ACTION

- 4.1 This report proposes that Council approves the adoption of the updated Delivery Plan for 2020/21.
- 4.2 It was originally proposed to Council when the Delivery Plan for 2020/21 was agreed, that we would seek to develop a two-year plan for 2021/22, alongside a two-year budget setting process. This had the aim of allowing us to plan effectively into the future and outlining our programme of work for the coming years.
- 4.3 With the unpredictable nature of the pandemic and the need to remain as flexible as possible to the changing environment, it is recognised that to now plan the budget and programme of work two years in advance would be increasingly challenging. It is therefore proposed that Council postpone the development of a two-year Delivery Plan and Budget setting process for the period of one-year and allow for the development of a one-year plan for 2021/22, alongside the budget, to return to Council in February 2021. This would mean that we would seek to conduct a full review of the programme of work for 2021/22, taking into account the need to reflect the priorities outlined in the Recovery Plan in the coming year, giving us greater flexibility to adapt our plan as the environment changes.
- 4.4 Engagement with members on the budget and programme of work is proposed to take place prior to the end of the year, with the budget and respective Delivery Plan for 2021/22 returning to Councils for agreement in February 2021.

5 OTHER OPTIONS

- 5.1 Members could choose to retain the original proposal to develop a two-year Delivery Plan for 2021/22 – 2023/24, rather than developing a one-year plan for 2021. This would however, create difficulties planning so far in advance in a constantly changing environment at present.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – The Delivery Plan is aligned to the budget setting process and are subject to change if the budget changes. The Delivery Plan will feed into the development of service specific plans which will ensure that there are the right resources in place to deliver the plan effectively.
- 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** – no implications.

7 CONCLUSION

- 7.1 In summary, the revised Delivery Plan resets our ambitions for what the Council aims to achieve leading to April 2021, in light of the ongoing implications and challenges of Covid-19. The plan ensures that organisationally, we have a clear overview of our priorities for the coming months and that we have the right resources and plan in place to support the recovery effort for the district.

8 RECOMMENDATIONS

1. To recommend that Council approves the adoption of the updated Delivery Plan for 2020/21.
2. To recommend that Council approves the development of a one-year plan for 2021/22, returning to Councils in February 2021.

Background Papers

None.

Delivery Plan

2020 – 2021

Two Councils
One Team



Our Delivery Plan for 2020/21

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 2017 which has seen the councils develop a single officer team working across the two districts. Our Strategic Plan 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 four years working as a partnership.

The future of local government is 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 changes. 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.

We have a target to save £8.6m over the next 5 years as a result of our collaboration together. We aim to achieve this by reimagining and transforming what local government delivers to become the best in class and exemplar at what we do. We recognise that we all have a

responsibility to do all we can to ensure that what we leave behind is better than what we found.

This document, our Delivery Plan, has been developed around these priorities and ways of working and describes our intended activities for 2020/21. This is an interim one year plan, with the ambition to move forward from 2021/22 with a 2 year plan, in line with the Budget Setting process for the Councils.

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 priorities and ambitions are underpinned by how we deliver our services through our people and our approach.

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.

In light on the ongoing impacts of the Covid-19 pandemic, the Delivery Plan for 2020/21



has been updated to reflect our changing programme of work.

The Vision for our Place

THE VISION

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



OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



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. Instead of reducing the level of the services that we provide to our residents, we have the ambition to move with the times and generate new income streams, alongside using innovative and devolved funding mechanisms to continue to support our services. Central to our long-term financial plan to become more financially self-sustaining, is seeking to generate new income streams by using our capital funding to support the economy to grow.

This plan outlines our spend for 2020/21 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45%(Broadland) and 55%(South Norfolk). This is reflected in the financial tables in this plan.

2020/21 outlook

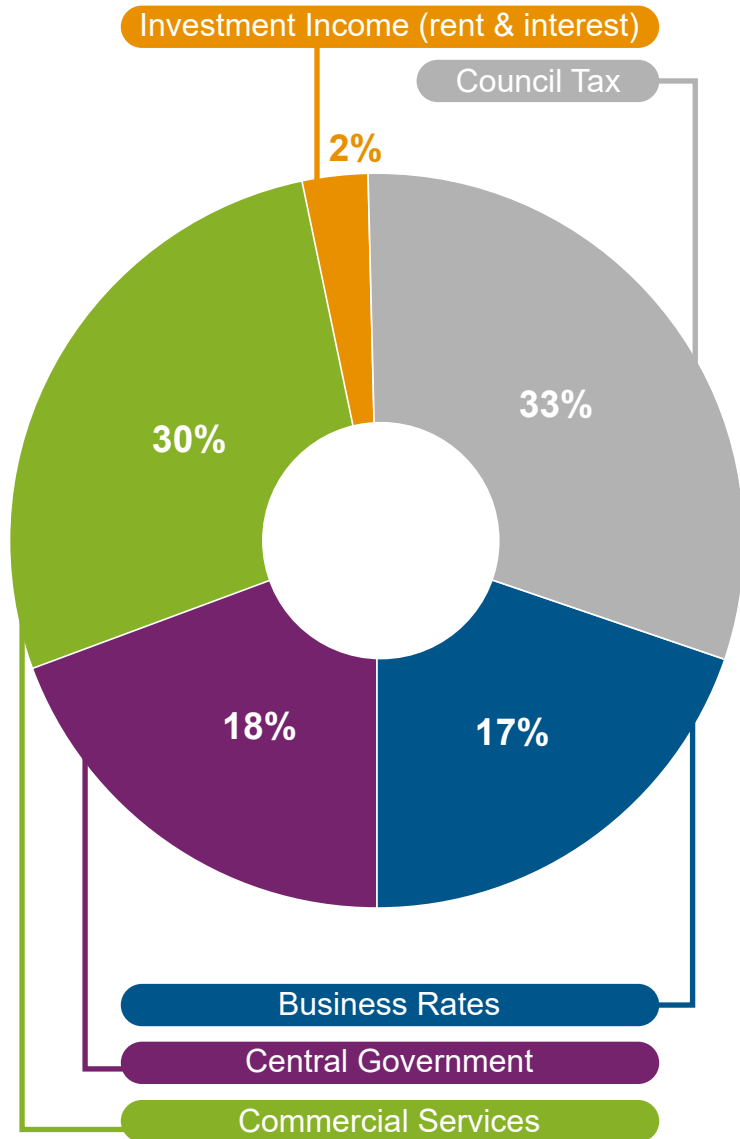
Our total controllable funding for 2020/21 is:

- £17.2m for Broadland District Council
- £31.6m for South Norfolk Council

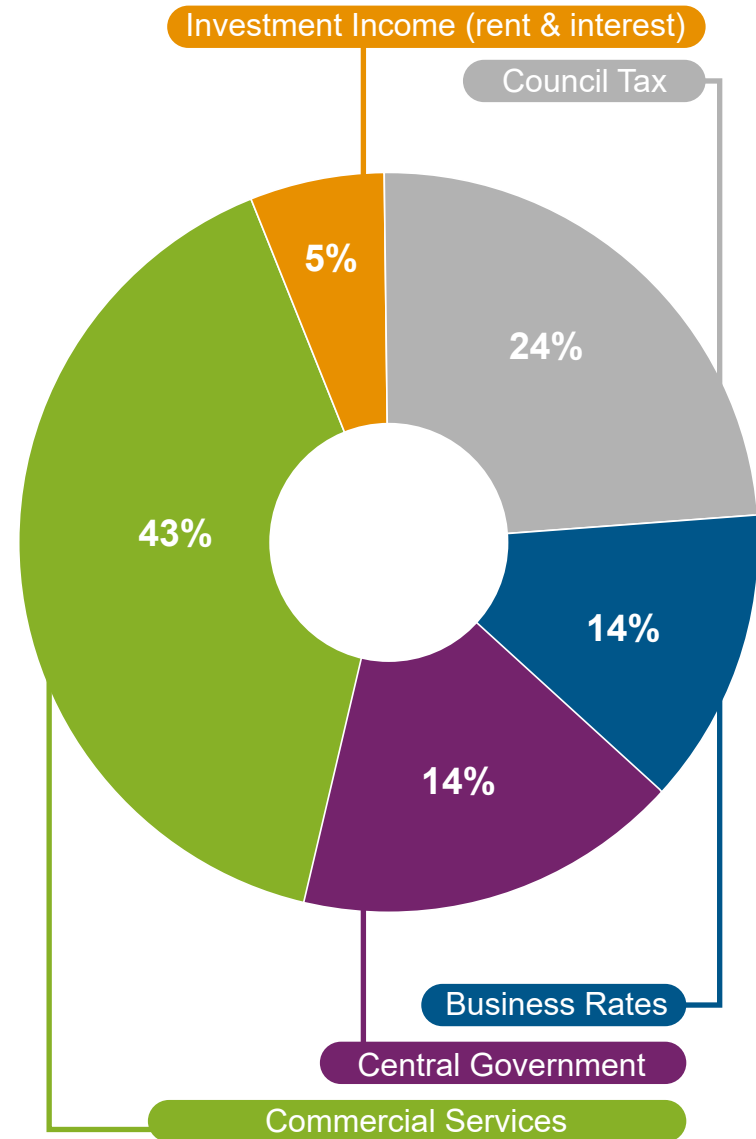
The chart below shows the breakdown of our funding sources:



Broadland District Council



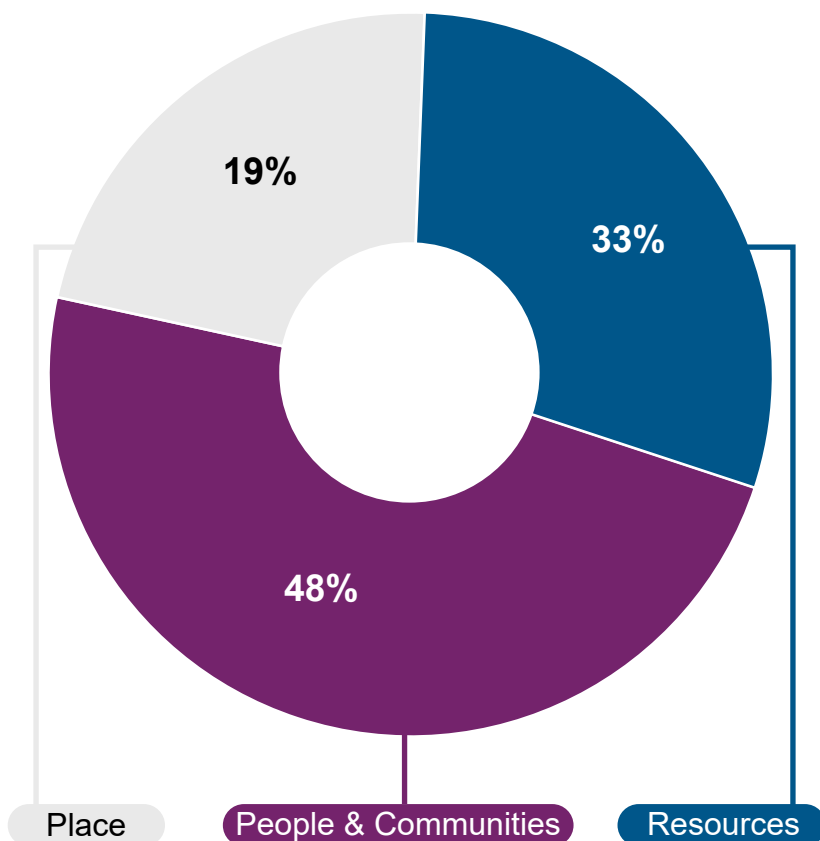
South Norfolk Council



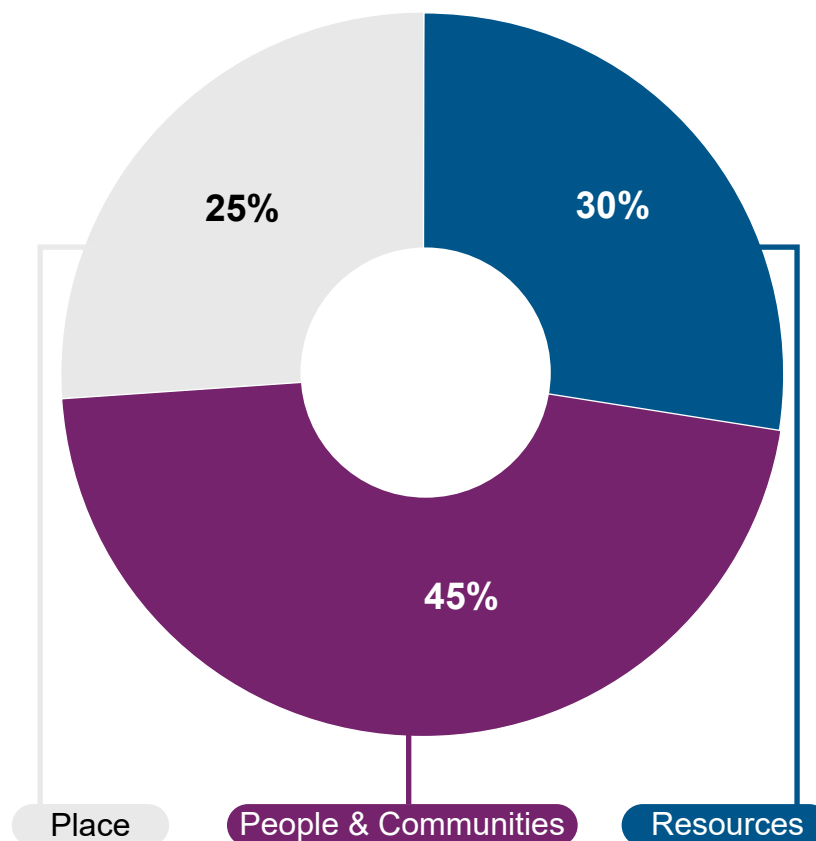
How our budget is to be spent in 2020/21

The charts outline our predicted spend for each of our three directorates and the key activities and projects being delivered is detailed later in the plan. A detailed breakdown of how much our services cost to run can be found in the Budget Books for both Councils’.

Broadland District Council






South Norfolk Council






Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These are reported into Cabinets on a quarterly basis.



Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	1	N4	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/ Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study	Quarterly	All teams
	2	Across a number of activities	Customer satisfaction survey (%)	The baseline measure will be ascertained in Q3 of 20/21. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Innovation, Strategy & Programmes
	3	T1	Staff satisfaction	The baseline measure will be ascertained in Q4 of 19/20. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	OD
	4	P4	Staff absence levels	4% for short term sickness (less than 4 weeks) across the one team	Quarterly	HR
	5	T2	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
	6	P1	% of the organisations workforce who are apprentices and graduate entry roles.	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that baseline figure.	Quarterly	HR / OD
	7	L5	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate – Annual	Annual	Council Tax


Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	8	L6	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate – Annual	Annual	Business Rates
	9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan	End of Q4 for the preceding year	Economic Development/ Planning
	10	Across a number of activities	Employment rate	Increase on employment rates for both districts – Annual	Annual	Economic Growth/ Communities and Early Help
	11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are in employment and claiming benefits	Annual	Economic Growth/ Communities and Early Help
	12	Across a number of activities	% of vacant retail space in market towns	The baseline measure will be ascertained in Q4. Success will look like an decrease on that baseline figure.	Quarterly (once baselined)	Economic Growth/ Planning
	13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
	14	F10	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth
	15	A7	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents to be supported by Q4	Quarterly	Communities and Early Help
	16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	5% increase in the annual footfall at all South Norfolk leisure centres by Q4	Quarterly	Leisure


Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	17	D2	Number of residents supported to live independently	800 persons assisted to live independently by Q4	Quarterly	Communities and Early Help
	18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4	Quarterly	Communities and Early Help
	19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% by Q4	Quarterly	Communities and Early Help
	20	E8	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/ Council Tax Benefit	It takes 7 days to process new claims and change of circumstances 80% by Q4	Quarterly	Housing and Benefits
	21	G5	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
	22	G7	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	End of Q4 for the preceding year	Planning
	23	G8	% Planning decisions made within statutory timescales	<ul style="list-style-type: none"> • 90% of minors/others in agreed time • 95% of householders in agreed time with 65% of these in 6 weeks • 95% of majors in agreed time 	Quarterly	Planning
	24	I3	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	The baseline measure will be ascertained in Q4. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Food, Safety & Licensing


Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	25	C5	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
	26	C5	% of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
	27	C5	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
	28	C5	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
	29	C6	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 collected	Quarterly	Waste Services
	30	C8	Number of litter picks/clean up initiatives supported	The baseline measure will be ascertained in Q4. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Waste Services
	31	C8	Number of confirmed incidents of flytipping	The baseline measure will be ascertained in Q4. Success will look like a decrease on that baseline figure.	Quarterly (once baselined)	Environmental Protection



People and Communities


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Communities and Early Help							
Core purpose of the service: To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.							
Major Projects/Programme of work							
A) Communities and Early Help	A1	<p>Redesign our early help and prevention model as part of the transformation agenda: By working closely with partners, Use the learning from the COVID crisis to identify how we can build on the community hub partnership between districts, county council and other partners to develop and have the capacity and capability to effectively manage resident issues before they become crises. This includes:</p> <ul style="list-style-type: none"> • Design with partners and establish a common and accessible help hub model • Working with the Health and Wellbeing Board to ensure the sustainability of the acute based District Direct model and integration and access of district services through local NHS primary care networks • Develop our partnership working and community offer around health and wellbeing priorities including domestic abuse, mental wellbeing and frailty 	A developed and sustainable early help and prevention model of partnership working.	<p>A new model is in place with strong partnership support that has clear ambitions and goals in place to prevent issues escalating – Q24</p> <p>District Direct programme is delivering in community hospitals and acute trusts – Q13</p> <p>A new community leisure model is in place to support locality working – Q24</p>	n/a	AD Individuals and Families	 


	A2	<p>Increase our partnership offer around crime and antisocial behaviour: to tackle issues relating to ASB, vulnerability and crime such as County Lines, <u>domestic abuse</u> and modern-day slavery. This includes:</p> <ul style="list-style-type: none"> • Develop our response capability through further integration of statutory tools • Work with the police control room to understand and better navigate requests for help 	An enhanced partnership model is implemented which tackles crime and Anti-Social Behaviour (ASB)	Integrated team in place with the police — Q13	n/a	AD Individuals and Families	
	A3	<p>Create a district locality offer, including:</p> <ul style="list-style-type: none"> • Defining what our locality offer is • Working with the County Council to define and implement the Local Service Strategy • Working with partners on the One Public Estate Board and developers, to identify local opportunities for cohabitation and service alignment 	Services are delivered as close to the community as possible.	Proposed model identifies opportunities to deploy staff into local areas to improve access to services - Q1 Identified opportunities to share space among four localities — Q4	n/a	Director of People and Communities	
	A4	<p>Improve aspirations and skill of residents, including:</p> <p>a) Work with partners and the Economic Development Team to develop a skills and employment offer to improve public and private sector opportunities <u>to support our economy post COVID such as rolling out a comprehensive one team apprenticeships and internships programme, targeting our hard to recruit areas</u></p> <p>b) Improve careers advice in schools and post education to ensure residents are equipped to take up the careers our districts need.</p>	<p>There is an increase in:</p> <ul style="list-style-type: none"> • Number of internships and work experience placements in our organisation • Numbers of apprenticeships in hard to recruit areas • Schools and businesses attending Norfolk 	<p>The Councils have provided young people with information and advice about careers in local Government — Q14</p> <p>Choices programme offers all residents in both districts a chance to develop skills for work – Q24</p>	n/a	AD Individuals and Families/AD Economic Growth	


		<p>c) Link schools with community groups to increase 'soft skills' in young people</p> <p>d) Engage with schools, businesses and the Norfolk Skills and Careers Festival to increase aspirations of young people and increase take-up and awareness of local opportunities</p> <p>e) Review of and developing a scalable Choices employment training programme, to be delivered for residents of both districts, with support from our Early Help offer</p>	<p>Skills and Careers Festival</p> <ul style="list-style-type: none"> • More people affected by COVID back into employment compared to the national average <p>There is a decrease in:</p> <ul style="list-style-type: none"> • School age children who are, or are at risk of being NEET in the districts • Number of benefits claimants in work 				
A5	<p>Create a community offer and events brand package Develop and launch a community brand which:</p> <ul style="list-style-type: none"> • Aligns our community events, • Maximises sponsorship, community investment and CSR • Engage communities to participate in community events 	Commercial partners are engaged and invest, increasing community capacity.	Model developed to enable business to support the Council in improving the environment, our communities and economy – Q3	n/a	AD Individuals and Families		
A6	<p>Embed social value in procurement (<i>looking at the additional value created in service contracts which have a benefit to the wider community</i>): Working with partners to develop and embed social value in procurement helps to develop a more inclusive economy.</p>	There is an agreed policy position, alongside partners, embedded in all contracts.	Q2	n/a	AD Individuals and Families/AD Business Support & Governance		
Operational/Service Delivery (BAU)							
A7	Provision of non-statutory services to support vulnerable residents including:	Residents are supported to avoid	Ongoing	n/a	AD Individuals and Families		




	<ul style="list-style-type: none"> • Help Hub requests for support • Social Prescribing (SNC) • Welfare and debt advice • Emotional Wellbeing and Resilience Service (SNC) • Domestic abuse service • Handyperson service • Pathways (BDC) 	crises. Demand on the Councils and other statutory services is reduced.				
A8	Safeguarding: Embed a joint safeguarding protocol across the organisation and raise awareness of safeguarding.	A healthy level of reported safeguarding cases which are dealt with quickly and proportionately and staff are suitable trained.	Ongoing	n/a	AD Individuals and Families	
A9	Develop a community outreach leisure offer: Develop a holistic community outreach leisure offer which aims to improve the capacity, health, wellbeing and activity levels of our communities. Building on and developing good examples, such as: <ul style="list-style-type: none"> • Tots2Teens • GP referrals scheme • Why Weight • 10k races and development of park runs 	There is improvement in the capacity, health, wellbeing and activity levels of our communities.	Ongoing	n/a	AD Individuals and Families/AD Community Services	


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Leisure							
Core purpose of the service: Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community.							
Major Projects/Programme of work							
B) Leisure	B1	One Public Estate: In line with the One Public Estate principles, explore options for the re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC).	Our leisure centres are used to the best of their ability and supporting partnership working and improving outcomes for our residents.	Outline business plan setting out options for approval 2020 drafted – Q2	n/a	AD Community Services	
	B2	Expand Leisure Facility Offer: Develop and expand the offer to residents by supporting community initiatives or working in partnership in line with agreed leisure principles, including; <ul style="list-style-type: none"> • SNC area: adoption of Framingham Earl High School sports centre, Long Stratton High School Pool, better utilisation of Wymondham leisure centre facility • BDC area; explore leisure facility opportunities and develop business cases where appropriate • Develop an action plan to establish a new Country Park at Houghen Plantation 	There is an agreed policy position for development of community-based leisure opportunities.	Ongoing	n/a	AD Community Services/AD Economic Growth	
	Operational/Service Delivery (BAU)						
	B3	Increased accessibility, reach and profitability with an enhanced centre-based leisure offer (SNC only) and improve activity levels of residents.	Increase in: <ul style="list-style-type: none"> • Footfall • Membership subscriptions • Profitability 	Ongoing Ultimately we will still want to achieve this outcome, but the priority this year	n/a	AD Community Services/AD Individuals and Families	


		<u>Priority this year will now focus on recovering from the impacts of Covid-19 and getting the Centres back to their pre-Covid position</u>	<ul style="list-style-type: none"> Customer satisfaction levels at centres 	<u>is about recovery to pre-Covid levels</u>			
	B4	<p>Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings: Continue to improve our quality and safety through obtaining accredited standards (SNC).</p> <p><u>Priority this year will now focus on implementing safe operational procedures in response to Covid-19</u></p>	Quest quality accreditation is secured for all sites and there is a reduction in health and safety and RIDDOR incidents	Ongoing <u>Ultimately we will still want to achieve this outcome, but the priority this year is about recovery to pre-Covid levels</u>	n/a		<p>AD Community Services</p> 


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Waste Services							
Core purpose of the service:							
<ul style="list-style-type: none"> To provide a viable, cost effective and compliant service which generates income for the Councils To keep our customers health and ensure a clean and tidy environment To increase the recycling rate 							
Major Projects/Programme of work							
C) Waste Services	C1	<p>Options for single waste model: Completion of full business case for a single operational model under the waste services review and development of a clear and full implementation plan (link to N3).</p> <p>Following the decision not to proceed with a single operational model further work is required to establish the options to deliver South Norfolk's waste services through a LATC.</p>	<p>Initial feasibility report which allows for an informed decision to be made as to whether a LATC is a suitable option for South Norfolk. Detailed business case which allows for an informed decision to be made.</p>	<p>Initial feasibility report setting out options – April 2021 Business Plan approved – July 2020</p> <p>Clear profile of efficiency savings identified, profit and loss and balance sheet agreed – Q2</p> <p>Agreed project & governance in place to support effective implementation – Ongoing</p>	n/a	AD Community Services	
	C2	<p>Now single delivery model is not proceeding – Commence re-procurement of Broadland's Refuse, Recycling and Street Cleansing services: Completion of tender process and the award of a new waste ten-year contract, full process will not be completed until contract award expected September 2021. Alignment of waste customer support</p>	<p>Successful re-tendering of waste service, delivering high quality service at an affordable price. The service is able to make efficiency</p>	<p>Engage specialist consultants to support the process Sept 2020</p>	n/a	AD Community Services	


		<u>services</u> : Alignment of waste customer services, including co-location of teams, a single customer service experience and a single system for customer complaints and green waste.	savings and customer experience is improved.	<u>Undertake soft market testing Oct 2020</u> <u>Complete specification November 2020</u> <u>Complete initial tender stage March 2021</u> <u>The service is fully aligned – December 2020</u>			
C3	<u>Alignment of waste customer support services: Alignment of waste customer services, including policies and procedures leading to a single customer service experience and a single system for customer complaints and green waste</u> <u>Explore options and develop a business case for a new single depot (link to N3).</u>	<u>The service is able to make efficiency savings and customer experience is improved.</u> <u>An initial business case is approved, allowing for efficiencies to be made in the longer term for the waste service.</u>	<u>The service is fully aligned - March 2021</u> <u>Initial business case approved – March 2021</u>	n/a	AD Community Services		
C4	<u>Now single delivery model is not proceeding - Explore options and develop business cases for improvements works to the existing Frettenham and Ketteringham depots</u>	<u>Options appraisals and feasibility studies completed for both depots.</u>	<u>Initial business cases approved – March 2021</u>	n/a	<u>AD Community Services</u>		

