

Agenda

Emergency Committee

Members of the Emergency Committee:

Mr J Fuller
(Chairman)

Mr C Brown

Mr M Edney

Mr R Elliott

Mr K Kiddie

Mrs K Mason Billig

Date

Friday 22 May 2020

Time

10.00 am

Place

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

PUBLIC ATTENDANCE

Please note that in light of Government guidance, the Council currently has restricted public access to the Council offices. Should members of the public wish to observe this meeting remotely, or speak on an agenda item, they can do so by emailing a request to democracy@s-norfolk.gov.uk, no later than 5.00pm on Tuesday 20 May 2020.

Contact

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Website: www.south-norfolk.gov.uk

Large print version can be made available

Agenda

- 1. To report apologies for absence**
- 2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972. Urgent business may only be taken if, “by reason of special circumstances” (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency**
- 3. To Receive Declarations of Interest from Members** (please see guidance – page 3)
- 4. To confirm the minutes of the meeting of the Emergency Committee, held on Thursday 7 May 2020** (attached – page 5)
- 5. Economic Recovery Update** (report attached – page 10)
- 6. Business Grants** (report attached – page 22)
- 7. Financial Implications** (report attached – page 26)
- 8. Police and Crime Panel** (report attached – page 31)
- 9. Current Portfolio Arrangements** (attached for information – page 37)
- 10. Work Programme and Cabinet Core Agenda** (attached – page 40)

DECLARATIONS OF INTEREST AT MEETINGS

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

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. affect yours, or your spouse / partner's financial position?
2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

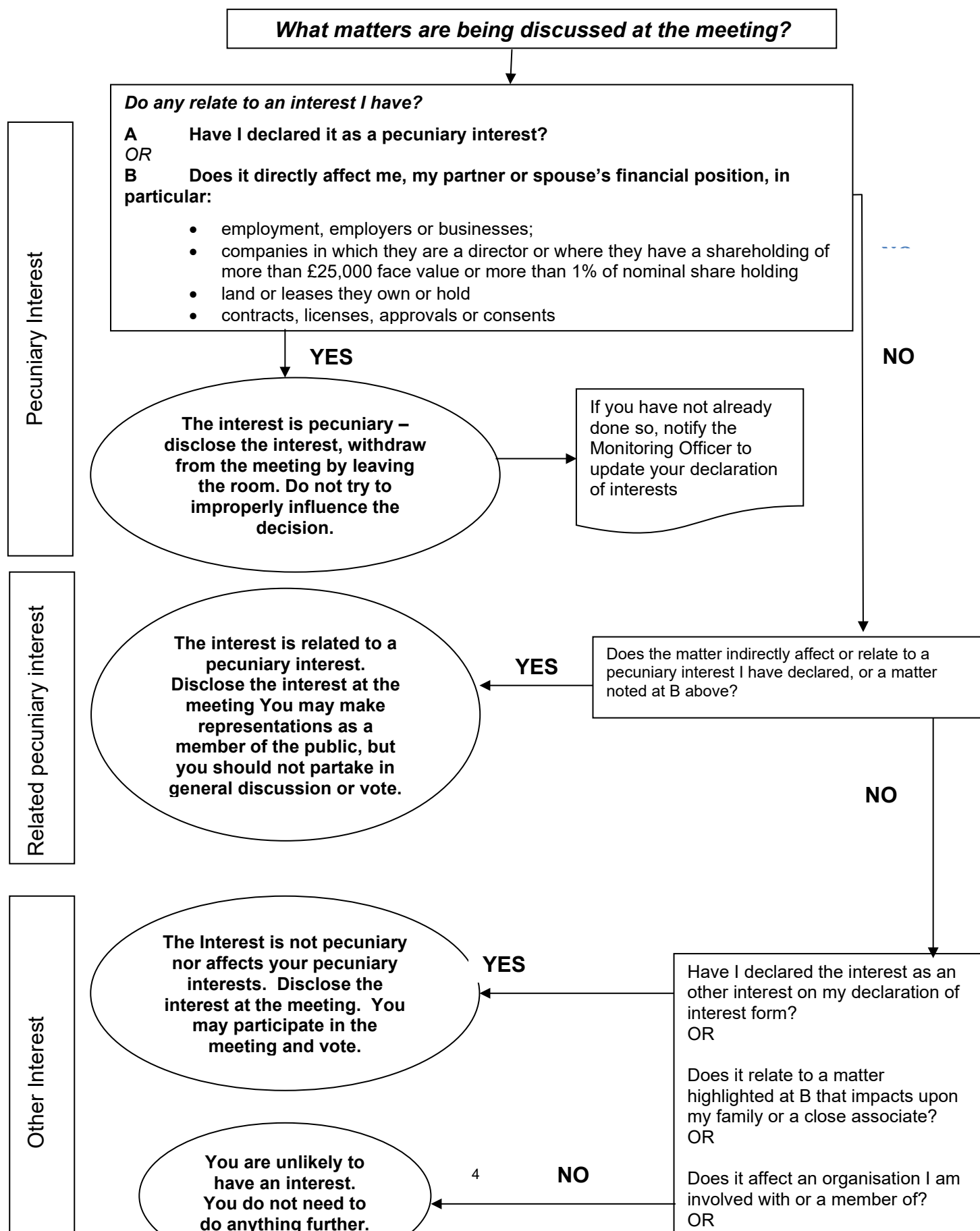
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.

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

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF





EMERGENCY COMMITTEE

Minutes of a remote meeting of the Emergency Committee of South Norfolk Council held on Thursday 7 May 2020 at 10.00am.

Committee Members Present: Councillors: J Fuller (Chairman), C Brown, R Elliott, K Kiddie and K Mason Billig

Apologies: Councillor: M Edney

Other Members in Attendance: Councillors: J Amis, Y Bendle, B Bernard, D Bills, V Clifford-Jackson, A Dearnley, B Duffin, J Easter, L Glover, C Hudson, K Hurn, W Kemp, J Knight, T Laidlaw, N Legg, L Neal, S Nuri, J Savage, R Savage, A Thomas, V Thomson and J Worley

Officers in Attendance: The Managing Director (T Holden), the Director of Resources (D Lorimer), the Director of People and Communities (J Sutterby), the Director of Place (P Courtier), the Assistant Director Governance & Business Support (E Hodds), the Assistant Director of Individuals and Families (M Pursehouse), and the Acting Assistant Director Economic Growth (T Armstrong)

5 MINUTES

The minutes of the meeting held on Friday 24 April were confirmed as a correct record and signed by the Chairman.

6. HARSHIP FUND

The Assistant Director Individuals and Families presented his paper to the Committee, which updated members on the work of the Help Hub, and Hardship funding.

The Assistant Director informed the Committee that there had been a slight reduction in calls to the Help Hub in the previous week, and that the nature of the calls had also changed, with more cases of hardship and families struggling to make ends meet. This had come at a time when monthly pay packets had reduced by 80%, or in some cases nil. Currently, £16,480 of the discretionary hardship fund had been paid out across both South Norfolk and Broadland and was being used to plug the gap until claims for Universal Credit came through.

He went on to explain that officers continued to work closely with Adult Social Services, the Police and Children's Services, to identify those that might need help. He added

that most of those on the shielded / vulnerable list had not required additional assistance, and it was therefore the “hidden vulnerable” who required more focus.

Members noted that currently there were 58 families in temporary accommodation, whereas typically this figure would be on average, 32. The Hub had been assisting with a number of issues, for example domestic violence, and those struggling to pay rent, and officers continued to work closely with Housing Associations, to identify those needing support, and future issues that might arise. In response to a query regarding homelessness, he explained that those who had been temporarily housed due to the pandemic, were likely to be transferred to suitable housing, once the lockdown had been lifted.

With regard to food parcels, the Assistant Director explained that a considerable number of recipients of food parcels from the Government, had no need for them, and these were often being passed back to the Help Hub for redistribution, to those more in need.

Turning to the volunteers, the Assistant Director advised that it was apparent that volunteers within local communities had been the most efficient way in ensuring that those most in need were in receipt of assistance.

The Chairman thanked the Assistant Director for an informative briefing and wished to thank him and his team for all their hard work during this difficult period. He stressed that there were further challenging times ahead, with the prospect of an end to furlough payments, and more job losses.

7. BUSINESS GRANTS AND RECOVERY

The Acting Assistant Director delivered a presentation to members regarding business grants, and economic recovery.

Members were advised that as of 4 May 2020, 81% of business grants had been paid, and officers were now proactively attempting to contact those businesses who were yet to make a claim. The Assistant Director made reference to the newly announced discretionary grant scheme, explaining that little information was yet known on how this scheme would work, although it was clear that the Government wanted this scheme to provide support in particular to Bed and Breakfasts, and those sharing office space. He believed that it would need to be funded through any excess funds, once all the business grants had been paid. Officers would be working with others across the area to try to establish some consistency with regards to the scheme's guidance and criteria. In response to a query, he explained that a member steer on the criteria might be required once an analysis of the current guidance from Government had been done.

Turning to the economic recovery, the Assistant Director informed members that the Centre for Progressive Policy had ranked all Local Authorities against the potential decline in GVA (Gross Value Added), and South Norfolk had been identified as the fourth least affected in England, with Broadland not far behind. Although this indicated that both Broadland and South Norfolk would be less affected than other areas, members still recognised this to be a massive impact on some parts of the economy for both districts.

Looking at national statistics, members noted that some industries such as food, accommodation, arts and entertainment, had furloughed a high percentage of employees, with more losses than others. Figures also suggested that young people would be most affected by the pandemic in terms of employment, with the availability of apprenticeships, likely to suffer. It was clear that to mitigate the negative impact on both the South Norfolk and Broadland districts, it would be helpful to focus support on particular areas such as construction, wholesale and retail, amongst others.

In response to queries, the Assistant Director agreed that there were both immediate and more long-term actions that could be taken to help stabilise businesses, and members agreed that this needed a “whole council” approach, referring to policies in the areas of licensing and planning.

The Managing Director explained that some work on recovery was being driven county wide, however, because of the broad canvas of industries across the county, local work driven by the districts was more helpful in providing focus for local areas. He stressed the need for districts to take the initiative and work constructively with others, including colleagues in the Local Enterprise Partnership (LEP) and at Norfolk County Council. The Chairman agreed and also suggested that both South Norfolk and Broadland should look to work with Breckland Council, to achieve a common approach, particularly in relation to the A11 Corridor.

During discussion, Cllr C Brown raised the issue of encouraging green growth and suggested that the Council could look at facilitating green projects, utilising the capacity in the construction sector, that might otherwise be lost. The Chairman supported this suggestion but stressed that the immediate priority needed to be on stabilising the economy.

Turning to the impending Government announcement regarding lockdown (the following Sunday), the Chairman suggested that there would be no big changes, however, he expected that the Government would lay down some principles for local authorities to follow, with regard to for example social distancing in public places. The Managing Director confirmed that the Tactical Co-ordination Group (TCG) would be examining the outcomes of Sunday’s announcement carefully, adding that Nick Howard, the Council’s Assistant Director for Regulatory Services, was the leading officer on this Group for social distancing. The Assistant Director of Governance and Business Support added that management would be providing reassurances to staff ahead of the announcement on Sunday. Staff were to continue to work at home where possible, and the health and safety of staff remained paramount.

In response to a query regarding leisure facilities, the Managing Director explained that officers were already looking at how equipment could be repositioned to allow for social distancing, and whether activities could take place outside. Opportunities to grow the Council’s on-line offer were also being investigated.

The Chairman thanked officers for their updates.

8. FINANCIAL IMPLICATIONS OF COVID-19 - UPDATE

Members considered the report of the Assistant Director Finance, which updated the Committee on the financial implications of Covid-19, on the Council.

The Director of Resources presented the report the Committee. She made reference to the potential suspension of business rates and the implications this could have on the Council, and also advised that the Secretary of State had recently written to town and parish councils, suggesting that they contact their local district councils with regard to any issues around funding. Members noted that any requests from town and parish councils would be considered on a case by case basis and any help with funding was likely to be in the form of loans.

Turning to cashflow, the Director explained that there were currently no issues for the Council, with precept payments to Norfolk County Council, the Police and parishes, made in full on 30 April. Income from council taxpayers and business rates was also holding up well.

It was

RESOLVED: To note the contents of the report.

9. STANDING ORDERS FOR VIRTUAL MEETINGS

The Chairman referred members to the Standing Orders for Virtual Meetings, that had been attached for information and would be duly incorporated within the Council's Constitution. It was noted that these standing orders were valid until 7 May 2021.

10. URGENT ITEM – HOUSEHOLD WASTE AND RECYCLING CENTERS

The Chairman referred to the recently circulated letter from the Local Government Minister and the Environment Minister, regarding the need to reopen household waste and recycling centres. Members noted that this would affect the recycling centre at Ketteringham.

The Managing Director explained that he was disappointed that councils had not been formally advised of this request earlier. However, he assured members that Norfolk County Council was confident that appropriate preparations had been made to manage the reopening of the centre, along with others in the county.

11. URGENT ITEM – COMMUNITY GRANTS

Cllr K Mason Billig presented the report of the Assistant Director (Individuals and Families), and the Communities Manager, regarding member ward grants and the need to ensure that all decision notices fell within the ground rules.

Members noted that whilst most member grants paid were within the ground rules, there were a limited number of applications that had been paid, despite breaching the rules. It had therefore been agreed, that in future, officers would veto inappropriate grants. This did not require any changes constitutionally; it was just a matter of enforcing financial controls already in place.

Regarding the Community Action Fund, Cllr Mason Billig informed the Committee that four applications that had been deferred from the meeting in February, had now been approved. Details of these grants would be forwarded to all members. It was noted that a budget of over £50k was still currently available to fund further projects later in the year.

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

RESOLVED: To agree that member ward grants be subject to the same financial process, as all other financial processes.

12. WORK PROGRAMME AND CABINET CORE AGENDA

Members noted the Emergency Committee Work Programme and the latest version of the Cabinet Core Agenda

The meeting concluded at 11.17 am.

Chairman

ECONOMIC RECOVERY UPDATE

Report Author(s): Tig Armstrong, Interim Assistant Director – Economic Growth
t: 01508 533740 e: tigarmstrong@s-norfolk.gov.uk

Portfolio: Planning and Economic Growth

Ward(s) Affected: All wards

Purpose of the Report:

To inform Members of the current project plan to create clean, safe and vibrant market towns by 1 June as part of a whole Council response to economic recovery.

Recommendations:

1. Note the contents of this report

1 SUMMARY

- 1.1 This report and the appended project plan sets out a key element of this Council's recovery plan for the economy. In particular it focuses on the immediate need to ensure our main market towns are able to be open for business by the 1 June in a clean, safe and vibrant manner.
- 1.2 Further 'whole Council' actions to support businesses and drive the economic recovery in South Norfolk will be reported to Members in due course.

2 BACKGROUND

- 2.1 On 11 May the Government presented its roadmap to recovery which included the phased reopening of shops on 1 June and the possible reopening of some of the hospitality industry and other public places on 1 July. At the same time Members will be fully aware of the unprecedented fall in economic activity in South Norfolk and across the country and the associated impacts upon our businesses and residents. As a consequence it is incumbent upon this Council to facilitate clean, safe and vibrant places within which our businesses can operate and where customers can visit and spend money with confidence.

3 PROPOSED ACTION

- 3.1 The appended document provides an overview of the current project plan to enable the key market towns to function as described above. However, Members are advised that this is a fast moving project which is rapidly evolving on a daily basis and therefore it is likely to change. Members are also advised that the work is currently focused on three market towns in South Norfolk: Diss, Harleston and Wymondham. This decision was made on the basis of the level of economic activity in these locations, but the Council's response will be rolled out to other locations and the nature of this response will also evolve and develop in forthcoming weeks. Notably it will evolve to facilitate parts of the hospitality industry opening on 1 July.
- 3.2 The project is being coordinated across three Councils: South Norfolk, Broadland and Breckland Councils. The three leaders are being briefed on a weekly basis.
- 3.3 The main workstreams in the project plan are: Traffic Regulation Orders (TROs) and street scene, communities and marshalling, procurement, communications and liaison, and licencing and regulation. The details of these workstreams are contained within the project plan.
- 3.4 The work requires a number of key stakeholders to be fully engaged, notably the County Council Highway Authority, bus companies, the Town Councils, business forums, individual business owners, etc. This work is being carried out by a team of officers who are working with these stakeholders to secure the optimal outcomes.