	C54	Begin to work with partners to undertake options appraisal for Material Recovery Facility replacement from 2024.	An options appraisal is completed.	Initial options appraisal – March 2021	n/a	AD Community Services	
Operational/Service Delivery (BAU)							
	C65	Increase recycling rates and reduce contamination: Improve recycling and contamination behaviour through a targeted insight project, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils.	Improve the environment for the area by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Complete the initial Insight Project – May-Oct 2020 Undertake full evaluation - July Dec 2020	n/a	AD Community Services	
	C76	Deliver an effective service, compliant vehicle operating licence and maintenance of a healthy and safe operational working environment through: <ul style="list-style-type: none"> • Effective delivery of the in-house waste service (SNC) and contract management and monitoring (BDC) • Implementing electronic systems, R2C WebEx, drivers' inspections and audits and achieving accredited quality assurance standard (SNC) • Continue to develop our commercial waste service to drive income generation 	Introduction of in cab-technology (SNC) Achieve operator licence accredited quality assurance standard (SNC) Increased level of income generated through commercial waste	Ongoing	n/a	AD Community Services	
	C87	Delivery of Government Waste Strategy: Responding to and preparing for implementation of the government's waste and resources strategy.	Our services are efficient and delivered	Develop implementation plan to ensure	n/a	AD Community Services	

			in line with the Governments strategy.	compliance with new strategy - Ongoing			
	C98	Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement: Ensuring a clean environment through: <ul style="list-style-type: none"> • Street cleaning • Fly-tipping removal and prevention • Grounds maintenance • Providing litter removal and dog bin services for communities 	Reduce time taken to clear up fly-tipping. Reduced level of instances and complaints relating to street scene recorded. <u>Increase the number of Support</u> community lead clean ups and litter picks	Ongoing	n/a	AD Community Services	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
D) Housing Standards & Independent Living	Housing Standards & Independent Living						
	Core purpose of the service: To provide a better quality of life to residents, improving their health and wellbeing, supporting them to remain independent and safe in their owns homes.						
	Major Projects/Programme of work						
	D1	Align our housing standards team to create one single system, process and policy, including: <ul style="list-style-type: none"> • Alignment of independent living grants and handyperson scheme to meet current and emerging needs • Refreshing Homes of Multiple Occupancy (HMO) and empty homes procedures to create a common framework across both Councils. 	Consistent delivery of service residents across both districts. Increased preventative measures developed and implemented	Initial preventative measures to be implemented – Q13	n/a	AD Individuals and Families	

	Operational/Service Delivery (BAU)						
	D2	Ensuring homes in Broadland and South Norfolk are safe and healthy: Continue to deliver effective and efficient core services including; <ul style="list-style-type: none"> • Disabled Facilities Grants • Handyperson services • Enforcement of Tenant Complaints, Empty Homes HMO's and Caravan site licence conditions. • Gypsy and Traveller 	Vulnerable residents are supported through our core services. Consistent delivery of a proactive and reactive housing standards enforcement service across both districts.	Ongoing Q24	n/a	AD Individuals and Families	
	D3	Delivery of the Warm Homes Fund for residents: Deliver on our Warm Homes Fund and create a long-term plan to continue to improve vulnerable residents' homes and eradicate fuel poverty.	Sustainable plan created in cooperation with relevant partners.	Ongoing	n/a	AD Individuals and Families	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
E) Housing and Benefits	Housing and Benefits						
	Core purpose of the service: <ul style="list-style-type: none"> • To ensure that residents who need our help have a place to live that is safe, affordable and meets their basic needs. • Providing the right home, at the right time, that is affordable, gives a platform from which to prosper, be more economically active and remain independent, as well as helping to create and sustain healthier families and communities. 						
	Major Projects/Programme of work						
	E1	Alignment of temporary accommodation offer: Align the temporary accommodation offer for both Councils, exploring opportunities with other districts to enhance our own investments.	Refreshed temporary accommodation offer is in place across both districts that is more efficient and support residents to move on to	Refreshed temporary accommodation offer is in place – Q13	n/a	AD Individuals and Families	

			more sustainable accommodation.				
	E2	Redesign shared social housing system: create a single IT system, policy and procedures, that uses a local approach which embraces the economy of scale to deliver sustainable tenancies and reduce costs.	An improved and consistent housing system is in place across both districts that improves support and access to housing.	System to be in place – Q ¹⁴	n/a	AD Individuals and Families	
	E3	Redesign complex needs offer: Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduced demand on housing system and improved tenancy sustainment.	Q ³⁴	n/a	AD Individuals and Families	
	E4	Alignment of benefit functions: Begin the process to align our two benefits functions, to create a single IT systems, policies and procedures for housing and one for benefits.	Efficiency saving through aligned policies and a common offer across both Councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	
	E5	Universal Credit: Review the impact of Universal Credit, to understand the future required support and resource requirements.	Better utilisation of the Benefit team resource to empower residents to help themselves.	<u>Ongoing</u> Q4	n/a	AD Individuals and Families	
	E6	Council Tax Support Policy Options: Refresh policy options for Council Tax support to bring one common framework to both districts and meets the needs of our residents to support re-entering workforce and helping the most in need.	Improved and consistent offer in place to support claimants into work.	Q3	n/a	AD Individuals and Families	
Operational/Service Delivery (BAU)							
	E7	Deliver housing advice services: Prevent residents becoming homeless where possible through: <ul style="list-style-type: none"> advice or financial packages 	The Councils provide sustainable outcomes which meet the ongoing and changing needs of	Ongoing	n/a	AD Individuals and Families	


		<ul style="list-style-type: none"> • providing move-on plans for those residents in temporary accommodation • eradicating rough sleeping 	residents and prevent homelessness.				
	E8	Deliver effective and efficient benefit services: Working with partners and clients to continue to deliver effective and efficient benefits services and seeking to create the right environments to enable employment opportunities.	Time taken to process benefits requests and CICs reduced.	Ongoing	n/a	AD Individuals and Families	



People and Communities





The Finances


Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Communities and Early Help	1,1 <u>6396</u>	5 <u>4772</u>	-442	-75	63	0
Leisure	3, <u>671749</u>	0	-	0	488	0
Waste Services	6, <u>554608</u>	5,97 <u>42</u>	-3,8 <u>3753</u>	-3,4 <u>0821</u>	1,276	92
Housing Standards and Independent Living	6 <u>8452</u>	<u>2,3141,048</u>	-485	- <u>1,108851</u>	900	990
Housing and Benefits	1, <u>376359</u>	<u>3481,620</u>	- <u>6770</u>	- <u>404761</u>	0	0
Totals	13,<u>448564</u>	9,<u>183212</u>	-	-	2,72<u>78</u>	1,082
			<u>6,5588,922</u>	<u>4,9955,107</u>		


Place

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Economic Growth							
Core purpose of the service:							
<ul style="list-style-type: none"> To protect the best of what we have and to shape the area's future to make it the best possible place to live and work To provide the right environment to grow a strong, vibrant and inclusive economy 							
Major Projects/Programme of work							
F) Economic Growth	F1	Ongoing promotion and development of Norwich Research Park: positively enable the growth of our world leading science base at the Norwich Research Park by delivering the Zone 4 building and the associated infrastructure	Construction of the Zone 4 building and related infrastructure to open up the site for future development opportunity, increasing our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Completion of Zone 4 building – Q4 Completion of Zone 4 internal road – Q4 Completion of Hethersett Lane roundabout – Q4	£5.75m	AD Economic Growth	
	F2	Proactively seek to deliver commercial development at Browick Interchange: continue to pursue acquiring land at Browick Road interchange to facilitate and accelerate the delivery of commercial development on this site.	Development and approval of a strategy and plan for the development of the Browick Road site, in order to kickstart further commercial development and increase our ability to attract inward investment and new sector and place-based investment into	Members approval of the preferred approach to the development of Browick Road – Q1Q4 Implementation of the approved strategy and plan – Q2-Q4	£8.9m	AD Economic Growth	


			South Norfolk and Broadland.				
F3	Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy: Maximise the likelihood of securing funding for and delivering the Food Innovation Centre and to work with partners to support the cluster work among high tech businesses and drive implementation of the evolving spatial strategy for the Corridor.	All required funding and financing secured, and contracts awarded for the construction of the FIC building and related infrastructure to develop a food specialist commercial location and increase our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	£4.5m ERDF funding secured – Q3 Finance agreements in place with BDC, NCC & NALEP – Q3 Project delivery plan agreed – Q3	£0.89m	AD Economic Growth		
F4	Beeston Park scheme acceleration: to progress the work associated with the scheme development, funded through Norfolk Business Rates Pool which will support the delivery of approx. 3,500 dwellings.	All plots in Phase 1 to be 'shovel ready', opening up the site for future housing development	Reserved matters application relating to strategic infrastructure approved – Q1Q3	None at present (the outcome of the Housing Infrastructure Fund bid is awaited)	AD Economic Growth		
F5	Bure Valley Path and Railway We will work with Norfolk County Council to deliver significant improvements and enhancements (facilitated by £1.2m of funding from Interreg Visitor Economy fund)	Improve the quality of the infrastructure and the visitor experience	Development of a detailed work plan for the 4-year period of funding – Q34 Commence dDelivery of Year 1 programme of improvement – Q4	£1.2m Interreg funding	AD Economic Growth		

F6	<p>North-West Woodland Country Park: Open the site to the public, improve the existing infrastructure and encourage its wider use</p>	<p>Provision of a high quality informal open space which is meeting the recreational needs of residents, and fulfilling BDC's obligations under the Habitats Regulations</p>	<p>Appoint dedicated project officer – Q1</p> <p>Improve existing pathways – <u>Q1Q4</u></p> <p>Resurfacing the existing carpark – <u>Q1Q4</u></p> <p>Hold a number of on-site public events to promote the Park (<u>subject to Covid restrictions</u>)– Q3/4</p>	n/a	AD Economic Growth	 
F7	<p>Car Parking & Electric Vehicle Charging Points (EVCP): We will extend our network of EVCPs providing access for both residents and staff</p>	<p>Increase the number of Electric Vehicle Charging Points in the districts</p>	<p>Installation of EVCPs at The House – <u>Q1Q4</u></p> <p>Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – <u>Q2/3Q4</u></p> <p><u>Commence r</u>Review of BDC car parking provision incl. research and data gathering – Q<u>34</u></p> <p><u>Delayed due to Covid-19</u></p>	£7,500 (25% contribution to OLEV funding)	AD Economic Growth	 



			<p>Business/community consultation – Q2</p> <p>Recommendations to Cabinet/Councils – Q4</p>			
F8	<p>Enable Faster Broadband <u>Approx 95% of properties have superfast fibre available and we</u> will work with Better Broadband for Norfolk to encourage take up of services and seek to address access where no service exists. -We will work with Norfolk County Council to establish potential links to the Local Full Fibre Network.</p>	<p>Increase in the proportion of residents and businesses with access to superfast broadband.</p>	<p>Take up of superfast fibre service increased from 60% to 65% across Broadland and South Norfolk – Q4</p> <p>Decrease in % of premises with no access to superfast fibre service (3% Broadland, 9% South Norfolk) through take up of Broadband voucher scheme – Q4</p>	n/a	AD Economic Growth	
F9	<p>Pipeline of investable development sites. <u>We will develop a short list of (5 – 6) strategically important and investable projects (e.g. allocated housing and employment land sites), and a business case for investment.</u></p>	<p><u>A proposal/business case for investment in each of the nominated projects. (Business cases may include opportunities for funding, financing and investment, or a combination. Funds may come from a range/ combination of sources including direct council investment, Homes</u></p>	<p><u>Short list agreed – Q3</u></p> <p><u>Draft business cases developed – Q4</u></p>	n/a	<u>AD Economic Growth</u>	

		England, the Local Investment Fund etc.				
Operational/Service Delivery (BAU)						
F9	<p>Business Engagement: to proactively engage with our businesses to assess growth potential, skills/training needs (link to A4) and catalogue barriers to growth and populate a CRM system. We will instigate an Annual Business Survey to act as local business barometer and gather intelligence on wider economic issues e.g. Brexit. Refocussed survey responding to COVID-19 business needs launched in partnership with Gt Yarmouth Borough Council. All focus currently continuing to respond to business needs and distribution of government funding.</p>	<p>Businesses and local communities are supported to grow by offering services which meet business need.</p> <p>Annual Business Survey intelligence shows growth and investment in local businesses, employment opportunities and expected turnover.</p>	<p>10k business receive survey – Q1</p> <p>Report on survey results—Q2 Survey was launched as lockdown hit.</p> <p>Develop Business Engagement & Support Plan, responding to finding of survey—Q3 Q4 Delayed due to Covid-19 response focus.</p> <p>Maintain support to, and grow Financial Industries Group by 10%</p> <p>Maintain support to, and grow Greater Norwich Manufacturing Group by 10%</p>	n/a	AD Economic Growth	


				<p>Launch of new 'Food & Drink Sector' group – <u>Delayed due to Covid-19, Q2</u></p> <p>Launch of invitation only business leaders' events – <u>Delayed due to Covid-19, Q2</u></p> <p>Promoting our business support services at the Norfolk Enterprise Festival – Event cancelled due to Covid-19, Q2</p>			
F10	<p>Inward Investment (incl. commercial space) we will proactively engage with potential sector, while building a live register of available commercial property. We will also market our Investment website and work with LEP wide partners to maximise the area's potential at a national and international level</p>	<p>Develop a new joint inward investment strategy in conjunction with NALEP</p> <p>New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is increased and barriers to growth are removed.</p> <p>Businesses engaged in manufacturing and financial sector/cluster</p>	<p>Relevant research completed, and draft inward investment <u>strategy</u> produced – <u>Q3-4 Delayed due to Covid-19</u></p>	n/a	AD Economic Growth		


			groups grows 10% annually. Launch of Food & Drink Sector Group to support F4.			
F11	Visitor Economy and Tourism: we will work with the Destination Marketing Organisations (DMO's) to define the Tourism Sector deal and promote the wider area to visitors. We will also continue to engage with L-Tags and major attractions to develop trails, itineraries and collaborative projects.	The visitor economy within our districts grows and continues to be seen as a key sector.	Increased presence of two districts on the Visit Norfolk website. <u>–Q2/3 Delayed due to Covid-19</u>	n/a	AD Economic Growth	
F12	Market Towns: we will develop future vision and high street enhancement documents for future funding opportunities. We will continue to evaluate planning guidelines and use classes to accommodate the shift in retail behaviour and the experiential nature of our market town offer. Consultation exercises are being planned and intelligence gathered to determine future needs of our high streets post Covid	We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality Key towns/service centres identified and needs assessments in consultation with local groups/businesses undertaken. Package of support measures/investment requirements developed.	In conjunction with partners, identify the key needs of market towns – <u>Q1/Q2Q3/Q4</u> Market town strategy approved by Members – <u>Q4</u> Market town 'support package' available for use – Q4	External funding to be secured	AD Economic Growth	


	F13	Business awards/breakfasts/workshops: we will promote our business awards programme to engage and showcase the work of our very best businesses. We will increase the reach of our business breakfasts to be more inclusive and develop economic workshops for a small focus group to engage with the senior team and political leaders to encourage partnership working across sectors. When we can we will resume these in accordance with the Government guidelines	Increase in number of businesses engaging with promotional campaigns and awards events Launch of invitation only Business Leaders events.	Grow the number of attendees at quarterly business events by 10% 2021/22	n/a	AD Economic Growth	
	F14	BAU: we will continue to deliver a range of ongoing projects designed to meet the ambitions of the Local Industrial Strategy and Norfolk and Suffolk Economic Strategy.	Continue to stress test additional projects to justify inclusion in workstreams.	Ongoing	n/a	AD Economic Growth	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
G) Planning	Planning						
	Core purpose of the service: To make decisions that enable good sustainable growth and development.						
	Major Projects/Programme of work						
	G1	Pre-application advice and guidance charging project across South Norfolk and Broadland: Develop a pre-application planning advice service which offers a range of services to meet customer needs.	A consistent approach to delivery of pre-application advice to customers across both districts with a service that provides high quality advice and	Approval and implementation of service – 2021/22	n/a	AD Planning	


			guidance and generates an income for the Councils.				
G2	To co-ordinate future development across the Greater Norwich area by working with partners to continuing to prepare the Greater Norwich Local Plan (strategic policies and allocations of land).	Progress of GNLP production against the adopted Local Development Scheme		Greater Norwich Local Plan Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 <u>Delayed, further Reg18 in Q3 will result in Reg 19 delay to Q2 21/22, subject to ongoing review of Planning White Paper</u>	n/a		
	<ul style="list-style-type: none"> Working with partners towards adoption of the Greater Norwich Local Plan Development of the SNC Cluster work Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself Working with Norfolk colleagues, update the Norfolk Strategic Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people's accommodation and transport 			South Norfolk Village Clusters Publish Draft Plan (Regulation 18) for – <u>Q4</u> Consultation Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – <u>Q4Q3 2021/22</u>		AD Planning	





				<p>Norfolk Strategic Planning Framework</p> <p>Draft of Version 3 for Norfolk Strategic Planning Member Forum – Q3Q4 Version 3 endorsed by Local Planning Authorities – Q4Q1 2021/22</p>			
G3	<p>Infrastructure delivery programme: Working 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:</p> <ul style="list-style-type: none"> • Preparation of the 2021/22 Greater Norwich Infrastructure Investment Plan • Work with partners to successfully deliver the Transforming Cities project 	<p>Funding secured for the delivery of infrastructure to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2021/22 identifying the delivery of planned infrastructure projects for the area.</p>	<p>Infrastructure Delivery Programme</p> <p>5YIIP (5 yr Infrastructure Investment Plan) for 2021 – 26 Agreed by GNGB (Greater Norwich Growth Board) Q3</p> <p>and AGP 2021/22 agreed by GNGB – Q3</p> <p>5YIIP for 2021 – 26 and AGP (Annual Growth Program) 2021/22 agreed by Cabinets – Q4</p> <p>AGP for 2021/22 ratified by GNGB – Q4</p>	n/a		AD Planning	

G4	Long Stratton Bypass: We will continue to drive forward delivery of the Long Stratton Bypass infrastructure scheme.	The amount of funding secure to deliver the Bypass Progress in determining the planning application	Q34 – Outline Business Case submitted to DfT Q2 – Determination of planning application <u>delayed to Q1/Q2 21/22</u> Full permission for the bypass approved.	n/a	AD Planning	
G5	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	n/a	AD Planning	
G6	Review methodology for monitoring CIL/S106 receipts. <u>On hold, awaiting outcome of Planning White Paper</u>	New methodology in place which meets statutory requirements and improves engagement with stakeholders.	Scoping exercise and engagement with members – Q4 <u>– on hold awaiting outcome of Planning Review</u> Design and implementation - Q2/3 <u>– on hold awaiting outcome of Planning Review</u>	n/a	AD Planning	



Operational/Service Delivery (BAU)						
G7	<p>Adopted Local Plan delivery and implementation: To increase the number of jobs and houses by promoting the development of key sites allocated in the Adopted Local Plan, monitoring their delivery and implementation including:</p> <ul style="list-style-type: none"> • Produce and publish an Annual Monitoring Report to include 5-year housing land supply trajectory and Housing Delivery Test results and consider fixing 5-year land supply through an annual position statement • Analyse trends in development and monitor the effectiveness of current Local Plan policy • Prepare bids for potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages that are hindering some sites from being developed/completed 	<p>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.</p> <p>Maintaining a 5-year land supply to put us in a strong position to determine planning applications in line with the development plan</p>	<p>AMR published, including Update to Housing Land Supply Assessment – Q3</p> <p>Agree AMR for 2019/20 – Q4</p> <p>Ensure 5-Year Housing Land Supply is maintained to deliver planned growth</p> <p>Ongoing - Prepare funding bids to overcome blockages to development</p>	n/a	AD Planning	


	G8	Statutory Development Management function: Provide a modern, time-efficient, statutory Development Management service which delivers quality new homes and employment in the right places for South Norfolk and Broadland towns and villages, enabling them to grow and prosper while protecting and respecting their individual characters. <ul style="list-style-type: none"> • Provide a pre-application advice service to applicants • Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting customer needs and providing quality advice. • Secure Service Level Agreements for specialist advice • Continue to monitor planning application processing times to inform case management and service improvements • Monitor and administer the CIL process and S106 agreements 	<p>Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns:</p> <ul style="list-style-type: none"> • 90% of minors/others in agreed time • 95% of householders in agreed time with 65% of these in 6 weeks • 95% of majors in agreed time 	<p>Quarterly updates.</p>	<p>n/a</p>	<p>AD Planning</p>	
	G9	Undertake Conservation Area Appraisals (CAA's) across the two Councils.	<p>Heritage Assets are protected and planning decisions are informed.</p>	<p>Conservation Area Appraisals completed including:</p> <ul style="list-style-type: none"> • Burston, • Forncett, • Gissing, • Thorpe Abbotts, 	<p>n/a</p>	<p>AD Planning</p>	



				<ul style="list-style-type: none"> Winfarthing, Wrampingham Coltishall Coltishall is currently on hold 			
	G10	Planning Enforcement: Investigation of alleged planning breaches and ensure compliance with planning consent.	There is an effective investigation of all alleged breaches of planning.	<p>Q34</p> <p>Ongoing review and monitor the Councils' enforcement plan to ensure breaches of enforcement are investigated against this plan and proportionate action taken.</p> <p>Scope work required to review both Councils' enforcement plans – Q1Q2</p>	n/a	AD Planning	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
H) Environmental Protection	Environmental Protection						
	Core purpose of the service:						
	<ul style="list-style-type: none"> To protect the best of what we have and to shape the area's future to make it the best possible place to live and work. 						
Major Projects/Programme of work							
H1	Pilot smarter multi-agency working for early identification of community tensions, anti-social behaviours, under-the-radar offending and criminality,	The establishment of early action teams to identify community tensions, anti-social behaviour and	Any informal opportunities taken to test concept – 20/21 Q3 and Q4	n/a	AD Regulatory/AD Individuals and Families		


	using intelligence-based approaches and deploying early action teams (link with A2).	criminality and intervention taken where appropriate	Design work completed and member approval agreed – 2021/22 Q1 Pilot implementation monitored 2021/22 Q2, Q3 and Q4			
H2	Overhaul the community engagement methods of community and environmental protection regulatory services , securing closer community relationship building, together with online access and social media in smart ways that meet people's needs for services.	Our communities are feeling more closely listened to supported by Environmental Protection Regulatory Services.	Consultation with communities – 2021/22 Q1 Design service – 2021/22 Q2 Member approval and pilot implementation – 2021/22 Q3	n/a	AD Regulatory	
Operational/Service Delivery (BAU)						
H3	Deliver a full programme of community and environmental protection service regulation and interventions: securing a cultural environment that strikes the right balance between enabling and regulatory intervention, that is good for our residents, businesses and visitor economy.	Our Environmental Services are making a real and measurable difference to the problems faced by residents in our communities.	Ongoing	n/a	AD Regulatory	
H4	Promote and expand the reach of community emergency plans: help to make our communities more self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Communities are, as far as possible, self-reliant and resilient to environmental threats such as service	Ongoing, and seizing the fresh opportunities arising from Covid-19 community mobilisation	n/a	AD Regulatory	

			interruption, flooding and severe weather.				
	H5	Adopt and deliver the environmental strategy and action plan: to work with stakeholders and community leadership to deliver the environmental strategy and action plan which includes reducing the Council's own carbon footprint	The adoption of an environmental strategy and action plan to protect and improve our environment	Q1 & Q2 environmental strategy and action plan drafted and adopted	n/a	AD Regulatory	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
I) Food, Safety & Licensing	Food, Safety & Licensing						
	Core purpose of the service:						
	<ul style="list-style-type: none"> Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements. 						
Major Projects/Programme of work							
I1	Develop and deliver new commercial services: providing business regulatory support to food business operators, going beyond the statutory remit to grow local businesses confidence, success and diversification.	Local food businesses are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed 2021/22 Q1 Design work completed and member approval agreed 2021/22 Q2	n/a	AD Regulatory		

				Pilot implementation and monitoring – <u>2021/22</u> Q3 and Q4			
I2	Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.	Licensing applicants are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed – <u>2021/22</u> Q1 Design work completed and member approval agreed – <u>2021/22</u> Q2 Pilot implementation and monitoring – <u>2021/22</u> Q3 and Q4	n/a		AD Regulatory	
Operational/Service Delivery (BAU)							
I3	Deliver a full programme of Food Safety regulation and interventions: focussed on maximising compliance with a view to promoting business growth and diversification.	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a		AD Regulatory	
I4	Deliver a full programme of Health and Safety at Work regulation and interventions: focussed on maximising compliance and minimising rates of work-related injury, ill-health and risks to wellbeing.	Workplace H&S compliance is maximised, minimising rates of work-related injury, ill-health and risks to wellbeing, through an established programme of H & S at work regulation and intervention	Exploratory work completed – <u>2021/22</u> Q1 Design work completed and member approval agreed – <u>2021/22</u> Q2	n/a		AD Regulatory	

				Pilot implementation and monitoring – <u>2021/22</u> Q3 and Q4			
	I5	Deliver a full programme of Licensing administration and regulation.	Licensing administration and compliance is maximised with a view to promoting business growth and diversification.	Ongoing	Ongoing	AD Regulatory	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
J) CNC	CNC						
	Core purpose of the service:						
	<ul style="list-style-type: none"> Deliver the statutory building control function, as directed by Central Government, and related services to ensure secure, safe, sustainable and accessible buildings that are fit for purpose. 						
Major Projects/Programme of work							
	J1	Scanning, indexing and archiving project: Comprehensive exercise to review all historic paper files currently stored at a number of locations and transfer all necessary records onto the electronic system.	Introduction of effective file management and self-service leading to long term cost savings and efficiencies	Scope and review project requirements – Q1 Design work completed and	n/a	CNC Service Manager	

			member approval – Q2Q4			
			Implementation – Q3/4 2021/22			
J2	Hackitt Report – delivery of recommendations. Review and respond to recommendations emerging from the Hackitt Report and ensure compliance as a Building Control Service.	Full review of Technical Report and plan of implementation developed which will ensure compliance with required competency levels across the service.	(subject to timely publication of report) – Q2Q4 onward Recommendations will now be set out in the upcoming Building Safety Bill	n/a	CNC Service Manager	
Operational/Service Delivery (BAU)						
J3	Create efficiencies and cost savings: through increasing self-service online options and streamlining processes in line with customers' demands.	Success will be measured by realising cost savings, improved KPI's and better customer feedback.	Q3-2021Q4	n/a	CNC Service Manager	
J4	Produce and use a dashboard of measures to improve service delivery: To include KPI's, customer satisfaction scores and other strategies, operational and personal measures.	The introduction of a live dashboard being used by the team and managers to improve service delivery.	Q3 Will not be delivered in Q2 / Q3 2020/21	n/a	CNC Service Manager	
J5	Review our business requirements: Develop mobile solutions and adopt "cloud" working so building control certificates can be issued on site.	CNC systems are resilient and fit for future growth.	Q3-2021Q4	n/a	CNC Service Manager	
J6	Continue to work with other departments (planning and economic development) to create opportunities that generate income	Increased income and customer satisfaction with services.	Ongoing	n/a	CNC Service Manager	




Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Business Support							
Core purpose of the service: Support the delivery of the Place directorate services in a responsive, efficient and effective way and to act as a first point of contact for customers to provide a quality responsive service across both Councils.							
Operational/Service Delivery (BAU)							
K) Business Support	K1	Customer Services and Directorate Business Support: Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation. <ul style="list-style-type: none"> • Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling • Work on behalf of services; Planning, CNC Building Control, Environmental Protection, Food Safety & Licensing to ensure customers receive the right level of service for their needs 	Customers are dealt with in an efficient and effective way.	Ongoing	n/a	Business Support Manager	




Place


The Finances


Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Economic Growth	2,23461	1,05898	-1,479757	-216	14,753	1,128
Planning	1,8222,439	1,288324	-	-	0	15
Environmental Protection	481644	43954	-26	-33	0	0
Food, Safety and Licensing	25980	21128	-171	-165	0	0
CNC	1,804265	0	-2,26644	0	0	0
Business Support	71435	493533	-248330	-165220	0	0
Totals	7,314621	3,489638	-	-	14,753	1,143



Resources


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Council Tax and NNDR							
Core purpose of the service: Ensure the collection of Council Tax and NNDR is carried out in the most efficient and effective way to enable the Councils and other precepting bodies to provide and invest in services for residents, visitors and businesses.							
Major Projects/Programme of work							
L) Council Tax and NNDR	L1	Single Person Discount Review: conduct a risk-based review of all current recipients of 25% Council Tax reduction, working in conjunction with the Early Help Team.	Our data is accurate and all customers who are eligible for the reduction are in receipt.	Commence review – Q2 Complete review – End of Q3	n/a	AD Finance/AD Individuals and Families	
	L2	Implementation of Non-Domestic Rates Revaluation 2021	The revaluation is implemented in a timely and effective way, ready for 2021 billing. <u>This revaluation has now been delayed by Government for 2 years.</u>	Complete review – Q4 <u>No longer a project for 20/21</u>	n/a	AD Finance	
	L3	Agreed approach to review of Empty Properties: (incorporating Small Business Rates Reviews) across NDR properties.	Data accuracy.	Design new approach – Q4 <u>Q2</u>	n/a	AD Finance/AD Individuals and Families	


				Implementation of approach – Q2 Q3 onwards			
L4	Deliver procurement of a Non-Domestic Rates forecasting system including: <ul style="list-style-type: none"> • Rate Finder • Appeals Provision 	Successful selection and implementation of the systems. <u>This is currently on hold and may not be delivered this financial year.</u>	Business case to be drafted and procurement completed – Q2 Implementation of new system – Q3 onwards	n/a		AD Finance	
Operational/Service Delivery (BAU)							
L5	Collection of Council Tax (within the year)	Collection rate exceeds the target set. <u>Recover rates are likely to be down due to the economic impact of COVID-19</u>	Ongoing	n/a		AD Finance	
L6	Collection of NDR (within the year)	Collection rate exceeds the target set. <u>Recover rates are likely to be down due to the economic impact of COVID-19</u>	Ongoing	n/a		AD Finance	


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Facilities							
Core purpose of the service: To provide a safe and friendly working environment which enables the organisations to deliver effective and efficient services to all our customers.							
Major Projects/Programme of work							
M) Facilities	M1	Delivery of works to Council sites including: 1) Thorpe Lodge - Delivery of the Toilet refurbishment (including provision of showers) 2) Thorpe Lodge – Delivery of Heating & Cooling (preliminary works – year 1 of 2-year project) 3) Thorpe Lodge – Delivery of Electric Vehicle charging points (infrastructure & installation) 4) Thorpe Lodge – Delivery of the Passenger lift refurbishment 5) Thorpe Lodge – Conduct Building Conditions Surveys 6) South Norfolk House and Leisure Centres – Conduct Building Conditions Surveys	<p>The Councils’ office space remains accessible and open to enable services to be delivered to residents and businesses.</p> <p><u>1-4 On hold – pending the “New Ways of Working” project.</u></p> <p><u>5&6 – on track</u></p>	<p>Condition Surveys procured and completed - by the end of Q2</p> <p>Business Cases for all works to commence following conditions surveys – Q3 – Q4</p> <p>Essential projects identified in Condition surveys procured and undertaken - Q3 and Q4</p> <p>Decisions taken in conjunction with accommodation review</p>	<p>1) £70K - £95k 2) £50K 3) £20k</p>	AD Business Support & Governance	


M2	Catering review/tender: complete a review and tender process for catering provisions at Council sites.	There is a cost-efficient and commercial approach taken to the catering management of Council sites. Reviewing on a monthly basis	Business Case being drafted - Q1 Further work dependent on chosen option.	n/a		
Operational/Service Delivery (BAU)						
M3	Facilities: Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to residents and businesses.	Zero disruption to Council services/operation due to property issues.	Ongoing	n/a		
M4	Opening hours review: review the current opening hours of the Councils' HQ buildings, to ensure there is consistency and reflects the outcomes required for our customers.	Our office opening hours reflect the needs of customers and the business and are consistent across sites. On hold – pending the “New Ways of Working” project.	Ongoing	n/a	AD Business Support & Governance	



Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Finance							
Core purpose of the service: Ensure financial resources are used in the most efficient and appropriate way to enable the organisation to provide and invest in services for residents, visitors and businesses							
Major Projects/Programme of work							
N) Finance	N1	Alignment of Finance services: review key Service Policies, Processes and Procedures and where possible align between BDC and SNC. This includes alignment of the Rules of Financial Governance (RFG).	There is a joined-up approach across the finance team which allows for consistent financial management of budgets across the organisation.	Ongoing	n/a	AD Finance	
	N2	Joint finance system project: Produce a Business case for a joint finance system/cash receipting system.	A business case is agreed by Members and a new system is procured which allows for efficiencies to be delivered.	Q3-Q4 2020	n/a	AD Finance	
	N3	Financial support to key corporate projects such as: <ul style="list-style-type: none"> Waste Services Review (link to C1) Single waste depot (link to C3) Economic Growth projects such as NRP and the Food Hub (link to F1 and F4) 	Development of a sound financial case and support.	Ongoing	n/a	AD Finance	


Operational/Service Delivery (BAU)						
N4	Collaboration Savings monitoring: produce regular monitoring information on the delivery of the planned savings from collaboration.	Delivery against the Feasibility Study routemap and the indicative savings of £8.6m over a 5-year period.	Quarterly	n/a	AD Finance	
N5	Delivery of budget setting, MTFs and in year monitoring and reporting: This includes Business Partnering (critical friend) and business case support, including strengthening financial support for managers.	The Councils' resources are managed effectively and provide value for money.	Q4 2021	n/a		
N6	Production of Statutory year end accounts: produce year end accounts for companies and both Councils (including group accounts) and external audit.		Q4 2021	n/a	AD Finance	
N7	Provision of debtors, creditor, requisitioning, income and payments across all services of both Councils (and companies as required).	Payments of invoices and collection of customer debts in a timely fashion.	Ongoing	n/a	AD Finance	
N8	Support for companies including Company Secretarial duties.	Company stakeholders are supported and understand financial position of each company to enable them to take decisions.	Ongoing	n/a	AD Finance	
N9	Management of Council funds and maximising investment returns. Management of borrowing position for South Norfolk Council.	Investment income achieving at least the budgeted level and in accordance with the Treasury	Ongoing	n/a	AD Finance	


			Management Strategies. Borrowing minimised and borrowings are in accordance with agreed strategy.				
N10	Delivery of regulatory services: insurance, VAT, statutory returns, parish precepts, CIL, internal controls, maintenance of asset register.	All appropriate risks are managed and covered through insurance so that no additional liabilities are incurred. Parish precepts and CIL payments are made to the agreed timetable. Assets registered are accurately maintained and reflect current position. No serious breaches occur.	Ongoing	n/a	AD Finance		
N11	Maintenance and development of financial systems and support for users.	Systems are functioning at optimum levels and users can fully utilise them to support their service delivery.	Ongoing	n/a	AD Finance		


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
O) Governance	Governance						
	<p>Core purpose of the service: To create an effective governance framework and to deliver an effective & efficient democratic process all of which ensures compliance with our legal obligation. The work of elections ensures a framework for the delivery of registration activity in order to maintain an accurate and complete electoral register, and to plan and co-ordinate well run elections</p>						
	Major Projects/Programme of work						
	O1	Legal Services Review: review the provision of legal advice.	The service is cost effective and accurate advice is provided in a timely manner.	Service provision in place - end Q2	n/a	AD Governance & Business Support	
	O2	Review and alignment of Constitutions: review of both authority's Constitutions.	Processes and delegations are aligned to assist effective governance across one officer team.	Ongoing over course of financial year with sections coming forward to Councils as completed.	n/a	AD Governance & Business Support	
O3	Independent Remuneration Panel: Review of members' allowances across both authorities.	Panel report to Full Council meetings in May 2020. <u>On hold</u>	To be completed – end of <u>Q3</u>	n/a	AD Governance & Business Support		
O4	Consideration of Review by the Committee on Standards in Public Life: The Committee made a number of best practice recommendations which need to be considered and implemented as necessary. The members' Code of Conduct to be reviewed in this process, along with the process for dealing with alleged breaches, with a view to align across both authorities	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	To be completed - end Q4 (dependent on publication of guidance)	n/a	AD Governance & Business Support		



	O5	Implementation of iTrent for BDC members: Training for Members to be provided to ensure that they can submit expenses claims electronically through iTrent.	Increased efficient working through providing members with the capability to submit expense claims electronically.	Training to be completed - end of Q3 2	n/a	AD Governance & Business Support	
	O6	Electronic System – Committee and FOI: Build a business case for an electronic system to manage committees and FOI and SARs.	Electronic system in place.	Business Case drafted - Q3 Potential procurement commences - Q4	n/a	AD Governance & Business Support	
	O7	Internal Audit: To champion the improvement of risk management processes at South Norfolk Council and Broadland District Council	High standards of governance for the two Councils and risks are managed well across the organisation.	New approach adopted Q1- Q2 then ongoing	n/a	AD Governance & Business Support	
	O8	Elections – Joint IT System: Prepare a business case for a new joint electronic system to manage the elections process	Implementation of a new system which support the Councils in being transparent and democratic.	Business Case development – Q4 2020, Implementation by end of Q1 2024 Completed end Q1	n/a	AD Governance & Business Support	
Operational/Service Delivery (BAU)							
	O9	Provision of Governance & Democratic function: Support effective and efficient democracy within the Councils whilst ensuring high standards of governance are maintained and the Councils are compliant with the law.	Decisions are made in accordance with legislation and the constitution.	Ongoing	n/a	AD Governance & Business Support	



O10	Data Protection and Freedom of Information compliance: Ensure compliance with relevant legislation across both authorities, through provision of advice and statutory duties and documentation.	Minimal data protection breaches, with very few requiring report to Information Commissioner's Office.	Ongoing	n/a	AD Governance & Business Support	
O11	Internal Audit: Provision of an Internal Audit function.	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective. <u>Audit Plan revised split due to COVID-19</u>	Ongoing <u>Audit plan refocussed and approved by Committee.</u> <u>Q1 no audits undertaken</u> <u>Q2 assurance mapping</u> <u>Q3 and Q4 audits undertaken in line with revised plan</u>	n/a	AD Governance & Business Support	
O12	Publish an electoral register annually. <u>Due to Covid 19 the annual register may be published between 1 December 2020 and 1 February 2021.</u>	Annual publication of the register.	By <u>1 December 2020</u> <u>1 February 2021</u>	n/a	AD Governance & Business Support	
O13	Deliver effective and efficient elections for all types of election activity: Police & Crime Commissioner (PCC) Election By elections for County, District & Town and Parish Councils as applicable	Declared results which are open, transparent and robust.	<u>PCC — May 2020</u> <u>Elections as applicable</u> <u>Elections postponed</u>	n/a	AD Governance & Business Support	
O14	Deliver Elections Engagement Strategies: Public engagement strategies for elections and electoral registration including the Annual electoral canvas.	Facilitation of voting, increased registration and promotion of elections.	Ongoing	n/a	AD Governance & Business Support	



	Q15	Deliver canvass reform: by maximising the use of <u>national and local</u> data matching and targeting premises or areas where data matching is more difficult (such as care homes, houses in multiple occupation)	Number of properties that are determined green (i.e. data matched).	Ongoing	n/a	AD Governance & Business Support	
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
P) Human Resources	Human Resources						
	Core purpose of the service: Ensure the organisation and its partners are in the best place to deliver transformational services to its customers through the provision of innovative and robust advice, guidance and transactional services throughout the employee lifecycle.						
	Major Projects/Programme of work						
	P1	Implement a range of activities to improve employment opportunities such as: <ul style="list-style-type: none"> • Introduction of South Norfolk and Broadland Internship Programme • Evaluating vacant posts for conversion into apprenticeships • Engaging with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4) 	Number of Interns % of completed internships	<u>end of Q4 2021/22</u>	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	
	P2	Support for major strategic projects such as: Waste Services Review (Link to C1)	Successful business case, implementation plan and delivery	Input into business case completed – completed by Q1 Further work dependent on	n/a	AD Governance & Business Support	



			outcome of business case.			
Operational/Service Delivery (BAU)						
P3	<p>One Team Programme delivery: Completion of implementation of One Team Structures. This includes:</p> <ul style="list-style-type: none"> Updating of all policies ensuring legal compliance while supporting the organisation in its objectives. Continued development of iTrent (payroll for BDC effective from 1.4.20) to further develop self-service options and ease of use for all. Review of HR processes 	<p>HR processes are compliant, meet organisation need and generate further capacity for the HR team to proactively support the day to day business of the organisation.</p> <p><u>Statutory policies and T&Cs completed.</u></p> <p><u>Other policies significantly delayed due to COVID-19</u></p>	<p>iTrent fully operation - Q1</p> <p>HR processes reviewed on an ongoing basis</p>	n/a	AD Governance & Business Support	
P4	<p>Management of employee absences: Positive and proactive management of employee absence with a view to reducing both short term and long-term absence across the organisations</p>	<p>Short term and long-term sickness absence targets</p>	<p>Monitored and reported Quarterly</p>	n/a		
P5	<p>BAU Support: Support the organisation in its business as usual and one-off activities to ensure legal compliance and best practice is maintained in respect of the working practices for both current and prospective employees.</p>	<p>Legally compliant organisation that attracts and retains the best in class</p>	<p>Ongoing</p>	n/a		



Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Q) ICT and Digital	ICT and Digital						
	Core purpose of the service: <ul style="list-style-type: none"> To provide a robust & reliable forward-thinking service catering for the needs of the business, our customers and stakeholders. The service will provide technological solutions to meet customers needs, enabling a good customer service experience. 						
	Major Projects/Programme of work						
	Q1	Implement the Active Directory Trust (network convergence and co-existence)	To join the existing Broadland and South Norfolk networks (utilising the above site to site link) and provide some sharing of core ICT resources between sites.	Implemented - by end of Q1	£10,000	AD Governance & Business Support	
Q2	Delivery of the single email and calendar platform (Microsoft Office 365) across the two Councils.	To provide a single email and calendar platform across both organisations with the ability to adopt a single common domain name.	Implemented - by end of Q3	£30,000	AD Governance & Business Support		
Q3	Delivery of the Infrastructure for 'One Network' across the two Councils.	To provide the infrastructure to support common shared platforms, providing a location for future alignment of corporate systems and departmental business systems.	Ongoing to 2022	£770,000	AD Governance & Business Support		


Q5	Telephony upgrade to include provision of softphones (Broadland)	Short-term upgrade and licencing provide interim softphone capabilities.	Solution implemented - by end of <u>Q1-Q2 as delayed by COVID-19</u>	£29,030	AD Governance & Business Support	
Q6	Delivery of the Single intranet: to provide a single external website across both organisations adopting a common platform.	To provide an effective internal communications tool for both Members and staff.	Implemented - by end of Q1	n/a	AD Governance & Business Support	
Q7	Delivery of an effective remote access system for staff, enabling cross site working.	To provide the ability for staff to work effectively between sites and from remote locations.	<u>Fully functioning Due to the impact of COVID-19 an interim solution is in place with a longer-term solution to be implemented for remote working in place</u> by end of <u>Q3-Q4</u>	£69,500 (Spend expected in 2019/20 subject to budget provision)	AD Governance & Business Support	
Operational/Service Delivery (BAU)						
Q8	Council-wide IT service operations: Ensure the Councils' IT systems and infrastructure are operating to acceptable service levels. This includes: Service Desk, Infrastructure, Development, Architecture, Systems, Security, GIS & Digital.	Resolution of problems & incidents. Conversion of solutions into standard practices and improvements. Easy to use Self Service capabilities within the IT arena.	Ongoing	n/a	AD Governance & Business Support	



Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Innovation, Strategy and Programme							
Core purpose of the service: To be brave, bold, influential and innovative to maximise our resources, enabling the place, organisations and our people to be the best they can be.							
Major Projects/Programme of work							
R) Innovation, Strategy and Programmes	R1	Broadland District Council and South Norfolk Council Collaboration and Transformation programme management: Continued implementation of the collaboration and transformation programme and programme management of critical projects and programmes such as: <ul style="list-style-type: none"> • Website implementation • Accommodation-New ways of working review • Organisational Development (e.g. Peer Reviews, External Accreditations) • Development of the customer experience strategy and delivery programme 	Delivery against the savings target of £8.6m and ongoing efficiencies.	Agreed programme of work – April August 2020 Each programme and project to have individual plans and milestones.	n/a	Chief of Staff	 
	R2	Implementation of Programme and Project Management Approach: Development of a consistent approach to project and programme management and specialist skills to enable the Councils' priorities to be delivered effectively and to timelines/budgets set.	All projects and programmes being delivered in a consistent and proportionate way across the organisation.	Agreed delivery approach – March 2020Q3 Training of staff – Ongoing	n/a		
	R3	Delivery of the transformation strategy & programme to realise benefits and efficiencies of collaborative working to include:	Delivery against the the savings target of £8.6m and ongoing efficiencies.	Initial toolkit implemented – April 2020	n/a		


	<ul style="list-style-type: none"> Develop a toolbox of methodologies to support transformation Develop the customer experience strategy and delivery programme. 	<p>Positive progress against our MTFP.</p> <p>Implementation of the toolbox of methodologies.</p>	Training of staff – Ongoing			
Operational/Service Delivery (BAU)						
R4	<p>Shaping and influencing national and regional policy to promote the interests of the Councils by:</p> <ul style="list-style-type: none"> Identifying national policy issues which impact the Councils and remain ‘on the pulse’ and proactive to influence key developments in local government Responding to relevant national consultations <u>Through effective horizon scanning, ensure senior leaders across the organisations remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising</u> <u>Respond to the outcomes of the Governments Devolution and Local Government Reform White Paper.</u> 	Changes to regional/national policies which support the ambitions of the two Councils and our ability to re-shape the services we delivery to our residents.	Ongoing - <u>White Paper expected in September 2020</u>	n/a	Chief of Staff	 
R5	<p>Develop and implement an effective public affairs programme, advising senior leaders and members in order to influence national policy development and promote the Councils and our area on a national stage by:</p> <ul style="list-style-type: none"> Working with members and senior team to identify key areas of importance and 	Key projects and programmes are supported through a public affairs plan, driving success, influence and our ability to shape the national agenda.	Initial Public Affairs Programme developed – <u>April 2020Q3</u>	n/a	Chief of Staff	

		<p>policy asks in order to develop the public affairs programmes and campaigns</p> <ul style="list-style-type: none"> Supporting Members to be effective influencers on a regional and a national stage by providing relevant information and tools, promoting the work of South Norfolk Council and Broadland District Council and sharing best practice Through an effective public affairs strategy and plan, work jointly to continue to promote the Councils' reputations 					
	R6	<p>Supporting the organisation to deliver high performance whilst working efficiently and effectively through delivery planning and performance and risk management by:</p> <ul style="list-style-type: none"> Developing a 2-year Delivery Plan for Broadland and South Norfolk which will be effective from April 2021. The Plan will allow for activities and projects being carried out to be tracked <u>Develop a one-year plan for Broadland and South Norfolk which will be effective from April 2021.</u> Monitoring and reporting on organisational risk and performance of the organisation, analysing risk and performance outcomes to ensure the councils' remain effective 	<p>The Councils remain effective and efficient, appropriately planning the activities to achieve our goals and vision, whilst ensuring that risk is minimised where possible and performance is used to drive services.</p>	<p>Project plan to be drafted for <u>2021/2022</u> Delivery Plan – <u>July- September 2020</u></p> <p>New approach to risk and performance – <u>May-August 2020</u></p>	n/a		<p>Chief of Staff</p>  

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Marketing and Communications							
Core purpose of the service:							
<ul style="list-style-type: none"> To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents lives. 							
Major Projects/Programme of work							
S) Marketing and Communications	S1	Deliver a single website and domain to serve both Councils which provides optimum functionality and service for our customers. Activities to include: <ul style="list-style-type: none"> Developing a platform which delivers efficient user journey and offers clear and well signposted information and services Phased transformation of content and transactions 	<ol style="list-style-type: none"> Good to high level of website hits, dwell time, interactions and transactions on new website when benchmarked against standard and best practice Good to high levels of resident and local business satisfaction when surveyed to measure perception Positive staff feedback 	Programme implementation timeline agreed by supplier – Q1 Website design and development phase – Q3 Website content and testing – Q4 Website go live – Q1 2021/22 <u>On track but any slippage allowed has been used up so there is a risk this may be delayed</u>	£68,950 (Spend expected in 2019/20 subject to budget provision)	Chief of Staff/AD Governance & Business Support	 
	S2	Transform our internal communications approach to support an engaged and motivated workforce through projects including: <ul style="list-style-type: none"> Intranet 	<ol style="list-style-type: none"> Good to high level of interactions when benchmarked 	Phase 2 development of intranet – Q1	n/a	Chief of Staff	

	<ul style="list-style-type: none"> • Staff awards • An ongoing organisational development communications strategy and plan • A new toolkit for internal communications 	<p>against current levels</p> <p>2) Good responses to staff surveys about internal communications</p>	<p>Staff awards launch — <u>May 2020</u> <u>virtual ceremony</u> — <u>September 2020</u></p> <p>Toolkit for internal comms go live — <u>Q3/42</u></p> <p><u>Phase 3 of development of intranet</u> — <u>Q4</u></p>			
Operational/Service Delivery (BAU)						
S3	<p>A proactive and modern Marketing and Communications service that promotes the interest of the Councils, builds our reputation and influence and promotes and manages the demand on our services. This will include:</p> <ul style="list-style-type: none"> • Delivering a strategic marketing and communications plan for the organisation • Proactive public relations and media relations activity • Internal communications strategy and delivery plan. • Branding review for both Councils and one team working. • Delivering a consistently high standard of design output across both organisations • Delivering extensive social media content to drive the Councils’ strategy and ambitions 	<p>1) A good standard as per LGA comms measurement tools</p> <p>2) Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage</p> <p>3) Positive feedback from half yearly staff and members surveys</p> <p>4) Consistently high standard of design output across both</p>	<p>1) Ongoing</p> <p>2) Quarterly</p> <p>3) Q2-Q3 & Q4</p> <p>4) Q2-& Q4</p> <p>5) Quarterly</p>	n/a	Chief of Staff	

			<p>organisations – health check</p> <p>5) Full analysis and learnings applied month on month from evaluation of social media engagement, following and sentiment using online tracking tools.</p>				
Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Organisational Development							
Core purpose of the service:							
<ul style="list-style-type: none"> Being an employer of choice to create a staff team that is fit for the future and an organisation that people want to work. 							
Major Projects/Programme of work							
T) Organisational Development	T1	<p>Develop and implement a One Team People's Strategy and Organisational Development Plan to attract and retain high quality staff which will include:</p> <ul style="list-style-type: none"> Leadership development programme Apprenticeship/Graduate programme Talent Management/Development Cultural Development Performance Scheme development Organisational learning and development plan 	<p>Delivery of the plan to achieve:</p> <ol style="list-style-type: none"> Increased Staff Satisfaction Employer of choice measures 	<p>Management training in place – April 2020</p> <p>Talent Management & Development in place – June 2020</p> <p>Performance Scheme developed – September 2020 – <u>scheme has been drafted.</u></p>	n/a	<p>Chief of Staff /and AD <u>Governance and Business Support</u></p>	

				needs progressing in Q3			
				Performance Scheme is on track but others have slipped by 1 Quarter			
Operational/Service Delivery (BAU)							
T2	<p>Supporting, engaging and motivating our staff to be the best they can be through supporting our staffs ongoing professional development and training through:</p> <ul style="list-style-type: none"> • Individual service training and development plans to meet operational needs • One approach to staff appraisals • Delivery of the Staff Survey • Annual programme of leadership and management development opportunities • Talent development programmes • Training to ensure the corporate regulatory requirements are met e.g. GDPR, Safeguarding, Equalities • Corporate training and development need to support the transformation strategy and programme to support key council initiatives 	Staff are supported to undertake professional and skills development opportunities and staff satisfaction increases.	Staff Survey issued – February 2021	n/a		<p>Staff Survey completed – others impacted and delayed by COVID-19</p>	<p>Chief of Staff /and AD Governance and Business Support</p> 

Resources

The Finances

Service area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Council Tax and NNDR	67 <u>49</u>	57 <u>59</u>	-4 <u>284</u>	- <u>195213</u>	0	0
Facilities	590	686	-143	-66	0	167
Finance	6 <u>0135</u>	<u>518616</u>	-20	-5	0	0
Governance	1,8 <u>3540</u>	<u>1,036992</u>	-637	-6	0	0
Human Resources	<u>579613</u>	<u>44673</u>	0	-2	0	0
ICT and Digital	1,6 <u>1375</u>	1,1 <u>7186</u>	-80	0	1,107	667
Innovation and Strategy and Marketing and Communications	6 <u>3386</u>	<u>54298</u>	-23	-5	0	0
Senior Management Team and Executive Support	<u>525476</u>	<u>411359</u>	0	0	0	0
Corporate Costs (<u>incl</u> <u>company loans- capital</u>)	<u>2,6031,921</u>	<u>1,578978</u>	0	- <u>130</u>	<u>18,9900</u>	<u>5,000</u>
Totals	9,6<u>5077</u>	6,9<u>63468</u>	-1,3<u>4586</u>	-<u>2927</u>	20,097	5,834

Appendix A

Best in Class Housing Offer Allocations Scheme

Amendments to the scheme recommended to South Norfolk full Council meeting 14th December 2020:

Section	Page number	Item	Reasoning for change
Qualification Criteria Section 3.2	15	Criteria b) bullet point 4. Family members Removing <i>Have a family member (parent, adult child or adult sibling) who lives in and has lived in South Norfolk for a continuous period of at least five years.</i>	This is not in the Council's current Allocations Scheme. Under the marketplace, we will help households to explore alternative options, for example, mutual exchange for existing social housing tenants. If an applicant approaches us under the Homelessness Reduction Act, family connection will be taken into account.
	16	Criteria j) Armed Forces Amended to: <i>Be a divorced, separated or civil ex-partner of armed forces personnel and is required to vacate a Ministry of Defence property in the next 56 days or has been required to do so in the previous 5 years.</i>	This: <ul style="list-style-type: none"> • Is in recognition of the MoD's own change in policy for partners in long term relationships, in addition to spouses and civil partners, to access to MoD housing from 2019. • Aligns with the connection granted to ex-forces personnel and service leavers and the council's guaranteed interview scheme • Aligns with the Armed Forces Covenant information in section 3.3 of the Allocations Scheme, page 17. Bullet points 2 and 4.
Housing Priority Bands Section 4.4.11	31	Band 1 Homeless and fleeing/threat of violence. Removal of text in brackets (<i>with or without local connection</i>)	Applicants approaching as fleeing violence or the threat of violence including domestic abuse, will be assessed under local connection requirements as specified by s.198 of the Housing Act 1996 and the Homelessness Code of Guidance.
	31	Care Leavers Increased priority for Care Leavers to Band 2 from Band 3	This will affect small numbers of applicants, but means the Council can give extra priority to care leavers to ensure they can commence their journeys to independence

Section	Page number	Item	Reasoning for change
	31	Combining Households. Added to the priority bands and placed in Band 3.	This is where two social rented households are moving into one combined household. This will help to free up an additional property.
	31	Intentionally Homeless Increased priority to Band 3 from Band 4.	This is to ensure that we are compliant with the law under part 6 of the Housing Act to give reasonable preference to people who are homeless irrespective of whether this is unintentional or intentional.