- 3.5 Longer term plans are also being drawn up and progressed to provide bespoke support for all businesses in South Norfolk and these plans will be reported to Members in due course. This will include the largest business engagement exercise carried out by this Council and it will require us to work alongside our partners to provide a comprehensive package of support.
- 3.6 It is the intention to contact every business to advise them of this Council's actions. However, if a business is not on the rates register then the Council is unlikely to hold its contact details. Therefore it is proposed to draft a further letter which will be sent to every household in the District. This letter will update residents but it will also be targeted at business owners who can benefit from South Norfolk Council's support but who haven't been contacted directly by us to date.

4 ISSUES AND RISKS

- 4.1 **Resource Implications** – As reported in the 'Review of 2020/21 Budgets' report, that is also on this agenda. It is proposed that an initial budget figure of £100,000 is agreed to support the whole Council response to economic recovery. The work to support the economic recovery will also need a whole Council response which will require significant officer resource. At present it is anticipated that this will be covered by existing officers and redeployed staff.
- 4.2 **Legal Implications** – are there no legal implications that need to be considered
- 4.3 **Equality Implications** – there are no equalities implications that need to be considered
- 4.4 **Environmental Impact** – there are no environmental impacts associated with this fund.
- 4.5 **Crime and Disorder** – there is no impact upon crime and disorder
- 4.6 **Risks** – the risks associated with the above funds are both economic and reputational. The work to support economic recovery in South Norfolk has the potential to save businesses that will otherwise close and to save jobs that will otherwise be lost. Therefore, the actions of this Council will be crucial to secure an optimal outcome for South Norfolk businesses and maintaining South Norfolk Council reputation for helping businesses one business at a time.

5 CONCLUSION

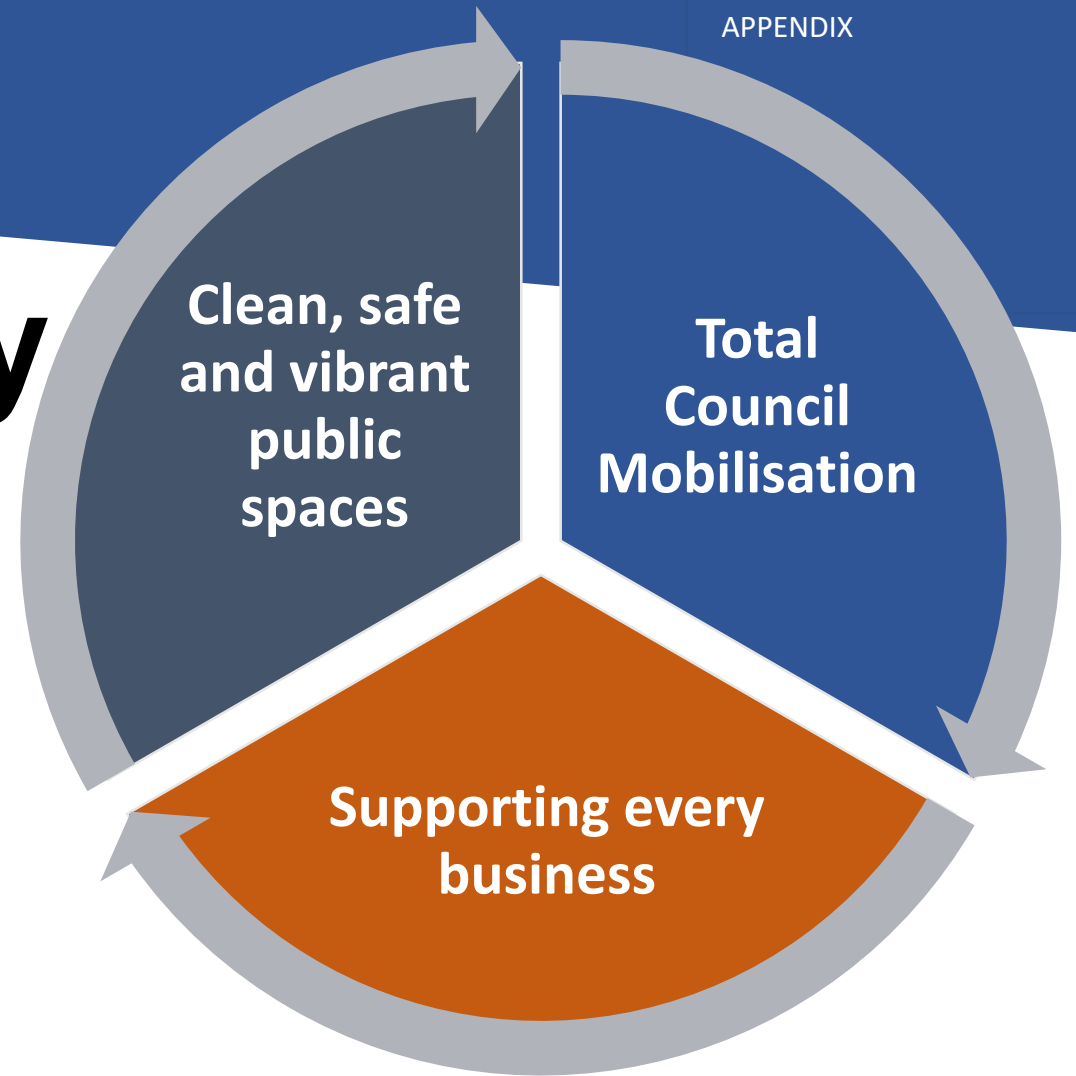
- 5.1 Work has started at pace to implement a whole Council response to the economic recovery. The immediate priority is to ensure our main market towns are safe, clean and vibrant places for people to visit and spend their money. The appended project plan is intended to inform Members of the work done to date and the work

planned for forthcoming days and weeks. This is just the first steps in boosting the economy and supporting businesses.