To note

The Equalities and Communities Impact Assessment has been updated to reflect the consultation responses and is included at Appendix B

Equalities and Communities Impact Assessment

Name of Officer/s completing assessment: Victoria Parsons

Date of Assessment v.2 17th November 2020

1. What is the proposed Policy (please provide sufficient detail)?

Broadland District Council Allocations Scheme South Norfolk Council Allocations Scheme

The Allocations Schemes were developed jointly by Broadland and South Norfolk Councils as part of the Best in Class Housing Offer. Two Allocations Scheme documents have been created to facilitate individual Council branding however, the content of the schemes are the same. With this in mind and in recognition that the schemes will be administered by a single Officer team, a joint EqCIA has been prepared.

The Allocations Scheme aims to:

- Improve the means by which local people gain access to social rented housing through a system that allows choice and is fair, transparent and accountable.
- Ensures the lettings service embraces equality and diversity by being open and fully accessible to all individuals and to provide support to customers where needed
- Meets the legal obligation of the council in respect of giving appropriate priority to customers with a 'reasonable preference' category
- Makes the best use of housing stock, including areas of low demand and 'hard to let' properties.
- Assists customers with understanding their housing options
- Increases opportunities for tenant mobility
- Formalises partner working arrangements

We also acknowledge that COVID-19 has exacerbated and widened inequalities, particularly amongst:

- People with a Black, Asian or Minority Ethnicity
- People living in poverty, on low incomes or just finishing their education
- People working in industries particularly affected by COVID-19, for example, leisure, retail and hospitality.
- Those in unaffordable, insecure or unsuitable housing,
- People experiencing Domestic Abuse
- People experiencing social exclusion and isolation
- Those with health conditions including mental health

The Allocations Scheme was created both before and during the outbreak of COVID-19 and is designed to be a timely response to the ongoing impacts that will be felt in relation to the allocation of social housing. It was co-produced by the housing offer project officer team, consultants Campbell Tickell and a joint member working group. In addition, the scheme has been checked for legal compliance by NPLaw.

A public and stakeholder consultation took place during the period 9th-23rd October with respondents specifically asked to feedback on any potential equalities implications. This EqCIA has been updated to reflect responses received.

2. Which protected characteristics under the Equalities Act 2010 does this Policy impact: (indicate whether the impact could be **positive**, **neutral**, or **negative**)

Protected Characteristic	Potential Impact		
	Positive	Neutral	Negative
Age	✓		
Disability	✓		
Race	✓		
Sex	✓		
Religion or Belief		✓	
Sexual Orientation	✓		
Marriage/Civil Partnership		✓	
Pregnancy/Maternity	✓		
Gender Reassignment	✓		

3. Which additional Communities characteristics does this policy impact?

Health	✓		
Place inc. Rurality	✓		
Low Income and Poverty	✓		

4. What do you believe are the potential equalities impacts of this policy?

Please include:

- Partnership organisations worked with in the development of this policy
- Evidence gathered to inform your decision
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

Note: Impacts could be **positive**, **neutral**, or **negative** and impact groups differently

The scheme sets out the process by which available social housing is allocated to households on the housing list and for Broadland and South Norfolk Council's a Hybrid system has been proposed. For the majority of applicants this would provide the opportunity to have choice in bidding for available properties through an online system. This system provides transparency and expectation management in that applicants will see what properties are available, in what location and what they are likely to be successful in bidding for.

For those who need additional support, for example, those with a learning disability, health condition including mental health or are vulnerable, assisted bidding can be implemented. In addition, for specific properties Direct Lets will be available in certain circumstances, summarised as applying where:

- There is an urgent rehousing requirement
- Where there has been failure to bid or a number of refusals
- Where the applicant is vulnerable
- For some adapted units.

In addition, where there is a delivery completion of more than five houses on a particular development, a nominations process will take place. Applicants will place a bid on the development and the council will shortlist based on applicants circumstances within the banding criteria (including s106 requirements) and allocate the most suitable properties to each successful individual to make sure those in most need gain access.

In order to increase accessibility and to create a flexible service, the councils will be seeking to implement a wider online offer for the service. This will enable people to access the online element of the service at a time that suits them, they can also self-manage their application, submit documents and update any changes in their circumstances.

A number of comments received into the consultation focussed on ensuring that:

- a) The housing service is accessible to all

- b) The online service does not replace face to face (where appropriate) or other methods of communication

Barriers to accessing online services can include, availability, cost, age and disability. The Councils have slightly older population than the England average, although ONS statistics report that internet usage in the 65+ age group has increased exponentially¹. In the same data release the ONS found that the proportion of recent internet users was lower for adults who were disabled (78%) compared with those who were not disabled (95%), however this gap was greater for those aged 75+ and for young people aged 16-24 there was little difference. The Councils also have areas of significant rurality. Collated figures by the EDP using Ofcom data² show that in 17% of both Council areas, download speeds of more than 10mbps are unachievable. Young people, although considered early adopters of technologies may also face difficulties in terms of affordability particularly where they are living transiently or facing homelessness.

The Council's preventative approach will only work if we have a variety of options for people to get in touch with us in a flexible and timely manner. The online self-service system will be accessible as per the 2018 accessibility regulations and current options for contact, such as phone, letter, and face to face (dependant on COVID-19 circumstances) will continue to give a wide range of choices. In addition, interpretation and translation services are quick to access and Housing Solutions Officers will provide additional support to those who need it.

The Councils are not proposing to operate a reduced preference band, instead opting to operate a suspension of bidding arrangement. Applicants on a reduced preference band could still be re-housed and this can reduce the incentive to seek support or resolve the behaviours, such as rent arrears or ASB that led to the reduced preference banding. With a suspension of bidding arrangement, applicants would be awarded banding based on their needs but they would be suspended from bidding on any properties until a suitable period of stabilisation has been completed. This could include seeking support for anti-social behaviour or reducing rent arrears. Applicants will be able to work with the Councils Housing & Benefits Advisors, link into organisations within the Help Hubs and wider organisations.

In this way good tenant behaviour is promoted and there is increased likelihood of future sustainable tenancies.

Young and single people, single adult headed households, those on low incomes and those with mental health and complex needs may be impacted by this policy. However, in mitigation the aim is to directly seek to resolve issues which could lead to a future failure of tenancy and re-presentation to the Council. All suspension of bidding cases will be assessed carefully on their circumstances, to ensure that we are not compounding inequality or increasing risk and/or vulnerability for applicants. As with all of the proposals contained within the scheme, regular monitoring and review will need to be undertaken to ensure the process is effective and does not result in a wholly negative impact.

The following provides details of some of the believed impacts in relation to the protected characteristics

Age

Young people

Young carers will be treated as a 16+ child and allowed a separate bedroom allocation. This is in recognition of the caring duties they perform in addition to other responsibilities they may have and the benefit of have a safe, relaxing space for these young carers to use.

The councils will accept applications to the list by those who are aged 16-18. However, those under 18 cannot legally hold a tenancy. Where the councils are approached by a 16-18 year old, the Joint Protocol to address the needs of homeless young people in Norfolk will be applied and a joint assessment will be undertaken to identify the best support for that young person, including reunification with family, the application of any duties under the Children Act, accommodation with Children's Services acting as a guarantor, or identification of an alternative guarantor.

¹ <https://www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/bulletins/internetusers/2019#generation-gap-narrowing-in-recent-internet-use>

² <https://www.edp24.co.uk/news/tech/norfolk-and-suffolk-broadband-speeds-compared-1-6665739>

Child of tenant arrangements are proposed within the allocations scheme as means with which to rehouse adult children within a household. Specific criteria applies, however this would seek to alleviate overcrowding and allowing the adult child of the household to seek independence and move away from the family home while allowing the family as a whole to remain in their community.

Children cannot usually appear on more than one application. If parents are separated and children live part of their time with each parent, the council will afford a bedsize allocation to one property. This is generally where the children spend more time at one property, where there is a Residence Order or the parent who is in receipt of any benefits for the children. The Councils acknowledge that ideally, and where possible, children should be able to spend equal time with both parents. This is in order to facilitate strong relationships with their parents and maintain wellbeing and there could be a negative impact for those young people in terms of spending time with the other parent who are more likely to be males. Nationally ONS statistics state that 86% of single parent households are headed by women, although it could be noted that the number of male headed families has increased by 22% overall.³

In mitigation, the Councils need to make the best use of social housing available, which is a scarce resource and would prioritise the opportunity to house two different households. In addition, giving a larger property to the less resident parent may cause issues of affordability, particularly from a benefits perspective in terms of the spare room subsidy. However, the Councils will work with the less resident parent to explore opportunities for a property with an additional bedroom dependant on affordability and availability, this is afforded within the allocations policy by allowing 2 bedroom upper floor flats to be made available to those with only a one bed need.

As covered by current legislation, care leavers aged under 21 years are afforded a local connection where they have been looked after by Norfolk County Council for at least 2 years, including some time before they turned 16 or they have been placed in accommodation in Broadland or South Norfolk by another authority for at least 2 years, including some time before they turned 16. However the Councils have taken the decision to extend this local connection to those aged under 25 years old. This brings the offer into line with the statutory duty for Children's Services to offer Personal Advisor support for all care leavers up to the age of 25. In addition, the councils will work with the young person and Children's Services to set up an accommodation plan and to prepare for a tenancy.

Following consultation feedback, care leavers will also be awarded a Band 2 priority as opposed to a Band 3 as previously suggested.

In terms of bedroom allocations, the councils are proposing a policy of a separate bedroom for children of the household aged 16+, with children of the opposite sex allocated their own bedroom when they are 10 years or older. This is in line with current calculations for Housing Benefit and Universal Credit in respect of the spare room subsidy and ensures that we do not place applicants in a property that could be unaffordable.

Older people:

The proposed banding criteria gives a Band 2 priority for those who are current tenants seeking to move to a smaller property. This is more likely to impact on older people who may wish to downsize and would allow them to move a property that may be better placed to meet their needs and allows a family home to become available.

Disability

Although the provision of supply is out the scope of the Allocations Scheme, we are highly conscious that access to an accessible property is needed to support applicants with a disability or health condition. Within the Allocations Scheme the Councils will give priority based not only on an assessment of the disability or health condition but also by how the health or quality of life is affected by the applicant's home. From this,

³

<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/families/bulletins/familiesandhouseholds/2019>

the Councils can also make a recommendation that the household has a requirement for a specific property, for example, ground floor, wheelchair accessible, garden space or adapted.

A number of responses received into the consultation related to the supply of accessible housing and these have been forwarded to the Housing Enabling team as part of the countywide Housing Needs Assessment work. The Councils are also responding to central Government's *Raising accessibility standards for new homes* consultation which is seeking views on proposed options to raise standards and increase the supply of accessible homes.

Other comments related to:

- Allocating adapted properties to make best use of stock
- Length of time on the list for those waiting for an adapted property to meet their needs
- Giving households with a disabled family member priority over certain areas, for example, being close to school, support networks.

The Councils need to ensure that where existing social housing properties that have adaptations become void that they are managed so the adaptations don't have to be removed. This is not a good use of housing stock to meet the needs of applicants on the housing list, nor is it a good use of the council's Disabled Facilities Grant (DFG) funding which may have been used to install the adaptations.

As mentioned above, working with the Landlord to facilitate a direct let through matching an adapted property to an applicant will ensure better use of stock and an appropriate and long-term housing solution for the applicant.

To facilitate further the councils are including within the priority banding a Band 2 allocation for those seeking to move from an adapted property that is no longer needed. Again this ensures that an adapted property becomes available sooner.

The Councils are also going to be undertaking further work with Registered Providers to explore and identify measures that can be taken to improve the matching of adapted properties to households in need of them.

As per the bedroom provision for young carers detailed above, where there is an agreed medical need for a Carer and they are not already a permanent part of the household, provision for a bedroom can be given, in addition, where there is a need to accommodate large equipment or where there are serious mobility an additional room can be allocated.

Race

The Allocations Scheme aims to have a positive impact for all applicants and we acknowledge that those from Black, Asian and Minority Ethnic (BAME) groups may be disproportionately affected by some aspects of homelessness, for example:

- Black people are disproportionately affected by homelessness with 1 in 23 black households becoming homeless or threatened with homelessness, versus 1 in 83 households from all other ethnicities combined.
- 24% of people making homeless applications to local councils are from BAME groups, even though they make up just over a tenth (11%) of all households in England. ⁴

Due to issues with the Broadland IT system we are unable to extract data relating to ethnicity of applicants for the housing list. With a new system coming into place in April 2021, recording will be improved and can provide a comparator with South Norfolk data. The Councils can use this data to ensure that services are accessible. It should also be noted that provision of this information is voluntary for all applicants and so may lead to some areas of under reporting.

4

https://england.shelter.org.uk/media/press_releases/articles/black_people_are_more_than_three_times_as_likely_to_experience_homelessness

We can, however provide data around ethnicity of applicants seeking assistance under a prevention or relief duty through the Homelessness Reduction Act (HRA) to give an overview. Data for 2019/20 suggests that of those approaching Broadland, 6.9% of applicants were from a Black, Asian, Mixed or Other Ethnicity⁵. Taking Census 2011 data, the overall Broadland population of those with the same ethnicities was 2.3%. Although not at the same numbers as the England average above, it does indicate that there is a slightly higher representation from those of a Black, Asian or Minority Ethnicity who are homeless or at risk of homelessness.

In comparison, in South Norfolk, just 1.6% of HRA approaches were from a Black, Asian, Mixed or Other Ethnicity compared to an overall population percentage of 2.4%. However, only 88.1% of approaches were from white applicants as opposed to 97.6% of the overall South Norfolk population. For 10.2% of applicants, their ethnicity is not known, perhaps indicating under reporting.

The differences in the data highlight the importance of the standardisation of the information supplied to the councils, this will enable the councils to carefully monitor the housing list and ensure that the policies and processes contained within the scheme does not have a negative impact.

The council also extends support to those of a Gypsy and Traveller background , firstly through the provision of a local connection for those who are Gypsy's,(as defined in the Caravan Sites Act 1968) who have habitually resorted to the area and wish to seek permanent 'bricks and mortar' housing.

Relevant to South Norfolk Council is the management of applications for pitches managed by a Registered Provider. The process detailed in the Allocations Scheme provides a consistent application procedure, and because available pitches will be allocated through a direct let process enables an assessment of priority need in addition to an additional assessment of any site-specific factors which will include consideration of the balance and mix in the community, therefore prioritising the long-term cohesion of the site.

Sex

The Councils acknowledge that some genders will be more represented in specific household categories approaching the housing service. For example, Domestic Abuse disproportionately affects women and children. National statistics state that almost 1 in 3 women aged between 16-59 will experience DA in their lifetime (ONS, 2019). An estimated 20% of children in the UK have lived with an adult perpetrating DA (NSPCC, 2011). In recognition of the impact of DA on young people, the Domestic Abuse Bill currently in progress through Parliament has been amended to recognise children as victims of DA in their own right.

Approximately 4.2% of men in comparison with 7.9% of women suffered domestic abuse in 2018 (ONS). As part of the Council's priority banding system, those who are homeless and fleeing violence or the threat of violence, including Domestic Abuse will be awarded the highest priority band on the Housing List – Band 1, to enable the applicant and their household to access safe housing. In addition, Domestic Abuse is one of the four priorities contained within the Greater Norwich Homelessness Strategy 2020-2025 with a focus to seek housing options to suit the varied needs of victims. This could include the provision of sanctuary schemes to prevent loss of current home. The Councils will also make use of direct and sensitive lets, where appropriate to ensure safety.

The Councils have extended Housing List qualification criteria to include where they are divorced, separated or a civil partner of service personnel and are required to move out of Ministry of Defence (MoD) accommodation. This is in addition to former members of the armed forces and bereaved or widowed spouses. Following the consultation this qualification criteria has been extended further to include eligible partners, that is partners who are not married or civil partners but those who are in a long-term relationship and eligible for MoD accommodation. The Councils have also specified a 5 year period from having to leave MoD accommodation to receive a local connection. Again, this brings it into line with the local connection afforded to current and former members of the Armed Forces. While this will mainly positively impact heterosexual women as they represent the greater proportion of spouses and civil partners in terms

⁵ HCLIC Data 2019/20 <https://www.gov.uk/government/statistics/statutory-homelessness-in-england-financial-year-2019-20>

of Armed Forces personnel, it would not in consequence negatively impact males or those who identify as LGBTQ+.

Sexual Orientation and Gender Reassignment

The Allocations Scheme contains no specific policies or procedures that relate to Sexual Orientation and Gender Reassignment, however, as with other protected characteristics, those who identify as LGBTQ+ may be more likely to be over represented in certain areas, for example, research from Stonewall (2018) suggests that 11% of the LGBT+ population have experienced domestic abuse in the previous 12 months; twice as high as the population as a whole. For bisexual women this increases to 13%, and for Trans or non-binary people to 19%.

In addition, research by the Albert Kennedy Trust in 2016 found that young people who are lesbian, gay, bisexual and transgender comprise up to 24 per cent of the youth homeless population with the main reasons were parental rejection, abuse within the family or being exposed to aggression and violence.

5. What do you believe are the potential Communities impacts of this policy?

Please include:

- How the policy can meet agreed priorities
- Evidence gathered to inform your decision
- Partnership organisations worked with in the development of this policy
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

Note: Impacts could be **positive**, **neutral**, or **negative** and impact groups differently

Health and Mental Health

This EqCIA details above how the Allocations Scheme can have a positive impact on those with a disability or health condition. In terms of mental health, the Councils acknowledge that worry over the loss of a home can exacerbate mental health, while mental health conditions can increase the risk of homelessness.

Policies and processes within the Allocations Scheme that aim to have a positive impact on MH include:

- Safe Surrender process, where an existing social housing tenancy is failing, the agreement enables the surrender of the tenancy before the situation escalates to a crisis and/or eviction. Safe Surrender agreements will be taken into account when assessing subsequent housing applications.
- Assisted bidding and Direct Lets for applicants who need additional support bidding or because their circumstances mean that a direct let to a specific property may provide the best option.

Place inc. Rurality

Measures contained within the Allocations Scheme seek to support safe, coherent communities. These include:

- Properties being available for applicants across both districts, subject to the property not being allocated to an applicant on the list for the 'home district' of the property. This ensures that no property is left empty and they retain their use as a home, reducing the prospect of ASB and providing an element of mobility amongst residents of South Norfolk and Broadland.
- S106 properties enabling local residents to access affordable housing in their area
- The suspension of bidding process where ASB has been an issue
- The provision of sensitive lets where a property has a management history which requires the careful selection of the next tenant to ensure harmony in the area where it is located.

Low Income and Poverty

Affordability of housing can be one of the main reasons applicants approach for housing advice and access to the housing list. This is more likely to affect, in particular, single income households, for example, young and single people and single headed households. To provide some illustration, of those who approached

the Councils as homeless or threatened with homelessness under the HRA in 2019/2020 just under 50% of those were aged under 34. Single males comprised an average of 39% of approaches, 20% were single females. From the perspective of single adult headed households, just under 3% were headed by a male and 23% headed by a female. As stated above, nationally adult females form a greater proportion of single parent households.

Furthermore, private rental prices average at £404 pm in Norwich (Broadland and South Norfolk figures not available) for a room in a shared property and an average of £785 in Broadland for a three bedroom property (ONS, 2020)⁶. Applying the salary principle of 30x monthly rent used by letting agents to determine affordability this requires an annual salary £12,409 and £23,550. For those eligible for assistance with housing costs, a welcome rise in Local Housing Allowance (LHA) rates was introduced in April 2020⁷, however there can still be considerable shortfall for households to make up. An average of £45 pm for a room in a shared property to £76 pm for a three bedroom property. It should also be noted that locally approx. 20-25% of households in the sub-region in receipt of help with housing costs are in employment.

Although the statistics above don't take into account all reasons for households applying to the housing list, such as medical need, overcrowding etc. it does indicate that affordability can be a determining factor in approaching the housing list. This is going to be particularly pertinent as the economic impacts of COVID-19 continue to become apparent.

For young and single people, based on an assessment of their circumstances and needs, an application to the housing list may not be the most suitable housing solution. However, the Accommodation Pathway model, within which the Allocations Scheme sits seeks to provide a one-stop housing advice platform on a wider basis than that of social housing. This could include measures to prevent housing crisis, remaining in the family home, debt and welfare advice and support into the private rental sector, including rent and deposit schemes.

6. How is it proposed that any identified negative impacts are mitigated?

Please include:

- **Steps taken to mitigate, for example, other services that may be available**
- **If a neutral impact has been identified can a positive impact be achieved?**
- **If you are unable to resolve the issues highlighted during this assessment, please explain why**
- **How impacts will be monitored and addressed?**
- **Could the decision/policy be implemented in a different way?**
- **What is the impact if the decision/policy is not implemented?**

The detail contained within questions 4 and 5 above provide examples of characteristics, including protected characteristics of those who may be more likely to approach the councils, either in, or to prevent housing crisis or who are experiencing a change in circumstances, and which could be resolved through an application to the housing list.

It also gives detail of the measures contained within the Allocations Scheme which are designed to have a positive impact for people for will identify as having one or more of those characteristics, including where the Councils seek to reduce the barriers for approach for housing advice. The Allocations Scheme will need to be carefully monitored and reviewed to ensure that the predicted impacts remain positive or neutral in particular with regard to,

- The suspension of bidding process
- The re-assessment of non-qualified applicants
- Continued impacts of COVID-19
- Impacts from Britain's exit from the EU, especially in relation to eligibility criteria for people from abroad

⁶

<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/bulletins/privaterentalmarketsummarystatisticsinengland/april2019tomarch2020>

⁷ <https://lha-direct.voa.gov.uk/>

Signed by evaluator: Victoria Parsons

Signed by responsible head of department:

Please send your completed forms to the equalities lead (Victoria Parsons) to be reviewed and stored in accordance with our legal duty.

REVIEW DATE – (See Page 2 for details of reviews. Please send a copy of the reviewed document to Victoria Parsons)

Licensing Act 2003

Review of Licensing Policy

Report Author(s): Rosie Setford
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Portfolio: Michael Edney, Stronger Communities

Ward(s) Affected: All

Purpose of the Report:

To present the draft revised Licensing Policy for consideration together with details of the review and subsequent formal consultation.

Recommendations:

The Committee is RECOMMENDED to:

- (a) Consider the amended Licensing Policy, the proposed amendments which are highlighted, and the schedule of responses received as a result of the consultation in respect of the review of the Licensing Policy and make any necessary decisions.
- (b) Refer the amended Licensing Policy together with any recommendations to Council for its formal adoption.

1 SUMMARY

- 1.1 This report details the outcome of the consultation process in respect of the review of the Licensing Policy and makes recommendations.

2 BACKGROUND

- 2.1 The Licensing Act 2003 requires each authority to carry out its various licensing functions so as to promote the following four licensing objectives:
- The prevention of crime and disorder
 - Public safety
 - The prevention of public nuisance
 - The protection of children from harm
- 2.2 To achieve these objectives, the Authority is required to publish a Statement of Licensing Policy which sets out the policies the Authority will generally apply to promote the licensing objectives when making decisions on applications made under the Act. The Policy should be agreed by Full Council.
- 2.3 The Act requires the Licensing Policy to be reviewed every five years. The Authority's current Licensing Policy expires on 6 January 2021 and the new Policy must therefore take effect from 7 January 2021 for a further period of five years.

3 THE ISSUES

- 3.1 The Policy document (see Appendix One) has been circulated widely to stakeholders throughout the South Norfolk district, as well as to numerous national, regional and local representative bodies and organisations, with a closing date for comments of 21 September 2020. 496 individuals and organisations were contacted in writing to advise them of the Policy review. Copies of the Policy were available at local libraries and hard copies could be requested by contacting the Licensing Office. The document was also posted on the Council's website for the full consultation period.
- 3.2 Central Government published a Consultation Code of Practice in July 2008. The Code recommends that responses to consultation exercises should be analysed carefully. The focus should be on the evidence given by consultees to back up their arguments. Analysing consultation responses is primarily a qualitative rather than a quantitative exercise. Following a consultation exercise, a summary of who responded to the consultation exercise should be provided, along with a summary of the views expressed to each question. A summary of any other significant comments should also be provided.
- 3.3 The purpose is in the event that an authority's policy is challenged, the authority could demonstrate to a court how it arrived at its policy and that due weight and consideration had been given to all representations including, where appropriate, why some had been disregarded.
- 3.4 Given the relatively small number of responses received to the consultation, the responses have been set out in the following format (see Appendix Two):
- A reference number for each representation
 - Name of the respondent

- A summary of the respondent's comments
 - The authority's appraisal of the comments
 - Authority's response
- 3.5 Further guidance recommends that any amendments made to the Licensing Policy during the course of the Committee meeting should be carefully and accurately recorded with well-articulated and reasoned details.
- 3.6 Appendix Three details the main amendments to the policy document. Those amendments which were proposed at the start of the consultation period are highlighted in yellow. The section highlighted in blue at 4.4 of the draft Licensing Policy in Appendix 1 is an amendment proposed as a result of a response received during the consultation process.
- 3.7 Considerable partnership working and liaison with all Norfolk Authorities and statutory bodies has taken place in respect of the enforcement of the Licensing Act 2003 essentially to provide for consistency of approach. As a result, a joint enforcement guide was produced (see Appendix Four). It is recommended that this document forms an annex to the Licensing Policy.