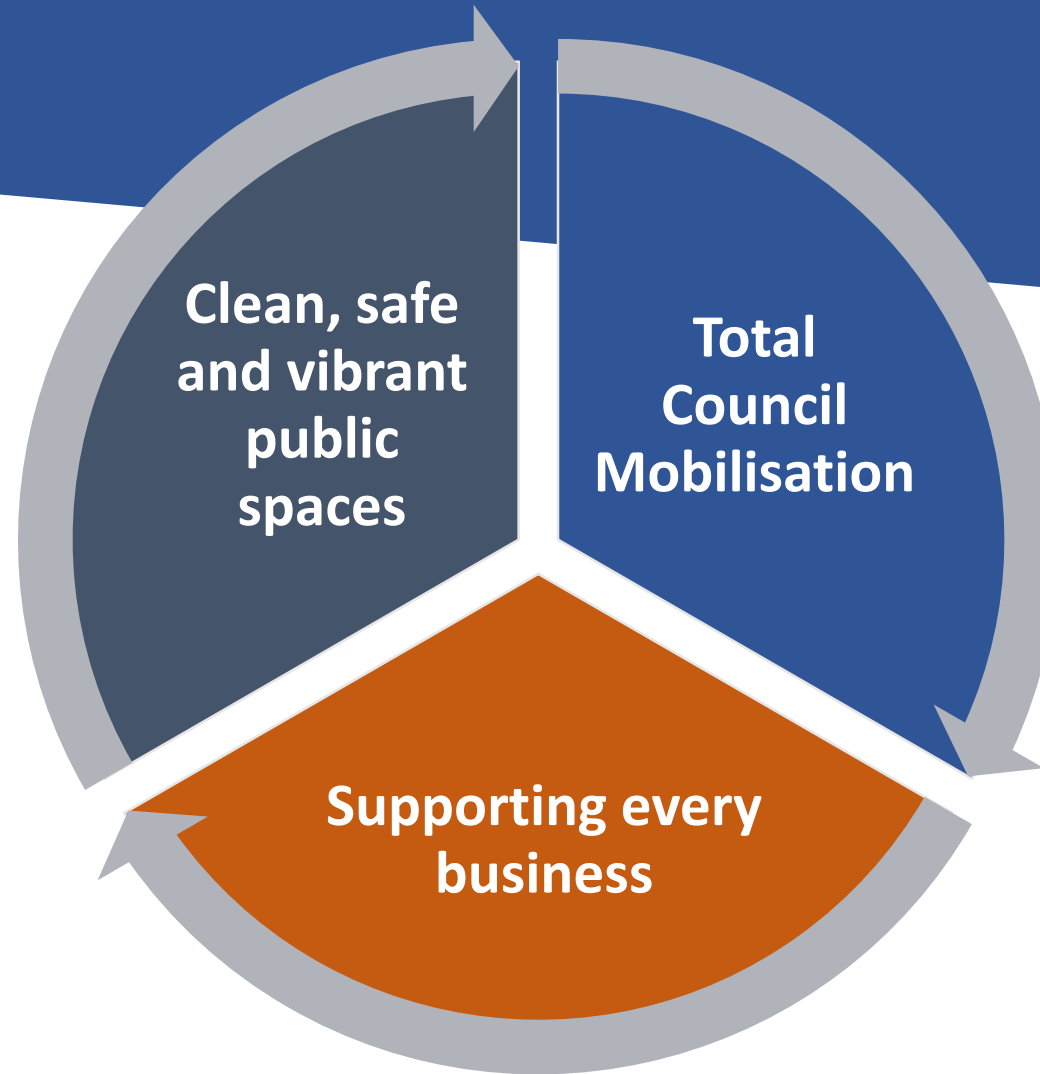
6 RECOMMENDATIONS

6.1 To note the contents of this report

Economic Recovery Plan



Ensuring our High Streets and public spaces are clean, safe and vibrant places to be.



No stone unturned in mobilising the public sector to help businesses survive and thrive.

The biggest ever business engagement exercise, underpinning a programme and support and advice

Clean, safe and vibrant public spaces

- Tactical street closures and pavement widening, for social distancing and expanded trade provision
- Floor markings, signage, one-way systems, marshals and help hubs
- Accessibility, public transport, cycling and parking enhancements
- Enhanced street cleaning and public toilet adaptations
- Public confidence and safety; including visible signs of meeting government guidelines, Environmental Health support
- Focus on positive (not sterile!) environment / Woonerf Concept
- Increased attraction; including campaigns and socially distanced events

Total Council Mobilisation

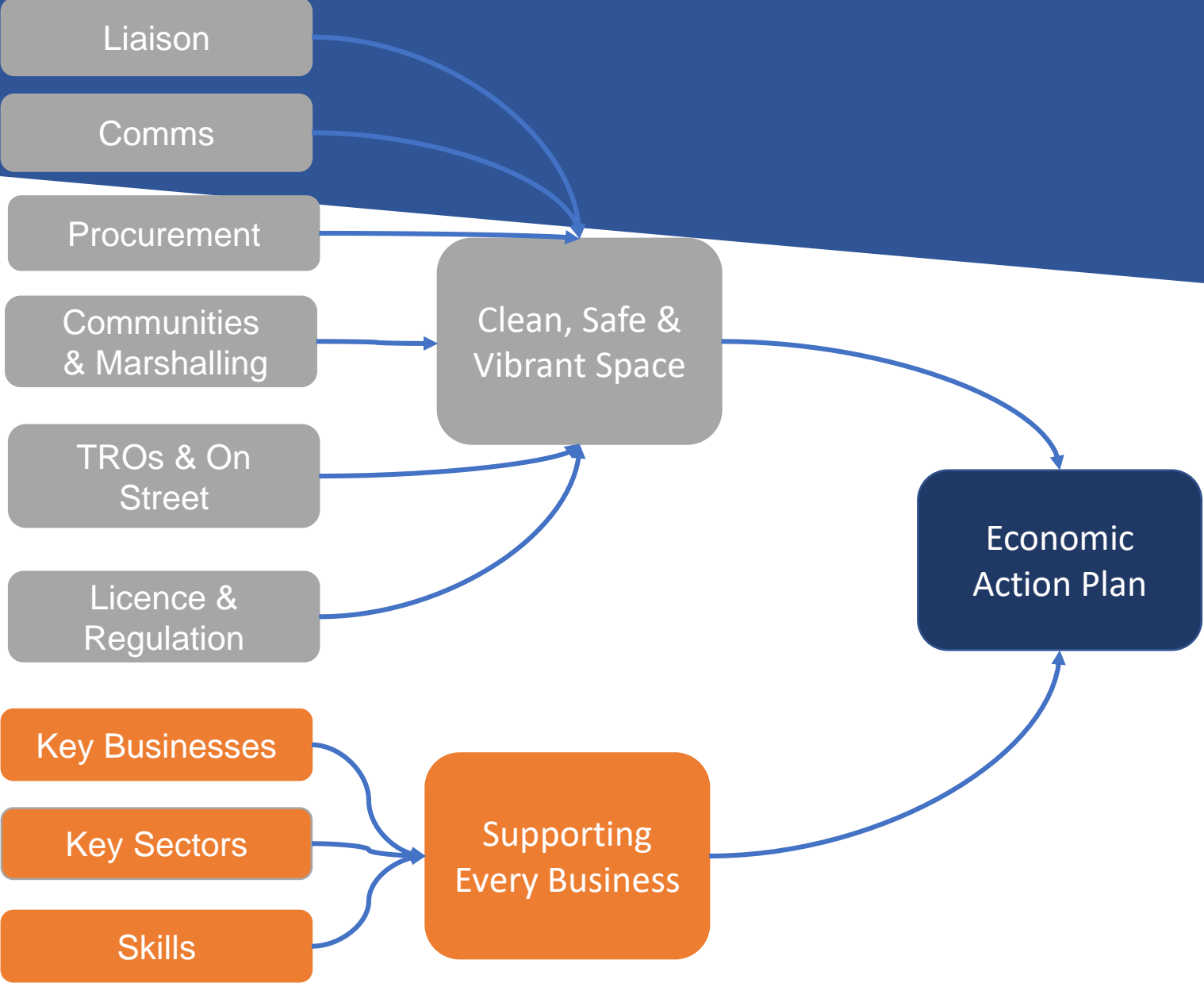
- Pro-growth and pro-business continuity approach to Licencing, including maximising taxi capacity, trading support
- Proactive and proportionate approach to Planning, including pre-commencement deferral, proportionate enforcement etc.
- Focussed procurement, prioritising local value and jobs
- Targeted Business Rates support, and use of grants
- Leverage Leisure to support employee wellbeing

.... and beyond – mobilising every part of the Council which can support in some way