4 PROPOSED ACTION

- 4.1 The Committee is requested to thoroughly review and consider Appendix Two which details the responses to the consultation process.

5 ISSUES AND RISKS

- 5.1 **Resource implications** – There are no specific resource implications in respect of the review of the Licensing Policy other than those already identified and funded to enable the Authority to comply with the overall requirements of the legislation. The level of income generated by and arising from the implementation and enforcement of the Licensing Act 2003 will be kept under close review.
- 5.2 **Legal implications** – The Licensing Act 2003 requires the Authority to produce a Statement of Licensing Policy, to consult in respect of the Policy and to have discussed and formally adopted the Policy by the 7 January 2021.
- 5.3 **Equality implications** – An Equality Impact Assessment has been completed with no issues or concerns highlighted. There are no human rights issues specific to the Licensing Policy providing the Authority can demonstrate best practice and compliance with national guidance in the production of the Policy.
- 5.4 **Environmental impact** – In making their determination Committee is requested to ensure that the principles of the prevention of public nuisance licensing objective are upheld.
- 5.5 **Crime and disorder** – In making their determination Committee is requested to ensure that the principles of the prevention of crime and disorder licensing objective are upheld.

6 RECOMMENDATIONS

6.1 The Committee is **RECOMMENDED** to:

- (a) Consider the amended Licensing Policy, the proposed amendments which are highlighted, and the schedule of responses received as a result of the consultation in respect of the review of the Licensing Policy and make any necessary decisions.
- (b) Refer the amended Licensing Policy together with any recommendations to Council for its formal adoption.

Appendices:

Appendix One	Licensing Policy
Appendix Two	Schedule of responses received as a result of the consultation in respect of the Licensing Policy
Appendix Three	Summary of proposed amendments
Appendix Four	Joint Enforcement Guide

Draft Licensing Policy

Licensing Act 2003



Definitions

Note: In this policy, the following definitions are included to provide an explanation of certain terms included in the Licensing Act and therefore in the policy. In some cases they are an abbreviation of what is stated in the Licensing Act 2003 or an interpretation of those terms. For a full definition of the terms used, please refer to the Licensing Act 2003.

'the Act' refers to the Licensing Act 2003

'the Council' refers to South Norfolk Council


'the Guidance' refers to the revised guidance issued by the Home Office under s.182 of the Act

'licensed premises' includes premises, club premises and events unless the context otherwise requires

'the Licensing Authority' refers to South Norfolk Council

'the Licensing Committee' refers to Licensing Committee

1 Executive Summary

- 1.1 South Norfolk Council is the licensing authority under the Licensing Act 2003 and are responsible for granting premises licences, club premises certificates, temporary event notices and personal licences in the South Norfolk district in respect of the sale and/or supply of alcohol and the provision of regulated entertainment and late night refreshment.
- 1.2 This policy sets out the manner in which applications for licences, which are required by the Licensing Act 2003, will be considered by South Norfolk Council.
- 1.3 The policy will not seek to introduce 'zones' where specific activities are concentrated.
- 1.4 The policy will not be used to fix the hours during which alcohol can be sold or to set quotas for particular closing times and, in general, shops will be permitted to sell alcohol during the hours which they are normally open for trade. 
- 1.5 This policy statement will not seek to regulate matters which are provided for in any other legislation e.g. planning, health and safety, employment rights, fire safety, etc.
- 1.6 The licensing authority wishes to encourage licensees to provide a wide range of entertainment activities within the district throughout their opening hours and to promote live music, dance, theatre, etc. for the wider cultural benefit of the community.

Who is affected?

- 1.7 The activities which require a licence under the provisions of the Licensing Act 2003 and which this policy statement covers include:
 - Retail sale of alcohol
 - Supply of alcohol to club members
 - Provision of 'regulated entertainment':
 - A performance of a play
 - An exhibition of a film
 - An indoor sporting event
 - Boxing or wrestling entertainment (indoor or outdoor)
 - A performance of live music
 - Any playing of recorded music
 - A performance of dance
 - The supply of hot food and/or drink from any premises between 11pm and 5am.
- 1.8 Deregulation exempted certain activities from the scope of licensing. The Live Music Act 2013, the Legislative Reform (Entertainment Licensing) Order 2014 and the Deregulation Act 2015 have exempted entertainment from needing to be authorised under the Act in certain instances. Therefore reference should be made to current legislation and Home Office Revised Guidance issued under section 182 of the Act. (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/418114/182-Guidance2015.pdf to confirm which activities require a licence.)
- 1.9 Please also see <https://www.gov.uk/alcohol-licensing#overview> for details of licensable activities.

2 Purpose and Scope of the Policy

- 2.1 South Norfolk Council is also situated in the County of Norfolk. South Norfolk is a rural district covering approximately 90,765 hectares and with a population of over 129,000 (2014 ONS). The area is an attractive rural area of market towns and villages with approximately 57,880 dwellings and 6,000 businesses within the District. The main urban areas are the towns of Wymondham, Diss, Harleston, Loddon, Costessey and Hingham as well as the parish of Cringleford on the Norwich fringe and large villages including Hethersett, Long Stratton, Poringland and Mulbarton.
- 2.2 In accordance with the legislation the licensing authority will prepare and publish a statement of licensing policy every five years. During the five year period the policy will be kept under review and the licensing authority may make such revisions as considered appropriate.
- 2.3 This 'Statement of Licensing Policy' has been prepared in accordance with the provisions of the 2003 Act and the Guidance issued under Section 182 of the Act.
- 2.4 This licensing authority must seek to promote the four licensing objectives contained in the Licensing Act 2003 when carrying out its licensing functions. These objectives are:
- the prevention of crime and disorder
 - public safety
 - the prevention of public nuisance
 - the protection of children from harm
- 2.5 When determining applications for licences the licensing authority must also have regard to this policy statement, to the Guidance and to the secondary legislation.
- 2.6 Each application will be considered on its individual merits in the context of the four licensing objectives stated above.
- 2.7 Conditions may be imposed on a licence following relevant representations received from responsible authorities.
- 2.8 There is a provision for the licensing authority itself to make representations in its role as a responsible authority.
- 2.9 Before publishing this policy statement the licensing authority will consult with the following:
- the chief officer of police for the area;
 - the fire and rescue authority for the area;
 - the Director of Public Health for any area or any part of which is in the South Norfolk area
 - persons/bodies representative of local premises licence holders;
 - persons/bodies representative of local club premises certificate holders;
 - persons/bodies representative of local personal licence holders; and
 - persons/bodies representative of businesses and residents in the area.
- 2.10 A Licensing Authority is not precluded from consulting with other persons or bodies in addition to those it is required to consult with.

- 2.11 For the purposes of the Licensing Act 2003, the relevant Responsible Authorities are:
- the relevant licensing authority and any other licensing authority in whose area part of the premises is situated;
 - the chief officer of police;
 - the local fire and rescue authority;
 - the relevant enforcing authority under the Health and Safety at Work etc Act 1974;
 - the local authority with responsibility for environmental health;
 - the local planning authority;
 - a body that represents those who are responsible for, or interested in, matters relating to the protection of children from harm;
 - each local authority's Director of Public Health (DPH); and
 - the local weights and measures authority (Trading Standards).

2.12 In cases where a licensing authority is also acting as responsible authority in relation to the same process, it is important to achieve a separation of responsibilities within the authority to ensure procedural fairness and eliminate conflicts of interest. In such cases licensing determinations will be made by the Licensing Committee or sub-committee comprising elected members of the authority (although they are advised by a licensing officer). Therefore, a separation is achieved by allocating distinct functions (i.e. those of licensing authority and responsible authority) to different officials within the authority.

Main Principles of the Policy

- 2.13 Nothing in the 'Statement of Policy' will:
- undermine the rights of any person to apply under the 2003 Act for a variety of permissions and have the application considered on its individual merits; and/or
 - override the right of any person to make representations on any application or seek a review of a licence or certificate where they are permitted to do so under the 2003 Act.
- 2.14 Licensing is about the control of licensed premises, qualifying clubs and temporary events within the terms of the 2003 Act, and conditions may be attached to licences, certificates and permissions that will cover matters which are within the control of individual licensees.
- 2.15 When considering these conditions, the licensing authority will primarily focus on the direct impact of the activities taking place at licensed premises on members of the public living, working or engaged in normal activity in the area concerned but will also have regard to the impact of persons attending licensed premises on the local community and environment. To this end, Town/Parish Councils will be notified of all applications for new or full variations of Premises Licence and Club Premises Certificates. The licensing authority recognises that only conditions strictly appropriate to promote the licensing objectives should be attached to licences.

2.16 Conditions on a premises licence or club premises certificate are important in setting the parameters within which premises can lawfully operate. Conditions must be tailored to the individual type, location and characteristics of the premises and events concerned. Standardised conditions should be avoided and indeed may be unlawful where they cannot be shown to be appropriate for the promotion of the licensing objectives in an individual case.

2.17 The licensing authority acknowledges that the licensing function cannot be used for the general control of anti-social behaviour by individuals once they are beyond the direct control of the licensee of any premises concerned.

2.18 In this respect, the licensing authority recognises that, apart from the licensing function, there are a number of other mechanisms available for addressing issues of unruly behaviour that can occur away from licensed premises, including:

- planning controls;
- positive measures to create a safe and clean environment in these areas in partnership with local businesses, transport operators and other departments of the Local Authority;
- the provision of CCTV surveillance in town centres, taxi ranks, provision of public conveniences open late at night, street cleaning and litter patrols;
- designation of parts of the District as places where alcohol may not be consumed publicly;
- the confiscation of alcohol from adults and children in designated areas;
- regular liaison with Police on law enforcement issues regarding disorder and anti-social behaviour, including the issue of fixed penalty notices, prosecution of those

selling alcohol to people who are drunk, confiscation of alcohol from adults and children in designated areas and closing down licensed premises or temporary events on the grounds of disorder, or likelihood of disorder, or excessive noise from the premises;

- the power of the Police, other responsible authorities, or any other person to seek a review of the licence or certificate.
- Raising a contribution to policing the late night economy through the Late Night Levy;
- Early Morning Alcohol Restriction Orders;
- Investigation of statutory nuisance complaints under the Environmental Protection Act 1990.

2.19 Any petitions made in respect of an application must meet the following minimum requirements:

- It must be clear to which premises/application the petition relates;
- The petition must relate to one or more of the licensing objectives;
- Each page must include information as to the purpose of the petition (so it is clear signatories were aware what they were signing);
- Full names and addresses must be supplied, in a legible manner;
- It should be made clear to all signatories that a copy of the petition, containing their details will be passed to the applicant and contained within the committee papers, which, in the event of a hearing become public documents;
- The first named respondent is taken to be in the instigator of the petition, and will be used as the point of contact in terms of any queries about the petition;

- The first named respondent will be expected to represent the signatories at a hearing and to communicate any information to other signatories as appropriate – the Licensing Authority will not contact each signatory as if they were making individual representations;
- The licensing authority reserves the right to make such checks as to the validity of the petition signatories as it feels appropriate.

Petitions not received by the licensing authority in this format are unlikely to be classed as a relevant representation.

2.20 In the absence of any relevant representations or where representations have been made and subsequently withdrawn in respect of an application, the licensing authority is obliged to grant the licence and replicate the proposals contained in the operating schedule to promote the licensing objectives in the form of clear and enforceable conditions.

3 Duplication

- 3.1 There are many stakeholders in the leisure industry, covering a wide range of disciplines. Many are involved, directly or indirectly, in the promotion of the licensing objectives, particularly those relating to the prevention of crime and disorder and public nuisance.
- ~~3.2 Arrangements will be made for the Licensing Committee to receive reports on the following matters, as required, to ensure these are reflected in their decisions:~~
- ~~• the needs of the Greater Norwich Growth Board in so far as they relate to the South Norfolk district; and~~
 - ~~• the employment situation in the South Norfolk district and the need for investment and employment where appropriate.~~
- 3.3 The licensing authority will arrange for protocols with Norfolk Constabulary to enable reporting to the authority responsible for transport matters on the need for the swift and safe dispersal of people from the town centres within the district to avoid concentrations of people, which can produce disorder and disturbance.
- 3.4 The licensing authority recognises the need to avoid, so far as possible, duplication with other regulatory regimes. Whilst having regard to the planning regime the licensing authority recognises that there should be a clear separation of the planning and licensing regimes. The licensing authority will endeavour to minimise the burden of legislation on small businesses.


3.5 However, some regulations do not cover the unique circumstances of some entertainment. Where relevant representations are received the licensing authority will consider attaching conditions to premises licences and club premises certificates where these are necessary for the promotion of the licensing objectives and are not already provided for in any other legislation.

3.6 This policy recognises that:

The Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination; and to promote equality of opportunity and good relations between those who share a protected characteristic and those who do not.



4 Prevention of Crime and Disorder

- 4.1 Licensed premises, especially those offering late night/early morning entertainment, alcohol and refreshment for large numbers of people, can be a source of crime and disorder problems.
- 4.2 The licensing authority will expect Operating Schedules to satisfactorily address these issues, as appropriate, from the design of the premises through to the daily operation of the business.
- 4.3 Applicants are recommended to seek advice from Council Licensing Officers and the Police, as well as taking account, as appropriate, of local planning and transport policies and tourism, cultural and crime prevention strategies, when preparing their plans and Schedules.
- 4.4 The licensing authority would encourage applicants and current licence holders to consider the use of toughened or plastic glasses when serving drinks to members of the public, particularly where they are to be consumed in beer gardens, at outside events or in premises where a risk assessment may indicate the use of toughened or plastic glasses would be of benefit in complying with the public safety licensing objective. 
- The usage of single-use plastic drinking glasses should be carefully considered in accordance with the Government Initiative to tackle single-use plastic waste
- 4.5 In addition to the requirements for the licensing authority to promote the licensing objectives, it also has a duty under Section 17 of the Crime and Disorder Act 1998 to do all it reasonably can to prevent crime and disorder in the district. The licensing authority also acknowledges powers contained within the Violent Crime Reduction Act 2006.
- 4.6 Where relevant representations are received the licensing authority will consider attaching conditions to licences and permissions to deter and prevent crime and disorder both inside and immediately outside the premises. The licensing authority may also consider attaching a condition, where relevant representations are received, requiring a 'safe dispersal policy for customers' which would address:
- Dispersing customers over an extended period;
 - Ensuring customers leave the premises in an orderly fashion and without bottles or glasses;
 - ~~Offering a Neighbours' Charter to businesses and residents;~~
 - ~~Placing marshals in high visibility jackets outside premises to promote order and speedy dispersal; and~~
 - ~~Sending out a 'Rubbish Patrol' following closure in a designated area around the premises.~~
- 4.7 The Portman Group operates, on behalf of the alcohol industry, a Code of Practice on the naming, packaging and promotion of Alcoholic Drinks. The licensing authority commends the code. Further details of the Portman Group Code of practice can be found at Annex A.
- Sale and use of new psychoactive substances (NPS) at alcohol licensed premises such as off-licences
- 4.8 New psychoactive substances (NPS) mimic the effects of illegal drugs (like cocaine, cannabis and ecstasy) while being designed to evade controls. The sale of new psychoactive substances (NPS) – so called “legal highs” –

is not regulated under the 2003 Act. However, the licensing authority will consider whether conditions are appropriate to prevent the sale of such products alongside the sale of alcohol at a licensed premises, including at off-licences, or, for example, for on-trade premises to impose a door policy. Some NPS products may contain controlled drugs, and therefore be illegal, in which case the licensing authority will involve the police and consider applying for a review of the premises licence on crime and disorder grounds. But some NPS are not illegal. There is evidence that such NPS products can cause harms, particularly if taken in combination with alcohol.

- 4.9 The licensing authority will consider whether there is evidence that it would be appropriate to impose a condition of this kind specifically in order to promote one or more of the statutory licensing objectives, including public safety and protecting children from harm. Hospital admissions data or public order or nuisance data may assist or evidence that NPS are being purchased at a premises used by those under 18. Conditions must of course be tailored to the individual type, location and characteristics of the premises and events concerned and should be proportionate, justifiable and be capable of being met.

5 Public Safety

- 5.1 The 2003 Act covers a wide range of premises that require licensing, including, cinemas, concert halls, theatres, nightclubs, public houses, village halls, cafés/restaurants and fast food outlets/takeaways.
- 5.2 Each of these types of premises present a mixture of risks, with many common to most premises and others unique to specific operations. It is essential that premises are constructed or adapted and operated so as to acknowledge and safeguard occupants against these risks.
- 5.3 The licensing authority will expect Operating Schedules to satisfactorily address these issues, as appropriate, and applicants are advised to seek advice from Council Health and Safety Officers and the County Fire Officer before preparing their plans and Schedules.
- 5.4 Where relevant representations are received the licensing authority will consider attaching conditions to licences and permissions to promote safety.
- 5.5 Public safety includes the prevention of accidents and injuries and other immediate harms that can result from alcohol consumption such as unconsciousness or alcohol poisoning. Conditions relating to public safety may also promote the crime and disorder objective or nuisance objective. There will be occasions when a public safety condition could incidentally benefit a person's health more generally, but it should not be the purpose of the condition.
- 5.6 Whenever security operatives/door supervisors are employed at licensed premises to carry out any security function they must be licensed by the Security Industry Authority (SIA). Competent and professional door supervisors are key to public safety at licensed premises. If a licensee directly employs security operatives he/she will need to be licensed by the SIA as a supervisor/manager. **The relevant mandatory conditions will be imposed in all such cases.**

6 Prevention of Nuisance

- 6.1 Licensed premises, especially those operating late at night and in the early hours of the morning, can cause a range of nuisances impacting on people living, working or sleeping in the premises.
- 6.2 The concerns mainly relate to noise nuisance, light pollution and noxious smells and due regard will be taken on the impact these may have. The licensing authority will expect Operating Schedules to satisfactorily address these issues, as appropriate. Applicants are advised to seek advice from the Council's Health and Safety and Community Protection Officers before preparing their plans and Schedules.
- 6.3 Where relevant representations are received the licensing authority will consider attaching conditions to licences and permissions to prevent public nuisance.

7 Protection of Children from Harm

7.1 The licensing authority considers the Norfolk Safeguarding Children's Board to be the competent authority for matters relating to the protection of children from harm.

Access to Licensed Premises

7.2 The wide range of premises that require licensing means that children can be expected to visit many of these, often on their own, for food and/or entertainment. The licensing authority will not seek to limit the access of children to any premises unless it is necessary for the prevention of physical, moral or psychological harm. In all other cases it will be left to the discretion of the licensee.

7.3 The licensing authority has a statutory obligation to ensure robust mechanisms are in place for safeguarding arrangements under Section 11 of the Children Act 2004. Therefore the licensing authority will judge the merits of each separate application before deciding whether to impose conditions limiting the access of children to individual premises. The following are examples of premises that will raise concern:


- Where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.
- Where there have been convictions for serving alcohol to minors or with a recorded history for underage drinking.

- With a known association with drug taking or dealing.
- Where there is a strong element of gambling on the premises.
- Where entertainment of an adult or sexual nature is commonly provided.

7.4 The licensing authority will consider any of the following options when dealing with a licence application where limiting the access of children is considered necessary to prevent harm to children:

- Limitations on the hours when children may be present.
- Limitations on the parts of premises to which the children might be given access.
- Limitations on ages below 18.
- Limitations or exclusion when certain activities are taking place.
- Requirements for an accompanying adult.
- Full exclusion of people under 18 from the premises when any licensable activities are taking place.

7.5 No conditions will be imposed requiring that children be admitted to any premises and, where no limitation is imposed, this will be left to the discretion of the individual licensee.

7.6 The 2003 Act details a number of offences designed to protect children in licensed premises and the licensing authority will work closely with Norfolk Constabulary and **Trading Standards** to ensure the appropriate enforcement of the law, especially relating to the sale and supply of alcohol to children. 

- 7.7 Applicants may wish to consider including a statement within their operating schedule detailing how they will prevent underage drinking at their premises. This may be incorporated within the applicant's proof of age policy.

Access to Cinemas


- 7.8 In the case of premises which are used for film exhibitions, a mandatory condition will apply restricting access to those who meet the required age limit in line with any certificate granted by the British Board of Film Classification or, in specific cases, a certificate given to the film by the licensing authority itself.
- 7.9 It may also be necessary to impose a condition to restrict the admission of children to theatres which are incorporating adult entertainment in their productions.

Children and Public Entertainment

- 7.10 Many children go to see and/or take part in an entertainment arranged especially for them, for example children's film shows and dance or drama school productions, and additional arrangements are required to safeguard them while at the premises.

~~7.11 Where entertainment requiring a licence is specially presented for children, the licensing authority will require the presence of an appropriate number of adult staff to ensure public safety and their protection from harm.~~

~~7.12 The licensing authority will expect the submitted Operating Schedules to satisfactorily address these issues.~~

~~7.13 Where relevant representations are received the licensing authority will consider attaching conditions to licences and permissions to prevent harm to children.~~ 

- 7.14 As agencies regulated under section 11 of the Children Act 2004, the licensing authority is obliged to have in place safeguarding processes. The licensing authority must also consider the need to protect children from sexual exploitation when undertaking licensing functions.

- 7.15 The Act provides a legal responsibility to make sure that children and young people are protected from harm at licensed premises. The Guidance requires that children must be protected from "physical, psychological and moral harm", premises allowing access to persons under the age of 18 are expected to have systems in place to safeguard children and young people. For further details of the safeguarding of children in licensed premises please see the Child Sexual Exploitation Leaflet on the following webpage: https://www.safeguardingsheffieldchildren.org/assets/1/child_sexual_exploitation_leaflet_v2.pdf.

7.16 The authority recognises that vulnerable persons can also include adults.

Adult Entertainment

- 7.17 Where regulated entertainment provided on premises is commonly of an adult or sexual nature the licensing authority may, where relevant representations are received, give appropriate and additional consideration as to whether to grant a premises licence when the premises are in the vicinity of:
- residential housing
 - schools
 - play areas
 - children's nurseries or preschool facilities
 - places of religious worship or education
 - historic buildings
 - tourist attractions
 - predominantly family shopping areas
 - community facilities or public buildings e.g. youth clubs, libraries & sports centres.
- 7.18 In so far as it relates to the licensing objectives, and taking into account location, the licensing authority may determine the nature of any external signage for premises providing adult entertainment. The licensing authority will also expect that the entertainment occurring on the premises should only be visible to those who have chosen to enter, regardless of the location.
- 7.19 The licensing authority is especially concerned that premises providing adult entertainment promote the protection of children from harm objective and will expect operating schedules to address this by adopting strict entrance policies, security measures and staff training and management policies to ensure that this and the other licensing objectives are promoted.

8 Cultural Strategies

- 8.1 The Council recognises the need to encourage the provision of a broad range of events in South Norfolk to promote live music, dance, theatre and other entertainments for enjoyment by a wide-cross section of the public.
- 8.2 When considering applications for regulated entertainment events, the Council will be conscious of the need for there to be a balance between the promotion of the entertainment, and concerns that are relevant to licensing objectives.
- 8.3 The Council is aware of the need to avoid where possible attaching conditions to a premises licence, or club certificate, that may inadvertently deter live entertainment by imposing indirect costs of a disproportionate nature. For example, a blanket requirement that any pub providing live music entertainment must have door supervisors.
- 8.4 The Live Music Act 2012, the Legislative Reform (Entertainment Licensing) Order 2014 and the Deregulation Act 2015 have exempted entertainment in certain instances.

9 Live Music, Dancing and Theatre

- 9.1 In its role of implementing local authority cultural strategies, the licensing authority recognises the need to encourage and promote live music, dance and theatre for the wider cultural benefit of the community generally. The introduction of the Live Music Act in 2012, the Legislative Reform (Entertainment Licensing) Order 2014 and the Deregulation Act 2015 have exempted a range of performances under certain circumstances that may have previously required a licence.
- 9.2 When considering applications for such events and the imposition of conditions on licences or certificates, the licensing authority will take account of the cultural needs whilst noting the necessity of promoting the licensing objectives.
- 9.3 The licensing authority is aware of the need to avoid unnecessary or disproportionate measures that could deter live music, dancing and theatre by imposing indirect costs of a substantial nature, save as necessary to promote the licensing objectives.

10 Planning

- 10.1 Planning and licensing regimes will be properly separated to avoid duplication and inefficiency.
- 10.2 Licensing applications will not enable a “re-hearing” of the Planning application and licensing decisions will not override decisions taken by the Planning Committee or permissions granted on appeal. There is no legal basis for the licensing authority to refuse a licence application because it does not have Planning permission.
- 10.3 There are circumstances when as a condition of planning permission a terminal hour has been set for the use of premises for commercial purposes. Where these hours are different to the licensing hours, the applicant must observe the earlier closing time. Premises operating in breach of their planning permission would be liable to prosecution under planning law.

11 Temporary Event Notices

- 11.1 Certain temporary events are not required to be licensed but must be notified to the licensing authority by way of a temporary event notice. These can potentially have serious crime and disorder and public nuisance implications. Organisers of these events are encouraged to submit their notification as soon as reasonably practicable to enable Norfolk Constabulary, community protection and the licensing authority to work with them to identify any risks.
- 11.2 Notifications should include a clear description of the location, particularly where an event is to be held in an open space, and when adjacent plots are to be authorised for licensable activities. In these situations the notice giver should also provide detail as to how the maximum number of persons in each area will not be exceeded.
- 11.3 Applications for Temporary Event Notices must be received a minimum of ten clear working days before the event. The ten clear days does not include the date the Notice was received by the Licensing Authority or the date of the event. Therefore, it is advisable to submit Temporary Event Notices in advance of this date wherever possible. In particular circumstances, late Temporary Event Notices can be submitted with at least 5 clear working days' notice.


- 11.4 One copy of the Temporary Event Notice must be served on the licensing authority at the Council Office, one copy of the Notice must be served on the Police and a further copy served on Environmental Health. Please contact the Licensing Section using the details at section 19 to request addresses for Environmental Health and the Police.
- 11.5 Temporary Event Notices can be submitted online through the gov.uk website or by going to <https://forms.south-norfolk.gov.uk/pub/TemporaryEventNotice.ofml>. Where an application is submitted using the online facility the applicant is not required to serve the notice on the Police or Environmental Health. Where possible applicants are encouraged to use the online facility.

12 Personal Licences

- 12.1 The sale or supply of alcohol under a premises licence may not be made unless there is Designated Premises Supervisor (DPS) in respect of the premises who holds a personal licence, and every sale must be made or authorised by a personal licence holder. The only exception for this is for community premises that have successfully applied to have to remove the DPS requirement.
- 12.2 If the Police object to the grant of a personal licence, the matter will be referred to a Licensing Sub-Committee for determination.
- 12.3 The Policing and Crime Act 2017 gives licensing authorities a discretionary power to revoke or suspend personal licences. The process which must be undertaken by the licensing authority is set out in section 132A of the 2003 Act. The decision to revoke or suspend a personal licence will be made by the Licensing Committee or Licensing Sub-Committee, but the actions required before making a final decision will be made by an officer.

13 Cumulative Impact of a Concentration of Licensed Premises

13.1 A cumulative impact assessment (CIA) may be published by a licensing authority to help it to limit the number or types of licence applications granted in areas where there is evidence to show that the number or density of licensed premises in the area is having a cumulative impact and leading to problems which are undermining the licensing objectives. CIAs relate to applications for new premises licences and club premises certificates and applications to vary existing premises licences and club premises certificates in a specified area.


13.2 Section 5A of the 2003 Act sets out what a licensing authority needs to do in order to publish a CIA and review it, including the requirement to consult with the persons listed in section 5(3) of the 2003 Act. 

13.3 The licensing authority will not take 'need' into account when considering an application, as this is a matter for planning control and the market. However, the authority recognises that the cumulative impact of the number, type and density of licensed premises in a given area, may lead to serious problems of nuisance and disorder outside and some distance from the premises.

13.4 Representations may be received following consultation or subsequently from a responsible authority/interested

party, that an area has become saturated with premises, making it a focal point for large groups of people to gather and circulate away from the licensed premises themselves. Consequently, creating exceptional problems of disorder and nuisance over and above the impact from the individual premises.

13.5 In these circumstances, the licensing authority may consider that the imposition of conditions is unlikely to address these problems and may consider the adoption of a special policy on cumulative impact of refusing new premises licences or club premises certificates or the variation of the same because the area is saturated with licensed premises and the granting of any more would undermine one or more of the licensing objectives.

13.6 In the event of an application within an area defined in 13.1 above, the licensing authority will follow the procedures set out in the Home Office Guidance and the Licensing Act 2003 to determine whether a special policy covering cumulative impact should be incorporated in this Statement of Licensing Policy. take the following steps when 
~~considering whether to adopt a cumulative impact policy:~~

- ~~Identify concern about crime and disorder or public nuisance~~

- Consider whether there is good evidence that crime and disorder or nuisance are happening and are caused by the customers of licensed premises, or that the risk of cumulative impact is imminent.
- Consult with those specified in section 5(3) of the 2003 Act and those who are subject to the outcome of the consultation.
- Include and publish details of cumulative impact policy in the licensing policy statement.

13.7 The licensing authority will consider representations based on the impact on the promotion of the licensing objectives in the district generally of the grant of the particular application before them.

13.8 However, the onus would be on those making representations to provide evidence to back up any assertion that the addition of the premises in question would produce the cumulative impact claimed, taking into account that the impact will be different for premises with different styles and characteristics.

13.9 The licensing authority will review any cumulative impact policies every five years to see whether they have had the effect intended and whether they are still needed.

13.10 The licensing authority will not use such policies solely:

- 1) as the grounds for removing a licence when representations are received about problems with existing licensed premises; or,
- 2) to refuse modifications to a licence, except where the modifications are directly relevant to the policy. For example where the application is for a significant increase in the capacity limits.

13.11 The licensing authority recognises that the diversity of premises selling alcohol, serving food and providing entertainment covers a wide range of contrasting styles and characteristics and will have full regard to those differences and the differing impact these will have on the local community.

13.12 It therefore also recognises that, within this policy, it may be able to approve licences that are unlikely to add significantly to the saturation and will consider the circumstances of each individual application.

13.13 The licensing authority will only adopt a special policy on cumulative impact if there is evidence that a significant number of licensed premises concentrated in one area is resulting in unacceptable levels of crime and disorder or public nuisance. The Licensing Authority, having regard to the evidence currently available, and being aware of other measures that are available to the Local Authority and Police to address such issues, considers that there is no particular part of the District causing a cumulative impact on any of the licensing objectives, at the time of writing this policy.

13.14 However, the cumulative impact of licensed premises in a particular area may, at a future time, on representation from residents, businesses or responsible authorities, trigger the consideration of whether any additional licences or substantial variations to existing licences, to increase such aspects as capacity or operating hours, would lead to an unacceptable saturation in an area. In such cases, the licensing authority will follow the procedure set out in the Secretary of State's Guidance to determine whether a special policy covering cumulative impact should be incorporated in this Statement of Licensing Policy.

Late Night Refreshment

13.15 The power to exempt premises, in certain circumstances, from the requirement to have a licence to provide late night refreshment has been provided at Paragraph 2A of Schedule 2 of the 2003 Act (as inserted by the Deregulation Act 2015). This enables licensing authorities to choose to apply an exemption specifically where the supply of late night refreshment takes place if it is:

- a) on or from premises which are wholly situated in a designated area;
- b) on or from premises which are of a designated description; or
- c) during a designated period (beginning no earlier than 11pm, and ending no later than 5am)

13.16 Any decision to implement late night refreshment exemptions would be subject to a separate full consultation process.

Early Morning Restriction Orders

13.17 The ability to implement an Early Morning Restriction Order or 'EMRO' is a power conferred on licensing authorities by the Police Reform and Social Responsibility Act 2011 ("the 2011 Act"), which enables licensing authorities to restrict the sale of alcohol in the whole or a part of their areas between midnight and 6am on all or some days. Licensing authorities are able to make an EMRO in relation to problem areas if they have evidence that the order is appropriate for the promotion of the licensing objectives. It should be noted that the restriction would only relate to alcohol and will have no effect on regulated entertainment.

13.18 The licensing authority does not have any plans to implement an EMRO at the time of writing this policy.

Late night levy

13.19 The power to implement a late night levy is also within the 2011 Act. This enables licensing authorities to charge a levy to persons who are licensed to sell alcohol late at night in the authority's area, as a means of raising a contribution towards the costs of policing the late-night economy. Any levy would have to apply to the entire Local Authority area.

13.20 The licensing authority does not have any plans to implement a Late Night Levy at the time of writing this policy. Any decision to implement a late night levy would require consultation with the Police and Crime Commissioner and Chief Officer of Police, as well as much broader consultation. Such a decision would be made by the Full Council.

14 Licensing Hours

- 14.1 The licensing authority recognises that in some circumstances, flexible licensing hours for the sale of alcohol can help to ensure that concentrations of customers leaving premises simultaneously are avoided. This in turn could reduce the friction at late night fast food outlets, taxi ranks, minicab offices and other sources of transport, which can lead to disorder and disturbance.
- 14.2 Fixed trading hours within designated areas will not be set as this could lead to significant movements of people across boundaries at particular times seeking premises opening later, with the attendant concentration of disturbance and noise.
- 14.3 This would treat residents in one area less favourably than those in another, as well as causing the peaks of disorder and disturbance the Act is trying to avoid.
- 14.4 The licensing authority will generally deal with the issue of licensing hours having due regard to the individual merits of each application. However, consideration will be given to imposing stricter conditions in respect of noise control where premises are situated in mainly residential areas, where relevant representations have been received.

Shops, Stores and Supermarkets

- 14.5 The licensing authority will generally consider licensing shops, stores and supermarkets to sell alcohol for consumption off the premises at any times they are open for shopping.
- 14.6 However, this may be reconsidered where objections to those hours are raised by responsible authorities or interested parties on the basis of the licensing objectives.

15 Conditions

- 15.1 Conditions (other than statutory mandatory conditions) may only be attached to a licence or club premises certificate if relevant representations are received (except for conditions drawn from the applicant's operating schedule since these are voluntary propositions).
- 15.2 Conditions attached to licences or certificates will be tailored to the individual style and characteristics of the particular premises and events concerned. The licensing authority cannot impose blanket standard conditions.
- 15.3 However, where considered appropriate, for the promotion of the Licensing Objectives, the licensing authority will consider attaching conditions to licences as appropriate.

16 Licence Reviews

- 16.1 At any stage, following the grant of a premises licence, a responsible authority to also include the licensing authority or an interested party, may request that the licensing authority reviews the licence because of a matter arising at the premises in connection with any of the four licensing objectives. In addition, Norfolk Constabulary may make an application for a summary review on the basis that premises are associated with serious crime and/or disorder.
- 16.2 Responsible authorities will aim to give licensees early warning of any concerns identified at a premises. The licensing authority can only initiate the review process when acting in its capacity as a Responsible Authority. The authority's role will be to administrate the process and determine its outcome at a hearing where an evidential basis for the allegations made will need to be submitted.
- 16.3 It is expected Responsible Authorities shall intervene where the basis of the intervention falls within the remit of that authority. For example, the appropriate authorities should take appropriate steps where the basis of the review is crime and disorder or the sexual exploitation of children.
- 16.4 A number of reviews may arise in connection with crime that is not directly linked to licensable activities. For example, reviews may arise because of drug problems at the premises; money laundering by criminal gangs, the sale of contraband or stolen goods, the sale of firearms and the sexual exploitation of children or vulnerable adults.
- 16.5 In cases where the crime prevention objective is being undermined it is expected that revocation of the licence – even in the first instance – will be seriously considered.

17 Enforcement

- 17.1 Once licensed, it is essential premises are maintained and operated so as to ensure the continued promotion of the licensing objectives and compliance with the specific requirements of the 2003 Act. The licensing authority will make arrangements to monitor premises and take appropriate enforcement action to ensure this.
- 17.2 The licensing authority works closely with the Police and other enforcing authorities to ensure compliance with the Licensing Act 2003. This provides for the targeting of agreed problem and high-risk premises but with a lighter touch being applied to those premises which are shown to be well managed and maintained.
- 17.3 All enforcement actions taken by the licensing authority will comply with the Council's Enforcement Policy (published on the Council's website), the Better Regulation Delivery Office Regulator's Code and Primary Authority Partnership Scheme. To this end the key principles of consistency, transparency and proportionality will be maintained.
- 17.4 A closure power is provided for in the Anti-social Behaviour, Crime and Policing Act 2014 which replaces section 161 of the Act. This new closure power can be used to protect victims and communities by quickly closing premises that are causing nuisance or disorder. Further guidance on this power can be found on the gov.uk website, under the Anti-social Behaviour, Crime and Policing Act: anti-social behaviour guidance.

Licence Fees

- 17.5 The licensing authority will suspend a premises licence or club premises certificate if the annual fee is not paid when it is due. However, this does not apply immediately if the payment was not made before or at the time of the due date because of an administrative error, or because the holder disputed liability for the fee before or at the time of the due date. In either of these cases, there is a grace period of 21 days. This period is intended to allow the licensing authority and the licence or certificate holder an opportunity to resolve the dispute or error. If the dispute or error is not resolved during this 21 day period, the licence or certificate will be suspended.
- 17.6 Should a licence or certificate be suspended, the licensing authority will notify the holder in writing specifying the date on which the suspension will take effect; this date will be at least five clear working days after the day the authority gives the notice.
- 17.7 A suspension will cease to have effect on the day on which the licensing authority receives payment of the annual fee from the licence or certificate holder.
- 17.8 Norfolk Constabulary Licensing Team will be informed of the suspension and removal of suspension.

18 Administration, Exercise and Delegation of Functions

- 18.1 The licensing authority will be involved in a wide range of licensing decisions and functions and have established a Licensing Committee to administer them.
- 18.2 Appreciating the need to provide a speedy, efficient and cost-effective service to all parties involved in the licensing process, the Committee has delegated certain decisions and functions and has established a number of Sub-Committees to deal with them.
- 18.3 Further, with many of the decisions and functions being purely administrative in nature, the grant of non-contentious applications, including for example, those licences and certificates where no representations have been made, has been delegated to Authorised Officers within the Licensing Section of the Council. Relevant matters dealt with by Officers will be reported for information and comment only to the next Committee meeting.
- 18.4 The Table on the following page sets out the agreed delegation of decisions and functions to the Licensing Committee, Sub-Committees and Officers.
- 18.5 This form of delegations is without prejudice to Officers referring an application to a Sub-Committee, or a Sub-Committee referring an application to Full Committee, if considered appropriate in the circumstances of any particular case.

19 Entitlement to Work in the UK

- 19.1 Following an amendment to the 2003 Act by the Immigration Act 2016, individuals applying for a personal licence, a premises licence for the sale of alcohol or late night refreshment, must be entitled to work in the UK. However, this requirement does not apply to a premises licence for entertainment only, or a club premises certificate, or a TEN.
- 19.2 The Council in its role as the licensing authority will require applicants for the relevant licences to provide appropriate documented proof that they have permission to be in the UK and to undertake work in a licensable activity.

20 Advice

- 18.1 Information and advice on all aspects of licensing can be obtained by:

South Norfolk Council

Website: www.south-norfolk.gov.uk

Telephone: 01508 533621

Email: licensingteam@s-norfolk.gov.uk

South Norfolk Council
Cygnet Court
Long Stratton
Norwich
NR15 2XE

The Licensing Act 2003 and Statutory Guidance can be viewed on the Gov.uk website.

Table of delegations of licensing functions

Matter to be dealt with	Full committee	Sub-committee	Officers
Application for personal licence		If a Police objection made	If no objection made
Application for personal licence, with unspent convictions		If a Police objection made	If no objection made
Application for premises licence/club premises certificate		If a relevant representation made	If no relevant representation made
Application for provisional statement		If a relevant representation made	If no relevant representation made
Application to vary premises licence/club premises certificate		If a relevant representation made	If no relevant representation made
Application for a minor variation			All cases but with discretion to refer to the sub-committee
Application to vary designated premises supervisor		If a Police representation	All other cases
Request to be removed as designated premises supervisor			All cases

Application for mandatory alcohol condition to be disapplied in respect of community premises		If a Police representation	
Application for transfer of premises licence		If a Police representation	All other cases
Application for Interim Authority Notice		If a Police representation	All other cases
Application to review premises licence/club premises certificate		All cases	
Decision on whether a complaint is irrelevant, frivolous, vexatious, etc			All cases but with discretion to refer to the sub-committee
Decision to object when local authority is a consultee and not the lead authority		All cases	
Determination of a police representation to a temporary event notice		All cases	
Consideration of Licensing Policy before Full Council	All cases		

Annex A to

South Norfolk District Council's Statement of Licensing Policy

The Portman Group Code of Practice

The Portman Group operates, on behalf of the alcohol industry, a Code of Practice on the naming, packaging and promotion of Alcoholic Drinks. The Code seeks to ensure that drinks are packaged and promoted in a socially responsible manner and only to those who are 18 years old or over. Complaints about products under the Code are considered by an Independent Complaints Panel and the Panel's decisions are published. If a product's packaging or point-of-sale advertising is found to be in breach of the Code, the Portman Group may issue a Retailer Alert Bulletin to notify retailers of the decision and ask them not to replenish stocks of any such product or to display such point-of-sale material, until the decision has been complied with. The Code is an important weapon in protecting children from harm because it addresses the naming, marketing and promotion of alcohol products sold in licensed premises in a manner which may appeal to or attract minors. The District Council commends the Code.

Annex B to

South Norfolk District Council's Statement of Licensing Policy

The Joint Enforcement Guide

Please see https://www.south-norfolk.gov.uk/sites/default/files/Compliance_and_Enforcement__Policy_14_September_2015%20v1.pdf for a copy of the South Norfolk enforcement policy.

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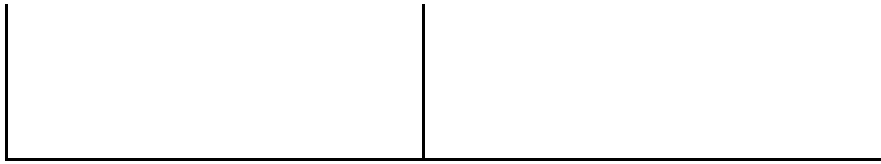
LinkedIn
[linkedin.com/company/south-norfolk-council](#)

**Licensing Policy Review 2021
Consultation Responses**

Consultee	Comments
<p>1. Hayley Goldson, Chedgrave Parish Clerk</p>	<p>Thank you for sending the consultation documents. This matter was considered by Chedgrave Parish Council at it meeting of 3rd September 2020.</p> <p>In relation to para 4.4, councillors would specifically like to exclude single use plastics from the general encouragement of using plastic glasses.</p>
<p>2. Councillor Julian Halls, South Norfolk Council</p>	<p>Thank you for this. All in favour of reducing the size of this document and obviously combine the policy for SDC and DBC.</p> <p>Not sure whether it is relevant but do we have within the policy the power to object, following Police representations for say a small shop where the owner who has been barred because of previous issues, 'who simply passes in theory at least, the running of the business to a near relative with a clean record.</p> <p>I totally accept an unfair question and perhaps a flaw in the main Act but if we could somehow include this it would be a good move.</p>
<p>3. David Saer, Policy and Communications Manager, Portman Group</p>	<p>Thank you for sending through your draft licensing policies for comment.</p> <p>We are pleased that the policies include specific reference to the Portman Group and commends the Code of Practice, encouraging premises to abide by the Code as well as the decisions of the Independent Complaints Panel.</p>

As the policies recognise, the Code is an important weapon in protecting children, as well as other vulnerable consumers, from harm – as stated in the latest edition of the Code of Practice which was published last year.

Response to Comments	Proposed Amendments to Policy
<p>The comments made have been noted and any necessary amendments will be made to the Policy document. Analysis: para. 4.4. encourages the use of toughened or plastic glasses on grounds of public safety. A prohibition of single use plastic glasses, as proposed by the consultee, would be environmentally favourable but would not fall within the remit of the statutory licensing objectives and it could fetter the options of licensees to maximise public safety. However it may be helpful for the Policy to offer informal encouragement and a suggested wording has been provided accordingly.</p>	<p>Members of the committee consider the proposed amendment to the Licensing Policy.</p>
<p>The comments made have been noted.</p>	<p>No amendment required. The consultation process is already defined within the legislation.</p>
<p>The comments made have been noted and any necessary amendments will be made to the Policy document.</p>	<p>To note the updated contact details for the Portman Group.</p>



Appendix Three

The main amendments to this Policy document have been made in order to incorporate recent legislative changes. These being:

1. The Policing and Crime Act 2017 gave licensing authorities a discretionary power to revoke or suspend Personal Licences (these licences allow someone to be named on a Premises Licence as the Designated Premises Supervisor, i.e. the person responsible for authorising alcohol sales). Previously only the courts could revoke a personal licence in limited circumstances. This is covered at section 12 of the draft policy.
2. Cumulative Impact Assessments (CIA) have been added to the Licensing Act, also under the Policing and Crime Act. Previously these were not provided for within the legislation but were just referenced in the Statutory Guidance. They allow Licensing Authorities with built-up areas of licensed premises to potentially restrict applications for new premises. This is covered at section 13 of the draft policy.
3. Following on from this, it is proposed to remove some paragraphs at section 13 in relation to Cumulative Impact. The procedural information is clearly set out in the guidance and there does not seem to be a need to replicate this.
4. Finally, at section 19 there is a new section in relation to entitlement to work. This is following an amendment to the Licensing Act by the Immigration Act 2016 which requires the Authority to check an individual's right to work in the UK when they apply for a premises licence in certain circumstances.

The table of delegations at the end of the policy document remains unchanged.

Any other amendments are minor, to include updating web links and guidance references.

Norfolk Responsible Authority Liaison and Joint Enforcement Guide

Licensing Act 2003

Partners

1. Norwich City Council
2. Kings Lynn and West Norfolk Borough Council
3. Great Yarmouth Borough Council
4. South Norfolk District Council
5. North Norfolk District Council
6. Broadland District Council
7. Breckland District Council
8. Crown Prosecution Service (CPS)
9. Her Majesty's Revenue and Customs (HMRC)
10. Norfolk Constabulary
11. Norfolk Fire and Rescue Service
12. Norfolk County Council Trading Standards Service
13. Maritime and Coastguard Agency
14. Broads Authority
15. Norfolk PCT

Acknowledgement to Leeds City Council

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- 2.3 Policies and procedures
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Appendices

Appendix 1 – Licensing Authority and Responsible Authority contact details

Appendix 2 – Summary of offences under the Licensing Act 2003

Appendix 3 – Signatories to the Enforcement Guide

Part 1 Background Information

1.1 The Licensing Act 2003

The Licensing Act 2003 (the Act) brought the control of alcohol, regulated entertainment and late night refreshment under one central body, the licensing authority. For Norfolk this authority rests with the local District or Borough Council (see Appendix 1). Licensing functions are also delegated to the relevant Licensing Committee, licensing sub-committees, or officers, with the day to day administration of the Act resting with local Licensing Teams.

The original intention of the Act was to provide greater freedom and flexibility for the leisure and hospitality industry so that the public can be offered greater choices, with the removal of terminal hours for the sale of alcohol. The counter balance to this greater freedom is through the powers provided for the police, courts and licensing authority to deal with those who breach the licensing objectives.

More recently the Act has been amended to introduce measures to deal with the problems of late-night drinking; early morning restriction orders and the late night levy. Individual Licensing Authorities will decide on the need to adopt these additional measures.

1.2 Licensing Objectives

The following objectives have equal importance and form the fundamental basis of the Act:

- The prevention of crime and disorder;
- Public safety;
- The prevention of public nuisance; and
- The protection of children from harm.

1.3 Licensing Authorities

By virtue of Section 3 of the Act the local district or Borough Council is appointed as the licensing authority in respect of:

- The sale and supply of alcohol
- The provision of regulated entertainment
- The sale of hot food and drink between 23:00 and 05:00 hours

1.4 Responsible Authorities

Section 13 of Part 3 of the Act also authorises certain agencies to act as 'responsible authorities' for any premises situated in an area under their jurisdiction and located in Norfolk. Table 1 below lists the relevant agencies for Norfolk and the licensing objective(s) which the agencies will focus on.

The Act and accompanying guidance expects all parties to work in partnership to promote the four licensing objectives and to carry out other duties as defined in the Act and accompanying guidance. This document sets out the form of this working relationship.

Table 1 - Responsible Authorities

Responsible Authority	Licensing Objectives
Norfolk Police	1) Prevention of crime and disorder 2) Prevention of public nuisance 3) Protection of children from harm
Norfolk Fire and Rescue Service	Public safety
The Health and Safety Executive	Public safety
Norfolk Trading Standards Service	Protection of children from harm
Local Authority Environmental Health Departments	1) Public safety 2) Prevention of public nuisance
NCC Safeguarding Children Board (to be confirmed SN)	Protection of children from harm
The Licensing Authority	All
Norfolk PCT	1) Prevention of crime and disorder 2) Public Safety

1.5 Purpose of this document

This document forms a signed memorandum of understanding (see Appendix 3) and joint enforcement guide between each Norfolk licensing authority (see Appendix 1) and:

- Norfolk Constabulary
- Norfolk Fire and Rescue Service
- Norfolk County Council Trading Standards Service
- Norfolk Safeguarding Children Board?
- HM Revenue & Customs
- Maritime and Coastguard Agency
- Broads Authority

This document is not intended to create legal relations between the signatories; rather it provides the framework in which this working relationship should operate when exercising functions under the Licensing Act 2003. In addition to the Licensing Act 2003, it also makes reference to other legislation, but is not, nor is it intended to be, an authoritative interpretation of statute, and all parties should seek their own legal advice, where appropriate.

Furthermore it does not replace each authority's Enforcement Policy. Where enforcement action is considered the Licensing Enforcement Guide should be considered in conjunction with the relevant authority's Enforcement Policy.

1.6 County Community Safety Partnership Priorities (CCSP)

It is intended that this guide will assist in meeting the relevant CCSP priorities for Norfolk in relation to alcohol related crime and disorder, in particular:

Reduce the harm caused by the misuse of drugs & alcohol within the Night-time Economy

- Violent crime within the Night-time Economy ('Priority Violence')
 - 1.5% reduction on previous year
- Alcohol related crime & disorder in the 3 main police public order patrol zones (Norwich, GY & KL centres)
 - 1.5% reduction on previous year
- Average impact score calculated for licensed premises
 - Reduce score of the top 10 licensed premises targeted for attention during 2011/12 by 25%

1.7 Implementation, monitoring and review

This document will be reviewed regularly. All parties are encouraged to monitor how the guide works in practice and to make any comments or suggestions which could be beneficial. These should be communicated to the Chair of the Norfolk Licensing Forum.

Part 2 General Work Practices and Liaison

2.1 Communication

Good communication between agencies is vital to ensure that information of mutual interest is shared effectively and to ensure that statutory periods for determination of applications can be met. It is important that each organisation has a reliable contact point and will identify nominated officers and their deputies. There must be a clear understanding about when, where and how contact shall be made, including for emergencies.

2.2 Information transfer (including data protection issues)

The transfer of information between the licensing authority and the responsible authorities is crucial to this guide. The information which needs to be transferred will often be of a sensitive nature and governed by data protection law. The timely and secure transfer of information to people who are authorised to view it in accordance with data protection principles needs to be maintained at all times. The points below, list the legislative framework for this transfer of information.

Section 29 of the Data Protection Act 1998 allows for the exchange of information for the purposes of the prevention or detection of crime or the apprehension or prosecution of offenders.

Section 115 of the Crime and Disorder Act 1998 allows for information to be specifically exchanged between the police and the licensing authority.

Section 185 of the Licensing Act 2003 allows information to be exchanged between the licensing authority and responsible authorities to facilitate and exercise functions defined in the Act.

Parties to this guide may disclose information to other parties for these purposes providing that the local protocols applicable to each organisation for data protection are observed. Depending on the nature of the information request, agencies may ask for a request to be made in writing giving reasons why disclosure is necessary.

Information supplied must only be used for the purpose for which it was obtained, must be securely retained whilst in the possession of the responsible authority that has requested it, and must be securely disposed of when no longer required. It must not be further transmitted to a third party without the consent of the original authority that supplied the information.

This part of the guide may be supplemented by any memorandum of understanding on data exchange agreed either at a local or national level.

2.3 Policies and procedures

2.3a Quality standards

Partners to this guide will:

- Ensure that their work meets all reasonable aspects of best practice in accordance with the legislation and government guidance;
- Ensure that all correspondence between partners is written in plain English;
- Ensure that service is delivered in a non-discriminatory manner;
- Deal with the public, trade and businesses in a fair and honest way;
- Provide information to customers in a timely manner and advise recipients of their legal rights of appeal in such matters.

2.3b Pre-application discussions

The licensing authority encourages all applicants for premises licences and club premises certificates to consult with responsible authorities prior to submitting their applications. Responsible authorities will use these discussions to offer the applicant advice on how to prepare their operating schedule in a way which meets the licensing objectives. All parties will be helpful and courteous during pre application discussions and will offer accurate, detailed and unbiased advice on a consistent basis to all applicants.

2.3c The application process

New applications, variations to existing licences or certificates, and provisional statements must be sent to the relevant licensing authority and the applicant must then copy his/her application to each of the responsible authorities. Upon receiving such applications the licensing authority will notify responsible authorities of all applications received. The licensing authority will only accept applications if they are fully complete and contain the necessary forms, consents, plans and fee. If applications are not complete the licensing authority may return them to the applicant.

Responsible authorities will endeavour to, where possible, assess all applications sent to them. Responsible authorities will consider the contents of operating schedules to evaluate whether, based on the scale and nature of the activities the applicant is proposing, they have demonstrated sufficient safeguards to promote the relevant licensing objectives. This process will also check to see if any recommendations made during pre application discussions are reflected in the application.