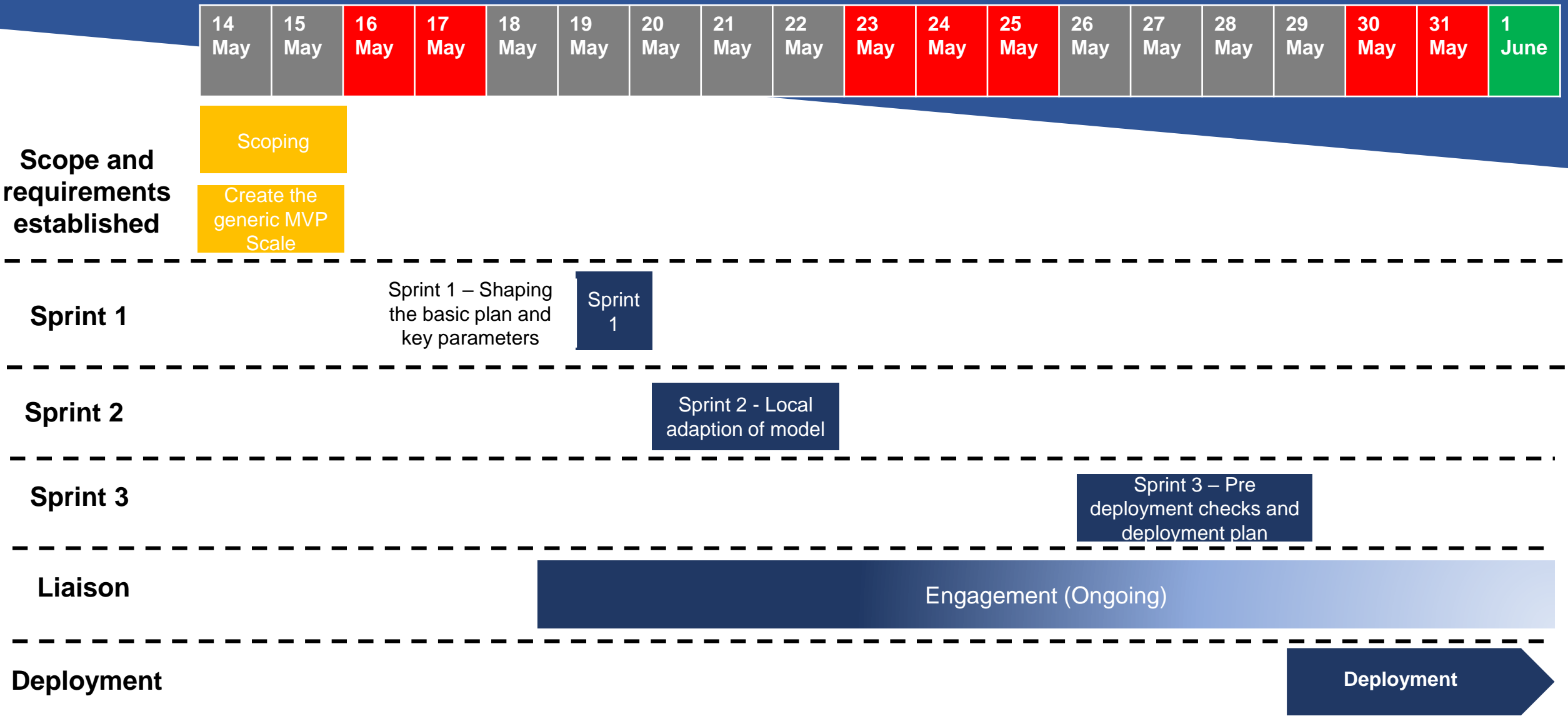
Supporting every business

- Biggest-ever business engagement exercise (to inform, and receive input / suggestions)
- Develop 'Unlocked' service, front-door to any company to resolve Covid trading issues
- Individual risk assessment and support plan for key businesses
- Support plans and solutions for most vulnerable sectors
- Skills support to enabled both continued trading, and growth
- Development of robust evidence base and global insights
- Maximisation of investment and financial support to business

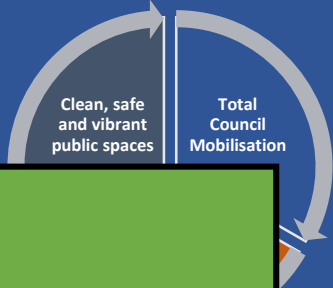
Programme Structures:



Key Sprints of Delivery – The Timeline:



Key Phases of Delivery – Overview:



Scope and requirements established



Sprint 1



Sprint 2



Sprint 3



Deployment

Scoping:

- Development of Locality Map outlining areas in scope
- Clear outcomes
- Project structure and team set up
- Finalised scope

Create the generic MVP scale & Work Cell Initial Plans

- Develop our MVP scale based on government guidance
- Work cell Initial Plans

Sprint 1: Shaping the basic plan and key parameters (19th May)

Sprint 2: Local Adaptation of the model

- Work cells come together to create local area plans based on the basic plan & specific area adaptations

Sprint 3: Pre Deployment Checks

- Final checks in place prior to deployment of model in local areas
 - Procurements/resources
 - Marshall training

Deployment

- Go live of MVP local plans

BUSINESS GRANTS

Report Author(s): Tig Armstrong, Interim Assistant Director – Economic Growth
t: 01508 533740 e: tigarmstrong@s-norfolk.gov.uk

Portfolio: Planning and Economic Growth

Ward(s) Affected: All wards

Purpose of the Report:

This report updates Members on the distribution of business rate grants up to 15 May. It also updates Members on the discretionary grant fund which is to be administered by South Norfolk Council

Recommendations:

1. To note the update contained within this report

1 SUMMARY

- 1.1 This report provides an update on the distribution of business grants to date and the recently announced discretionary business grant fund.

2 BACKGROUND

- 2.1 On 25 March the Minister of State for Business, Energy and Industrial Strategy (BEIS) established:
- The Small Business Grant Fund (SBGF), and
 - The Retail, Hospitality and Leisure Grant Fund (RHLGF).
- To provide grants of either £10,000 or £25,000 to eligible businesses.
- 2.2 On 1 April, South Norfolk Council received £30,838,000 as an on-account payment to facilitate the award of these grants in South Norfolk.
- 2.3 The Government subsequently announced a Discretionary Fund for businesses which fall outside the scope of the above funds. On 13 May the Government issued guidance on this fund which is referred to below.

3 CURRENT POSITION

- 3.1 The distribution of the SBGF and RHLGF as of 15 May is appended at appendix 1. An average of 88% of the grants have been paid to eligible businesses. This includes 99% of the £25k grants for retail, hospitality and leisure and 93% of the £10k grants for the same sector. Further work is being carried out to proactively contact the remaining eligible businesses to make them aware of the grant.
- 3.2 With regard to the discretionary fund the guidance referred to in para 2.3 is summarised in the following bullet points:
- Local Authorities that have spent/plan to spend their entire SBGF and RHLGF allocation will receive an additional 5% via a S131 grant. This equates to approximately **£1.5m** for South Norfolk. Local Authorities that have unspent grant (despite taking all reasonable steps) will fund the discretionary grants from the unspent residual. In cases where the unspent residual is less than the 5% allocation to the discretionary grant pool, the Government has committed to providing top-up grants.
 - Government will meet delivery and New Burdens costs and anticipates that Local Authorities will make first payment by early June.
 - The value of the grant (£25,000 or £10,000 or any amount less than £10,000) will be at the discretion of Local Authorities who should consider the local economy

and the government guidance on business characteristics including fixed costs, employee number, whether the business is able to trade and impact of Covid-19 losses. The government has asked Local Authorities to prioritise businesses in shared spaces, regular market traders, small charity properties and B&Bs. However, where funding is limited, Local Authorities can prioritise the businesses most relevant to their local economy with no penalty.

- Local Authorities should set out clear criteria (and rationale for grant values and scheme scope) on their websites.
- Local Authorities may wish to collaborate with others in their economic area when designing scheme.
- Local Authorities will be required to report weekly on progress to BEIS.

3.3 In summary there is a significant degree of discretion and autonomy for Local Authorities in the distribution of this fund. At present officers from Broadland and South Norfolk Councils are engaged in discussions with the other District councils in Norfolk to try to establish some consistency in the local criteria used to distribute this fund. However, having regard to the different characteristics in the respective economies it is anticipated that there will be different criteria applied in the Districts but with some high level consistency in the criteria.

3.4 These discussions will conclude by 22 May to enable the timely implementation of this discretionary fund by 1 June.

4 OTHER OPTIONS

4.1 Having regard to the level of local autonomy given to Local Authorities a proportion of the fund could be retained to support the economic recovery in South Norfolk. This could be directed at the sectors and businesses demonstrating the greatest needs and having regard to emerging evidence.

5 ISSUES AND RISKS

5.1 **Resource Implications** – the fund is paid by Government and therefore the key resource is the officer time required to establish the criteria for the discretionary fund and administer the subsequent payments

5.2 **Legal Implications** – are there no legal implications that need to be considered

5.3 **Equality Implications** – there are no equalities implications that need to be considered

5.4 **Environmental Impact** – there is no environmental impacts associated with this fund.

5.5 **Crime and Disorder** – there is no impact upon crime and disorder

5.6 **Risks** – the risks associated with the above funds are both economic and reputational. The discretionary fund has the potential to save businesses that will otherwise close and to save jobs that will otherwise be lost. Therefore, the criteria will be crucial to ensuring the optimal outcome for South Norfolk businesses and maintaining South Norfolk Council reputation for helping businesses one business at a time.

6 CONCLUSION

6.1 This report updates members on the current position regarding discretionary grants and that work is ongoing to establish the criteria under which they will be awarded with the anticipation that businesses will be able to claim from the beginning of June.

7 RECOMMENDATIONS

7.1 To note the update contained within this report

REVIEW OF 2020/21 BUDGETS

Impact on Income Budgets and Saving Options

Report Author(s): Rodney Fincham, Assistant Director – Finance
t 01508 533982 e rfincham@s-norfolk.gov.uk

Portfolio Holder: Finance

Ward(s) Affected: All wards

Purpose of the Report: This report is an initial paper on the financial impact of Covid 19 on the 2020/21 Budget.

Recommendations:

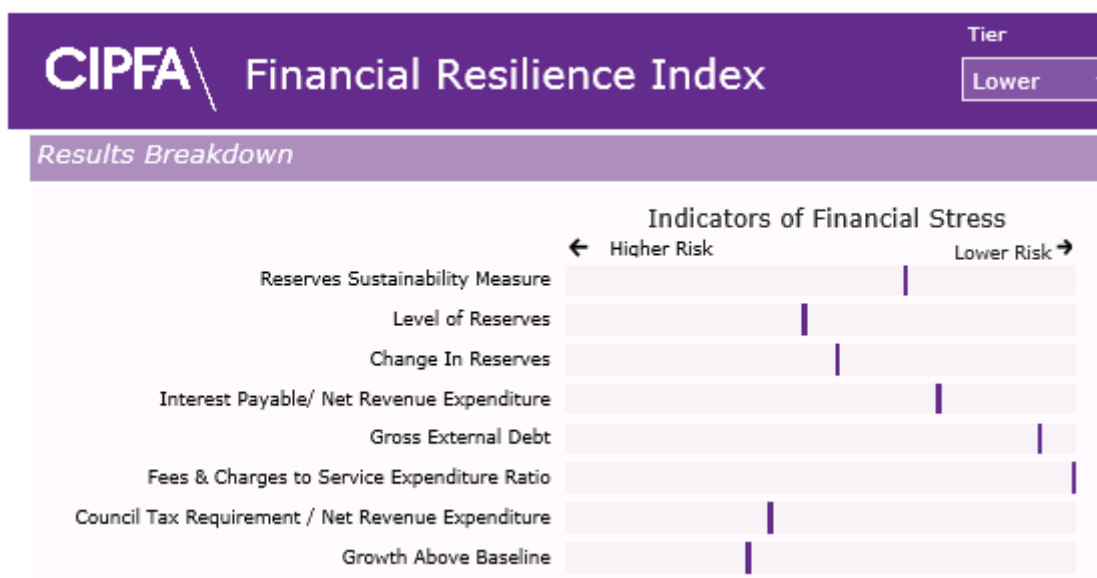
- 1 That the Emergency Committee:
 - Endorse the proposed approach to calculating the income losses in 20/21.
 - Agree an initial budget figure of £100,000 for investing in the public realm.
 - Confirm that the savings options presented should continue to be worked on.

1 BACKGROUND

- 1.1 The 'Financial Implications of Covid 19' report presented to the Emergency Committee on 24 April 2020, estimated that if the lockdown lasts until the end of July the full financial impact on this Council in 20/21 could be over £4m. If the impacts last until the end of November, the impact could be closer to £10m.
- 1.2 It is therefore prudent to review the Council's Revenue and Capital budgets and the Medium-Term Financial Strategy (MTFS) to look for compensating savings, or to approve the additional draw down of sums from reserves, or a combination of both.
- 1.3 This is the first of a series of formal papers as set out in the timetable considered by the Emergency Committee on 7 May. ie
 - Fri 22 May Formal Emergency Committee
 - Wed 27 May Informal Emergency Committee
Further report, to allow discussion in informal setting
 - Fri 5th June Formal Emergency Committee
Target date for full report to be considered.

2 IMPACT ON 2020/21 INCOME BUDGETS

- 2.1 A key impact of Covid 19 will be on the income received by the Council, particularly in the following area
- Leisure facilities
 - Planning and related service charges
 - Car Parking
 - Commercial rents.
- 2.2 SNC has been successful in growing its income base. The total budgeted fees and charges for 20/21 is £16.5m.
- 2.3 In fact, according to the CIPFA Financial Resilience Index, SNC has the 2nd highest fee & charges income, as a proportion of its service expenditure.
- 2.4 Normally this would be considered good, in that it means the Council has developed alternative funding sources, rather than relying on Government grants. Indeed, the CIPFA Financial Resilience Index shows this as an indicator of lower financial risk.



- 2.5 However, in these unusual times, perversely this means that potentially SNC has more to lose from falls in income.
- 2.6 Some of the lost income will be covered by the £1.4m of emergency Covid 19 grant funding, that has been received from Government. However, it is likely that there will be a need to use some reserves to cover the shortfall in the short to medium term.

Leisure Facilities

- 2.7 Some people are suggesting that some leisure reopening may begin at the beginning of July. However, to be prudent, it is recommended that we plan on the basis that it is unlikely that indoor leisure facilities will be allowed to open before the end of July.
- It is therefore proposed that the 20/21 budget will be rebased to reduce the leisure income budgets to nil for the period 1st April – 31st July. This will equate to lost income of approximately £1.120m (£280k x 4 months).

- 2.8 Once the leisure facilities are open, they are unlikely to operate back at pre-Covid 19 capacity for some time.
It is therefore proposed that the 20/21 budget will be rebased to reduce the leisure income budgets to 50% for the period 1st Aug – 31st Mar. This will equate to lost income of approximately £1.120m (£280k x 50% x 8 months).
- 2.9 It is hoped that the work that will be undertaken to enable users back to our leisure facilities will mean that we will outperform these estimates. However, it is prudent to budget on the above basis.

Members are requested to endorse this approach, or suggest an alternative approach.

Planning

- 2.10 There has been a slowdown in construction activity, however it is currently difficult to predict the impact on planning income. Furthermore, any such income is likely to be delayed, as opposed to lost, as developers are still keen to get planning permission - The growth will still happen, but we don't yet know how long the income will be delayed for.
- 2.11 It is therefore proposed that the 20/21 budget will be rebased to reduce the planning income budgets by 25% for the period 1st April – 31st March. This will equate to lost income of approximately £372,000 (£124k x 25% 12 months).

Members are requested to endorse this approach, or suggest an alternative approach.

Car Parking

- 2.12 There has been a slowdown in car parking, however it is currently difficult to predict the full impact on car parking income.
Furthermore, even when the economy restarts the Council may wish to amend the car parking charges to support the local economy.
- 2.13 It is therefore proposed that the 20/21 budget will be rebased to reduce the car parking income budgets by 50% for the period 1st April – 31st March. This will equate to lost income of approximately £180,000 (£30k x 50% x 12 months).

Members are requested to endorse this approach, or suggest an alternative approach.

Commercial Income

- 2.14 Some businesses are struggling to survive, and this will impact on the Council's Commercial income. However, it is currently difficult to predict the full impact.
- 2.15 It is therefore proposed that the 20/21 commercial income budget will be reduced from £520k to £420k. This will equate to lost income of £100k.

Members are requested to endorse this approach, or suggest an alternative approach.

3 **INVESTING IN THE PUBLIC REALM**

- 3.1 In order to allow social distancing in our market towns, there will be a need to make changes to street layouts, provide additional hand washing facilities, and even potentially provide street marshals.
- 3.2 Any changes will need to be made working with Norfolk CC and the relevant Town or Parish Council.
- 3.3 At this stage it is recommended to allow £100,000 for this initial public realm work.
- 3.4 In the longer term, as we re-imagine how our market towns function, this may be an area we which to invest significantly in.