Under the European Services directive applicants may also apply for licences under the Act on-line. Under this procedure it is the licensing authority's responsibility to serve a copy of the application to the responsible authorities. On-line applications will be sent by the licensing authority to the responsible authority's nominated email address

2.3d Representations

Responsible authorities will assess applications in accordance with the statutory time scales and, if necessary, provide the licensing authority with relevant representations. The licensing authority will acknowledge receipt of representations within two working days.

2.3e Hearings

If representations are received and negotiations between parties prove unsuccessful a hearing will be arranged by the licensing authority before a licensing sub-committee comprising three councillors. Unless the regulations prescribe a different time scale the licensing authority will send a notice of hearing document to relevant responsible authorities, applicants and other interested parties no later than ten working days before the first day of the hearing. Parties to the hearing will be asked to advise whether they will be attending, if they plan to send a deputy, if they will be calling witnesses and if they plan to serve any documents on the committee. Responsible authorities that have made a representation are encouraged to send an officer to present their representation at the hearing.

During a hearing responsible authorities should confirm the details of their representation which was submitted to the licensing authority during the consultation period and also served on the applicant. They may not add further representations to those originally submitted but may expand on their initial representation.

In the event that a representation is upheld and the applicant subsequently registers an appeal, responsible authorities shall agree to attend an appeal hearing at the Magistrates' Court to clarify the representation and the reasoning behind it.

2.4 Roles and responsibilities

2.4a Local Authority Licensing Teams

Local Licensing Authorities will maintain the day-to-day administration of the Act. They will:

- Issue application packs to applicants including guidance material and up to date contact details for responsible authorities;
- Using delegated powers, grant licences where no relevant representations are received, subject to any control measures which are consistent with an applicant's operating schedule, plus any other mandatory conditions imposed by the Act;
- Administer the system for temporary event notices (TENs);
- Receive representations from responsible authorities and interested parties and, if required, arrange hearings and/or reviews within the set time scales and notify parties involved about such hearings by issuing a notice of hearing document;
- Will issue licence to reflect the Committee Hearing decision, and up date all relevant parties of such conditions;
- Maintain a register of licences for public inspection;
- Carry out enforcement activities under the Act as detailed in Appendix 2 and work in partnership with other agencies such as the police to share intelligence information;
- Maintain a 'Statement of Licensing Policy' and review this policy at least once in every five year period in consultation with responsible authorities and other persons such as members of the public and businesses and organisations which represent the public and businesses.

2.4b Responsible Authorities

To a greater or lesser degree, depending on the particular agency, each responsible authority will undertake the following:

- Offer advice to those applicants who request it in respect of compliance with the licensing objectives;
- Provide the licensing authority with a copy of any relevant correspondence and keep the licensing authority updated in respect of any mediation including the likelihood that a hearing may be dispensed with;
- If necessary, appear at licensing sub committee hearings to support any representations made;
- Attend multi agency licensing enforcement meetings to discuss enforcement activity, as necessary;
- If necessary, attend pubwatch or equivalent meetings to address any issues in a given area and inform licence holders about any new schemes or initiatives that are being undertaken;
- Where necessary, undertake joint multi-agency licensing visits;
- If necessary, provide advice to licence holders on compliance with the licence and issue warnings. Also to inform the licensing authority of any such warnings given, by providing copies of any correspondence with licence holders to the licensing authority.
- Liaise with the licensing authority in cases where they are considering requesting a review of a licence;

- Liaise with the licensing authority in respect of the licensing authority undertaking a prosecution on their behalf and/or appearing as an expert witness if required at the Magistrates' Court;
- If required, undertake final inspections before the premises is opened in the case of premises which have recently been built or altered for the purpose of licensable activities where specialist equipment or structural features need to be assessed for their functionality.

Part 3 Enforcement Guide

3.1 Purpose of the Enforcement Guide

The aim of this part of the document is to set out the framework for the risk-based enforcement of the Act following the principles of better regulation advocated by the Department for Business, Innovation and Skills.

Enforcement activity carried out in accordance with this guide will cover premises which have a licence/certificate and unlicensed premises carrying out licensable activities. Reference is also included to police powers to object to Temporary Event Notices (TEN) on the grounds of the prevention of crime (this will be extended to include the Council's Environmental Health (Pollution Control) Section and with the commencement of the relevant sections of the Police Reform and Social Responsibility Act 2011) representations in respect of TENs may relate to any of the four licensing objectives,

3.2 Enforcement Guide Mission Statement

This guide seeks to facilitate the implementation of the Licensing Act 2003; to ensure the licensing objectives are upheld; and to seek to balance the aspirations of businesses with the protection of the public, interested parties and the environment. It is a joint framework to ensure a consistent approach from the relevant agencies and Licensing Authorities across Norfolk.

3.3 Signatories undertakings

All signatories to this document will approach their enforcement duties in a fair, transparent, proportionate, consistent, targeted and accountable way. Enforcement activity will focus on promoting compliance and best practice but will be firm and fair with those parties who consistently or wilfully undermine the licensing objectives.

3.4 Overview of items to be enforced

Relevant items are those listed in Appendix 2 and to include:

- Defined offences under the Act (various sections plus Part 7 of the Act)
- Mandatory conditions imposed by the Licensing Act 2003
- Conditions consistent with operating schedule; and
- Conditions attached after a hearing.

3.5 Enforcement activity

3.5a General enforcement principles

The general approach to enforcement activity is that the relevant agency will investigate each individual case as it arises in accordance with the agency's own enforcement policy and procedures, having regard to this enforcement guide.

3.5b Responsibility for enforcement activity

On receipt of a complaint or concerns relating to licensed premises, club premises certificates or a personal licence holder, the receiving agency will:

- take action, as appropriate, if the matter is within that agency's remit;
- if not within the agency's remit pass to the relevant agency, in accordance with the liaison arrangements detailed in this document, supplying all relevant evidence;
- liaise with the other agencies to establish lead responsibility and to then undertake the appropriate enforcement activity.

Subject to the bullet points above, this guide suggests each responsible authority should take on a lead role to promote and enforce the specific licensing objective that they have responsibility for.

3.5c Operational meetings

Each licensing authority will arrange and chair (unless where otherwise agreed) multi-agency enforcement meetings as required for all responsible authorities plus their invited guests.

The purpose of these meetings will be to discuss developing issues such as problem premises, problem areas and to share information about any new initiatives or schemes. The minutes from these meetings will be kept on file and will be used to inform any reviews or amendments of the Authority's 'Statement of Licensing Policy', in addition to responsible authority comments provided to the licensing authorities.

Each responsible authority will be able to bring to the meeting a list of premises which they have significant concerns with and which require a joint enforcement partnership approach. At the outcome of the meeting a list of target premises will be circulated to each of the agencies identifying those premises which will be targeted for joint/multi-agency licensing visits, or any other action deemed appropriate.

Responsible authorities should liaise with the relevant agencies in the interim if premises are identified which warrant immediate action.

3.5d Safety Advisory Group Meetings

Each licensing authority* will arrange Safety Advisory Group (SAG) meetings, as required, to discuss larger events in their district such as large scale sporting events, music festivals and concerts or seasonal events such as Christmas light switch-ons.

The SAG will advise on the event, venues and its immediate environs as required; advise on the exercise of the powers under the Health and Safety legislation and the Licensing

Act 2003 for the event and venues; advise on the enforcing actions and duty of care of the local authority and other partners as defined in related legislation; provide a forum within which the local authority and other partners develop a co-ordinated approach to crowd and spectator safety; receive reports in relation to matters found during inspections by group members; and receive notification of the issue of any prohibition notice and any prosecutions.

* this may be carried out by other functions of the district council but the licensing authority will attend the meetings

3.5e Licensing visits

Authorised officers of the licensing authorities will undertake risk-based licensing visits as required or when requested by a responsible authority because of a specific complaint and it is deemed appropriate.

In principle, licensing visits will often be reactive focusing on high-risk premises in line with the recommendations of the Department for Business Innovation and Skills (formerly the Better Regulation Executive) and carried out in accordance with the appropriate sections of the Act detailed previously and the Regulators' Compliance Code, where applicable.

Notwithstanding this, proactive licensing visits may be carried out at regular intervals where determined appropriate by the individual licensing authority to coincide with particular events or enforcement initiatives.

During these visits enforcement officers of the licensing authority will complete general inspections to check whether a premises is being operated in a manner which promotes the licensing objectives. If, during a licensing visit, enforcement officers suspect non-compliance with any licensing condition which is outside their area of expertise they will refer this to the relevant responsible authority for their action.

Responsible authorities may also undertake enforcement visits in line with the provisions of Section 179 of the Act. This Section empowers constables or other authorised persons to enter particular premises to investigate if licensable activities are being or are about to be carried out in accordance with an appropriate authorisation. Officers should note however that Section 179 does not apply to premises in respect of which there is a club premises certificate but no other authorisation.

Other 'rights of entry' for authorised persons and/or police constables onto certain premises are also provided for at:

- Section 59 – Inspection of premises before grant of licence
- Section 96 – Inspection of premises before grant of certificate etc.
- Section 97 – Other powers of entry and search (constables only)
- Section 108 – Right of entry where temporary event notice given
- Section 180 – Right of entry to investigate offences (constables only)

Where possible, the licensing authority will welcome the opportunity to carry out joint enforcement visits with representatives of the responsible authorities where adequate notice is given so the visits can be accommodated.

3.5f Pubwatch

A pubwatch is a forum established by a group of pubs or licensed premises in a given area that meet on a regular basis to share information on known trouble-makers in the area, any incidents of crime or anti-social behaviour that have taken place and to consider banning orders for certain individuals in the area. To work effectively pubwatch schemes must be closely supported by the local police, licensing authority and other agencies.

As appropriate, each appointed Pubwatch Coordinator for the licensing authority area will, on request, provide each responsible authority with a list of the pubwatch schemes and a list of forthcoming meetings and contact details for members. Agencies, including the local police and the licensing authority, will regularly attend these meetings especially where problems may be arising in a given area.

3.6 Enforcement options

Licensing Authorities and Responsible Authorities will conduct enforcement activities in line with their own Enforcement Policies and this Enforcement Guide. Enforcement activities may include:

3.6a Informal Action

Informal action to secure compliance with the legislation includes offering advice, giving warnings or the use of action plans. All partners to this guide should keep accurate records of any informal action levied on licence holders so, if necessary, records from other agencies can be pooled to identify any trends that highlight a particular person, premises or area that warrants additional enforcement action or investigation as a result of a significant amount of informal action.

In the following circumstances it may be appropriate to use informal action. This is not an exhaustive list and each case will be looked at on its merits.

- The act or omission is not serious enough to warrant formal action;
- From the individual/organisations past history it can be reasonably expected that informal action will achieve compliance;
- Where the original approach is from person(s) seeking advice or assistance.

When an informal approach is used to secure compliance, this may be verbal or written. However, it is important that any written documentation issued or sent to individual/businesses:

- Contains all the information necessary to understand what work is required and why it is necessary;
- Indicates the statute or regulations contravened and measures which will enable compliance to be achieved;
- Clearly differentiates between legal requirements and recommendations of good practice;
- Copied to the appropriate licensing authority for their records.

3.6b Fixed Penalty Notices

Certain agencies have the power to issue fixed penalty notices (FPNs) which constitute an 'on the spot fine' for offences such as the sale of alcohol to children, the sale of alcohol to somebody who is drunk and other public nuisance offences such as excessive noise. These fines remain a useful tool for authorised officers to quickly deal with a situation where a specified offence has clearly been committed and the penalty can be actioned straight away. Where possible, the police and any other agencies that use FPNs will compile records of all FPNs issued in the district and undertake regular analysis to identify any trends that highlight a particular person, premises or area that warrants additional enforcement action or investigation as a result of a significant number of FPNs.

3.6c Cautions (Simple Cautions)

Cautions may, under certain circumstances, be issued as an alternative to prosecution (rather than a court hearing). They should be instigated by the lead agency that is designated as having control of the specific offence being cautioned (see Appendix 2). When considering issuing a simple caution the lead agency will comply with the provisions of the Home Office Circular 016/2008 (or as amended). Simple cautions are only to be considered if there is sufficient evidence for the matter to proceed by way of prosecution. A caution may be a useful means for the licensing authority to deal with a licence holder who fails to comply with a given licence condition and where a prosecution is not the appropriate course of action.

The merits for cautioning rather than proceeding with a prosecution will be considered by the relevant enforcing authority. Cautions should be considered once the following conditions are met:

- There must be evidence of the suspected offender's guilt sufficient to give a realistic prospect of conviction'
- The suspected offender must admit the offence in full'
- The suspected offender must understand the significance of a formal caution then give an informed consent to being cautioned'
- It is in the public interest to offer a simple caution.

Note:

- If there is insufficient evidence to consider a prosecution then the conditions will not satisfy a caution. It would be inappropriate to use a caution if an offender does not make a clear reliable admission of the offence
- There is no legal obligation for any person/organisation to accept a caution and no pressure should be applied for the person to accept such a caution but they must be advised that invariably legal proceedings would be instigated if this acceptance was not forthcoming

All partners to this guide should keep accurate records of any cautions given so, if necessary, records from other agencies can be pooled to identify any trends that highlight a particular person, premises or area that warrants additional enforcement action or investigation as a result of a significant number of cautions. In all cases the licensing authority should be forwarded a copy of the caution.

3.6d Prosecutions

Appendix 2 of this document sets out the offences under the Act, together with the agency that has responsibility for enforcement. The decision to prosecute an individual or company for an offence under the Act should be in line with the responsible authority's or licensing authority's own enforcement policy and procedures and will be subject to a vigorous set of tests in accordance with the Code for Crown Prosecutors. In line with the provisions of the Act some responsible authorities have prosecution powers in respect of certain offences under the Act and may instigate proceedings by themselves.

3.6e Reviews

A review is a process defined in the legislation which ultimately leads to a licence being reassessed by the licensing sub-committee with the possibility that new conditions may be imposed, existing licensable activities altered or removed, or the licence may be suspended/revoked. A premises licence can be reviewed at any time and the review process forms one of the key safe-guards in the Act. The power to request a review is limited to responsible authorities and other persons, as defined by the Act. A request for a review must be made using the prescribed form. Following the request for a review and if the request is deemed relevant (the relevance test is defined at Section 51(4) of the Act) the licensing authority will then advertise the review allowing other interested parties or responsible authorities to add further representations to the review process before a hearing is arranged before a licensing sub- committee.

Before an application for review is made the licensing authority may require evidence that other avenues of enforcement activity have been exhausted. A review may be the most appropriate course of enforcement action when a premises has failed to adequately respond to an identified action plan or previous warnings have not secured compliance.

The licensing authority may seek to review a licence itself. Such a review would normally be sought when the licensing authority has received sufficient evidence of problems from more than one of the other responsible authorities, which when considered together would warrant a review.

In all instances where enforcement action is considered a case review will be required with all relevant authorities to determine the most appropriate course of action.

3.7 Temporary Event Notices

Only the Police or Local Authority Environmental Health Department can object to a Temporary Event Notice where they are satisfied that allowing the premises to be used in accordance with the notice would undermine the crime prevention or public nuisance objective. The chief officer of police or Environmental Health must give an “objection notice” stating the reasons – (a) to the relevant licensing authority and (b) to the premises user (s. 104, of the Act). Where the licensing authority receives a temporary event notice in respect of any premises, and is satisfied that permitted limits have been exceeded, the authority must give the premises user (“the relevant premises user”) a counter notice (s107, of the Act).

3.8 Areas of special concern

3.8a Underage sales of alcohol

Licensing Enforcement Groups will not tolerate underage sales of alcohol.

Where there is evidence that underage sales have taken place (which may arise as the result of a test purchase) or the relevant agency has been informed that underage sales may be taking place, enforcement action will follow. Any enforcement action will be in compliance with the Enforcement Policy of the relevant Licensing Authority or Responsible Authority.

The following factors may be taken into account:

- History of similar problems at premises?
- Was the sale made by a DPS or personal licence holder?
- Had the person committed a similar offence before?
- Does the premises in question operate a Check 21 or similar scheme?
- Was the sale as a result of a test purchase?
- Did the seller take all reasonable steps to establish the individual's age?

Members of the public and the trade should also note the provisions of Section 150 of the Act which allows individuals aged 16 or 17 years to consume beer, wine or cider where its consumption is at a table meal on relevant premises, and the individual is accompanied at the meal by an individual aged 18 years or over.

3.8b Unlicensed activity

The Responsible Authorities will investigate all cases of alleged unlicensed activity e.g. trading without the required licence, trading beyond the licensable hours authorised by a licence or carrying out a licensed activity not authorised by the licence. Members of the public and the trade should also note that the Responsible Authorities do not distinguish between licensable activities and any unauthorised activity will be investigated in the same way as any other e.g. the same approach would be taken to investigating unauthorised late night refreshment as the unauthorised sale of alcohol or the unauthorised provision of regulated entertainment.

Various approaches will be employed to deal with unlicensed activity, as appropriate,

including warnings, cautions, prosecutions or a licence review (where a licence is in force).

While every case will be assessed on its merits, in general, where unlicensed activity is detected the relevant agency will ask the appropriate person or operator to cease the unlicensed activity forthwith. If any such instruction is not heeded enforcement action may be taken in line with the relevant authority's Enforcement Policy and this Guide.

A person guilty of an offence of unauthorised licensable activity is liable on summary conviction to imprisonment for a term not exceeding six months or to a fine not exceeding £20,000, or to both.

3.8c Unlicensed Music Events - Raves

The lead prosecution agency for any event may vary dependant on individual circumstances. It maybe the case that the agency with the prima facie evidence will prepare and present the prosecution file. The decision as to lead agency will be made following the guidelines in the Norfolk Rave Protocol

In general terms where the event falls within the definition of a Rave under the Criminal Justice and Public Order Act 1994, the police will take the lead for enforcement. For all other activities these will be judged on a case by case basis.

3.8d Sale of alcohol to persons who are drunk

The Responsible Authorities will ensure premises are aware that it is an offence under Section 141(1) of the Act to make sales of alcohol to persons who are drunk and will undertake enforcement action where such offences are committed.

Various approaches may be employed to deal with these sales including fixed penalty notices, warnings, cautions, prosecutions or a licence review. The enforcement approach taken will depend on the particular circumstances of the case. Circumstances which will be taken into account include:

- History of similar problems at premises?
- Was the sale made by a DPS or personal licence holder?
- Had the person committed a similar offence before?
- Did the sale lead to issues of crime, disorder, public nuisance or public safety in or in the vicinity of the licensed premises?

A person guilty of this offence is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Appendix 1 – Licensing Authorities and Responsible Authorities Contact Details

Responsible Authority	Contact Person	Contact Address and Telephone Number
Breckland District Council		
Broadland District Council		
Great Yarmouth Borough Council		
Borough Council of King's Lynn and West Norfolk		
North Norfolk District Council		
Norwich City Council		
South Norfolk District Council		

Norfolk Police		
Norfolk Fire and Rescue Service		
The Health and Safety Executive		
Norfolk Trading Standards Service		
NCC Safeguarding Children Board		
Norfolk PCT		

Appendix 2 - Summary of Offences under the Licensing Act

The table below outlines offences under the Act together with who has principal responsibility for enforcing the offences.

Notes:

1. All offences under the Act are summary only offences. However, by S186(3) Licensing Act 2003 the time limits for laying information is extended from six months to 12 months from the date of the offence.

Note abbreviations, as follows:

LA = Licensing Authority

CPC = Club Premises Certificate

DPS = Designated Premises Supervisor

PLH = Premises Licence Holder

AO = Authorised Officer (as defined in S13 of the Act)

The level of standard fines is as follows:

Level 1: £200

Level 2: £500

Level 3: £1,000

Level 4: £2,500

Level 5: £5,000

Section	Offence	Authority	Offenders	Defences/ Exceptions	Penalty
33 (6)	Failure to notify Licensing Authority of change of name or address PLH or DPS	LA	Premises licence holder	Reasonable excuse	Level 2
40 (2)	Failure to notify existing DPS of variation to premises licence to exclude them	LA	Premises licence holder	Reasonable excuse	Level 3
41 (5)	Failure to provide premises licence to Licensing Authority upon removal of DPS	LA	Premises licence holder	Reasonable excuse	Level 3
46 (4)	Failure to notify DPS of application for transfer of premises licence	LA	Applicant for transfer of premises licence	Reasonable excuse	Level 3
49 (5)	Failure to notify DPS of grant of interim authority notice	LA	Interim Authority holder	Reasonable excuse	Level 3
56 (3)	Failure to provide premises licence at request of Licensing Authority for amendment	LA	Premises licence holder	Reasonable excuse	Level 2
57 (4)	Failure to keep or display premises licence on premises	LA	Premises licence holder	Reasonable excuse	Level 2
57 (7)	Failure to produce premises licence to an AO for examination	LA	Premises licence holder or Nominated person	Reasonable excuse	Level 2

Section	Offence	Authority	Offenders	Defences/ Exceptions	Penalty
59 (5)	Obstruction of an AO entering premises to inspect before grant of a licence, review or a statement	LA	Any person	Lack of intent	Level 2
82 (6)	Failure to notify Licensing Authority of change of name or alteration of rules of a club	LA	Secretary of club	None	Level 2
83 (6)	Failure to notify of a change of registered address of club	LA	Secretary of club	Reasonable excuse	Level 2
93 (3)	Failure to produce CPC for amendment within 14 days of Licensing Authority request	LA	Secretary of club	Reasonable excuse	Level 2
94 (5)	Failure to keep club premises certificate (or certified copy) at premises in custody or control of nominated person	LA	Secretary of club	Reasonable excuse	Level 2
94 (6)	Failure to display at premises summary of club premises certificate (or certified copy) and a notice stating position held by nominated person	LA	Nominated person	Reasonable excuse	Level 2
94 (9)	Failure to produce club premises certificate (or certified copy) to constable or authorised person for examination	LA	Nominated person	Reasonable excuse	Level 2
96 (6)	Obstruction of authorised person trying to enter premises for purposes of inspection prior to grant, variation or review of club premises certificate	LA	Any person	None, but notice must have been given prior to entry	Level 2
108 (3)	Obstruction of an AO in inspecting temporary event premises	LA or Police	Any person	Lack of intent	Level 2
109 (4)	Failure to keep or display temporary event notice on premises	LA	Premises User	Reasonable excuse	Level 2
109 (8)	Failure to produce temporary event notice to an AO	LA	Premises User/ Nominated person	Reasonable excuse	Level 2

Section	Offence	Authority	Offenders	Defences/ Exceptions	Penalty
123 (2)	Failure to notify Licensing Authority of conviction for relevant offence during application or renewal period	LA	Application for personal licence	Reasonable excuse	Level 4
127 (4)	Failure to notify Licensing Authority of change of name or address of personal licence holder	LA	Personal licence holder	Reasonable excuse	Level 2
128 (6)	Fail to notify court of personal licence or "notifiable event" when being dealt with for a relevant offence	Police or LA	Personal licence holder	Reasonable excuse	Level 2
132 (4)	Failure to notify Licensing Authority of conviction for relevant or foreign offence	LA	Personal licence holder	Reasonable excuse	Level 2
134 (5)	Failure to produce personal licence within 14 days to Licensing Authority for updating	LA	Personal licence holder	Reasonable excuse	Level 2
135 (4)	Failure to produce personal licence to an AO whilst on premises to sell or authorise sale of alcohol	LA or Police	Personal licence holder	Reasonable excuse	Level 2
136 (1)	Allowing licensable activities otherwise than in accordance with an authorisation	LA or Police	Any person (but exceptions – see s136(2))	Due diligence (see S139)	6 months imprisonment and/or £20,000 fine, and court may order forfeiture
137 (1)	Unauthorised exposure for retail sale of alcohol	LA or Police	Any person	Due diligence (see S139)	6 months imprisonment and/or £20,000 fine, and court may order forfeiture
138 (1)	Unauthorised possession of alcohol with intent to sell or supply	LA or Police	Any person	Due diligence (see S139)	Level 2 and court may order forfeiture
140 (1)	Allowing disorderly conduct on licensed premises	Police or LA	Any person authorised to prevent disorderly conduct	Lack of knowledge	Level 3
141 (1)	Sale or supply of alcohol to person who is drunk	Police or LA	Any person in capacity to prevent	Lack of knowledge	Level 3
142 (1)	Obtaining alcohol for a person who is drunk	Police or LA	Any person	Lack of knowledge	Level 3

Section	Offence	Authority	Offenders	Defences/ Exceptions	Penalty
143 (1)	Failure to leave licensed premises following a request from a PC or AO	Police	Any drunk or disorderly person	Reasonable excuse	Level 1
144 (1)	Keeping unlawfully imported goods on relevant premises	Police or Revenue & Customs	Any person authorised to prevent	Lack of knowledge	Level 3
145 (1)	Allowing unaccompanied children under 16 on relevant premises when alcohol is being supplied	LA or Police	Any person authorised to request under 16 to leave premises	1) Lack of knowledge of use of premises for supply of alcohol 2) Due diligence (if act by another person) 3) Belief that individual over 16 & reasonable steps taken to establish age or no reasonable suspicion under 16	Level 3
146 (1, 2, 3)	Sale or supply of alcohol to children under 18	LA, Police or Trading Standards	Any person or a club	1) Due diligence (if act by another person) 2) Belief that individual over 18 & reasonable steps taken to establish age or no reasonable suspicion under 18	Level 5
147 (1, 3)	Allowing sale or supply of alcohol to children under 18	LA, Police or Trading Standards	Any person authorised to prevent	Lack of knowledge	Level 5
148 (1, 2)	Sale or supply of liqueur confectionery to children under 16	LA or Police	Any person or a club	1) Due diligence (if act by another person) 2) Belief that individual over 16 & reasonable steps taken to establish age or no reasonable suspicion under 16	Level 2
149 (1,3,4)	Purchase or supply of alcohol by or on behalf of children under 18	LA or Police	Under 18 or person purchasing on behalf of	S149(1) – Exception if done as part of test purchase operations S149(4) – table meal exception S149(3) or (4) – no reason to suspect <18	Level 3 (for under 18) Level 5 in all other cases

Section	Offence	Authority	Offenders	Defences/ Exceptions	Penalty
150 (1, 2)	Consumption on relevant premises of alcohol by children under 18, or knowingly allowing it to occur	LA or Police	Under 18 or person in capacity to prevent	1) Lack of knowledge 2) Table meal exception	Level 3 (for under 18) Level 5 in all other cases
151(1)	Delivering alcohol sold or supplied on relevant premises to under 18	LA or Police	Person working on premises	1) Lack of knowledge 2) Exceptions in S151 (6)	Level 5
151 (2, 4)	Allowing anybody else to deliver alcohol sold or supplied on relevant premises to under 18	LA or Police	Person working on premises in capacity to prevent delivery	1) Lack of knowledge 2) Exceptions in 151(6)	Level 5
152 (1)	Sending a child under 18 to obtain alcohol for consumption off the premises	LA or Police	Any person	1) Lack of knowledge 2) Exception for test purchase operations 3) Under 18 works on relevant premises in capacity involving delivery of alcohol	Level 5
153 (1)	Permitting children under 18 to sell or supply alcohol children	LA or Police	Responsible person – see s150(4)	1) Lack of knowledge 2) Exception if sold or supplied as accompaniment to table meal in area set aside 3) Sale or supply specifically approved by responsible person	Level 1
156 (1)	Sale of alcohol in or from a moving vehicle	Police	Any person	Due diligence	3 mths imprisonment and/or £20,000 fine
157(5)	Sale or attempting sale or allowing sale of alcohol on train contrary to prohibition order	Police	Any person	Lack of knowledge	
158 (1)	False statement in connection with a licensing application	LA	Any person	Lack of knowledge or recklessness	Level 5
160 (4)	Keeping premises open in contravention of an area closure order	Police or LA	Manager, premises licence holder, designated premises supervisor or premises user for temporary event	Lack of knowledge	Level 3
161 (6)	Permitting premises to be open in contravention of a premises closure order	Police or LA	Any person	Reasonable excuse	3 mths imprisonment and/or £20,00 fine

Section	Offence	Authority	Offenders	Defences/ Exceptions	Penalty
165 (7)	Permitting premises to be open in contravention of a Magistrates' closure order	Police or LA	Any person	Reasonable excuse	3 mths imprisonment and/or £20,00 fine
179 (4)	Obstructing entry by a PC or an AO to premises to check on the carrying out of licensable activity	Relevant responsible authority	Any person	Lack of intention	Level 3

Appendix 3 – Signatories to the Enforcement Guide

Signed on Behalf of:	Name	Position	Date
Breckland District Council			
Broadland District Council			
Great Yarmouth Borough Council			
Borough Council of King's Lynn and West Norfolk			
North Norfolk District Council			
Norwich City Council			
South Norfolk District Council			
Norfolk Police			
Norfolk Fire and Rescue Service			
Norfolk Trading Standards Service			

Covid 19 Update Report

Report Author: Leigh Booth
ICT Lead Housing Standards, Communities and Help
Hub
01603 430119
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Portfolio: Leader

Ward(s) Affected: All

Purpose of the Report:

The purpose of this report is to provide an overview of the impact of Covid-19 on people, communities and businesses in South Norfolk together with details of the Councils ongoing response.