Members are requested to agree an initial budget figure of £100,000 for this work.

4 **SAVINGS OPTIONS**

- 4.1 Officers are currently working on the following saving options.
 - Reviewing all staff vacancies, to see if posts can be deleted or temporarily frozen.
 - Reviewing Accommodation requirements to support savings.
 - Exploring further collaboration options, and / or requesting a boundary review to potentially reduce the number of wards and thus members.
 - Using the Spark transformation programme to drive out efficiency savings.
 - Service Reductions / cuts / Efficiencies including:
 - Review of discretionary services.
 - Review of energy costs (reduced consumption and is it possible to buy at a better rate in the current climate)
 - Active reduction in Travel and Subsistence costs, through use of new ways of working.
 - Review of consumables, based on new ways of working.
 - Increasing fees, including:
 - Increasing waste fees including bulky waste / green waste collection fees (from next year) and / or promoting greater take up.
 - Charging for optional elements of services, over and above the basic level of service.
 - Expanding our commercialisation strategy.
 - Reviewing the delivery plan for 2020/21 with members outlining any activities/capital investments they wish to postpone.

Members are requested to:

- **agree that officers should continue to investigate these options, and**
- **suggest any other area that they would like officers to investigate.**

5 RECOMMENDATIONS

5.1 That the Emergency Committee:

- Endorse the proposed approach to calculating the income losses in 20/21.
- Agree an initial budget figure of £100,000 for investing in the public realm.
- Confirm that the savings options presented should continue to be worked on.

Agenda Item: 8

**Emergency Committee
22 May 2020**

NORFOLK POLICE AND CRIME PANEL

Report Author(s): Linda Mockford, Governance Manager
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Portfolio Holder: Leader, Policy and External Affairs

Ward(s) Affected: None

Purpose of the Report: To agree an amendment to the Norfolk Police and Crime Panel Arrangements and to allow Air Commodore Kevin Pellatt to continue in the role of co-opted independent member on the Panel.

Recommendations:

That the Committee agree to:

- a) an amendment to the Norfolk Police and Crime Panel Arrangements, which would allow the Panel to re-appoint a co-opted independent member without open recruitment.
- b) Air Commodore Kevin Pellatt continues in the role of co-opted independent member, beyond his appointed term of office, should the Panel be unable to meet (and consider his re-appointment) before the end of June 2020.

1 SUMMARY

- 1.1 Under the current exceptional circumstances due to the Coronavirus Pandemic, the Norfolk Leaders have considered a report from the Chair of the Norfolk Police and Crime Panel (PCP) requesting to change the Panel arrangements. Such changes would allow the Panel to re-appoint a co-opted independent member without open recruitment.
- 1.2 This would allow Air Commodore Kevin Pellatt to continue in the role of co-opted independent member beyond the appointed term of office should the Panel be unable to meet before the end of June 2020.
- 1.3 In principle, this request was supported by all Norfolk Leaders but they would each seek their Council's agreement to the points above.

1 BACKGROUND

- 2.1 The Police Reform and Social Responsibility Act 2011 (the Act) requires each police area in England, other than the metropolitan police district, to have a Police and Crime Panel (PCP) established and maintained. PCPs scrutinise the Police and Crime Commissioners (PCC) who themselves will hold the Chief Constable of their force to account for the full range of their responsibilities.
- 2.2 The Act requires the functions and procedural rules for the operation of the PCP to be set out in 'Panel Arrangements' and 'Rules of Procedure'. The Panel Arrangements (and any changes) must be agreed collectively by the local authorities but the Rules of Procedure are for the PCP to approve once it has been established.
- 2.3 It is the Panel Arrangements which must make provision about the co-option of, and holding of office by, the independent members.
- 2.4 Currently, this document defines a specific term of office (4 years). In addition, it says that there shall be no restriction on the overall time period that an independent member may serve on the PCP. The expectation, and previous practice, has been that an independent member seeking re-appointment could re-apply through the relevant open recruitment process.

2 CURRENT POSITION

- 3.1 Norfolk PCP has two co-opted independent members. They are each appointed for 4 years, but the appointments are staggered to maximise consistency of membership, skills and experience.
- 3.2 The term of office of Air Commodore Kevin Pellatt, currently the Panel's Vice-Chairman, is due to come to end in July 2020.
- 3.3 The Panel was due to consider a draft advertisement, application pack,

timetable and appoint a selection panel at its 24 March 2020 meeting, with a view to carrying out an open recruitment exercise in the usual way during the spring. The recommended candidate's appointment was due to be endorsed at the Panel's meeting on 30 June 2020.

- 3.4 Owing to pressures on public services as a result of coronavirus -COVID-19, the Panel's 24 March 2020 meeting was cancelled.
- 3.5 Given the fast moving and uncertain situation relating to coronavirus, the Panel's Chairman (County Councillor William Richmond) is keen to ensure the Panel maintains the much-valued skills and experience of current members and to prevent a vacancy from arising. In order to do so, he has asked Norfolk Leaders to seek their Council's support for an amendment to the Panel Arrangements, which would allow the Panel to re-appoint a co-opted independent member without open recruitment.
- 3.6 All Norfolk Leaders agreed to seek their Council's approval to amend the Panel Arrangements.
- 3.7 It should be noted that the Panel Arrangements also require the appointment of elected members to the PCP to be made by each local authority at its annual general meeting. The Council's AGM has been cancelled, however, the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, allow that such appointments continue until the next AGM.

4. PROPOSED ACTION

- 4.1 Add the following new paragraphs to the Panel Arrangements:
 - 6.7 A co-opted independent member may be re-appointed for a further period, without open recruitment, if the majority of Panel Members agree. This could only be done once, for a maximum period of four years, having considered whether the re-appointment would allow the Panel to meet its Balanced Appointment Objective.
 - 6.8 At the end of the re-appointment period, should an individual still wish to continue in the role, they would need to re-apply through open recruitment.
- 4.2 It should be noted that the Panel Arrangements require independent member appointments to be endorsed annually, at the Panel's AGM. In addition, they include provision for removal of Independent Members (paragraph 11).
- 4.3 Paragraphs 6 and 11 of the existing Panel Arrangements are attached at appendix 1.

5 ISSUES AND RISKS

- 5.1 **Resource implications** – there are no resource implications
- 5.2 **Legal implications** – The Act requires the relevant local authorities in each police force area to establish and maintain a PCP for its police force area and it is the responsibility of the local authorities to agree the Panel Arrangements.
- 5.3 **Equality implications** – none identified.
- 5.4 **Environmental impact** – no impact identified.
- 5.5 **Crime and disorder** – no impact identified.
- 5.6 **Risks** – no other risks identified.

6 RECOMMENDATIONS

- 6.1 That the Committee agree to:-
 - a) an amendment to the Panel Arrangements, which would allow the Panel to re-appoint a co-opted independent member without open recruitment (at paragraph 4.1 of this report).
 - b) Air Commodore Kevin Pellatt continuing in the role of co-opted independent member, beyond his appointed term of office, should the Panel be unable to meet (and consider his re-appointment) before the end of June 2020.