Recommendations:

1. Note the contents of this report regarding the local impact of Covid-19 together with the activities the Council is taking to mitigate those impacts.
2. Delegate to the Managing Director in consultation with the Leader of the Council, authority to continue to ensure all measures are taken to mitigate the ongoing impacts of the pandemic.

1 SUMMARY

This report sets out the impact of Covid-19 on South Norfolk together with the measures being taken by the Council, together with its partners, to address and minimise those impacts.

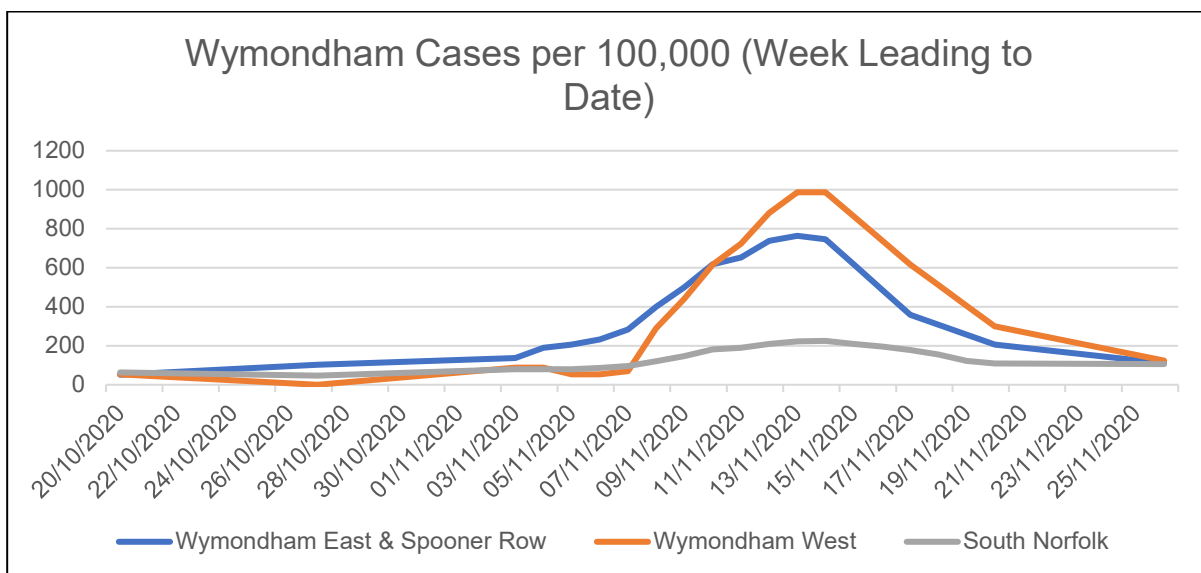
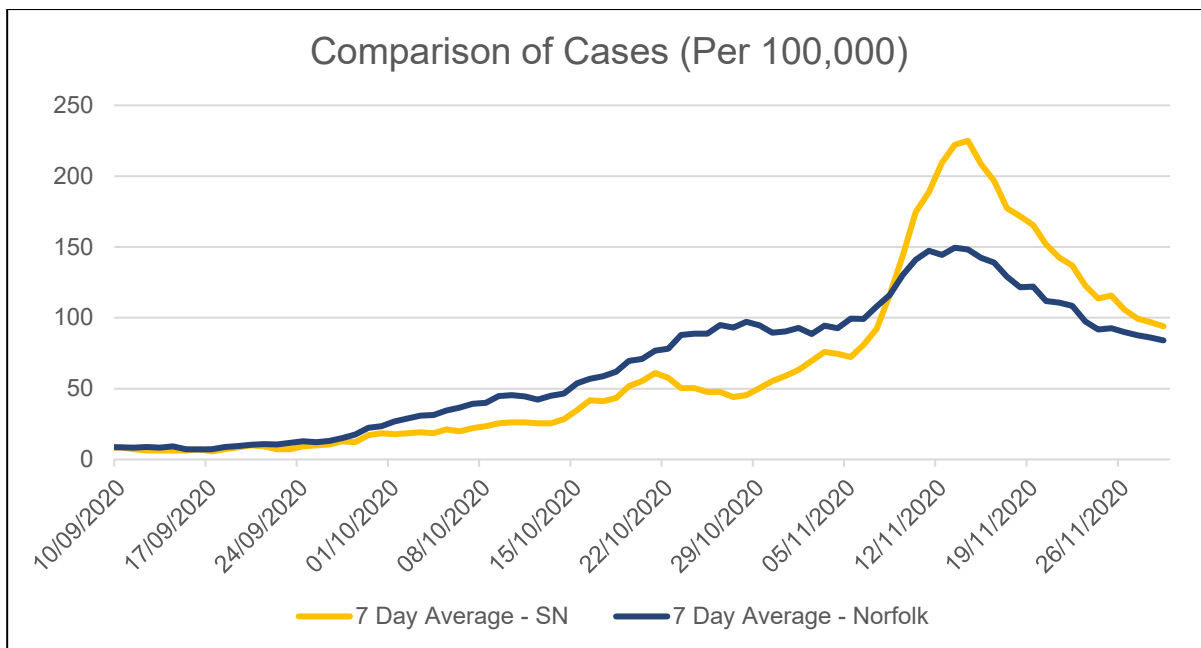
2 BACKGROUND

- 2.1 The Covid-19 pandemic is an unprecedented global crisis which has, since March 2020, had a significant impact on our communities, businesses and council services.
- 2.2 Having experienced two national lockdowns the whole of Norfolk moved into Tier 2 (High Alert) on 2 December 2020. Although not as limiting as lockdown restrictions, Tier 2 still very much impacts on our residents, their communities and the businesses that drive the economy both locally and beyond.
- 2.3 The Councils structure for responding to the second lockdown and the subsequent move into Tier 2 continues to be robust and is inextricably linked to the national emergency planning framework and Norfolk wide response.
- 2.4 The Councils structure includes a Covid-19 Coordination Group (C-19CG) which together with the Corporate Management Leadership Team is the Gold level for officer decision making. The C-19CG is chaired by the Chief of Staff.
- 2.5 In addition to the Gold group there are two further groups. Silver Group is chaired by the Director of People and Communities and is the driving force behind the direction, organisation and delivery of the Councils operational community activities.
- 2.6 The third group is the Business Group and it is chaired by the Assistant Director Economic Growth and is currently focused on the delivery of the Councils business support grants.

3 CURRENT POSITION

3.1 Context and Incidents

Whilst incidents of Covid-19 in South Norfolk have remained relatively low recently, when compared to national averages, there has been a notable rapid increase in line with the rest of Norfolk since September. This was exacerbated by a community outbreak of the virus just before lockdown commenced, and throughout November in Wymondham which saw incidents in the two Wymondham Middle layer Super Output Areas (MSOAs) rise significantly. The situation in Wymondham has now however significantly improved.



3.2 South Norfolk Council Covid-19 Support

Since the start of the pandemic and the first lockdown, the Council has maintained a strong community hub operating model to continue to support those who are vulnerable to the Covid-19 and the subsequent economic downturn. This has included

- Working closely with the high number of mutual aid and neighbourhood groups who established themselves in March and April via our 'Community Links' programme, to ensure an ongoing and strong local volunteering response in local communities as necessary
- Supporting residents with advice, guidance and support through our Help Hub including assisting residents to access local or supermarket delivery slots

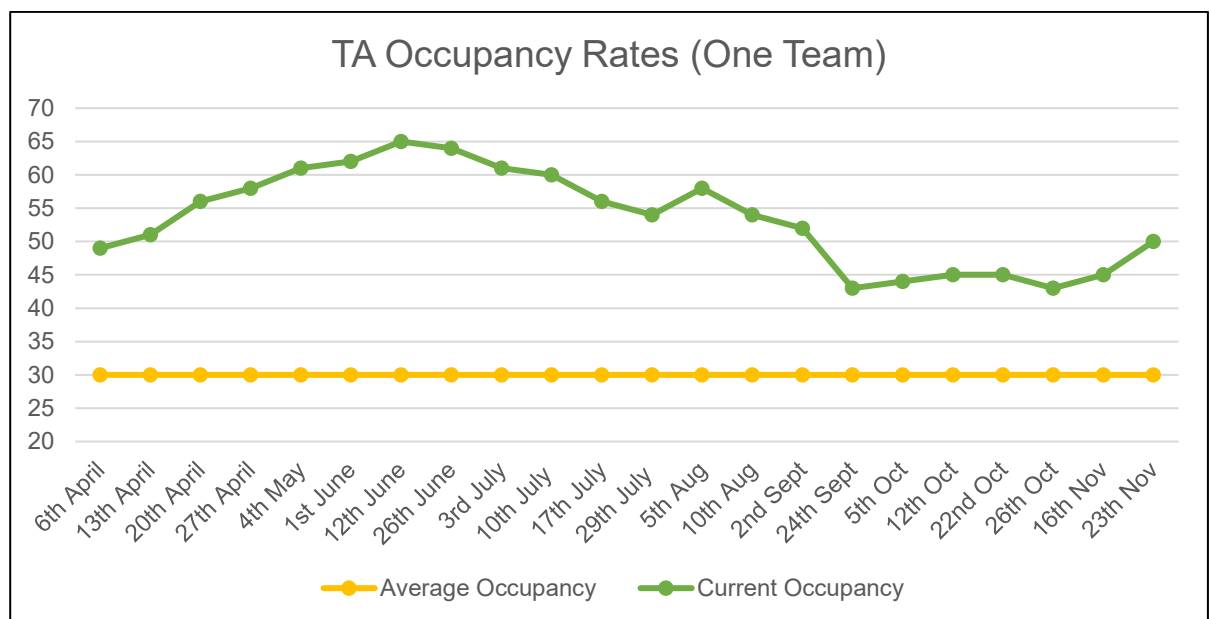
- Ensuring communities and individuals have access to financial or other essentials, via local hardship funding arrangements or by referrals to the Norfolk Assistance Scheme
- Supporting residents to continue to access prescription and medication collections wherever necessary
- Establishing a local isolation Support Payment process to provide financial assistance for those eligible who are asked to isolate by the national or local Covid testing and contact tracing regime

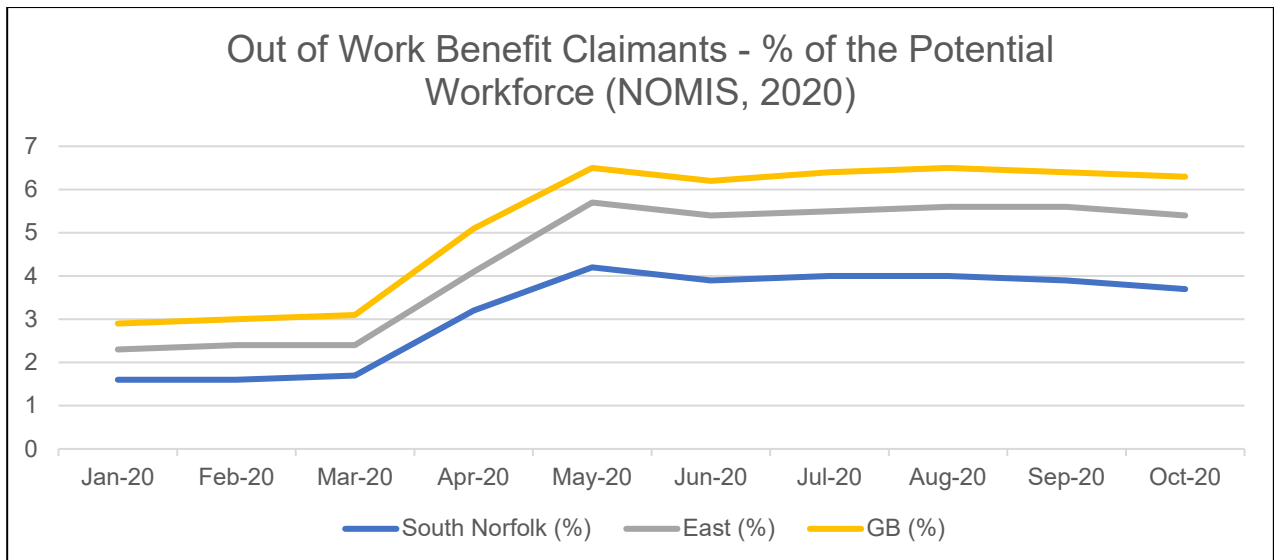
3.3 Second Lockdown

Since the second lockdown between the 4 November and 1 December, the Council has again been proactive in its support of local residents, including the Clinically Extremely Vulnerable (CEV) residents. It has been notable how demand for support from both the CEV and general population has been significantly lower than during the first lockdown. This can be attributed to the shorter time period (for example, many repeat prescriptions last longer than 4 weeks), reduced general concern and panic buying behaviours by the public, and improved infrastructure and organisation in the food supply chain.

3.4 Homelessness and Hardship

Throughout the period of the pandemic the increase in need for support with homelessness and general hardship has been noticeable. Whilst the level of demand on Council housing and benefits services have remained fairly static throughout the period of the pandemic following a sharp increase during the first lockdown, they remain significantly higher than typical. This has placed great strain on the existing housing and benefits teams, and on the availability of scarce temporary accommodation.





3.5 Our role in containing the Virus – Covid Support Advisers (CSAs)

Accessing and utilising a portion of the Controlling Outbreak Management Fund (COMF) passed to the upper tier (£8 per head of population, latterly topped up with a further £2 per head of population for Tier 2 areas), the Council has recruited a number of Covid Support Advisors. In total there will be up to 20 CSA roles that will initially be offered on a six month fixed term contract with scope for an extension for up to 12 months across the One Team and both district council areas. These CSAs will assist the council and the Local Resilience Forum with two roles:

- i) Advice, support and encourage the correct behaviours from residents in community locations, aiming to continue to manage the spread of the virus and keep South Norfolk on track to move to Tier 1.
- ii) Support the national and local testing regime with enhanced contact tracing.

These roles will complement the existing staffing establishment, including a number of short-term redeployees, who have been working on both of these tasks throughout the pandemic.

Deployment of these roles will flex according to need, with the focus for the Council being visibility and confidence offered to the community and local businesses, advice and reassurance and gathering community level intelligence about where further help is needed. Roles will be area based and/or focussed on prevailing areas for attention and they will work closely with local partner agencies including primary care and the police.

3.6 Enhanced Contact Tracing

Latterly, more resource will need to be invested in supporting enhanced contact tracing, which is expected to grow in demand before Christmas as the local system takes on more responsibility from the national system.

As the key local agencies, district authorities have a strong role to play working with Norfolk Public Health in engaging local residents to again encourage the right behaviours in isolating if positive, and developing our understanding of local contacts and the spread of the virus. Currently, contact tracing is passed to the Council when the national and county contact callers cannot get in touch with a positive case or contact. The local district councils tend to have a much higher success rate in making contact given their local data systems and through visiting the premises.

Currently, the numbers being cascaded to South Norfolk Council are manageable, with a skeleton service available over weekends. It is expected that with an enhanced contact tracing model this will increase significantly. Pilots will be undertaken before Christmas to test a new operating model.

3.7 Supporting the Programme of Vaccination

The Council is also working closely with the Clinical Commissioning Group (CCG) and local Primary Care Networks (PCNs) to support the vaccination schemes required of the local NHS as a Covid vaccination is developed and made available to local areas. This support can be broken down into two areas:

- Vaccination of priority groups by local GP surgeries
- Large scale vaccination of everyone else

The Council is supporting local GP surgeries to find local premises to vaccinate the most vulnerable in our communities. The Council is also working closely to look at sites including potentially council owned premises. Council officers will ensure that there is available support with access and clear logistics on site, to ensure that as many vulnerable residents are vaccinated as possible.

It is expected that approximately 975 high priority residents per week will be vaccinated under these arrangements. Sites are expected to be identified shortly but will only become operational when a vaccine is available for deployment.

For the purposes of the large scale vaccination programme the Council has assisted the CCG to find a number of suitable locations across the district and these are currently going through final evaluation to assess suitability. It is anticipated that around 3640 people per week will be vaccinated at these venues.

3.8 Supporting the Local Resilience System and Neighbouring Authorities

In an effort to support a countywide response, South Norfolk Council has offered support and resource to neighbouring authorities and the local resilience forum throughout the pandemic.

3.9 Community Outbreaks

Based on the example of the outbreak in Wymondham which occurred just before and continued throughout the November lockdown, there is the very real risk of another community-based outbreak in one of more of the district's towns. It is essential that officers are deployed to be a visible and assuring presence and to encourage the right behaviours amongst the residents, working alongside local partner agencies and local businesses. The way in which the Wymondham outbreak was managed, led by the District Council, provides a strong blueprint of community communication and support to help to control any future community outbreaks of this kind.

The other main outbreaks that have impacted upon South Norfolk are those in meat processing factories. This type of business relies heavily on a migrant workforce that often lives, works and travels together, which in turn creates a greater risk of the spread of Covid. Whilst we have not had an outbreak in a factory in South Norfolk, we do have migrant workers living in the district. Our successful door-stepping approach has enabled us to engage workers, offer support and identify poor housing conditions which have included a number of unlicensed houses in multiple occupation.

3.10 Regulatory and Enforcement

Flexible Regulation

Officers are doing everything they can to advise and support businesses in these difficult times. They are very busy offering information, advice and support to businesses seeking clarity and interpretation of the Covid-19 legal requirements and guidance. Whilst some enquiries are straightforward, many are not, due to the limited capacity of regulations and guidance to cover every business setting and eventuality. Consistency of advice and interpretation is being coordinated between regulatory agencies.

Regulatory services are maintaining 'the four Es approach' (engage, explain, encourage and enforce). Whilst most businesses are doing a good job of complying with Covid-19 emergency restrictions, sometimes misinterpretation arises and our officers engage sensitively and proportionately to rectify issues that are putting the public at risk. Where the restrictions prove genuinely to be unclear, our officers then liaise with the Government Department for Business Energy and Industrial Strategy (BEIS), obtaining clarification on behalf of the businesses concerned.

Occasionally an individual business will take a deliberately non-compliant approach such as remaining open when the national lockdown does not permit it, even though their competitors are complying. Deliberate non-compliance presents a significant risk to the public and also to the level business playing field. This will be dealt with firmly and, where appropriate, formally (powers include fixed penalty notice, prohibition notice or prosecution).

Officers are visiting businesses in a supportive capacity to ascertain any support needs. They will also carry out targeted surveys in retail areas and market towns to identify any business types struggling with compliance and posing a risk to visiting members of the public, focussing on contact tracing information collection, maintaining safe systems and controls and hand hygiene and/or social distancing controls as appropriate.

Many businesses have found it necessary to adapt their business models. Our regulators, through frequent advice and enquiry contacts with many businesses, are taking soundings with the trades affected and offering information and support to help businesses diversify lawfully and keep afloat. They will also continue to offer licensing assistance where this means that a business can lawfully continue to trade under prevailing restrictions. Whilst sometimes the prevailing emergency restrictions and guidance (brought in at short notice) can lack much sought clarity and certainty, the feedback from businesses to regulatory advice given has been generally very positive and appreciative.

3.11 Business and Economy

The Council is continuing to provide direct financial support to local businesses via a number of Central Government grant schemes.

Local Restrictions Support Grants (LRSG) are available to businesses that were mandated to close by the Government under national restrictions. As of 3 December, 920 applications have been received and 842 grants have been paid out, totalling £1.248M. This reflects 80% of the Council's LRSG allocation. Officers continue to promote this scheme and are seeking to make direct contact with the remaining 20% of eligible businesses to ensure we achieve maximum take-up.

In addition, the Council has been allocated £2.8M from the Additional Restrictions Grants scheme. This is a discretionary scheme and in 'phase one' of this scheme the Council is prioritising grants to qualifying businesses not covered by other grant schemes, or where they require additional grant funding for specific reasons. The application window for phase one opened on 3 December and will close on the 23 December. Further phases of this scheme are likely to open next year, depending on remaining funds.

In October 2020 the Council was awarded £428,000 from the Norfolk Strategic Fund. This funding will be used to undertake a number of public realm improvements in Harleston, with a focus on improved pedestrianisation in the main shopping areas. This project will support local retailers by creating a safer and more pleasant shopping precinct, encouraging residents and visitors to Harleston to 'linger longer' in the town centre and enjoy the facilities and shopping experience.

The Council continues to support fast growing business in key sectors of the local and global economy. The new jointly-funded building (SNC and NALEP) on the

Norwich Research Park (to be named the Ella M. Barnes building), will be handed over to the Council early next year, and will become home to a number of high-tech businesses in the agri-food sector.

3.12 Staff Resources

In order to support the Council's continued response to Covid and to ensure the delivery of BAU and the Transformation Programme, additional funding is being sought for temporary resources. Those additional resources will enable the Council to support services, our communities and businesses. That request is the subject of a separate report to be considered by Full Council.

4 PROPOSED ACTION

- 4.1 This report outlines the activities already taken to address the impacts of Covid-19 in South Norfolk. It is proposed that the approach taken thus far be maintained and built upon utilising the locally developed enhanced processes for gathering information and intelligence, in order to focus on issues as they arise and provide effective and targeted local support. This highly successful approach has already proved very effective in addressing the outbreak in Wymondham.

5 ISSUES AND RISKS

- 5.1 South Norfolk Council's Leisure service continues to be significantly and adversely affected by the pandemic. Following the end of the first lockdown, leisure members have gradually been returning to the centre as paying members, following a successful and Covid secure reopening supported with a targeted marketing campaign and price offer. In an effort to keep leisure members engaged and continuing to be active during the lockdown, the Council has also developed a successful online presence which is currently free to access. Uptake has been strong, and in the future this online offer will form a complementary part of the leisure membership.

The whole leisure sector has been significantly affected by the pandemic, and the Council's recovery has been notably strong, due to a reopening based on safety and cleanliness and excellent and ongoing communication with leisure members.

The lockdown in November, which forced centres to close, and any future limitations will negatively affect the services' recovery. Currently, the budget for 21/22 is expected to require subsidy of £1.8m as the service recovers to pre Covid levels of use following the re-opening of leisure centres on 2 December 2020.

- 5.2 **Resource Implications** – A separate budget update has been prepared by the Assistant Director Finance and was considered by Cabinet on 7 December 2020. That update included the 2020/21 Budget Position in the light of Covid pressures and predicted an additional budget pressure of c£1m this year.

Looking ahead to 2021/22, leisure income is not predicted to immediately return to pre-Covid levels. Therefore there will be a further pressure next year that will need to be factored into the budget considerations. Cabinet will consider the 2021/22 budget at its meeting on 8 February 2021.

- 5.3 **Legal Implications** – There are no direct legal implications for the Council arising from this report. However it should be noted that the Covid legislation enacted earlier this year, together with a range of new powers, policy and practice changes introduced by central government, require the Council to respond rapidly to ensure all activities (particularly those related to enforcement) are applied effectively and are legislatively compliant.
- 5.4 **Equality Implications** – It has been recognised both locally and nationally that there is an inherent inequality in the way Covid impacts different groups of people and most particularly those who are vulnerable. The Council strives to mitigate the disproportionate impact of Covid on the most vulnerable in our communities. Use of the Hardship Fund, Homelessness measures, provision of food parcels, prescription delivery and other hub activities are all practical examples of how the Council is actively addressing those inequalities.
- 5.5 **Environmental Impact** – There are no direct environmental impacts arising from this report.
- 5.6 **Crime and Disorder** – There are no direct crime and disorder implications for the Council arising from this report.
- 5.7 **Risks** – The primary risk associated with this report is a prolonged period in Tier 2 or indeed a move into Tier 3, should the rate of infection and the number of outbreaks increase in Norfolk. Both scenarios and the related risks are subject of a rolling review within the Councils Covid-19 response framework and mitigating action will be taken if and when needed.

6 CONCLUSION

- 6.1 This report outlines the considerable risks of Covid-19 to people, communities and businesses in South Norfolk together with council services. Equally the report describes the considerable activity that has been and continues to be undertaken by council staff together with our partners, to minimise wherever possible the impacts, both short and long term of the pandemic.

7 RECOMMENDATIONS

- 7.1 Note the contents of this report regarding the local impact of Covid-19 together with the activities the Council is taking to mitigate those impacts.
- 7.2 Delegate to the Managing Director in consultation with the Leader of the Council, authority to continue to ensure all measures are taken to mitigate the ongoing impacts of the pandemic

Background Papers

Our Plan for Recovery from the Covid-19 Crisis – Cabinet July 2020

Budget Update – Second Wave Covid Funding – December 2020