Background Papers

The Police Reform and Social Responsibility Act 2011

PCC Panel Arrangements and Rules of Procedure

Report to Norfolk Leaders by County Councillor William Richmond, Chair of Norfolk Police Crime Panel

Norfolk PCP - Panel Arrangements – paragraph 6

6. Membership – Independent Members

- 6.1 The PCP shall co-opt two independent members onto the PCP. For the first two co-options, one shall be appointed for a term of four years and one for a term of three years. Thereafter the appointments will be for four-year terms. There shall be no restriction on the overall time period that an independent member may serve on the PCP. A member of any of the relevant local authorities may not be a co-opted member of the PCP where the number of co-opted members is two.
- 6.2 The following may not be co-opted Members of the PCP:
- a) the PCC for the Police Area.
 - b) a member of staff of the Police and Crime Commissioner for the area.
 - c) a member of the civilian staff of the Police Force for the area.
 - d) a Member of Parliament.
 - e) a Member of the National Assembly for Wales.
 - f) a Member of the Scottish Parliament.
 - g) a Member of the European Parliament.
- 6.3 The recruitment process for co-opting independent members should include a reasonable period of open and public advertising for the positions. The closing date for the receipt of applications should be at least two weeks from the date the advertisement is first placed. The PCP shall also invite relevant organisations, as it considers appropriate, to nominate candidates for consideration as part of the recruitment process.
- 6.4 The recruitment process will be carried out in accordance with the following principles:-
- (i) Appointments will be made on merit of candidates whose skills, experience and qualities are considered best to secure the effective functioning of the PCP
 - (ii) The selection process will be fair, objective and impartial and consistently applied to all candidates who will be assessed against the same pre-determined criteria
 - (iii) The selection process will be conducted transparently with information about the requirements for the appointments and the process being publicly advertised and made available
- 6.5 Information packs shall be prepared and sent to those requesting them. The PCP shall appoint a selection panel to consider applications and interview candidates.

- 6.6 Following the interviews, the selection panel will make recommendations to the PCP about the appointment of the independent members and the PCP will make a decision as to which candidates to co-opt. In order to be co-opted, each candidate shall require the support of a majority of the appointed members of the PCP present at the meeting at which the decision is made. Independent member co-options shall be subject to annual endorsement at the PCP's AGM. If a majority of appointed members present at the AGM vote against endorsing an independent member's co-option, the independent member's co-option shall be terminated.

Norfolk PCP - Panel arrangements – paragraph 11

11. Removal of Independent Members

Other than at the PCP's AGM, an independent member may only be removed from office if an appointed member has given notice to the PCP secretary at least 10 working days prior to an ordinary meeting of the PCP, of his or her intention to propose a motion that an independent member's co-option be terminated. At the subsequent meeting, termination will only be confirmed if at least two-thirds of the persons who are members of the PCP at the time when the decision is made vote in favour of termination.

The full Panel Arrangements document can be viewed via the following link:

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/crime-and-disorder-partnerships/police-and-crime-panel>

South Norfolk Council – current Portfolio Arrangements

Portfolio	Service Activity
LEADER External Affairs & Policy	Commercial Ventures Communications & Marketing Elections and Electoral Registration External Affairs Policy & Strategy Strategic Planning Policy: <ul style="list-style-type: none"> Community Infrastructure Levy Local Development Framework Joint Core Strategy New Homes Bonus Town Plans and Developer Guidance
Stronger Communities and Governance	Audit Community Capacity and Engagement: <ul style="list-style-type: none"> Community Volunteering Community Engagement Community Grants and Funding Community Transport Customer Services (SNC) Governance: <ul style="list-style-type: none"> Data Protection Freedom of Information Equalities Information Technology, ICT Strategy, Telephony and GIS Legal Services Risk Management Service Improvement and Efficiency Shared Services with Broadland Democratic Services <ul style="list-style-type: none"> Committee Services Member support
Finance & Resources	Accountancy and Treasury Management Finance <ul style="list-style-type: none"> Income Payments Sundry Debtors Health and Safety at SNC Human Resources Land and Property <ul style="list-style-type: none"> Asset management Building Maintenance Facilities Management Procurement and Supply Contracts Revenues: <ul style="list-style-type: none"> Council Tax Collection National Non-Domestic Rates Rate Relief Schemes Benefit Fraud

Health, Housing & Wellbeing	<p>Benefits</p> <p>Early Intervention</p> <p>Housing Standards and Advice:</p> <ul style="list-style-type: none"> • Homelessness and Homelessness Prevention • Leased Properties and Hostels • Housing Advances • Housing Advice • Housing Register & Home Options • High Hedges • Housing Enforcement • Renovation Grants • Unfit Houses and HMOs <p>Independent Living:</p> <ul style="list-style-type: none"> • Care and Repair • Disabled Facilities Grants/Aids & Adaptations • Home Maintenance Advice • Supporting People • Welfare Rights and Advice • Handyperson Service <p>Leisure Centres</p> <p>Sport & Leisure Development</p> <p>Gypsies and Travellers</p>
Planning & Economic Growth	<p>Broadband for the Community</p> <p>CNC Building Control</p> <p>Design and Conservation:</p> <ul style="list-style-type: none"> • Biodiversity/Ecology • Dangerous, ruinous or dilapidated buildings • Listed Buildings • Tree Preservation & applications for works to trees <p>Development Control:</p> <ul style="list-style-type: none"> • Planning Applications • Planning Appeals • Planning Enforcement • Street Naming & Numbering <p>Economic Development:</p> <ul style="list-style-type: none"> • Regeneration • Visitor Economy Initiative • Tourism • Commercial Property <p>Land Charges</p> <p>Strategic Housing Policy:</p> <ul style="list-style-type: none"> • Affordable Housing • Housing Enabling
Regulatory & Environmental Excellence	<p>Burials</p> <p>Car Parks and Parking Enforcement</p> <p>Community Assets:</p>

	<ul style="list-style-type: none"> • Play Site Inspection and Adoption • Commons • Community Right to Buy • Heritage Site Management • Parish Land Management <p>Community Protection and Environmental Quality:</p> <ul style="list-style-type: none"> • Surface Water & Sewerage • Environmental Awareness and Efficiency • Environmental Crime • Environmental Health • Environmental Licensing • Pest Control • Dog Control • Disease Control • Neglected Sites • Pollution • Community Safety <p>Emergency Planning and Business Continuity</p> <p>Food Safety</p> <p>Licensing:</p> <ul style="list-style-type: none"> • Alcohol Licensing • Animal Licensing • Gambling Licensing • Regulated Entertainment Licensing • Taxi Licensing • Hypnosis licensing • Skin piercing registration <p>Public Conveniences</p> <p>Public Health Protection</p> <p>Strategic Waste:</p> <ul style="list-style-type: none"> • Waste Partnerships • Waste and Environmental Strategy Development • Reuse and Recycling Project Work <p>Street Lighting</p> <p>Waste:</p> <ul style="list-style-type: none"> • Domestic Recycling • Domestic Refuse Collection • Mini Recycling Centres • Commercial Waste • Grounds Maintenance
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**EMERGENCY COMMITTEE
Work Programme**

Date	Title of Report	Responsible Officer	Portfolio Holder
27 May – Informal meeting			
5 June	Budget Review 20/21 Final Paper	Rodney Fincham	Alison Thomas

CABINET CORE AGENDA 2020

Date	Key or Operational	Title of Report	Responsible Officer	Portfolio Holder	Exempt?
15 June	O	Rosebury Park Phase 3	Spencer Burrell	John Fuller	Y
	O	Poringland Neighbourhood Plan 2019-2039 – Consideration of the Examiner's report	Simon Marjoram	John Fuller	N
	O	Local Development Scheme Update	Paul Harris	John Fuller	N
	O	Armed Forces Covenant	Mike Pursehouse	Kay Mason Billig	N
21 July	O	Community Grants	Kerrie Gallagher	K Mason Billig	N
	K	Environment Strategy	Debra Baillie-Murdon / Alison Old	Keith Kiddie	N
	O	Insurance Procurement	Debbie Lorimer	Alison Thomas	Y
	O	Legal Services	Emma Hodds	Kay Mason Billig	Y
	O	Q4 Performance, Risk and Finance (Strategic)	Emma Pepper/ Julie Brown/ Emma Goddard	Kay Mason Billig	N
Council Meeting 27 July 2020					
24 Aug	O	Housing Allocation Policy	Richard Dunsire	Y Bendle	N
Council Meeting 21 September 2020					
28 Sept	O	ASB and Crime	Mike Pursehouse	K Kiddie	N
2 Nov	O	Early Help Approach	Kerrie Gallagher	Y Bendle	N
7 Dec	O	Community Transport	Kerrie Gallagher	K Mason Billig	N
	O	Procurement Options	Rodney Fincham	Alison Thomas	N